Department of Digital Business
Journal of Artificial Intelligence and Digital Business (RIGGS)
Homepage: https://journal.ilmudata.co.id/index.php/RIGGS
Vol. 5 No. 2 (2026) pp: 23353-23359
P-ISSN: 2963-9298, e-ISSN: 2963-914X

Analysis of Human Resource Management in the Polbeng Business Expo Through Traditional and Contemporary Costume Fashion Show

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Abstrak

Human Resource Management (HRM) plays a crucial role in ensuring the successful implementation of project-based events, particularly those involving student organizations. This study aims to analyze the implementation of the Human Resource Planning System Model in organizing the Traditional and Contemporary Costume Fashion Show at the Polbeng Business Expo. The research employed a descriptive qualitative method with a project-based approach to obtain an in-depth understanding of human resource planning, implementation, and evaluation throughout the event. Data were collected through direct observation, semi-structured interviews, and documentation involving key informants, namely the Human Resource Committee Coordinator and the Project Manager. The collected data were analyzed using the qualitative data analysis model proposed by Miles, Huberman, and Saldaña (2014), while the analytical framework was based on Sikula's (1981) Human Resource Planning System Model, consisting of Human Resource Objectives, Human Resource Planning, Human Resource Budget, Human Resource Estimate, Human Resource Activity Programs, and Evaluation and Feedback. The findings reveal that systematic implementation of these six components significantly contributed to effective task allocation, improved communication, stronger coordination among committee members, efficient budget utilization, and better operational readiness during the event. Furthermore, continuous evaluation and feedback enabled the organizing committee to identify strengths, address operational challenges, and improve future event planning. The study concludes that the Human Resource Planning System Model is applicable and effective in managing student-led educational events. The findings provide both theoretical contributions to the field of human resource management in project-based event organizations and practical recommendations for enhancing future Polbeng Business Expo activities through more structured, coordinated, and sustainable human resource management practices.

Keywords: *Human Resource Management, Human Resource Planning System Model, Event Management, Fashion Show, Polbeng Business Expo.*

1. Introduction

Indonesia is a country with a rich diversity of cultures, ethnic groups, customs, and arts. This diversity is an important part of the national identity and is reflected in various aspects of people's lives, including the field of fashion. Fashion serves not only as a basic necessity but also as a medium for cultural expression, creativity, and the representation of local values unique to each region. Along with the rapid development of the fashion industry in Indonesia, various forms of fashion shows continue to evolve, one of which is the fashion carnival an event that blends elements of art, entertainment, and creativity into an engaging performance (Sunandar, 2018).

Human resources are one of the most important assets in achieving organizational goals because every organizational activity depends on the capability, coordination, and performance of the people involved. In event management, effective human resource management is essential to ensure that every stage of planning, organizing, implementation, and evaluation is carried out systematically. Without proper human resource planning, event organizers may experience problems such as unclear job distribution, ineffective communication, low team coordination, and operational delays that can reduce the overall quality of the event.

The Polbeng Business Expo is an annual academic event organized by the International Business Administration Applied Bachelor's Study Program at the State Polytechnic of Bengkalis. The event aims to promote entrepreneurship, develop students' managerial competencies, and provide opportunities for students to apply theoretical knowledge through real project implementation. One of the major activities in this event is the Traditional and Contemporary Costume Fashion Show, which combines cultural preservation with creativity and event management practices.

Organizing a fashion show requires effective human resource management because it involves various committees with different responsibilities, including event coordinators, participant registration, stage management, judges' coordination, documentation, promotion, and technical support. Every committee member must understand their duties and responsibilities to ensure that the event runs efficiently and achieves its objectives. Therefore, structured human resource planning becomes one of the determining factors for the success of the event.

In practice, several challenges were identified during the implementation of the Traditional and Contemporary Costume Fashion Show. These challenges included communication barriers among committee members, changes in operational schedules, coordination between divisions, participant administration, and time management during event execution. These issues demonstrate that successful event implementation depends not only on technical preparation but also on the effectiveness of human resource management throughout the project.

Several previous studies have discussed human resource management in organizations and companies. However, studies specifically examining the implementation of the Human Resource Planning System Model in student-managed event organizations remain limited, particularly within higher education institutions. Most previous research focuses on employee performance in corporate environments rather than project-based academic events involving student committees. Consequently, there is still a research gap regarding how systematic human resource planning can improve the effectiveness of committee performance in organizing educational events..

This study addresses that gap by analyzing the implementation of the Human Resource Planning System Model in managing the Traditional and Contemporary Costume Fashion Show at the Polbeng Business Expo. The model includes Human Resource Objectives, Human Resource Planning, Human Resource Budget, Human Resource Estimate, Human Resource Activity Programs, and Evaluation and Feedback. Through this framework, the research seeks to examine how structured human resource planning contributes to effective event implementation.

The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, this research enriches the discussion on human resource planning within project-based event management. Practically, the findings may serve as a reference for future organizing committees of the Polbeng Business Expo and similar educational events in improving human resource management practices through systematic planning, coordination, implementation, and evaluation.

2. Research Method

This study employed a descriptive qualitative research method with a project-based approach to analyze the implementation of the Human Resource Planning System Model in organizing the Traditional and Contemporary Costume Fashion Show at the Polbeng Business Expo. A qualitative approach was selected because this study aimed to obtain an in-depth understanding of how human resource management was planned, implemented, and evaluated throughout the event. Rather than measuring variables statistically, the research focused on describing actual practices, identifying challenges encountered during the event, and interpreting participants' experiences based on the Human Resource Planning System Model proposed by Sikula (1981).

The project-based approach was adopted because the Traditional and Contemporary Costume Fashion Show was implemented as a real project involving planning, organizing, coordinating, and evaluating human resources. The researcher directly observed the event implementation and collected information from committee members who were actively involved in managing the event. Therefore, this approach enabled the researcher to explore the practical application of human resource management in an educational event setting.

To obtain comprehensive information, data were collected through observation, semi-structured interviews, and documentation. Observation was conducted throughout the preparation and implementation stages of the event to examine committee coordination, communication, and task execution. Semi-structured interviews were conducted with selected key informants who possessed direct responsibilities for planning and managing human resources. Supporting documents, including organizational structures, meeting minutes, budgeting documents, activity schedules, photographs, and evaluation reports, were also analyzed to strengthen the research findings through data triangulation.

- **Research Design**

This research employed a descriptive qualitative design because it allows researchers to explore social phenomena comprehensively and describe human resource management practices based on actual conditions during the implementation of the Fashion Show. The research focused on understanding how each component of the Human Resource Planning System Model was implemented rather than testing hypotheses or measuring causal relationships.

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- **Research Location**

The research was conducted at the State Polytechnic of Bengkalis (Politeknik Negeri Bengkalis), Riau Province, Indonesia, during the implementation of the Traditional and Contemporary Costume Fashion Show, one of the main activities of the Polbeng Business Expo.

- **Research Informants**

The informants were selected using a purposive sampling technique, which is commonly used in qualitative research to select participants who possess relevant knowledge and direct experience related to the research topic. The selected informants were actively involved in planning and implementing the Traditional and Contemporary Costume Fashion Show, making them capable of providing comprehensive information regarding the human resource planning process.

This study involved two key informants, namely the Human Resource (HR) Committee Coordinator and the Project Manager. Both informants played important roles in coordinating committee members, organizing event activities, monitoring implementation, and evaluating committee performance. Their responsibilities enabled them to provide detailed information concerning the implementation of the Human Resource Planning System Model.

Table 1. Informants

No	Informant	Position
1	Muhammad Farhan Suryadinata	Human Resource (HR) Committee
2	Clara Tri Andini	Project Manager

Source: Processed data (2025)

1. Data Collection Techniques

The research employed three primary data collection techniques.

- **Observation**

Observation was carried out during both the preparation and implementation stages of the Fashion Show. Through direct observation, the researcher examined committee coordination, task implementation, communication patterns, and operational activities throughout the event.

- **Interview**

Semi-structured interviews were conducted with the Human Resource Committee Coordinator and the Project Manager. The interview questions were developed based on the six components of the Human Resource Planning System Model, including Human Resource Objectives, Human Resource Planning, Human Resource Budget, Human Resource Estimate, Human Resource Activity Programs, and Evaluation and Feedback.

- **Documentation**

Documentation was collected to support and validate the research findings. The documents included committee organizational structures, activity schedules, meeting minutes, budgeting reports, photographs, evaluation documents, and other records related to the implementation of the Fashion Show.

2. Data Analysis

The collected data were analyzed using the qualitative data analysis model proposed by Miles, Huberman, and Saldaña (2014)**,** which consists of four interconnected stages.

The first stage was data collection, during which the researcher gathered information through interviews, observations, and documentation. The second stage involved data reduction, where relevant information was selected, categorized, and organized according to the six components of the Human Resource Planning System Model. The third stage was data display, in which the findings were presented in narrative form and tables to facilitate interpretation. Finally, the researcher performed conclusion drawing and verification by interpreting the findings and comparing information obtained from different sources to ensure consistency and credibility.

3. Results and Discussion

1. Result

This section presents the findings obtained from interviews with the Human Resource (HR) Committee and the Project Manager of the Traditional and Contemporary Costume Fashion Show at the Polbeng Business Expo. The findings are analyzed using the Human Resource Planning System Model proposed by Sikula (1981), which consists of six components: Human Resource Objectives, Human Resource Planning, Human Resource Budget, Human Resource Estimate, Human Resource Activity Programs, and Evaluation and Feedback. The discussion explains how each component was implemented during the organization of the fashion show and its

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contribution to the successful implementation of the event. organization of the fashion show and its contribution to the successful implementation of the event.

a. Human Resource Objectives

Based on the interview as the Human Resource (HR) Committee, the primary objective of human resource management was to ensure that every committee member possessed the competencies required to perform their responsibilities effectively. He explained that appropriate human resource planning facilitated better task distribution, strengthened teamwork, and improved committee coordination throughout the implementation of the Traditional and Contemporary Costume Fashion Show.

According to the HR Committee, human resource management also aimed to develop committee members' organizational experience and communication skills, enabling them to contribute more effectively to the successful implementation of the event. (human resource Committee)

According to as the Project Manager, the objectives of human resource management were closely aligned with the overall objectives of the Polbeng Business Expo. She explained that every committee member had been assigned responsibilities according to their competencies to ensure that operational activities could be implemented effectively.

Furthermore, the Project Manager emphasized that clear organizational objectives enabled the organizing committee to maintain coordination among divisions, solve operational problems efficiently, and achieve the expected event outcomes. (project manager)

The interview findings from both informants indicate that Human Resource Objectives were implemented systematically during the organization of the Fashion Show. The HR Committee focused on committee competency development and task allocation, while the Project Manager emphasized organizational coordination and overall project achievement.

b. Human Resource Planning

Based on the interview with the Human Resource Committee, planning activities were conducted before the event by determining committee structures, assigning job descriptions, identifying workforce requirements, and organizing committee meetings. The HR Committee explained that committee members were selected according to their competencies and previous organizational experience.

The Project Manager explained that human resource planning also involved coordinating all divisions, preparing operational schedules, assigning responsibilities, and monitoring committee readiness before the implementation of the event. Regular meetings were conducted to ensure that every committee member understood their assigned responsibilities.

The interview findings indicate that both informants considered human resource planning as an essential component of successful event management. Proper planning enabled effective committee coordination, minimized operational problems, and ensured that every committee member performed assigned responsibilities according to organizational objectives.

c. Human Resource Budget

Based on the interview as the Human Resource (HR) Committee, budgeting for human resources was prepared before the implementation of the Traditional and Contemporary Costume Fashion Show. The allocated budget covered committee operational needs, including committee consumption, certificates, transportation, committee equipment, and other supporting activities. The HR Committee explained that budget planning was adjusted according to the available financial resources while ensuring that all committee members could perform their responsibilities effectively.

The HR Committee also stated that careful budget allocation helped minimize unnecessary expenditures and supported the smooth implementation of committee activities throughout the event. (human resource Committee)

According to as the Project Manager, budgeting was an important aspect of event planning because it determined the feasibility of every operational activity. She explained that each division submitted its budget requirements before the event, and all proposed expenditures were evaluated according to the overall event budget.

The Project Manager further explained that financial efficiency was achieved by prioritizing essential activities without reducing the quality of the event. Continuous monitoring of budget utilization was conducted to ensure that expenditures remained consistent with the approved financial plan. (project manager)

According to the results of the interviews, both informants thought that budgeting was a crucial part of human resource planning. The Project Manager concentrated on financial control and budget efficiency during the event, while the HR Committee stressed money allocation for committee operational needs.

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d. Human Resource Estimate

The Human Resource Committee interview was used to estimate the number of committee members required for each division based on operational duties and workload. The HR Committee clarified that workforce estimation took into account the complexity of event activities, prior organizational experience, and committee members' competencies.

In order to guarantee that every operational activity was sufficiently supported, modifications were also made whenever unforeseen circumstances arose during event preparation. (human resource Committee)

The project manager stated that in order to ensure efficient coordination during the event, it was crucial to estimate the human resource requirements. She clarified that the number of committee members needed for each division varied based on operational duties, participant participation, and technological specifications.

According to the project manager, precise estimation made it less likely that there would be a labor deficit and allowed committee members to carry out their duties more effectively during the event. (project manager)

The results of the interviews show that both informants understood how crucial it was to estimate the amount of human resources needed prior to the Fashion Show's implementation. The organizing committee was able to improve operational readiness and allocate duties in an acceptable manner thanks to workforce estimation.

e. Human Resource Activity Programs

A number of human resource activity plans were put in place both before and during the Fashion Show, based on the Human Resource Committee interview. Committee recruitment, task distribution, coordination meetings, technical briefings, and member communication were all included in these activities. The HR Committee clarified that these initiatives were created to guarantee that each committee member was aware of their duties prior to the event.

Additionally, committee members were able to address operational concerns and find solutions to possible challenges during event preparation through frequent coordination meetings. (human resource Committee)

The project manager clarified that in order to make sure that each committee member carried out their designated duties in accordance with the event schedule, activity programs were constantly reviewed. In order to check committee preparedness and enhance communication amongst divisions, a number of coordination meetings and operational assessments were carried out before to the event.

The Project Manager claims that these activity programs made a substantial contribution to upholding teamwork and guaranteeing that operational tasks were carried out in accordance with the predetermined schedule. (project manager)

The results show that Human Resource Activity Programs were crucial in preparing committee members prior to the Fashion Show's execution. In order to improve committee effectiveness, both informants stressed the significance of coordinating meetings, communication, and task distribution.

f. Evaluation and Feedback

Following the conclusion of the Fashion Show, an evaluation was carried out based on the Human Resource Committee interview in order to evaluate committee performance, pinpoint implementation issues, and highlight areas in need of development. The HR Committee clarified that members were urged to offer helpful criticism about teamwork, communication, and task execution.

The evaluation's findings were recorded and meant to be used as suggestions for enhancing Polbeng Business Expo events in the future. (human resource Committee)

Evaluation meetings were held with all committee divisions right after the event, according to the project manager. The project manager clarified that committee members' input was helpful in determining operational advantages, disadvantages, and areas for development.

She further underlined that ongoing assessment facilitates organizational learning and makes it possible for upcoming organizing committees to employ more effective planning and coordinating techniques. (project manager)

The results of the interviews show that evaluation and feedback were used in a methodical manner after the fashion show was finished. Both informants concurred that evaluation was meant to enhance future event management procedures in addition to evaluating committee performance.

2. Discussion

a. Human Resource Objectives

The results show that the successful execution of the Traditional and Contemporary Costume Fashion Show was greatly aided by well-defined human resource objectives. While the Project Manager emphasized that

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well-established objectives strengthened coordination among all divisions throughout the event, the Human Resource Committee emphasized that clear objectives facilitated task distribution and improved committee members' understanding of their respective responsibilities.

These results support the assertion made by Sikula (1981) that Human Resource Objectives offer strategic guidance for organizing and planning organizational operations. Having clear objectives guarantees that everyone is aware of what is expected of them by the company and can effectively contribute to the accomplishment of shared objectives. Similarly, Dessler (2020) clarified that by coordinating individual duties with organizational priorities, well-defined organizational objectives enhance employee performance.

b. Human Resource Planning

The findings demonstrate that Human Resource Planning was systematically implemented through committee formation, task allocation, activity scheduling, and coordination meetings before the event. Both informants agreed that planning activities enabled committee members to understand their responsibilities and reduced operational problems during the implementation stage.

This finding supports Sikula (1981), who emphasized that Human Resource Planning ensures that organizations possess the appropriate workforce with suitable competencies at the appropriate time. Furthermore, Dessler (2020) argued that effective planning enables organizations to allocate human resources efficiently while minimizing operational uncertainty.

The results are consistent with previous research indicating that systematic planning significantly improves coordination, communication, and organizational performance during project implementation. Consequently, effective planning contributed to the successful implementation of the Fashion Show by ensuring that committee members were adequately prepared before the event.

c. Human Resource Budget

The results show that operational priorities and available funds were taken into consideration while creating the human resource budget. The committee's operational needs, such as coordination meetings, committee facilities, transportation, and other necessary supporting activities during the event, were funded by the budget allocation.

Sikula (1981) asserts that a human resource budget is a crucial part of human resource planning because it allows businesses to carry out operational tasks successfully and economically. Additionally, while preserving organizational effectiveness, proper budgeting reduces wasteful spending.

Similar to this, prior research has demonstrated that sound financial planning enhances organizational effectiveness and promotes project sustainability. As a result, the budgeting procedure used in this study allowed for efficient use of resources and guaranteed that all committee tasks could be finished on time.

d. Human Resource Estimate

The implementation of Human Resource Estimate enabled the organizing committee to determine workforce requirements based on committee responsibilities, event complexity, and participant numbers. Both informants emphasized that workforce estimation reduced the possibility of manpower shortages and improved committee readiness throughout the event.

These findings are in accordance with Sikula (1981), who explained that workforce estimation assists organizations in forecasting future human resource requirements and ensuring workforce availability according to operational needs.

Furthermore, previous studies reported that accurate workforce estimation contributes to organizational efficiency by balancing workload distribution and reducing operational risks. Therefore, appropriate workforce estimation played an important role in supporting the successful implementation of the Fashion Show.

e. Human Resource Activity Programs

The results show that the primary Human Resource Activity Programs used during the Fashion Show were committee recruiting, coordination meetings, technical briefings, communication, and committee monitoring. These exercises enhanced committee members' cooperation and preparation.

These results corroborate Armstrong's (2020) claim that structured HRD programs enhance teamwork, organizational commitment, and employee competency. Similarly, Sikula (1981) stressed that ongoing implementation of human resource activities is necessary to sustain organizational efficacy.

According to earlier research, regular coordination meetings and good communication greatly enhance organizational performance by lowering miscommunication and fostering teamwork. Thus, committee performance throughout the event was positively impacted by the Human Resource Activity Programs used in this study.

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f. Evaluation and Feedback

The results show that in order to evaluate committee performance and pinpoint areas in need of improvement, evaluation and feedback were carried out following the conclusion of the Fashion Show. According to both sources, committee members were able to address operational issues and develop suggestions for upcoming events at assessment meetings.

These results corroborate Sikula's (1981) description of Evaluation and Feedback as the Human Resource Planning System Model's last phase. Organizations can improve future planning and organizational performance by identifying strengths and weaknesses through ongoing evaluation.

According to similar findings from earlier research, assessment and feedback boost organizational learning by offering useful data for ongoing development. As a result, the evaluation actions carried out in this study boosted future HRM practices within the Polbeng Business Expo and promoted organizational learning.

4.Conclusion

The purpose of this study was to examine how the Polbeng Business Expo's Traditional and Contemporary Costume Fashion Show was organized using the Human Resource Planning System Model. The results show that during the event's planning, execution, and evaluation phases, all six elements of the Human Resource Planning System Model—Human Resource Objectives, Human Resource Planning, Human Resource Budget, Human Resource Estimate, Human Resource Activity Programs, and Evaluation and Feedback—were successfully applied. Despite a number of operational difficulties, the successful execution of the event was made possible by the application of these elements, which also improved communication, task distribution, committee member coordination, and resource allocation. Additionally, this study shows that student-led educational event management can successfully implement Sikula's (1981) Human Resource Planning System Model. In addition to assisting in the accomplishment of event goals, the application of methodical human resource planning improved students' problem-solving, teamwork, leadership, and organizational skills. As a result, the results offer useful suggestions for future Polbeng Business Expo organizing committees to enhance human resource planning and raise the standard of event administration in universities.

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