

ABSTRACT

The Indonesia Emas 2045 vision requires the realization of superior human resources, including in the strategic Oil and Gas (Migas) sector, which still faces competency challenges. PPSDM Migas, as the national human resource development center, has successfully maintained its Integrity Zone status (WBK 2018, WBBM 2020) and recorded a significant positive performance deviation in 2023 with an industrial training participant achievement of 241.70% of the target. This achievement indicates the presence of strong internal factors that need to be analyzed.

This study aims to analyze the implementation of the Integrity Zone Human Resource Management System, particularly in the development of employee competencies, and to identify the role of leaders in supporting this implementation. Using a qualitative case study approach, the analysis was conducted through observation, in-depth interviews, and document review. The findings were analyzed using pattern matching and explanation building techniques to compare field practices with theory and explain the dynamics that occurred.

The results show that competency development at PPSDM Migas is implemented systematically and on a job-based basis. Adaptations are made through a digital system (DEIS AKD), the preparation of a ten-year roadmap, and the TLCS framework. Meanwhile, the role of leadership has proven to be strategic in program validation, the integration of training programs with Employee Performance Targets (SKP), and the strengthening of a performance culture. The synergy between a structured competency development system and supportive leadership is an important factor in the success of PPSDM Migas in maintaining its Integrity Zone.

Keywords: *Human Resource Management; Leadership Role; Organizational Culture; Organizational Performance; Training and Development.*