

Human Resource Management Based on the AMO (Ability, Motivation, Opportunity) Framework in Family Businesses (A Case Study of PT SMI)

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Abstract. This study aims to explore human resource management practices based on the Ability–Motivation–Opportunity (AMO) framework in family businesses, using a case study of PT Selat Malaka Indonesia (PT SMI), which operates in the energy distribution sector. The study employs a descriptive qualitative approach with an intrinsic case study design. Data were collected through in-depth interviews, limited observation, and documentation studies involving the owner, managers, and non-family employees, and were then analyzed using thematic analysis. The results indicate that the management of ability at PT SMI develops evolutively through work-based learning, senior–junior mentoring, and unstructured external training. Employee motivation is primarily shaped by job security, a family-oriented culture, and trust, although it still faces challenges in the form of work fatigue, career stagnation, and the absence of formal performance indicators. Meanwhile, opportunity is more dominant at the operational level through the delegation of technical authority and open communication, but remains limited in strategic decision-making. These findings indicate that the AMO framework at PT SMI functions implicitly as a foundation for the sustainability of the family business, yet requires systematic strengthening so that human resource professionalization can proceed in balance with family values.

Keywords: Ability–Motivation–Opportunity (AMO); Employee Development; Family Business; Human Resource Management; PT SMI.

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1. INTRODUCTION

Family businesses constitute an important pillar of the Indonesian economy, with more than 60 percent of enterprises classified as family owned businesses, contributing approximately 61 percent to gross domestic product and absorbing 97 percent of the national workforce. However, this dominance has not always been accompanied by maturity in human resource management, as family relationships often generate dilemmas between professionalism and emotional considerations. At the regional level, family businesses in Medan and North Sumatra play a major role in regional gross domestic product and employment, while also demonstrating high adaptive capacity through inclusive leadership and a learning oriented culture. In this context, PT SMI operates as a Pertamina distribution agent within a complex and digitalized energy distribution environment, facing high operational challenges related to safety, compliance with standard operating procedures, and risk control. Although various control procedures have been implemented, field dynamics indicate that distribution management finds it difficult to achieve outcomes that are entirely free from incidents. Under such conditions, aspects of human resource management, particularly those related to competence, discipline, integrity, and employee responsibility, become decisive factors for operational success as well as corporate reputation.

The phenomenon of a gap between increasingly complex operational demands and existing human resource management practices is clearly evident in working relationships among the operational division, foremen, and the finance division. At the operational level, daily focus is absorbed by fleet management, coordination of foremen and drivers, allocation of travel allowances, transportation costs, vehicle maintenance, and the smooth distribution of products. However, drivers often feel that the travel allowances they receive are insufficient to support task execution, while the finance division considers that the allocation is already aligned with margin calculations and the company's operational cost structure. Amid these differing perceptions, practices of deducting travel allowances by foremen were also

identified, justified by claims that company funds were insufficient to meet field requirements. A similar gap is observed in the distribution of nonsubsidized gas, where drivers on several occasions received complaints from consumers for not consistently implementing standard operating procedures, reflecting weak supervision and routine coaching from the operational manager.

In addition, issues of regeneration and leadership succession represent classic challenges in the context of family businesses, including at PT SMI. Intergenerational leadership transitions tend to occur without careful planning, ranging from the determination of successor criteria and leadership development programs to cross generational mentoring mechanisms. The absence of a clear succession framework has the potential to create role uncertainty, friction among family members, and disruption to business sustainability (Kęsy and Kęsy, 2022). When linked to the AMO model, this combination of weaknesses in the management of ability, motivation, and opportunity creates a clear gap between the strategic potential of PT SMI as a family business in the energy distribution sector and the current human resource management practices.

At the level of the state of the art, international literature shows that the Ability Motivation Opportunity framework has become one of the main approaches for explaining the relationship between human resource management practices and organizational performance. A systematic review by Marin Garcia and Tomas (2016) demonstrates that the AMO model provides a structured framework for understanding how ability, motivation, and opportunity contribute to employee and organizational performance. Bos Nehles et al. (2023) map more than one hundred quantitative studies related to AMO and highlight the need for a more contextual understanding of how human resource management practices are categorized and operationalized within each AMO dimension. A study by Nor et al. (2021) on small and medium enterprises in developing countries also shows that AMO based human resource management practices have a positive effect on employee commitment, confirming the relevance of this model for the context of small and medium enterprises.

In the context of family businesses, recent research has begun to use the AMO framework to interpret distinctive dynamics arising from family involvement. Gomez, Mendoza, and Cruz (2024) show that family oriented goals and family governance practices affect the extent to which family businesses adopt formal human resource management practices, including standardized compensation systems and professional recruitment procedures. Other studies find that family businesses tend to develop professional human resource management practices to a lesser extent than nonfamily firms, particularly in relation to performance based compensation and employee appraisal systems, even though they share the same need to improve performance and business sustainability. At the same time, these studies are still dominated by quantitative approaches, are largely conducted in developed countries, and focus on aggregate measurement of human resource management practices, for example in the form of high performance work system packages. As a result, they provide limited insight into social processes, power dynamics, and cultural contexts that frame the everyday implementation of AMO practices within organizations.

Based on this discussion, a research gap is evident at the intersection of three domains: first, human resource management based on the AMO framework; second, the unique characteristics of medium scale family businesses; and third, the sociocultural and regulatory context of Indonesia in the energy distribution sector. First, research on AMO in Indonesia rarely positions family businesses as the main unit of analysis and generally employs quantitative approaches. Second, studies on family businesses in Medan and North Sumatra tend to emphasize entrepreneurship, innovation, and business resilience, while the dimension of human resource management, particularly from an AMO perspective, has received limited attention. Third, qualitative studies that explore the experiences of nonfamily employees within hierarchical and family centered structures, including their perceptions of fairness, development opportunities, and voice, remain very limited.

Within this framework, the study entitled “Human Resource Management Based on the AMO Framework in Family Businesses: A Case Study of PT SMI” becomes both important and timely. From an academic perspective, this study is expected to enrich the human resource management literature by providing a more contextual understanding of how ability, motivation, and opportunity are managed within Indonesian family businesses that are attempting to professionalize amid the demands of digitalization and strict regulation in the energy sector. From a practical perspective, the findings are expected to serve as a foundation for PT SMI in designing a more professional human resource management system, ranging from recruitment, training, incentive systems, career development, to succession planning,

without neglecting the values, traditions, and family cohesion that form the company's identity.

Accordingly, this study is directed toward an in depth exploration of how the dimensions of ability, motivation, and opportunity interact in human resource management practices at PT SMI as a family business, as well as how these dynamics have an effect on business sustainability and competitiveness. The results are expected to provide theoretical contributions to the development of AMO literature in the context of family businesses, while also offering practical implications for similar companies in managing human resources in a strategic, equitable, and sustainable manner. This chapter subsequently leads to the formulation of the research problems and research objectives in the following subsection.

2. RESEARCH METHOD

This study employs a descriptive qualitative approach to explore in depth human resource management practices based on the AMO model at PT Selat Malaka Indonesia as a family business. This approach was selected because it is able to capture experiences, perceptions, and managerial dynamics that cannot be fully explained by quantitative data. Accordingly, the study is classified as an intrinsic case study that focuses on developing an in depth understanding of a single organization. The object of the study is the implementation of AMO in supporting employee performance, while the research subjects include the owner, managers, and senior employees from various divisions, thereby generating rich and representative perspectives. The research was conducted at the head office of PT SMI in Medan during July to November 2025 to allow for an iterative process of data collection and clarification (Creswell, 2009; Patton, 2002).

Data were collected through in depth interviews, limited participatory observation, and documentation studies, which together provide a comprehensive picture of AMO practices in the field. Semi structured interviews were used to explore employee ability, motivation, and opportunity based on AMO indicators, while observation focused on interaction patterns, work communication, and task assignment mechanisms. Documentation studies strengthened the findings through examination of standard operating procedures, human resource management policies, training documents, organizational structures, and performance evaluation reports. All data were analyzed using thematic analysis through a process of transcription, reduction, coding, categorization according to AMO dimensions, and the development of thematic narratives that connect empirical findings with theory (Braun and Clarke, 2006; Bowen, 2009).

To ensure data trustworthiness, the study applied strategies of credibility, transferability, dependability, and confirmability through source and method triangulation, member checking, audit trails, and reflective notes. The research stages were systematically arranged, beginning with problem formulation, preliminary exploration, data collection, iterative analysis, validation, and the preparation of the research report. All processes were conducted with careful attention to research ethics, including management approval, confidentiality of informant identities, voluntary participation, and the use of data solely for scholarly purposes. Through this methodological framework, the study is expected to produce a deep, valid, and accountable account of the implementation of the AMO model in the context of a family business at PT SMI (Lincoln, 1985; Ryan and Deci, 1985).

3. RESULTS AND DISCUSSION

Overview of the Research Object

PT Selat Malaka Indonesia (PT SMI) is a medium scale family business operating in the energy supply chain, particularly in fuel and LPG distribution and transportation, with its operational base in Medan, North Sumatra. As an official agent and transportation partner of Pertamina since the early 2000s, PT SMI has demonstrated relatively stable business growth and is currently managed by the second generation of the Pangaribuan family. With approximately 40 employees, the majority of whom are nonfamily employees, the company applies a lean organizational structure with clear lines of command, in which the owner and board of directors determine strategic direction and risk tolerance, while the Director of Operations coordinates daily cross functional activities. A strong family oriented work culture fosters solidarity and informal communication, while remaining balanced with strict discipline in safety procedures and operational compliance in high risk activities.

Operationally, PT SMI serves the Marketing Operation Region I, which covers North Sumatra to the Riau Islands, with a focus on fuel and LPG distribution and transportation, Pertashop management, and industrial diesel. Products such as Biodiesel B30 and B35, RON 92, and Dexlite are supported by a fleet of tanker trucks of various capacities

and complete legal compliance in accordance with Pertamina standards and the Ministry of Energy and Mineral Resources regulations. Daily workflows operate on an end to end basis, beginning with order receipt and recapitulation, scheduling by Pertamina, fleet readiness through pre trip inspections, loading processes compliant with oil and gas occupational safety standards, safety oriented delivery, and concluding with handover, billing, and reconciliation. Cross functional synchronization is maintained through routine briefings and digital communication, allowing familyoriented culture, procedural discipline, and structural coordination to integrate in ensuring safety, compliance, and service reliability.

Profile of Research Informants

Table 1. Demographic and Position Profile of Research Informants (N = 18).

Code	Position	Gender	Age	Length of Service	Family/Nonfamily	Highest Education
R1	President director	Male	60	28	Family	S-2
R2	Director	Male	28	6	Family	S-1
R3	Driver	Male	35	3	Non-family	SENIOR HIGH SCHOOL
R4	Technician	Male	27	2	Non-family	S-1
R5	Driver	Male	32	2	Non-family	SENIOR HIGH SCHOOL
R6	Warehouse Head	Male	26	2	Non-family	SENIOR HIGH SCHOOL
R7	Manager 1	Female	35	17	Non-family	SENIOR HIGH SCHOOL
R8	Driver	Male	29	3	Non-family	SENIOR HIGH SCHOOL
R9	Head of Administration	Male	39	8	Non-family	SENIOR HIGH SCHOOL
R10	Finance Staff	Female	26	3	Non-family	S-1
R11	Manager 2	Male	36	7	Family	S-1
R12	Administration Staff	Female	29	2	Family	S-1
R13	Finance Staff	Female	35	8	Non-family	D-3
R14	Manager 3	Male	38	9	Non-family	SENIOR HIGH SCHOOL
R15	Administration Staff	Male	28	3	Non-family	D-3
R16	Supervisor	Male	34	5	Family	S-1
R17	Driver	Male	30	2	Non-family	SENIOR HIGH SCHOOL
R18	Driver	Male	34	4	Non-family	SENIOR HIGH SCHOOL

Source: Primary research data, 2025.

The profile of informants is dominated by male participants, with the majority coming from the nonfamily group, and educational backgrounds that align with the functional structure of PT SMI. Senior high school graduates are concentrated in operational roles, while diploma to master's degree holders occupy administrative, finance, and managerial functions. Demographically, the workforce is relatively young, with an average age of 33.4 years, and a composition of length of service that combines an experienced core with newer cohorts, reflecting both knowledge continuity and regeneration. This combination provides an adequate foundation for analyzing role patterns, cross functional coordination, procedural compliance, and the dynamics of operational execution.

Thematic Analysis Procedure

Table 2. Thematic Data Analysis Procedure.

Analysis Stage	Input	Analytical Output / Thematic Results
Compilation of data corpus	18 in depth interview recordings; 5 sets of field observation notes (office, workshop, depot, distribution activities); 9 internal documents (organizational structure, job descriptions, competency profiles, training and certification recapitulation 2020–2024, and documents related to human resource management policies). 45 reputable international journal articles on human resource management in family businesses and human resource management based on the AMO model	18 non verbatim interview transcripts; 5 structured observation note files; 9 inventoried internal documents; list of theoretical literature annotations
Data familiarization and preparation of reflective memos	18 systematically organized interview transcripts; 5 observation notes; 9 internal documents; concise annotations of theories and journal articles	18 reflective memos per informant; 4 initial thematic memos (Ability, Motivation, Opportunity, AMO integration and sustainability)
Initial coding based on meaning segments	18 transcripts 5 observation notes 22 internal documents 22 reflective memos	9 Initial coding matrix consisting of 60 initial codes grouped into four main clusters: Ability, Motivation, Opportunity, and integrative codes related to family business sustainability
Assembling codes into subthemes and themes	Initial coding matrix of 60 codes; analytical memos per code	Four initial themes and 15 subthemes mapping the evolution, practices, constraints, and implications of each AMO dimension
Reviewing and refining themes	Draft of four themes and approximately 15 subthemes; coding matrices supporting quotations; triangulation results with observations and documents	Final configuration of four main themes and approximately 15 stable subthemes; list of key quotations representing each subtheme
Defining and naming themes and constructing the audit trail	Four final main themes and approximately 15 subthemes; analytical memos and revision notes	Operational definitions of each theme and subtheme and their linkages to the AMO model and the family business context
Development of the findings narrative	Four defined themes and approximately 15 subthemes; approximately 80 to 100 representative quotations; audit trail as a consistency reference	Thematic findings narrative positioned critically against international literature on human resource management in family businesses and the AMO model

Table 2 shows that all findings are outputs of a layered and well documented thematic analysis process. Each theme and subtheme can be traced back to the empirical data corpus and the theoretical framework employed, thereby enhancing the trustworthiness and traceability of the research findings.

Human Resource Ability Management

Based on the thematic analysis, ability management at PT SMI does not take the form of a uniform formal training system, but instead develops gradually through a combination of family business experience, everyday work learning, and adaptation to operational and regulatory demands. Employee ability is shaped through a series of interrelated mechanisms, ranging from recruitment, work based learning and senior junior mentoring, daily coordination through briefings and digital media, to external upskilling. However, the absence of a standardized learning framework means that consistency in ability development across units and generations is not yet fully ensured.

Evolution of Ability Management Across the Company Life Cycle

Table 3. Evolutionary Path of Human Resource Ability Management at PT SMI.

Phase	Company Life Cycle Stage	Focus of Ability Management	Main Characteristics
Phase 1	Early stage of the business (informal, survival)	Maintaining business continuity through basic abilities based on direct practice	Small business scale with a focus on maintaining cash flow and service continuity; learning occurs through learning by doing and direct guidance from the owner; employees act as generalists with multitasking roles; no formal training programs
Phase 2	Expansion and increasing complexity (beginning specialization)	Identification of critical functions and professional competency needs	Transaction volume and regulatory demands increase; the company begins to separate operational and support functions; finance, taxation, and administration are recognized as key areas requiring more specific competencies
Phase 3	Strengthening of key functions and initial upskilling	Deepening abilities in finance, taxation, and administrative functions	Finance and administrative staff begin to participate in taxation and accounting training; formal education levels increase for key positions; certain employees function as internal references and informal trainers for other colleagues
Phase 4	Systematic transition toward competency certification	Strengthening formal competency frameworks, certification, and safety standards	Requirements for hazardous materials and occupational safety certification and technical competencies become more explicit; more formal learning frameworks begin to be developed, such as job aids, standard operating procedures, and certification plans; informal senior junior patterns remain but are directed toward professionalization of human resource management based on the AMO framework

Source: Processed Researcher Data

The table summarizes that ability management at PT SMI has progressed from an early phase that was highly informal and oriented toward cash flow continuity, toward an expansion phase that required functional differentiation and professional competencies. It then entered a phase of strengthening key functions through training and increased formal education, and finally moved into a transitional phase toward more systematic learning and certification frameworks. This trajectory indicates that changes in ability management patterns are not abrupt shifts, but rather gradual processes that follow the development of business scale, regulatory demands, and the need for professionalization within the context of a family business.

Implemented Ability Management Practices

Work based learning and senior junior mentoring

Work based learning and senior junior mentoring constitute the primary mechanisms for strengthening employee ability at PT SMI. The learning process takes place through direct observation, imitation of senior practices, and subsequent independent execution under supervision. The workplace functions as a learning space, with senior employees and foremen acting as informal instructors who transmit tacit knowledge through a cycle of observe, try, and receive immediate correction at the point of work. This mentoring process also serves as a quality control tool, as work autonomy is granted based on assessments of actual ability rather than solely on length of service. Within the family business context, this pattern also operates as a means of reproducing values of prudence, procedural compliance, and safety, which are passed down from the owner to successive generations of employees through senior figures.

Daily coordination and just in time instruction through briefings and WhatsApp

The findings indicate that operational human resource management at PT SMI is strongly supported by concise yet intensive daily coordination through a combination of morning briefings and WhatsApp based communication. Morning briefings function as an initial point of team synchronization for the delivery of routes, schedules, documentation, and reinforcement of safety aspects, while digital channels are used for plan adjustments and real time problem solving. This pattern enables task allocation, clarification of instructions,

and rapid responses to field dynamics without communication barriers. From a human resource management perspective, this mechanism simultaneously serves as a means of direction, supervision, and continuous coaching that remains adaptive despite the absence of a formally documented training system.

The role of the family business, role modeling, and stretch assignments

In the family business context, ability management at PT SMI is strongly influenced by owner family figures who act as work role models as well as guides for learning pathways. Strategic roles are generally first performed by core family members, allowing process knowledge and quality standards to be formed through direct experience before being transferred to nonfamily employees. This role modeling pattern is translated into gradual mentoring and stretch assignments, in which employees are given tasks with increasing levels of responsibility in line with their readiness. Accordingly, learning and the strengthening of ability at PT SMI occur through the transfer of tacit knowledge, exemplification, and challenging assignments designed to encourage employees to develop beyond their routine roles.

Recruitment as a mechanism for screening and managing ability

The dimension of ability management at PT SMI is also reflected in recruitment patterns that differentiate approaches between office based and field based positions. For office based roles such as administration, finance, and managerial support, the company applies a more formal recruitment pathway. One administrative staff member explained, “for office positions, entry usually goes through an application, followed by an interview, and then placement,” indicating the presence of administrative screening stages and initial assessments of competency fit before acceptance. Interviews are used to assess basic abilities, learning readiness, and alignment with role requirements that demand higher levels of accuracy and administrative or digital literacy.

In contrast, recruitment for field based positions such as drivers and technicians relies more heavily on informal networks, personal referrals, and relational proximity. One informant stated, “drivers usually come from acquaintances or recommended family connections, because they handle company goods and assets, so they really have to be trusted,” underscoring that trust and personal reliability are primary considerations. In work contexts involving hazardous cargo and high value assets, the company places trust as an initial prerequisite, while technical ability is largely developed through on the job training and mentoring after individuals enter the organization.

This practice indicates that upstream human resource management is oriented not only toward ready made technical skills but also toward potential and personal qualities assessed through social networks. Recommendations from known individuals function as a form of social screening that helps minimize risks of dishonesty or indiscipline. Informants also noted that basic support such as health coverage and income stability constitutes an important attraction for field workers, particularly given the high risk nature of the work and irregular working hours. By providing such support, the company seeks to build relatively stable employment relationships, which in turn form a foundation for long term learning and ability development.

Accordingly, recruitment at PT SMI functions as a mechanism for screening potential ability and managing risk, with differentiated approaches between administrative and field functions. For office positions, formal selection ensures basic competency fit, whereas for field positions, trust and personal reputation serve as the entry gateway, with technical and procedural abilities subsequently developed through the work based learning patterns described earlier.

Opportunistic upskilling through external training and partner

The findings show that PT SMI utilizes external training in an opportunistic manner to enhance employee ability, even though it has not yet been organized into a standardized annual program. Such upskilling is primarily directed toward critical functions such as taxation, accounting, management, and administration, with participant selection based on role relevance and potential. External training functions as a complement to work based learning by adding formal knowledge that is relevant to regulatory and managerial demands. Overall, this practice marks a transitional phase in ability management, shifting from the dominance of practical experience toward a combination with more directed formal competencies.

Mapping of Employee Ability at PT SMI

Based on interviews, field observations, and internal documents titled “SMI Competency Domains” as well as employee development records from 2020 to 2024, the mapping of employee ability at PT SMI can be understood through two main dimensions: (1)

the profile of core competencies required by the organization in accordance with end to end process flows and the oil and gas risk profile; and (2) the actual availability of competencies, including critical certification gaps and the dynamics of upskilling over the past five years. This subsection presents the mapping in a structured manner to illustrate the extent to which employee abilities align with the company's operational, technical, administrative, and analytical needs.

Profile of Required Core Competencies

Table 4. Core Competency Profile of PT SMI Employees by Functional Area.

Functional Area	Main Competency Areas	Key Competencies
Operational / Transportation	Safe driving, compliance with OHS standards, protective equipment and OHS procedures; hazard documentation and awareness; mastery of hose, valve, and grounding reporting	General B2 driving license; compliance with personal and OHS procedures; hazard documentation and awareness; mastery of hose, valve, and grounding procedures; defensive driving; pre trip inspection; discipline in handover documentation; position and incident reporting
Engineering and OHS	Technical maintenance and safety risk control	Technical certification (mechanics); OHS certified welder; general OHS certification; electrical OHS certification; coating OHS certification for high risk points
Finance Administration	& Accounting, taxation, reconciliation, application literacy	Tax brevet certification; accounting proficiency; document reconciliation skills; application literacy (for example MOCA)
Marketing Data	& External communication, content management, data processing and analysis	Public relations; content analysis and production; analytics for reporting and data driven decision making

The profile presented in Table 4 indicates that ability at PT SMI is not understood solely as operational technical skills, such as truck driving and cargo handling, but also encompasses safety competencies, technical maintenance capabilities, financial and taxation management, as well as data analysis and communication skills. Interview findings further reveal that motivation to enhance competencies is driven not only by job demands but also by individual initiative. One staff member stated, "I want to continuously improve my skills, especially now that I am being taught many new things by my supervisor."

Availability of Competencies and Critical Certification Gaps

Table 5. Mapping of Competency Availability and Certification Gaps of PT SMI Employees.

Field / Function	Competence / Certification	Available (people)	Needs (of people)*	Gap (people)
Operational / Transportation	General B2 Driving License	15	18	3
Safety (B3)	B3 Training Certificate	5	23	18
Engineering & Occupational Health and Safety	Mechanical			
	Occupational Health and Safety	0	1–3	1–3
	K3 Welder	0	1–3	1–3
	General K3	0	1–3	1–3
	Electrical K3	0	1–3	1–3
	K3 Coating	0	1–3	1–3
Finance & Administration	Tax Brevet	1	3	2
	Accounting competencies	3	5	2
Marketing & Data	Data analytics	0	1	1
	Public relations	1	1	0
	Content analysis	1	2	1
	Content creator	2	3	1

Table 5 shows that basic operational competencies, such as possession of a General B2 driving license, are close to meeting organizational needs, with a moderate gap that is relatively manageable. In contrast, in the domain of oil and gas safety and technical OHS, there are substantial certification gaps across multiple critical categories. These gaps indicate that formal compliance with safety standards has not yet kept pace with the risk profile of the company's operations. In the finance and administration function, an initial foundation has been established through the availability of tax brevet certification and accounting competencies; however, the number of qualified personnel remains below the ideal requirement. Meanwhile, in the marketing and data function, data analytics competency is entirely unavailable despite the fact that the need for this capability has already been identified. This condition highlights an emerging strategic gap, particularly as data driven decision making becomes increasingly important for organizational learning and performance monitoring. Longitudinal analysis covering the period from 2020 to 2024 reveals a positive shift, marked by an increase in training participation, certification attainment, and the number of employees holding undergraduate and postgraduate degrees since 2022. This trend indicates a gradual transition from an experience based ability development model toward a combination of experiential learning and formal qualifications. Overall, the human resource capabilities of PT SMI are sufficiently strong to support day to day operations, yet they still require sustained strengthening in safety certification, specific technical competencies, and analytical capabilities in order to be fully aligned with the company's risk profile and the governance demands of the oil and gas business.

Barriers and Challenges in Ability Management

Although ability development practices such as learning by doing, senior–junior mentoring, and opportunistic upskilling have been implemented, the strengthening of employee capabilities at PT SMI continues to face structural and cultural barriers. The main challenges include the absence of a structured B3 and OHS certification framework, a high dependence on senior employees' tacit knowledge that has not been systematically documented, and limited coaching time due to fluctuating workloads and operational scheduling pressures. In addition, variations in digital capability and the lack of written guidelines result in uneven learning processes and mastery of work-related applications across individuals and units. Although normative efforts exist to ensure equal learning opportunities for family and non-family employees, the absence of a documented and standardized learning framework means that the quality and consistency of ability development still rely heavily on individual managerial initiative and unit-specific dynamics.

Human Resource Motivation Management

The analysis of motivation management focuses on two main aspects. First, it examines the strategies and programs of motivation management that are tangibly experienced by employees in their daily work. Second, it identifies the driving and inhibiting factors of motivation emerging from employees' subjective experiences, encompassing both financial and non-financial incentives within the family business structure.

Motivation Management Strategy and Programs at PT SMI

Motivation management at PT SMI is primarily grounded in the provision of relatively fair basic welfare, the creation of psychological safety through a strong family-oriented culture, and the granting of trust and learning opportunities as key forms of non-financial recognition. From a financial perspective, salary systems, allowances, and social security benefits are perceived as proportional to workload and are designed incrementally, guided by the philosophy of ensuring employees' and their families' basic livelihood sufficiency. From a non-financial perspective, appreciation is manifested through performance recognition, senior guidance, trust in handling greater responsibilities, and collective practices that reinforce a sense of being valued and belonging. However, the absence of measurable performance indicators means that incentives remain largely owner-driven, indicating that motivation management at PT SMI is still in a transitional phase toward more systematic professionalization.

Factors Driving Employee Motivation

Employee motivation at PT SMI is driven by a combination of job security and a family-oriented culture that fosters a warm, supportive working environment in which employees feel personally recognized. Another important driver is the opportunity for learning and self-development through work-based learning, task rotation, trust in handling new responsibilities, and access to knowledge from senior employees and external consultants. Positive relationships with supervisors and the presence of role models particularly the owners and second-generation leaders serve as sources of inspiration, self-

confidence, and long-term pride in employment. In terms of compensation, although not yet based on a formal system, many employees perceive the rewards and facilities they receive as relatively fair compared to their contributions and the company's capacity. Furthermore, the meaning of work and personal motives such as responsibility to support one's family, enjoyment of fieldwork, and the opportunity to translate theory into practice provide emotional value that strengthens employee commitment and loyalty.

Demotivating Factors and Challenges in Motivation Management

Alongside motivating factors, this study also identifies several demotivating factors that may undermine employee morale at PT SMI. These include physical fatigue resulting from fieldwork demands, career stagnation and limited formal recognition, perceived unfairness in discipline enforcement and workload distribution, inconsistencies in instructions within the dynamics of a family business, and role ambiguity when new responsibilities are not accompanied by clear authority and support. Such factors often emerge latently in the form of confusion, boredom, and psychological exhaustion, particularly among employees with heavy workloads or strong career development orientations. The absence of formal KPIs and performance-based incentive systems further exacerbates these challenges, as employee motivation becomes heavily dependent on relational factors and the subjectivity of owner decisions. Although loyalty remains relatively well preserved through job security and family culture, this condition risks constraining achievement motivation and innovation. Therefore, a key managerial challenge going forward is to address these demotivating factors through clearer roles, policy consistency, and the strengthening of more objective motivation systems without eroding the social capital embedded in family values.

Human Resources Opportunity Management

This subsection examines how PT SMI provides and manages opportunities for employees to contribute, voice opinions, collaborate, and develop their roles within the organization. In the AMO model, the opportunity dimension is not limited to the availability of physical facilities but also encompasses job design, coordination patterns, participation in decision making, and employee access to information and internal networks. Field findings indicate that, as a family business, PT SMI relies on a combination of informal mechanisms and day-to-day collaborative practices to create opportunities. At the same time, it faces structural limitations that prevent these opportunities from being evenly distributed across all organizational levels.

Opportunities for Participation in Decision Making

Employee participation at PT SMI is primarily evident at the operational level, where drivers, technicians, and administrative and finance staff are relatively free to provide input on work routes, fleet maintenance, and workflow improvements, and where their opinions are considered before decisions are made. This practice offers employees tangible opportunities to influence daily operations and reflects trust in their field-based knowledge. However, such opportunities remain limited to technical matters, while strategic decisions such as business expansion or organizational restructuring remain centralized within the owning family. Consequently, employee participation in decision making is partial and not yet systematically institutionalized at the level of long-term planning.

Teamwork Practices and Cross-Unit Coordination

Teamwork practices and cross-unit coordination at PT SMI indicate that the opportunity dimension is relatively strong at the level of daily operations. Among drivers, technicians, and warehouse staff, collaboration is built through mutual assistance in the field, route exchanges, and joint initiatives to address disruptions without waiting for formal instructions. In administrative units, teamwork is reflected in flexible task sharing and mutual substitution when needed. Cross-unit coordination is largely facilitated through rapid communication via WhatsApp groups and face-to-face interactions, enabling swift responses to schedule changes and operational issues. Nevertheless, the absence of regular and structured formal forums for idea sharing limits creative collaboration and cross-unit innovation, making such efforts highly dependent on personal communication.

Access to Work Facilities and Information Systems

Access to work facilities and information systems at PT SMI is generally adequate to support performance, including operational vehicles, work equipment, computers, and internet connectivity, although quality and consistency still require improvement. The company is relatively responsive to safety and equipment adequacy needs and is fairly open in providing tools and regulatory information, particularly for technical and finance-administration functions. However, the lack of well-organized procedural documentation means that work-related knowledge remains heavily dependent on individual experience and informal mentoring by senior employees. This condition suggests that while physical

opportunities are largely available, learning opportunities and work understanding are not yet evenly distributed without more systematic documentation support.

Opportunity Barriers and Gaps in the Family Business Context

This study finds that despite the availability of various forms of opportunity, the opportunity dimension at PT SMI has not been fully optimized due to authority structures centralized within the family, overlapping roles, and unclear boundaries of authority and command lines. These conditions make the flow of employee ideas and initiatives highly dependent on personal relationships and family-level dynamics, leading some employees to adopt a cautious stance by waiting for instructions. At the operational level, overlapping tasks across units and the absence of structured participation forums further constrain employees' ability to develop work methods and contribute more strategically. Within the AMO framework, this situation indicates that established ability and motivation risk being underutilized without the strengthening of opportunity mechanisms that are more formalized, transparent, and evenly distributed.

Discussion

Patterns of Integration among Ability, Motivation, and Opportunity

The findings at PT SMI confirm that strong human resource performance emerges from the integration of ability, motivation, and opportunity, even though the company does not explicitly design an AMO-based system. The observed HR management pattern represents an implicit form of AMO that evolves from family values, business experience, and operational necessities. Employee ability is developed through learning by doing, senior mentoring, job rotation, and external training. Motivation is fostered through job security, emotional closeness, and a long-term orientation characteristic of family businesses while simultaneously containing potential tensions when consistency of treatment is not maintained. Opportunity is realized through the delegation of operational authority, opportunities to lead units or regions, and open daily communication. This evolutionarily developed integration indicates that, in the context of family-owned SMEs, AMO does not need to be present as a formal HR system from the outset. Instead, it can function effectively as embedded internal practices that gradually move toward professionalization as governance demands and generational succession intensify.

AMO as a Support for Operational Performance and Service Quality

The study demonstrates that AMO functions as a key support for operational performance and service quality at PT SMI in the high-risk fuel distribution sector. In the ability dimension, the strengthening of fleet technical competencies, safety compliance, and administrative tax capacities enhances the company's readiness to manage technical, legal, and financial risks. In the motivation dimension, job security, owner integrity, and the meaning of work within a family business context cultivate long-term commitment and performance stability even in the absence of aggressive targets. In the opportunity dimension, the delegation of operational authority, flexibility in field-level decision making, and real-time communication provide space for initiative and responsiveness. The combination of these three dimensions enables PT SMI to retain key employees and preserve tacit knowledge as organizational memory ranging from distribution patterns to practical risk management so that despite the absence of fully mature formal HR systems, AMO operates as a "performance engine" that sustains service reliability, strengthens loyalty, and supports the long-term viability of the family business through talent retention, knowledge preservation, and adaptive capability in response to market dynamics.

Tensions between Familial Values and Professionalism in the AMO Model

This study also reveals latent tensions between familial values and the demands of professionalism that may constrain the effectiveness of the AMO model at PT SMI. Tendencies toward inconsistent treatment particularly in discipline enforcement and performance evaluation reflect the risk of bifurcation bias, which can weaken perceptions of fairness and reduce the motivation dimension, while simultaneously narrowing the opportunity dimension when strategic decision making is overly centralized within the core family. The absence of formal systems such as KPIs, transparent incentive schemes, and clear career pathways means that AMO integration remains heavily dependent on subjective judgments and informal mechanisms, resulting in the underutilization of ability and opportunity potential. In this context, PT SMI is in a transitional phase, where family values remain an important source of social capital but need to be supported by more objective, transparent, and measurable HR professionalization so that all three AMO dimensions can function consistently across both family and non-family employees.

Synthesis: AMO as a Bridge to PT SMI Sustainability

Synthetically, the findings and theoretical framework confirm that AMO-based HR management serves as the main bridge for PT SMI's sustainability as a family business. In the ability dimension, work-based learning, senior mentoring, strengthening of the finance-taxation function, and access to external training build technical and administrative capacity crucial for resilience in the high-risk distribution sector; in the motivation dimension, a sense of security, owner integrity, family culture, and the meaning of work foster loyalty and long-term commitment without creating damaging inequalities; while in the opportunity dimension, delegation of authority, limited rotation, and open communication provide space for employees including non-family employees to channel their abilities and motivation into strategic roles. The integration of these three dimensions positions AMO as a socio-organizational foundation that unites family values with the need for professionalization, maintains performance and talent retention, and provides a foundation for gradual transformation towards more systematic, adaptive, and sustainable HR governance amidst market dynamics, regulations, and the challenges of next-generation succession.

4. CONCLUSION

Based on the thematic analysis of in-depth interviews, field observations, and internal documents of PT SMI as a family-owned company in the BBM/LPG distribution sector, and with reference to the research objectives, the conclusions can be formulated as follows.

- 1) Employee ability at PT SMI does not originate from a formally structured training system established from the outset, but rather develops evolutionarily in line with business growth, regulatory demands, and the company's financial capacity. The strengthening of ability mainly occurs through work-based learning, senior-junior mentoring, role modeling by the owner family, cross-role rotation, and external training optimized for critical functions (finance, taxation, and fleet technical operations). This pattern generates practical competencies sufficient to support daily operations, yet it leaves gaps in B3/K3 safety certifications, analytical capabilities, and the absence of standardized learning frameworks (such as job aids, toolbox talks, and refresher checklists) to ensure consistency across shifts and units. Thus, ability at PT SMI is strong in terms of experiential learning and informal managerial support, but remains weak in the formalization and standardization of competencies.
- 2) Employee motivation at PT SMI is shaped by a combination of financial and non-financial factors that are characteristic of family businesses. Financially, salaries, bonuses, allowances, and BPJS are perceived as relatively fair and aligned with workload and company capacity, thereby creating a basic sense of security. Non-financially, motivation is reinforced by a family-oriented culture, feelings of trust and appreciation, opportunities for learning, closeness to owners and supervisors, and the meaning of work as a means of supporting one's family factors that explain strong employee retention and identification with the company. However, sources of demotivation are also evident, including physical fatigue in field operations, career stagnation, limited formal recognition, inconsistency in discipline enforcement, misalignment of instructions among family actors, role ambiguity, and the absence of structured KPIs and performance-based incentive schemes. Overall, motivation at PT SMI is strong in intrinsic and relational aspects, but is not yet fully supported by a professional and transparent performance management system.
- 3) Opportunity at PT SMI is most evident at the operational level. Drivers, technicians, and administrative staff have space to propose improvements to routes, workflows, reporting, and technical problem-solving through morning briefings, small meetings, and intensive communication via WhatsApp groups. Strong teamwork practices in the field such as mutual assistance among drivers, coordination between technicians, warehouses, and operations, and substitution mechanisms in administrative units indicate that opportunities to engage in daily task execution function effectively, supported by generally adequate basic facilities (fleet, workshops, computers, and internet), although not yet fully uniform. On the other hand, participation in strategic decision making, organizational design, and job structuring remains limited, being heavily influenced by family-based authority structures, overlapping roles, the absence of regular formal participation forums, and the lack of systematic written guidelines. Consequently, opportunity is strong in the technical operational domain but has not yet been institutionalized as an equitable and transparent participation mechanism for all employees.

- 4) AMO-based HR management at PT SMI functions as a bridge between family values and the need for professionalization, which is a prerequisite for the sustainability of a family business. Although the AMO model is not explicitly formulated, daily practices reflect a relatively strong integration: ability is developed through work experience and mentoring, motivation is maintained through job security, relational closeness, and meaningful work, while opportunity emerges through trust, delegation of operational authority, role rotation, and relatively open communication. This configuration supports stable operational performance and employee loyalty, as reflected in long tenure and strong organizational identification. Nevertheless, the study also highlights tensions between family culture and professional demands particularly in discipline enforcement, performance indicator setting, and career path management that may limit AMO optimization if not addressed consciously and systematically. Overall, in the context of PT SMI, AMO serves as a foundational mechanism linking ability, motivation, and opportunity to the sustainability of the family business: maintaining operational and administrative capacity, strengthening commitment and the retention of tacit knowledge, and providing a basis for gradual transformation toward more systematic, fair, and competitive HR governance in the future.

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