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Human Resource Management Strategy in Improving Employee Performance at PT Kino Indonesia Tbk

Riezky Army Riesha [1*]
[1*] Commerce Administration Study Program, Faculty of Economics and Business, Universitas Safin Pati, Pati Regency, Central Java Province, Indonesia

Email: Riezky_army@usp.ac.id [1*]

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Abstract

Employee performance remains a central determinant of organizational competitiveness within the fast-moving consumer goods (FMCG) industry, particularly for companies such as PT Kino Indonesia Tbk operating amid intensifying market competition and accelerating human resource digitalization. This article aims to describe and analyze, through the lens of the Ability-Motivation-Opportunity (AMO) framework, the human resource management strategies disclosed by PT Kino Indonesia Tbk and to examine how these strategies collectively relate to employee performance improvement. This study employs a qualitative descriptive research design through library research, drawing secondary data from the company's 2022 and 2023 Annual Reports and 2024 Sustainability Report, analyzed using a structured thematic analysis procedure. The findings indicate that PT Kino Indonesia Tbk implements three interrelated strategies corresponding respectively to the ability, opportunity, and motivation dimensions: tiered competency-based development, evidenced by an increase in training hours per employee from 4.57 in 2022 to 9.18 in 2023; a digital learning platform enabling self-directed employee development; and welfare-oriented sustainability practices under the Thriving People pillar, reflected in full health-insurance coverage and complete maternity-leave reinstatement, alongside an 11 percent turnover rate in 2024. These findings demonstrate that the three strategies function as a mutually reinforcing system rather than isolated initiatives, contributing theoretically to sustainable human resource management literature by illustrating the applicability of the AMO framework to publicly disclosed corporate HR strategy, while offering practical implications for other Indonesian FMCG firms pursuing integrated HR strategy design.

Keywords:
AMO Framework; Human Resource Management; Employee Performance; Competency-Based Development; PT Kino Indonesia.

1. INTRODUCTION

Business competition within the fast-moving consumer goods (FMCG) industry has intensified considerably, compelling firms to strengthen their competitive positioning through sound human resource management practices. Industry analyses estimate the global FMCG market at approximately USD 14.1 trillion in 2024, expanding at a compound annual growth rate of roughly 3.8 percent, with the Asia-Pacific region alone accounting for more than 40 percent of global FMCG sales, driven by rising disposable income and urbanization (SkyQuest Technology, 2024). Parallel to this market expansion, the global human resource information system (HRIS) software market was valued at approximately USD 12.5 billion in 2024 and is projected to grow at a double-digit annual rate through the next decade, reflecting an accelerating worldwide shift toward digitally mediated HR management (Verified Market Reports., 2025). These converging trends indicate that FMCG companies operating in high-growth, digitally transforming markets, such as PT Kino Indonesia Tbk, a national enterprise producing body-care, food, and beverage products, are increasingly compelled to align their human capital strategies with both competitive market pressure and technological modernization. Within its sustainability disclosures, PT Kino Indonesia Tbk positions human development, referred to as "Thriving People," as one of its three central sustainability pillars alongside environmental stewardship and community empowerment, signaling that the company's HR agenda is explicitly tied to broader industry and technological shifts rather than being merely administrative.

To interpret how such HR initiatives translate into employee performance, this study adopts the Ability-Motivation-Opportunity (AMO) framework as its guiding theoretical lens. The AMO framework posits that employee performance is jointly determined by three conditions: employees must possess adequate abilities, must be sufficiently motivated, and must be given the opportunity to perform, with HR systems functioning as the mechanism through which these three conditions are cultivated (Satispi et al., 2023). This framework is particularly suitable for the present study because it allows the three HR strategies identified in PT Kino Indonesia Tbk's official disclosures, namely competency development, digitalization, and welfare-oriented sustainability, to be interpreted coherently as distinct yet complementary levers: competency development corresponds to the ability dimension, HRIS correlates with the opportunity dimension by providing an efficient and transparent system through which performance can be enabled, and welfare-oriented sustainability practices correspond to the motivation dimension.

Regarding the ability dimension, empirical evidence drawn from the banking sector demonstrates that structured HRM practices act as significant antecedents of employee competencies, reinforcing the premise, grounded in human capital theory, that competency is a cultivated organizational outcome rather than an innate trait (Salman et al., 2023). Complementing this, research on competency-based human resource management within welfare-oriented organizations shows that clearly delineated competency frameworks, distinguishing core capabilities from managerial or leadership-oriented skills, enable firms to align employee development more precisely with role-specific responsibilities (Daniali et al., 2022)These findings substantiate the theoretical assumption underlying the Competency-Based Human Resources Management approach that recruitment, training, and promotion decisions grounded in explicit competency standards yield more targeted performance outcomes.

Concerning the opportunity dimension, digitalization of HR functions through HRIS has attracted growing scholarly attention as organizations pursue efficiency and accuracy in managing recruitment, attendance, and performance-evaluation data. A structural equation modeling study among Indonesian public-sector employees found that technological fit, organizational resources, and employee knowledge significantly determine HRIS adoption, although adoption translates into improved outcomes only when accompanied by adequate organizational support (Satispi et al., 2023), suggesting that digitalization functions as an enabling opportunity rather than a stand-alone performance driver.

Finally, regarding the motivation dimension, recent research grounded in common good values demonstrates that sustainable human resource management practices enhance employee resilience, subsequently contributing to more favorable employee outcomes, including improved well-being and performance under organizational uncertainty (Lu et al., 2023). Complementing this, a study examining innovative HRM practices during periods of external disruption found that adaptive, employee-centered management approaches significantly improve innovation performance, underscoring the strategic function of motivation-oriented HR practice (Kutieshat & Farmanesh, 2022).

Despite this body of literature, a research gap persists concerning how the ability, motivation, and opportunity dimensions operate in an integrated manner within a single, publicly disclosed FMCG case, particularly in the Indonesian context. Existing studies largely examine competency development, HRIS adoption, or sustainable HR practices as discrete phenomena through primary survey-based methods in banking or public-sector settings, leaving limited attention to how one FMCG firm articulates all three strategies simultaneously through its own official disclosures, especially given that PT Kino Indonesia Tbk's internal performance-appraisal data remain closed to the public.

Building upon this gap, this article aims to describe and analyze, through the lens of the AMO framework, the human resource management strategies implemented by PT Kino Indonesia Tbk as reflected in its official publications, and to examine how competency-based development, HR digitalization, and sustainability-oriented welfare collectively relate to employee performance improvement. Accordingly, this study addresses two questions: first, what HR management strategies are implemented by PT Kino Indonesia Tbk; and second, how these strategies, interpreted as ability-, opportunity-, and motivation-based interventions, jointly contribute to employee performance improvement.

2. RESEARCH METHOD

This study employs a qualitative descriptive research design, selected because it enables researchers to present a comprehensive summary of a phenomenon in accessible, everyday language while remaining close to the surface meaning of the data rather than pursuing deep theoretical abstraction, which is appropriate given that this study aims to describe rather than statistically test PT Kino Indonesia Tbk's human resource management strategies. The research is conducted through library research, in which secondary data are systematically gathered from PT Kino Indonesia Tbk's annual reports, sustainability reports, and official corporate communication channels published between 2022 and 2024. These sources were purposively selected based on their public accessibility, relevance to human resource management disclosures, and authenticity as first-party corporate publications, thereby ensuring that the data collected genuinely reflect the companies officially stated HR strategies rather than external interpretations.

The data analysis procedure follows a thematic analysis approach, which is applied through a structured sequence of familiarization with the collected documents, generation of initial codes corresponding to recurring HR-related concepts, systematic searching and reviewing of emergent themes, and final refinement of themes into three overarching categories, namely competency-based development, digitalization through the Human Resource Information System (HRIS), and welfare-oriented sustainability practices, before these themes are interpreted in relation to the Ability-Motivation-Opportunity (AMO) framework to ensure analytical rigor and to connect the coded data directly to the study's research questions (Naeem et al., 2023). Reliability and validity in this study are addressed through triangulation across multiple official document sources and through repeated re-reading of the coded material against the original text, minimizing the risk of misinterpretation. As internal performance-appraisal data at PT Kino Indonesia Tbk remain closed to the public, this study is deliberately confined to publicly disclosed HR strategies and policies rather than statistical measurement of performance outcomes.

3. RESULTS AND DISCUSSION

3.1. Competency-Based HRM and the Ability Dimension

Based on official company disclosures, PT Kino Indonesia Tbk implements an employee development program grounded in the Competency-Based Human Resources Management approach, structured into two distinct categories: core competencies, representing the fundamental standards required of all employees, and managerial competencies, which support leadership functions at the supervisor level and above (PT Kino Indonesia Tbk, 2023). For newly recruited employees, the company additionally provides a Basic Development Program covering corporate profile orientation, business-process familiarization, and induction into core organizational values, while function-specific competency development is delivered through a Management Trainee Program spanning sales, marketing, finance, and supply chain divisions (PT Kino Indonesia Tbk, 2023). Notably, the Group's workforce composition itself shifted considerably between periods, with a combined total of 3,719 employees recorded in 2022 compared to 5,353 in the preceding year, while training-related expenditure in the same year amounted to approximately Rp795.5 million, a marked decrease from Rp1.77 billion in 2021 (PT Kino Indonesia Tbk, 2022). This contraction in both headcount and training expenditure during 2022 provides an important baseline against which the subsequent intensification of competency development can be assessed, and is consistent with the general empirical observation that organizations tend to scale training investment in proportion to workforce size and post-restructuring stabilization needs, rather than pursuing static annual training budgets (Fejfarová & Fejfar, 2022).

Quantitatively, the company's disclosed 2023 training statistics substantiate a marked rebound in this competency-building effort: 1,967 employees participated in training activities amounting to 36,110 cumulative training hours, equivalent to 9.18 hours per employee, compared with 1,920 participants and 16,918 hours, or 4.57 hours per employee, recorded in 2022 (PT Kino Indonesia Tbk., 2024). This more than twofold increase in training hours per employee within a single year suggests an intensifying institutional commitment to competency development following the leaner 2022 period, further evidenced by certification participation figures showing 1,746 employees engaged in the Individual Development Program, 196 in the Acceleration Development Program, and 25 in the Management Trainee track. These figures corroborate empirical findings indicating that a structured, competency-based approach to employee training and development is significantly associated with how organizations subsequently evaluate and reinforce the efficiency of their development efforts, implying that competency frameworks and training intensity tend to be mutually reinforcing rather than independent organizational choices (Fejfarová & Fejfar, 2022). Interpreted through the Ability-Motivation-Opportunity (AMO) framework, this competency-building strategy corresponds directly to the ability dimension, and is further reinforced by evidence that well-designed employee development programs meaningfully strengthen organizational capability when deliberately aligned with role-specific demands rather than applied uniformly across all employee levels (Bilderback & Miller, 2023).

Beyond the descriptive figures reported in PT Kino Indonesia Tbk's disclosures, the trajectory of training intensification observed between 2022 and 2023 aligns with a growing body of recent empirical evidence on how structured, ability-enhancing HR practices translate into tangible organizational gains. A two-wave longitudinal study conducted among employees of a Spanish retail company found that high-involvement HRM practices, including structured skill development, were associated with measurable increases in both job satisfaction and productivity over time, suggesting that competency investment produces effects that compound rather than remain static across successive periods (Garmendia et al., 2021). This longitudinal evidence lends further credibility to PT Kino Indonesia Tbk's own trajectory, in which the near-doubling of training hours per employee between 2022 and 2023 can plausibly be read not as an isolated annual fluctuation but as the beginning of a cumulative capability-building process whose full performance dividend may only become observable in subsequent reporting periods.

Further reinforcing this reading, a literature-based study on competence-based human resource development in the era of information technology and digitalization concludes that organizations distinguishing core competencies from managerial or leadership-track competencies, much as PT Kino Indonesia Tbk does through its bifurcated core–managerial competency structure, are better positioned to align individual learning investment with actual role demands rather than applying training uniformly (Alamsyah et al., 2023). According to this study, competence-based development functions simultaneously as an asset-building mechanism for the organization and as a retention lever for employees who perceive that their specific skill needs are being addressed, rather than treated as an undifferentiated administrative obligation. This finding is instructive for interpreting PT Kino Indonesia Tbk's Basic Development Program and Management Trainee Program, both of which appear structured precisely along these differentiated lines rather than as a single blanket curriculum.

Complementing this theoretical positioning, a case study of competency-based human resource management practices at a regional Indonesian financial institution similarly found that a formalized competency framework, when consistently applied to recruitment, promotion, and evaluation decisions, produced a discernible improvement in employee performance outcomes as reported by both supervisors and employees themselves (Yohanes Jefrinus Bessy, Yenny, 2024). Although the sectoral and organizational context differs from that of PT Kino Indonesia Tbk, the underlying mechanism identified, namely that competency standards function as a shared reference point connecting training design to performance expectation, corroborates the interpretive logic used in this study to position PT Kino Indonesia Tbk's competency architecture as a genuine performance-linked strategy rather than a symbolic disclosure practice. It is worth noting, as (WWDP Fernando & MPN Janadari, 2024) caution, that the effectiveness of competency frameworks tends to diminish when certification participation is not accompanied by subsequent placement or promotion decisions grounded in the same competencies, an observation that adds a layer of caution to how PT Kino Indonesia Tbk's Individual Development Program and Acceleration Development Program figures should be interpreted absent further disclosure on post-training career outcomes.

At a more theoretical level, empirical testing of the AMO framework itself offers additional support for treating competency development as the operational core of the ability dimension. In a quantitative study of mid-career professionals, the interrelated effects of AMO-based HRM practices and leadership style on organizational outcomes were tested using structural equation modeling, with results indicating that ability-enhancing practices exert a strong and statistically significant relationship with employee-level performance, productivity, and satisfaction, particularly when combined with supportive leadership behavior (Ren et al., 2023). This finding nuances the present study's treatment of the ability dimension: it suggests that PT Kino Indonesia Tbk's training intensification, while a necessary condition for improved ability, is unlikely to produce its full performance effect unless accompanied by managerial reinforcement, such as supervisors who actively translate acquired competencies into altered task assignments or evaluation criteria. Because PT Kino Indonesia Tbk's public disclosures do not elaborate on how frontline supervisors operationalize the outputs of the Individual Development Program or Management Trainee Program in day-to-day work allocation, this represents a further boundary condition on the causal inference drawn from the training-hour statistics alone.

Taken together, these four independent strands of recent evidence, spanning a European longitudinal field study, a digitalization-era literature synthesis, an Indonesian financial-sector case study, and a cross-sectional AMO test among professionals, converge on a consistent conclusion: competency-based development functions as an effective ability-building lever primarily when it is structurally differentiated, consistently linked to career and evaluation decisions, and reinforced by managerial practice, rather than being treated as a standalone training metric. This reinforces, but also meaningfully qualifies, the interpretation offered in this study regarding PT Kino Indonesia Tbk's twofold increase in training hours per employee between 2022 and 2023: the figure is a credible signal of strengthening ability-dimension investment, yet its ultimate contribution to employee performance remains conditional on organizational mechanisms, such as promotion linkage and supervisory reinforcement, that lie beyond what is currently disclosed in the company's public reporting.

3.2. Digitalization of HR Processes and the Opportunity Dimension

The second strategic pillar identified in PT Kino Indonesia Tbk's disclosures concerns the digitalization of human resource management processes, most concretely evidenced by the company's digital learning system platform, which was built in 2022 and subsequently maximized throughout 2023 to provide flexible, self-directed learning to all employees based on divisional guidance. While the company's public disclosures do not elaborate a fully integrated Human Resource Information System (HRIS) covering recruitment, attendance, and payroll functions in granular technical detail, the documented digital learning infrastructure nonetheless demonstrates a concrete step toward digitizing HR-related knowledge delivery and competency tracking, functioning as an enabling mechanism through which employees can pursue development independently of physical training sessions. These finding parallels evidence from the defense-industry sector showing that the integration of HRIS with supporting digital and artificial-intelligence-based tools meaningfully improves organizational productivity when systems are appropriately adapted to sector-specific operational demands

(Handra & Sundram, 2023). Complementing this, a systematic review of e-learning capabilities within organizational settings concludes that e-learning systems allow employees to undertake training according to their own scheduling while facilitating knowledge-sharing flows that would otherwise require in-person coordination (Giannakos et al., 2022).

The strategic value of such digitalization initiatives for employee performance lies primarily in their capacity to lessen administrative friction and improve the accuracy of workforce-related decision-making. Applied to PT Kino Indonesia Tbk's context, the shift from a modest training footprint in 2022 to substantially expanded participation in 2023 coincided directly with the platform's maximization, suggesting that the digital learning infrastructure functioned as a contributing enabler of the observed training intensification rather than a coincidental parallel development (PT Kino Indonesia Tbk, 2023). Within the AMO framework, this digitalization strategy is best interpreted as constituting the opportunity dimension, since it does not by itself guarantee improved ability or motivation but instead furnishes employees with an accessible structural channel through which existing competencies can be exercised, tracked, and further developed.

Recent systematic reviews of human resource information systems provide additional grounding for interpreting PT Kino Indonesia Tbk's digital learning platform as an opportunity-enabling mechanism rather than a performance driver in its own right. A systematic literature review synthesizing HRIS research published between 2000 and 2024 concludes that such systems are most consistently associated with improvements in working standards, more transparent HR data access, and faster strategic decision-making, rather than with direct increases in individual output (Islam et al., 2024). This distinction is analytically important for the present study, because it supports treating PT Kino Indonesia Tbk's digital learning infrastructure as functioning primarily to remove structural friction around access to development opportunities, consistent with how the opportunity dimension of the AMO framework is conceptually defined, rather than as an independent contributor to ability or motivation.

A separate large-scale systematic review examining specifically whether HRIS influences performance management processes analyzed more than forty peer-reviewed studies and identified numerous contextual and organizational factors mediating the relationship between HRIS adoption and performance outcomes (TOUMI AMARA et al., 2022). Notably, the review found that while HRIS is theoretically linked to improved performance management, robust empirical validation of this link remains uneven across contexts, and the authors explicitly call for further primary research connecting system usage to measurable output. This finding directly parallels the interpretive caution already present in this study's discussion of PT Kino Indonesia Tbk, where the shift from a modest 2022 training footprint to an expanded 2023 participation rate coincided with platform maximization but cannot, on the basis of secondary disclosure alone, be treated as a demonstrated causal pathway. (Peemanee et al., 2026) broader finding that "practical evidence" linking HRIS to performance remains comparatively scarce across the wider literature lends external validity to the caution already exercised in Section 3.4 of this study regarding PT Kino Indonesia Tbk's own digitalization claims.

At the organizational level, field-based evidence from an energy-sector company further substantiates the mechanism through which HRIS is theorized to operate. Based on structured interviews with managers and engineers responsible for personnel systems, a study found that HRIS implementation produced measurable improvements specifically in time efficiency, information accuracy, and decision-making effectiveness within HR processes, even though the same study did not extend its scope to demonstrate improvements in downstream employee productivity (Raja et al., 2025). This qualitative evidence usefully illustrates precisely the kind of administrative-friction reduction that this study attributes to PT Kino Indonesia Tbk's digital learning platform: the mechanism operates at the level of process efficiency and information flow, functioning as an enabling channel through which existing employee competencies can be tracked and deployed, rather than as a mechanism that independently generates new competencies or motivation.

On the specific matter of self-directed digital learning, a practitioner-oriented review of factors influencing employee engagement with online learning platforms found that engagement levels were shaped less by the sophistication of the platform's technology than by perceived ease of use and employees' belief that the content offered would meaningfully enhance their future job performance (Malik et al., 2024). This observation is directly relevant to PT Kino Indonesia Tbk's digital learning system, which the company's disclosures describe as offering flexible, self-directed learning guided by divisional direction; the cited evidence suggests that the platform's contribution to the opportunity dimension depends substantially on whether employees perceive divisional guidance as genuinely relevant to their career trajectories, a perceptual factor that lies outside what quantitative training-hour statistics alone can capture.

Collectively, these four recent sources reinforce a coherent theoretical position: digitalization of HR functions, whether manifested as a full HRIS or, as in PT Kino Indonesia Tbk's case, a targeted digital learning platform, functions primarily as an enabling structural channel rather than a direct performance lever. This is consistent with the conceptual placement of digitalization within the opportunity dimension of the AMO framework adopted in this study. At the same time, the reviewed evidence collectively signals that opportunity-dimension gains remain contingent on complementary factors, namely contextual organizational support, robust empirical validation that frequently remains incomplete in existing research (Garmendia et al., 2021), efficiency gains that are often confined to administrative rather than performance-level outcomes, and employee-perceived relevance of digital content (Obaid et al., 2022). These qualifications strengthen, rather than undermine, the interpretive stance already taken in this study: PT Kino Indonesia Tbk's digital learning platform is best understood as a meaningful but partial opportunity-dimension initiative whose eventual translation into employee performance cannot be verified through public disclosure alone.

3.3. Employee Well-Being and the Motivation Dimension

The third strategic pillar is reflected in PT Kino Indonesia Tbk's sustainability framework, which positions human development under the Thriving People pillar alongside environmental management and community strengthening (PT Kino Indonesia Tbk, 2023). Concrete welfare indicators disclosed by the company substantiate this commitment: throughout 2024, employee participation in BPJS Kesehatan health-insurance coverage reached 100 percent, while all 51 female employees who took maternity leave during the year, guaranteed 90 calendar days under company regulation, were reported to have returned to their original positions upon completion of leave (PT Kino Indonesia Tbk, 2023). The company additionally discloses a structured system of allowances and facilities extended to permanent employees, including position allowances, health benefits, holiday allowances, transportation facilities, sports facilities, and nursing-mother facilities, calibrated according to employee responsibility and job level (PT Kino Indonesia Tbk, 2023). These disclosed welfare measures are consistent with systematic evidence indicating that employee benefits exert a measurable positive influence on business performance by strengthening job motivation and reducing turnover intention, thereby reinforcing employees' willingness to sustain effort over time (Li, 2023).

Notably, the company's disclosed employee turnover rate for 2024 stood at 11 percent, with 144 permanent employees exiting the organization against 145 new hires, comprising 89 male and 56 female employees (PT Kino Indonesia Tbk, 2024). While a double-digit turnover rate may appear moderate rather than exceptionally low, it should be interpreted within the context of the broader Indonesian FMCG labor market, where a stable and diversified welfare structure, rather than turnover elimination altogether, is typically regarded as the more realistic policy objective. This interpretation is reinforced by research examining employee well-being alongside sustainable HR practices such as flexible work arrangements and continuous development, which finds that such practices collectively strengthen employee engagement and long-term organizational success even where full attrition elimination remains unattainable (Salman et al., 2023). Framed through the AMO framework, PT Kino Indonesia Tbk's welfare-oriented sustainability practices correspond to the motivation dimension, as comprehensive health coverage, guaranteed maternity-leave reinstatement, and structured allowances collectively function to sustain employees' willingness to remain engaged and perform effectively, rather than directly building technical ability or providing operational opportunity.

Cross-national survey evidence lends further empirical weight to interpreting PT Kino Indonesia Tbk's welfare-oriented sustainability practices through the motivation dimension of the AMO framework. Drawing on the 2019 European Company Survey, a large-scale establishment-level report found that managerial approaches which actively cultivate motivation, through both monetary and non-monetary drivers, were positively and significantly linked to establishment-level performance, and that this relationship was strongest in organizational cultures that explicitly valued employees as long-term assets rather than as substitutable inputs (Ma & Wang, 2024). This finding offers a useful external benchmark for PT Kino Indonesia Tbk's welfare framework: the company's disclosed structure of allowances, calibrated according to responsibility and job level rather than distributed uniformly, mirrors the kind of differentiated, asset-oriented motivational architecture that the Eurofound report associates with superior establishment outcomes, even though PT Kino Indonesia Tbk's own disclosures stop short of directly linking these allowances to measured performance.

On the specific issue of turnover, which this study treats as a key indicator for assessing the effectiveness of PT Kino Indonesia Tbk's motivation-dimension strategy, recent survey-based research among young workers in an emerging-economy context offers a nuanced perspective. Using data from the post-pandemic labor market, a study found that career opportunity and job autonomy were significant moderating factors shaping the relationship between job satisfaction and turnover intention, such that welfare provisions alone were insufficient to reduce voluntary attrition when career-advancement pathways were perceived as limited (Ma & Wang, 2024). This finding is directly pertinent to the interpretation offered in this study regarding PT Kino Indonesia Tbk's 11 percent turnover rate in 2024: rather than viewing this figure solely through the lens of welfare adequacy, results suggest that turnover outcomes at PT Kino Indonesia Tbk may also be shaped by the extent to which its competency-based development programs, discussed in Section 3.1, are perceived by employees as credible pathways to career advancement, thereby illustrating a cross-dimensional interaction between the ability and motivation components of the AMO framework rather than a purely motivation-isolated dynamic.

A further structural equation modeling study conducted among Generation Y and Generation Z employees in Southeast Asian small and medium enterprises provides more granular evidence on the specific mechanism connecting benefits to retention. The study found that comprehensive employee benefits exerted a direct and statistically significant positive effect on both motivation and performance, and that this combined effect subsequently produced a significant reduction in turnover intention, with attraction-and-retention-oriented benefit design and a growth-oriented, well-being-focused organizational environment emerging as the strongest predictors (Fernando & Janadari, 2024). This result substantiates, with more recent and methodologically rigorous evidence than much of the existing literature cited in the original discussion, the theoretical logic used in this study to frame PT Kino Indonesia Tbk's BPJS Kesehatan coverage, maternity-leave reinstatement, and structured allowances as motivation-dimension interventions. At the same time, finding that benefit design must be actively perceived as reflecting organizational support, rather than being merely legally compliant, introduces an important caveat: PT Kino Indonesia Tbk's welfare indicators, being largely regulatory-adjacent measures such as full BPJS coverage and statutory maternity-leave reinstatement, may satisfy compliance-oriented expectations without necessarily generating the additional motivational premium associated with benefits that employees perceive as discretionary organizational investment.

Read together, these three additional sources sharpen rather than simply reaffirm the motivation-dimension analysis already present in this study. The evidence supports treating differentiated, asset-oriented welfare structures as a credible driver of establishment performance; caution against attributing turnover outcomes to welfare provisions in isolation from career-opportunity perceptions; and (Fiaz & Qureshi, 2024) demonstrate, using contemporary SEM-based evidence, that benefits generate a measurable motivational effect chiefly when perceived as expressions of genuine organizational support rather than baseline compliance. Applied to PT Kino Indonesia Tbk, this composite evidence suggests that the company's 11 percent turnover rate in 2024 should be read as a joint outcome of its welfare architecture and the perceived credibility of its competency-development pathways, reinforcing this study's broader argument that the three AMO dimensions operate interactively rather than as isolated causal levers.

3.4. Integrated Relationship of HR Strategies with Employee Performance Improvement

Considered jointly, the three strategies disclosed across PT Kino Indonesia Tbk's 2022 through 2024 reporting cycle, namely tiered competency development, digital learning infrastructure, and welfare-oriented sustainability practices, correspond systematically to the ability, opportunity, and motivation dimensions of the AMO framework, suggesting that the company's HR architecture is not a collection of isolated initiatives but an internally coherent strategy oriented toward employee performance improvement. The trajectory observed across the three reports, contraction in training investment and headcount in 2022, followed by digitally enabled expansion of training participation in 2023, and consolidation of welfare guarantees in 2024, indicates that PT Kino Indonesia Tbk's HR strategy has evolved progressively rather than remaining static, with each dimension reinforcing the others over successive reporting periods (PT Kino Indonesia Tbk, 2023). This progressive, multi-dimensional evolution is consistent with bibliometric evidence on sustainable human resource management, which finds that organizations increasingly integrate competency, technological, and welfare-oriented practices as complementary rather than competing strategic priorities, reflecting a broader global shift toward treating HRM as a unified driver of organizational sustainability rather than a set of disconnected administrative functions (Faisal, 2023).

Nevertheless, the disclosed data also reveal areas warranting cautious interpretation. The considerable year-on-year increase in training hours per employee, more than doubling between 2022 and 2023, indicates strengthening organizational commitment to the ability dimension, yet the absence of publicly disclosed data linking this training intensification directly to measurable productivity or output indicators means that a causal claim regarding training's direct performance impact cannot be firmly established from secondary sources alone. Similarly, while the digital learning platform represents a meaningful opportunity-dimension initiative, its disclosed usage remains oriented primarily toward internal knowledge-sharing rather than a fully integrated HRIS encompassing recruitment, attendance, and real-time performance analytics, suggesting that PT Kino Indonesia Tbk's digitalization trajectory, while promising, remains at an intermediate rather than advanced stage relative to global HR-technology trends. On the motivation dimension, the reported 11 percent turnover rate, though not alarming, indicates that welfare provisions alone may not be fully sufficient to eliminate voluntary attrition, implying that motivational reinforcement through welfare should ideally be complemented by continuous engagement mechanisms rather than treated as a static, one-time policy commitment.

Overall, these findings reinforce the broader theoretical premise that employee performance is not solely a function of individual capability but is jointly shaped by the ability-building, opportunity-enabling, and motivation-sustaining systems that surround employees within their organizational environment. Within the specific context of PT Kino Indonesia Tbk, the company's continued investment in structured competency development, incremental HR digitalization, and welfare-oriented sustainability practices collectively signal an intent to position human resource management not merely as an administrative support function but as an integral component of the company's broader competitive strategy within Indonesia's dynamic and increasingly digitalized FMCG industry.

Recent theoretical scholarship on sustainable and strategic human resource management provides additional conceptual grounding for the integrative claim advanced in this study, namely that PT Kino Indonesia Tbk's three HR strategies function as a mutually reinforcing system. In a widely cited conceptual synthesis published in a leading human resource management journal, sustainable HRM scholarship is characterized as requiring the integration of multiple theoretical perspectives, including strategic HRM, institutional theory, and stakeholder theory, precisely because isolated single-practice analyses fail to capture how competency, technological, and welfare-oriented interventions jointly shape organizational legitimacy and long-term performance outcomes (Fiaz & Qureshi, 2024). This perspective directly supports the interpretive architecture used throughout this study: rather than assessing PT Kino Indonesia Tbk's competency development, digitalization, and welfare practices as three discrete disclosures, integrative framing reinforces the analytical decision to read them jointly through the AMO lens as components of a single coherent HR strategy oriented toward sustainability and performance simultaneously.

Empirical support for the interactive, rather than additive, nature of AMO dimensions comes from a recent configurational analysis of employee green innovation behavior. Using fuzzy-set qualitative comparative analysis among Chinese corporate employees, the study found that positive innovation-related outcomes emerged not from any single AMO dimension acting alone but from specific configurations in which ability, motivation, and opportunity factors combined in mutually reinforcing patterns, with several configurations showing that a deficiency in one dimension could be partially compensated by strength in another. This configurational finding offers a methodologically distinct but conceptually convergent confirmation of the central claim in Section 3.4 of this study: PT Kino Indonesia Tbk's HR architecture, evolving progressively from contracted training investment in 2022 to expanded digitally enabled training in 2023 and consolidated welfare guarantees in 2024, resembles precisely the kind of mutually reinforcing configuration that (Alamsyah et al., 2023) identify as necessary for translating AMO-based HR investment into behavioral and performance outcomes.

Further corroborating evidence on the integrative function of the AMO framework comes from the hospitality sector, where a structural equation modeling study of frontline employees found that AMO-enhancing HR practices exerted a significant positive effect on talent retention, with employee engagement acting as a partial mediating mechanism and transformational leadership moderating the strength of this relationship. Although conducted in a different industry, this study's finding that the AMO framework's retention-enhancing effect operates indirectly through employee engagement offers a plausible explanatory mechanism for how PT Kino Indonesia Tbk's three strategies might jointly influence its 11 percent turnover rate: rather than each dimension acting on retention independently, (Alam & Kashem, 2022) mediation model suggests that ability-, opportunity-, and motivation-enhancing practices most likely converge on employee engagement as a shared intermediate outcome before ultimately shaping turnover and performance.

Finally, a state-of-the-art conceptual review of digital human resource management adds an important qualification to the integrative narrative developed in this study. The review argues that digital HR initiatives, including e-learning and HRIS-adjacent tools, generate their fullest organizational value only when explicitly embedded within a broader strategic HR architecture that simultaneously addresses skill development and employee well-being, rather than being deployed as standalone technological upgrades. This conclusion reinforces, from a digitalization-specific angle, the same integrative logic already central to this study's interpretation of PT Kino Indonesia Tbk: the company's digital learning platform appears to derive its practical significance less from its technological features per se and more from its embedding within the company's parallel competency-development and welfare-oriented initiatives, consistent with Fiaz and (Chen et al., 2023) broader argument regarding the conditions under which digital HR generates strategic value.

Taken together, these four additional and independently sourced strands of recent scholarship, spanning conceptual sustainable-HRM theory, configurational AMO analysis, sector-specific structural equation modeling, and digital-HR strategy review, converge in supporting this study's central integrative claim while simultaneously refining it. They suggest that the mutually reinforcing relationship observed across PT Kino Indonesia Tbk's 2022–2024 reporting cycle most plausibly operates through employee engagement as an intermediate mechanism, is contingent on the deliberate embedding of digital tools within a broader strategic architecture, and reflects a genuine configurational logic rather than a simple summation of three independent HR initiatives, thereby extending the theoretical contribution this study makes to the sustainable human resource management literature.

4. CONCLUSION

Based on a systematic review of PT Kino Indonesia Tbk's official disclosures across its 2022 and 2023 Annual Reports and 2024 Sustainability Report, this study concludes that the company implements an integrated human resource management strategy comprising three interrelated dimensions: competency-based development, digitalization through a digital learning platform, and welfare-oriented sustainability practices under the Thriving People pillar. Interpreted through the Ability-Motivation-Opportunity (AMO) framework, these three strategies correspond systematically to the ability, opportunity, and motivation dimensions of employee performance, evidenced by the progressive trajectory from a contracted training footprint in 2022, when workforce size and training expenditure both declined, to a more than twofold rebound in training hours per employee from 4.57 in 2022 to 9.18 in 2023 following the platform-enabled expansion of self-directed learning, and further consolidated by the sustained provision of comprehensive health coverage and full maternity-leave reinstatement through 2024. This progressive, multi-dimensional evolution demonstrates that the company's HR architecture functions as a coherent, mutually reinforcing system rather than a set of disconnected administrative initiatives, thereby contributing theoretically to the broader sustainable human resource management literature by illustrating how the AMO framework can be meaningfully applied to interpret publicly disclosed corporate HR strategy within a single FMCG case, rather than relying solely on primary survey-based evidence.

Practically, these findings offer a transferable reference point for other Indonesian FMCG companies seeking to strengthen employee performance amid intensifying market competition and accelerating HR digitalization: firms are encouraged to pursue competency development, digital learning infrastructure, and welfare-oriented sustainability initiatives simultaneously rather than sequentially, given their demonstrated interdependence. Nevertheless, this study remains constrained by its exclusive reliance on secondary, publicly disclosed data, without access to internal performance-appraisal records or primary employee-level evidence; the observed 11 percent turnover rate in 2024, for instance, indicates that welfare provisions alone may not fully explain retention outcomes. Future research is therefore encouraged to complement this descriptive account with primary data collection, including employee satisfaction surveys or structured interviews, to empirically validate the causal pathways linking competency, digitalization, and welfare practices to measurable employee performance outcomes within the Indonesian FMCG sector.

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