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Analysis of Project Manager Leadership Competencies in Managing Traditional, Contemporary, Eco-Friendly, and Carnival Collaborations at Polbeng Expo Chapter II

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Abstrak

Effective event management plays an essential role in ensuring the successful implementation of large-scale educational events. This study aims to analyze the management aspects applied in presenting Traditional, Contemporary, Eco-Friendly, and Carnival fashion collaborations at Polbeng Expo Chapter II. The research focuses on the implementation of leadership, planning, coordination, communication, and decision-making by the Project Manager throughout the event management process. A descriptive qualitative approach was employed using purposive sampling to select committee members who were directly involved in organizing the event. Data were collected through semi-structured interviews using the Behavioural Event Interview (BEI) approach and supported by direct observation. Data analysis referred to the AKEPT leadership competency framework to evaluate managerial competencies demonstrated during project implementation. The findings indicate that effective planning, cross-functional coordination, adaptive leadership, and timely decision-making significantly contributed to the successful implementation of the fashion show. The Project Manager demonstrated competencies at the Managing Function and Integrating Diverse Functions levels, indicating effective leadership in coordinating multiple divisions and managing project execution. The study concludes that strong management practices enhance collaboration, improve team performance, and contribute to achieving event objectives successfully.

Keywords: Event Management, Leadership Competency, Project Manager, Fashion Show, Polbeng Expo.

1. Introduction

The development of higher education in the twenty-first century emphasizes not only academic achievement but also the development of leadership, managerial, communication, and problem-solving competencies that prepare students for professional careers. One of the most effective learning approaches to develop these competencies is project-based learning, where students are directly involved in planning, organizing, implementing, and evaluating real projects. Through this approach, students gain practical experience in managing organizations, coordinating teams, and making strategic decisions in dynamic working environments.

One form of project-based learning implemented at the State Polytechnic of Bengkalis is the Polbeng Expo Chapter II, an annual academic event organized by students of the Applied Bachelor of International Business Administration Study Program. The event serves as a platform for students to demonstrate their managerial abilities, creativity, innovation, and teamwork through various competitions and exhibitions. Among the featured programs, the Fashion Show represents one of the most comprehensive activities because it integrates four different fashion concepts, namely Traditional, Contemporary, Eco-Friendly, and Carnival. Each category presents unique characteristics and organizational challenges, requiring intensive coordination among committee members, participants, judges, sponsors, and supporting divisions.

The successful implementation of a large-scale student event depends heavily on the capability of the Project Manager in coordinating human resources and managing the overall event process. Besides ensuring that activities are completed according to the predetermined schedule, the Project Manager is responsible for planning operational activities, assigning responsibilities, facilitating communication, solving unexpected problems, and

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making decisions under time constraints. These responsibilities require not only managerial knowledge but also effective leadership competencies that enable collaboration among different functional divisions throughout the event implementation.

In practice, organizing the Fashion Show at Polbeng Expo Chapter II presented various managerial challenges. The Project Manager was required to coordinate multiple committees with different responsibilities, manage limited resources, maintain communication among stakeholders, resolve technical problems during preparation and implementation, and ensure that each fashion category was conducted according to the planned objectives. Differences in committee perspectives, changes in technical requirements, scheduling adjustments, and unexpected operational issues demanded adaptive leadership and effective managerial decision-making. These challenges illustrate that leadership competency plays a significant role in determining the success of student-led event management.

Previous studies have examined leadership and event management in educational settings; however, most of them focus primarily on general management functions such as planning, organizing, actuating, and controlling (POAC), organizational performance, or committee effectiveness. Limited studies have specifically analyzed the leadership competencies demonstrated by a Project Manager during the management of student-led events using a structured competency framework. Consequently, there remains a research gap regarding how leadership competencies are applied in coordinating multidisciplinary committees within educational event management.

To address this gap, the present study adopts the AKEPT Leadership Competency Framework as the primary analytical framework to examine the competencies demonstrated by the Project Manager throughout the planning, implementation, and evaluation stages of the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II. The framework enables a comprehensive evaluation of leadership practices related to strategic planning, communication, coordination, decision-making, problem-solving, and cross-functional collaboration.

Therefore, this study aims to analyze the leadership competencies demonstrated by the Project Manager in managing the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II. The findings are expected to contribute to the development of knowledge in event management and leadership competency while providing practical recommendations for improving the effectiveness of future student-led events.

2. Literature Review

1. Project Manager Leadership Competency

Project Manager Leadership Competency refers to the knowledge, skills, behaviors, and attitudes required by a project manager to effectively lead a team in achieving predetermined project objectives. In project management, leadership competency extends beyond supervising activities; it also includes motivating team members, facilitating communication, coordinating stakeholders, solving problems, and making strategic decisions throughout the project lifecycle. Effective leadership enables project managers to optimize organizational resources, maintain collaboration among team members, and adapt to changing project conditions.

In the context of event management, project managers play a significant role in ensuring that every phase of the event—from planning and preparation to implementation and evaluation—is conducted effectively and efficiently. Leadership competency therefore becomes one of the primary determinants of project success because it influences team performance, decision-making quality, communication effectiveness, and the achievement of organizational objectives.

2. Leadership in Event Management

Event management is a systematic process involving planning, organizing, coordinating, implementing, and evaluating activities to achieve specific objectives within predetermined time, cost, and quality constraints. Successful event management requires effective collaboration among various stakeholders, including organizing committees, participants, sponsors, vendors, judges, and audiences. Consequently, leadership becomes an essential element in maintaining coordination and ensuring that every organizational function operates effectively.

Within student-led events, the Project Manager serves as the central coordinator responsible for integrating various functional divisions into a unified organizational system. Leadership in event management involves establishing clear objectives, assigning responsibilities, monitoring work progress, resolving operational conflicts, and maintaining effective communication among committee members. Therefore, leadership competency directly affects the effectiveness of event implementation and overall organizational performance.

3. AKEPT Leadership Competency Framework

This study adopts the **AKEPT Leadership Competency Framework** as the primary theoretical framework for analyzing the leadership competencies demonstrated by the Project Manager during the implementation of the Fashion Show at Polbeng Expo Chapter II. Developed by the Higher Education Leadership Academy (AKEPT), Malaysia, the framework provides a competency-based approach for evaluating leadership performance in organizational settings.

The framework identifies several key competency domains required by effective leaders, including **strategic thinking, communication, leadership, decision-making, problem-solving, teamwork, and integrating diverse functions**. Rather than emphasizing managerial authority alone, the framework evaluates how leaders demonstrate competencies through observable behaviors while managing organizational activities. Consequently, the AKEPT framework is highly relevant for examining leadership practices within student-led event management because it enables researchers to assess managerial competencies based on actual experiences and behaviors demonstrated throughout project implementation.

4. Previous Studies

Several previous studies have examined leadership and management practices within educational event management. Most studies conclude that effective planning, communication, coordination, and supervision contribute significantly to the successful implementation of student events. However, these studies generally analyze organizational performance using conventional management approaches such as Planning, Organizing, Actuating, and Controlling (POAC), without specifically evaluating leadership competencies demonstrated by Project Managers.

Furthermore, previous research has primarily focused on organizational effectiveness, committee performance, and event management processes, while limited attention has been given to competency-based leadership analysis using structured assessment frameworks. Therefore, there remains a need for research that examines leadership competencies through the **AKEPT Leadership Competency Framework**, particularly within student-managed events involving multidisciplinary collaboration.

Based on this research gap, the present study analyzes the leadership competencies demonstrated by the Project Manager in managing the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II. By applying the AKEPT Leadership Competency Framework, this study is expected to provide a more comprehensive understanding of leadership practices that contribute to successful event management while enriching the literature on leadership competency in higher education.

3. Research Method

This study employed a **descriptive qualitative research approach** to analyze the leadership competencies demonstrated by the Project Manager in managing the Traditional, Contemporary, Eco-Friendly, and Carnival collaborations at Polbeng Expo Chapter II. The qualitative approach was selected because it enables the researcher to explore leadership behaviors, managerial practices, and decision-making processes based on the experiences of individuals directly involved in the event organization. Data were collected through **semi-structured interviews, direct observation, and documentation**. The interview process adopted the **Behavioral Event Interview (BEI)** approach to identify leadership competencies demonstrated by the Project Manager during the planning, implementation, and evaluation stages of the event. Informants were selected using **purposive sampling**, as proposed by Sugiyono (2019), by considering committee members who possessed direct knowledge and experience regarding the management of the Fashion Show event. The primary informants included the Project Manager and committee members from several functional divisions who were actively involved throughout the event implementation. Data analysis followed the interactive model of **Miles and Huberman (1994)**, consisting of **data reduction, data display, and conclusion drawing/verification**. During the data reduction stage,

interview transcripts, observation notes, and supporting documents were classified according to the leadership competency indicators in the **AKEPT Leadership Competency Framework**. The organized data were then presented in descriptive narratives to identify patterns of leadership practices demonstrated by the Project Manager. Finally, conclusions were drawn through continuous verification using **source triangulation** by comparing interview findings with observation results and documentation to ensure the credibility and trustworthiness of the research findings.

Table 1. Interview Questions

Research Aspect	Interview Questions
Planning Competency	1. How did you plan the implementation of the Fashion Show from the preparation stage until the event was completed?
	2. How did you determine priorities and allocate tasks among committee members?
	3. What challenges did you encounter during the planning stage, and how were they addressed?
Communication Competency	4. How did you maintain communication among committee members throughout the event preparation and implementation?
	5. What communication strategies were used to ensure that information was delivered accurately to every division?
Coordination Competency	6. How did you coordinate different divisions involved in the Fashion Show event?
	7. What actions were taken when coordination problems occurred between committee members or divisions?
Decision-Making Competency	8. What unexpected situations occurred during the event, and how did you make decisions to resolve them?
	9. How did you ensure that every decision supported the successful implementation of the event?
Leadership Competency (AKEPT Framework)	10. Based on your experience as Project Manager, what leadership competencies were most important in ensuring the successful implementation of the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show?

4. Result and Discussion

1. Result

Data analysis was conducted using a descriptive qualitative approach through the stages of data reduction, data display, and conclusion drawing. The findings were analyzed based on the **AKEPT Leadership Competency Framework**, particularly the competencies demonstrated by the Project Manager during the implementation of the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II. Based on the interview, observation, and documentation results, two dominant competency levels were identified: **Managing Function** and **Integrating Diverse Functions**.

a. Managing Function Competency

The findings indicate that the Project Manager demonstrated strong competencies in managing the operational implementation of the Fashion Show. During the planning stage, the Project Manager developed a work schedule, delegated responsibilities to committee members, coordinated technical meetings, and monitored the progress of

each division. These activities ensured that every committee member understood their respective duties and responsibilities before the event implementation.

The Project Manager also maintained continuous communication with committee coordinators to monitor work progress and identify operational problems. Whenever technical issues emerged, discussions were conducted immediately to determine appropriate solutions without disrupting the event schedule. The delegation of responsibilities according to each committee member's capability also contributed to effective teamwork and operational efficiency.

Interview Quote (Project Manager):

"Before the event started, we created a timeline, divided responsibilities among each division, and conducted regular evaluations to ensure that every committee member understood their duties."

These findings demonstrate that the Project Manager effectively performed managerial functions related to planning, communication, supervision, and operational control. Such practices reflect the characteristics of the **Managing Function** competency within the AKEPT Leadership Competency Framework, where leaders are expected to organize resources efficiently while maintaining team performance throughout project implementation.

b. Integrating Diverse Functions Competency

The research findings also reveal that the Project Manager demonstrated competencies in integrating various functional divisions involved in the Fashion Show. Effective collaboration was established among the event division, stage management, liaison officers, publication team, documentation team, sponsorship division, judges, and participants. This integration enabled information to be disseminated efficiently and minimized communication barriers among stakeholders.

When unexpected situations occurred, such as schedule adjustments, technical constraints, or changes in participant readiness, the Project Manager coordinated with all relevant divisions before making strategic decisions. This collaborative approach ensured that operational changes could be implemented without affecting the overall objectives of the event.

Interview Quote (Committee Member):

"Whenever problems occurred, the Project Manager immediately invited the related divisions to discuss possible solutions together. Decisions were never made without coordination."

The findings indicate that cross-functional collaboration became one of the key success factors in organizing the Fashion Show. Through effective communication and coordination, the Project Manager successfully integrated diverse organizational functions and maintained collaboration throughout the event implementation.

Overall, these practices demonstrate the **Integrating Diverse Functions** competency described in the AKEPT Leadership Competency Framework, where leaders are expected to coordinate multiple stakeholders, facilitate collaboration, and align organizational objectives across different functional areas.

2. Discussion

The findings of this study demonstrate that the Project Manager played a significant role in ensuring the successful implementation of the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II. Based on the AKEPT Leadership Competency Framework, the Project Manager demonstrated competencies at the **Managing Function** and **Integrating Diverse Functions** levels. These competencies were reflected in the ability to organize committee activities, coordinate cross-functional teams, communicate effectively, and make timely decisions throughout the event implementation.

The **Managing Function** competency was demonstrated through systematic planning, task delegation, monitoring, and supervision of committee activities. The Project Manager developed an event timeline, assigned responsibilities according to each committee member's role, and regularly monitored progress to ensure that

preparations were completed as scheduled. These practices indicate that effective leadership contributes to operational efficiency and supports the achievement of event objectives. Furthermore, the findings suggest that structured planning and continuous supervision reduce the possibility of operational errors and improve team performance during event implementation.

The findings also show that the Project Manager demonstrated the **Integrating Diverse Functions** competency by coordinating multiple divisions involved in the Fashion Show, including the event division, stage management, documentation, liaison officers, sponsorship, publication, judges, and participants. Effective coordination enabled information to be shared efficiently, minimized misunderstandings, and strengthened collaboration among stakeholders. This competency became particularly important when unexpected situations occurred, as collaborative decision-making allowed the committee to respond quickly without disrupting the overall implementation of the event.

These findings support the view that leadership competency extends beyond managerial authority. Effective leaders facilitate communication, encourage participation, integrate organizational resources, and create an environment that supports teamwork and shared responsibility. In student-led events such as the Polbeng Expo Chapter II Fashion Show, the Project Manager acts not only as a coordinator but also as a facilitator who aligns organizational objectives with the contributions of each committee member.

Compared with previous studies on educational event management, this study provides a different perspective by applying the **AKEPT Leadership Competency Framework** rather than relying solely on conventional management functions. Previous studies generally emphasize planning, organizing, implementation, and control as determinants of event success. In contrast, this study demonstrates that leadership competencies—particularly those related to **Managing Function** and **Integrating Diverse Functions**—provide a more comprehensive explanation of how Project Managers achieve successful event implementation through effective coordination, communication, and collaborative decision-making.

Overall, the findings indicate that leadership competency is one of the essential factors influencing the success of student-managed events. The application of the AKEPT Leadership Competency Framework provides a systematic approach for evaluating leadership practices and offers practical insights for improving project management within higher education institutions.

5. Conclusion

This study analyzed the leadership competencies demonstrated by the Project Manager in managing the Traditional, Contemporary, Eco-Friendly, and Carnival Fashion Show at Polbeng Expo Chapter II using the **AKEPT Leadership Competency Framework**. The findings indicate that the Project Manager demonstrated competencies primarily within the **Managing Function** and **Integrating Diverse Functions** domains. These competencies were reflected in the ability to plan event activities systematically, delegate responsibilities according to committee members' roles, maintain effective communication, coordinate multiple functional divisions, and make collaborative decisions when addressing operational challenges during the event. The implementation of these leadership competencies contributed significantly to the successful organization of the Fashion Show by improving teamwork, facilitating communication, and strengthening collaboration among committee members and stakeholders. The findings also suggest that competency-based leadership plays an essential role in managing student-led events, particularly those involving complex organizational structures and multidisciplinary collaboration. Therefore, the AKEPT Leadership Competency Framework provides an appropriate analytical perspective for evaluating leadership practices in higher education event management. Recommendation: Based on the findings of this study, several recommendations are proposed. First, future Project Managers of student-led events should continue to strengthen leadership competencies related to strategic planning, communication, coordination, and collaborative decision-making to improve organizational effectiveness. Second, educational institutions should provide leadership development programs and project management training that emphasize competency-based leadership to better prepare students for managing large-scale academic events. Finally, future researchers are encouraged to expand this study by applying the AKEPT Leadership Competency Framework to different organizational settings or by comparing leadership competencies across various types of student events to provide broader insights into leadership practices in higher education.

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