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Analysis of the Roles of Project Manager in Organizing Ranking 1 Events at Polbeng Business Expo Chapter Two

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Abstrak

This study aims to analyze the role of the Project Manager in organizing the Ranking 1 event at the Polbeng Business Expo Chapter Two. This study employs a qualitative approach, utilizing data collection techniques such as interviews, observation, and documentation. Research subjects were selected using purposive sampling, consisting of the core committee, supporting committee, and teachers accompanying the participants. The Project Manager's role was analyzed based on managerial roles including interpersonal, informational, and decision-making roles as well as the stages of event management: research, design, planning, coordination, and evaluation. The results indicate that the Project Manager plays a significant role in leading the team, assigning tasks according to members' capabilities, and maintaining effective coordination throughout the event. In the informational aspect, the Project Manager ensures smooth communication flow through meetings, briefings, and digital communication channels, thereby minimizing miscommunication among team members. In addition, in their decision-making role, the Project Manager demonstrated the ability to respond quickly to various challenges, particularly those related to time constraints, resource limitations, and on-site coordination. The event management phases were carried out systematically, although in practice some phases unfolded dynamically. The evaluation phase also identified several areas for improvement. Overall, the Project Manager's role made a significant contribution to the successful execution of the Ranking 1 event at the Polbeng Business Expo Chapter Two.

Keywords: Project Manager, Manager's Role, Ranking 1, Event Organizing, Polbeng Business Expo.

1. Introduction

The role of Project Managers is gaining more attention in Indonesia as the number of projects in various sectors, such as infrastructure, information technology, and event management, increases. According to reports from various industry surveys, the need for professional project managers in Indonesia continues to increase every year. This is due to the high complexity of projects that require good management skills, including in the aspects of planning, organizing, implementing, and evaluating. However, the challenges faced by Project Managers in Indonesia are quite significant, such as limited competent human resources, lack of understanding of Project Management methodologies, and a work culture that is often less structured. These conditions encourage the need to improve the quality and competence of project managers through education, training, and hands-on experience in the field.

Project Managers are also responsible for leading the team, defining goals, communicating with stakeholders, and completing the project from start to finish quote from Prosple Indonesia, (2024). The phenomenon of the project manager's role is also evident in Bengkalis. Especially in organizing various local events or projects, such as business exhibitions, community activities, and regional development programs. Bengkalis as one of the developing regions in Riau Province, has great potential to develop various local and regional scale projects. However, the challenges faced by project managers in Bengkalis are often different from other regions, such as limited access to technology, lack of professional training, and limited experience in managing large-scale events.

One of the efforts made is by organizing various events as a means of introducing the world of business and education to the wider community, especially in the field of International Business Administration. One of the events that has been carried out in 2024 is the "Polbeng Business Expo" and will be continued by Chapter Two in 2025. This event aims to facilitate students and the community in developing knowledge and business

relationships, focusing on various topics relevant to industry and the business world. In this context, events become a strategic tool for destinations to raise their profile in an increasingly competitive global market, as stated by Getz (2008), who states that events can serve as a tool to introduce and increase the attractiveness of a destination in the international market. Such events not only focus on academic promotion, but also on strengthening business relationships, which is important in this era of globalization.

MICE (Meeting, Incentive, Convention, and Exhibition), according to McCartney (2008), is an important sector in the tourism industry that focuses on business activities such as meetings, incentives, conventions, and exhibitions, rather than on vacations. This sector emphasizes on managing activities professionally and efficiently to support economic growth through business interaction and international networking. Events such as the Polbeng Business Expo are a clear example, which not only serves as a learning tool for participants, but also as a medium to introduce innovations and opportunities in the business world globally.

Exhibitions, as a key component of MICE (Meetings, Incentives, Conferences, and Exhibitions), play a significant role in driving business within the event industry. Noor (2017) explains that initially expo and conference activities were organized separately. However, because they have the same goal, which is to reach a wider range of consumers, these two activities are now often combined. Many expos now include conferences as part of their execution, with the aim of increasing the value of the expo to make it more attractive to businesses.

Collaboration between the public and private sectors plays an important role in the effective management and operation of events. Ollivaud and Haxton (2019) emphasize that good cooperation between these two sectors can increase Indonesia's attractiveness as a global MICE destination. This is very relevant in organizing events such as the Polbeng Business Expo, which involves various parties, both from the world of education and the private sector. This collaboration aims to create a beneficial experience for all parties involved and ensure the success of the event, thus having a positive impact on the development of the business and education world in Indonesia.

Events like this also open up opportunities for educational activities, such as the Ranking 1 Competition held for Elementary School Students. This competition specifically targets Participants who are elementary school students aged between 9 to 12 years old, and are currently in grades 4 to 6 of elementary school. In this event, the target participants are 61 students from various elementary schools in Bengkalis Regency, who are expected to compete well and show their best abilities. This activity not only aims to add insight, but also to stimulate the intellectual and social intelligence of the Participants, as explained by Sulastyaningrum et al. (2019), which states that intelligence can be developed in various ways, one of which is through quizzing activities. This activity is a means to hone critical thinking skills, solve problems, and enrich general knowledge that is useful for the future development of participants.

Rank 1 activities also have a wider impact on Participants. According to Margaretha Saragih et al. (2020), this activity can form an attitude of respect for achievement, which is very important in building Participants' mentality and character. With competition, Participants are invited to learn to appreciate effort and hard work, and understand that their achievements are the result of a process that requires dedication and discipline. Therefore, this Rank 1 competition does not only serve as a competition, but also as a means to build positive attitudes that can be beneficial for the participants' personal development in the future.

In the context of Polbeng Business Expo, especially in the "Ranking 1" competition, the role of a project manager covers various aspects ranging from developing competition concepts, setting schedules, providing facilities, to building good communication with all stakeholders. This role involves not only technical skills but also leadership and conflict management abilities. In line with Kouzes and Posner's (2004) view, "leadership is the creation of a way for people to contribute to the realization of something extraordinary," this role allows a project manager to direct the team and participants in achieving the goal of an extraordinary event. Through this leadership ability, challenges such as technical issues or participant constraints can be overcome so that the event continues to run smoothly and provide meaningful experiences for all parties.

With the synergy between educational goals for elementary school students and practical learning for Polbeng students as organizers, primarily the role of the project manager in this case on Polbeng Business Expo Chapter Two are expected to be a forum that has a long-term positive impact. This event not only forms a creative and competitive young generation, but also produces students who are competent in managing large-scale projects.

The leadership applied in this activity is a reflection of the extraordinary achievements that can be achieved through cooperation and commitment.

Therefore, this study analyzes the role of the Project Manager in organizing the Ranking 1 event at the Polbeng Business Expo Chapter Two using the managerial role framework proposed by Henry Mintzberg, which includes interpersonal, informational, and decision-making roles. In addition, this study also uses the event management stages proposed by Joe Goldblatt namely research, design, planning, coordination, and evaluation as a framework for analyzing the event organization process.

2. Research Methodology

This study employee a descriptive qualitative approach to analyze the role of the Project Manager in managing the Ranking 1 Event at the Polbeng Business Expo Chapter Two. According to Sugiyono (2019), qualitative research is used to gain an in-depth understanding of phenomena from the participants' perspectives.

The population in this study includes all parties involved in organizing the activity, namely the project manager, the core committee, the supporting committee, and the supervising teachers. Elementary school students were not included as primary respondents but rather as supporting subjects in the observation process. The sample in this study was determined using purposive sampling, a technique for selecting informants based on specific criteria relevant to the research objectives (Sugiyono, 2013).

Data collection methods included observation, interviews, and documentation. Observation was used to directly assess the conditions and processes of the activity's implementation (Satori & Komariah, 2012). Interviews were conducted using a semi-structured guide based on managerial roles (interpersonal, informational, and decision-making) and the stages of event management (research, design, planning, coordination, and evaluation). Interview questions focused on aspects of activity planning, task distribution, team coordination, communication, handling of obstacles, and activity evaluation. Additionally, the interviews explored informants' perceptions regarding the success of the activities, resource utilization, and the benefits perceived by participants and relevant parties. Documentation was used as supporting data to strengthen the research findings.

Data analysis was conducted by organizing and interpreting data obtained from interviews, observations, and documentation, which were then presented descriptively to explain the research findings. In order to obtain data that aligns with the research objectives, clear indicators are needed to guide the data collection and analysis process.

Table 1 Definition of Concept and Operational Variables

| Variables Studied | Operational Definition | Indicator |
|--|--|---|
| Roles of Project Manager in Event Activities. Mintzberg's (1980) | The Role of managers is pivotal in determining the viability and advancement of the organization. Managers are the linchpin in making pivotal decisions, orchestrating company resources, and maintaining alignment with organizational visions and missions | 1. Interpersonal Roles 2. Informational Roles 3. Decisional Roles |
| Organizing in Event Management. Goldblatt (2013) | Event management is a professionally conducted activity that brings together individuals with other individuals with the aim of carrying out celebrations, education, marketing, reunions | 1. Research 2. Design 3. Planning 4. Coordination 5. Evaluation |

Source: Mintzberg's (1980) in Dincu et al (2015) and Goldblatt (2002) in Pratama (2023).

This study uses managerial role indicators based on Mintzberg's theory, which includes interpersonal, informational, and decision-making roles. Additionally, the stages of event management are based on Goldblatt's theory, which consists of research, design, planning, coordination, and evaluation. These indicators were used as the basis for developing the research instruments and analyzing the data.

3. Result and Discussion

This section presents the research findings obtained through interviews, observations, and documentation, which were then systematically analyzed and discussed. The discussion links field findings with relevant theories to provide a deeper understanding of the role of the Project Manager in managing the Ranking 1 activities at the Polbeng Business Expo Chapter Two.

3.1. Result

3.1.1 The Role of the Project Manager in Event Activities

The role of the Project Manager in this study was analyzed using Mintzberg's managerial role theory (as cited in Haryanti et al., 2023), which divides managerial roles into three main categories: interpersonal roles, informational roles, and decisional roles. These three roles were used to understand how the Project Manager managed the Ranking 1 activity at the Polbeng Business Expo Chapter Two.

Based on the results of interviews, observations, and documentation, this study also produced a model of the Project Manager's role in event management. This model illustrates the relationship between managerial roles and the stages of event management, which include research, design, planning, coordination, and evaluation. The model demonstrates that the success of the event stems from the integration of the Project Manager's managerial capabilities and the systematic application of the event management stages.

3.1.1.1 Interpersonal Role

Interpersonal roles relate to the Project Manager's ability to lead a team, build working relationships, and coordinate among team members. The research findings indicate that the Project Manager was able to clearly assign tasks based on each member's capabilities, ensuring that work was carried out effectively and without overlap.

One informant stated: *"Tasks were assigned based on each member's capabilities so that everyone understood their responsibilities."*

In addition, the Project Manager also serves as a liaison between the core committee and the supporting committee through regular communication. This communication takes place via meetings and digital communication channels, thereby facilitating coordination among team members. These findings indicate that the Project Manager has effectively fulfilled interpersonal roles, particularly in the areas of leadership and coordination.

Clear task allocation and structured communication foster strong teamwork and enhance collaboration among members. This aligns with Mintzberg's theory, which emphasizes the importance of interpersonal roles in maintaining organizational stability. Furthermore, these findings also indicate that interpersonal roles not only support task execution but also strengthen team cohesion a critical factor in event-based activities.

3.1.1.2 Informational Role

The informational role pertains to the Project Manager's ability to manage and convey information to all team members and external parties. Research findings indicate that information is conveyed through various channels such as briefings, meetings, and communication groups, ensuring that all team members share a common understanding of the progress of activities.

One informant stated: *"Information is conveyed through briefings and communication groups so that all members understand the progress of the project."*

The informational role performed indicates that the Project Manager is able to maintain an effective flow of information. This helps minimize communication errors and improves coordination among team members. Additionally, clear communication of information also supports the decision-making process, as each member has access to accurate and up-to-date information.

These findings align with Mintzberg's theory, which emphasizes the importance of the informational role in supporting organizational success. Furthermore, the results of this study indicate that effective information management is a critical factor in maintaining team cohesion, particularly in dynamic events that require rapid communication.

3.1.1.3 Decisional Role

The decision-making role pertains to the Project Manager's ability to determine actions and overcome obstacles during the course of the project. Research findings indicate that the Project Manager is capable of making quick and accurate decisions when facing on-site issues.

One informant stated: *"Problems that arise are immediately analyzed, and the best solution is sought to ensure the activity continues to run smoothly."*

These findings indicate that the Project Manager has performed the decision-making role optimally, particularly in addressing disruptions that arose during the activities. Additionally, the Project Manager is responsible for allocating resources such as time, manpower, and equipment based on activity priorities, ensuring that all aspects can be managed efficiently.

This capability is a critical factor in ensuring the smooth operation of activities and aligns with Mintzberg's theory on decision-making roles. Furthermore, the results of this study indicate that adaptive decision-making is essential in event-based activities, as it enables the Project Manager to respond to dynamic conditions and maintain overall team performance

3.1.2 Organizing Event Management

Event management is analyzed using the stages outlined by Goldblatt (as cited in Pratama, 2023), namely research, design, planning, coordination, and evaluation. The application of these stages demonstrates that the event management process is carried out systematically, although in practice there are dynamics that require on-site adjustments.

3.1.2.1 Research

The research stage indicated that the event provided benefits to participants, organizers, and external parties. Participants gain improved academic skills and self-confidence, while the organizing committee gains experience in managing activities.

Accompanying teacher stated: *"This activity greatly aids the children's academic and mental development."*

These findings indicate that the research stage successfully identified the needs and benefits of the activity accurately. This aligns with Goldblatt's theory, which emphasizes the importance of understanding the target participants. Furthermore, these results indicate that the success of an event is inseparable from the accuracy in identifying participants' needs from the outset. The research phase serves not only as a means of gathering information but also as a foundation for determining the direction and objectives of the activity in a more focused manner. Thus, this phase plays a strategic role in ensuring that the designed activity holds relevance and tangible benefits for the participants.

3.1.2.2 Design

During the design phase, event planning was carried out by considering the event concept, venue selection, and supporting facilities that could enhance participants' comfort and concentration throughout the event. The research findings indicate that venue selection is carried out selectively, taking into account room capacity, comfort, and the availability of facilities such as enclosed spaces and technical equipment support. This aims to create a conducive atmosphere for participants, particularly in activities requiring high focus, such as academic competitions.

One informant stated: *“The location is chosen based on capacity and comfort so that participants can focus during the event.”*

These findings indicate that the design phase was structured with participants’ needs as the primary focus of the event. The selection of appropriate locations and facilities contributes to the smooth execution of the event and enhances the quality of the participants’ experience. This aligns with Goldblatt’s theory, which states that event design must create an optimal experience and support the event’s objectives. The design phase serves not only as technical planning but also as a strategy for creating added value for participants. The selection of an appropriate location and adequate facilities contribute to the comfort and effectiveness of the event. Furthermore, these results indicate that the quality of design has a direct impact on the success of event implementation, making design a critical factor that cannot be overlooked in event management.

3.1.2.3 Planning

The planning phase involves creating an event schedule, assigning tasks, and making technical preparations to support the event’s execution. The Project Manager plays an active role in coordinating the entire planning process through meetings with the organizing committee.

One informant stated: *“The event schedule is determined through joint meetings so that all parties can adjust accordingly.”*

Additionally, task assignments are clearly defined and tailored to each member’s capabilities, preventing overlapping responsibilities. Technical preparations such as facilities, catering, and equipment are also arranged in advance of the event. Systematic planning demonstrates that the event was well-prepared from the outset. The clarity of task distribution and technical readiness are key factors in minimizing obstacles during the event’s execution. This aligns with Goldblatt’s theory, which emphasizes that the planning stage is the primary foundation for the success of an event. Furthermore, the Project Manager’s active involvement in the planning process indicates that the coordinating function has been in place from the very beginning, thereby facilitating the execution process on-site.

3.1.2.4 Coordination

The coordination phase involves communication and collaboration among team members throughout the project. Coordination is carried out intensively through meetings and communication channels such as WhatsApp groups to ensure that all members understand their tasks and responsibilities.

Effective coordination fosters clear and focused communication, thereby minimizing errors during the event’s execution. The Project Manager’s role in maintaining the flow of communication is crucial in ensuring the entire team works in sync. Furthermore, continuous coordination demonstrates that communication is not limited to the initial stages but extends throughout the event. This underscores that coordination is dynamic and serves as the key to ensuring the event runs smoothly.

3.1.2.5 Evaluation

The evaluation phase was conducted to assess the success of the event and identify any challenges that arose during its implementation. The evaluation was carried out by the Project Manager together with the entire organizing committee after the event concluded.

The research findings indicate that although there were several technical challenges on-site, the event generally proceeded smoothly due to the prompt resolution of issues through team coordination.

The evaluation provided insights into areas for improvement that can serve as a basis for enhancing future events. This indicates that the evaluation process serves not only as a final assessment but also as a strategic step to enhance the quality of future events. The Project Manager’s ability to identify and address challenges demonstrates the presence of a continuous organizational learning process. This aligns with Goldblatt’s theory, which emphasizes the importance of evaluation as part of the event management cycle.

3.2 Discussion

The results of this study indicate that the role of the Project Manager is not merely operational in managing the course of activities, but also strategic in simultaneously integrating various managerial functions. In the context of Activity 1, the Project Manager serves not only as a leader but also as a liaison and decision-maker in dynamic situations. This suggests that the effectiveness of the Project Manager's role is significantly influenced by the ability to adapt to on-site conditions.

Furthermore, local conditions such as resource constraints and technical changes during the course of the activity require the Project Manager to be more flexible in decision-making. This indicates that the application of managerial theory is not always rigid but must be adapted to on-site conditions and needs. Thus, the local context becomes a critical factor in determining the success of the Project Manager's role implementation.

This study also indicates that the success of an activity is not only determined by thorough planning but also by the Project Manager's ability to adaptively integrate interpersonal, informational, and decision-making roles. These findings enrich the literature on the role of the Project Manager, particularly within the context of education-based activities at the local level.

The research findings reveal that the implementation of event management phases does not always proceed in a linear fashion. In practice, certain phases such as coordination and evaluation often occur simultaneously, depending on the conditions on the ground. This indicates that event management requires a dynamic and flexible approach, particularly for activities involving multiple stakeholders and subject to time constraints.

Additionally, effective communication and coordination among team members are key factors in ensuring the smooth execution of activities. A Project Manager's ability to maintain clear communication channels not only minimizes errors but also enhances overall team performance. This underscores that communication plays a vital role in bridging the gap between the planning and execution phases of an event.

From a practical perspective, this study implies that future event organizers need to focus not only on technical preparations but also on strengthening leadership and communication skills. The ability to respond quickly to various challenges is a critical competency for Project Managers, particularly in education-based activities involving participants with diverse characteristics.

In addition, the evaluation results indicate that continuous improvement is essential to enhance the quality of future activities. Several aspects, such as technical readiness, schedule coordination with external parties, and clear communication, require further attention. This demonstrates that evaluation serves not only as a final step but also as an ongoing learning process in activity management.

4. Conclusion

Based on the research findings, it can be concluded that the Project Manager plays a crucial role in the successful implementation of the Ranking 1 event at the Polbeng Business Expo Chapter Two. This role is not limited to the technical execution of the event but also encompasses the ability to systematically plan, organize, and control the entire series of activities. This is evident from the application of event management stages—including research, design, planning, coordination, and evaluation carried out in a structured manner. With clear stages in place, the event can proceed in accordance with the established objectives and provide benefits to participants, organizers, and external parties involved in the event. Research findings also indicate that Project Managers do not merely focus on technical aspects such as scheduling, task allocation, and resource management, but also play a strategic role in maintaining effective communication and coordination among team members. The ability to manage communication is a critical factor in ensuring all team members share a common understanding of their respective tasks and responsibilities. In addition, effective coordination can also improve work efficiency and minimize errors during the implementation of activities, allowing them to proceed more smoothly and purposefully even when faced with various on-site challenges. Various challenges that arise during the implementation of activities such as time constraints, resource limitations, and coordination issues on-site can be addressed through adaptive leadership and responsive decision-making. This demonstrates that the success of activity management is not only determined by thorough planning but also by the Project Manager's ability to handle dynamic and unpredictable situations. The ability to think quickly, make the right decisions, and adapt strategies to prevailing conditions is

the key to ensuring the activity remains on track as planned. During the evaluation phase, various recommendations were identified that can serve as a basis for improving future activities, such as the need for more thorough technical simulations before the event takes place, aligning the schedule with the school's academic calendar, clarifying the rules for participants' parents, and providing backup equipment to anticipate technical issues. This evaluation demonstrates that the activity management process does not end at the implementation stage but also requires reflection to enhance the quality of future activities. Thus, evaluation serves as a crucial step in fostering continuous improvement in event management. This study implies that the role of a Project Manager in event-based activities is not limited to technical execution but also encompasses broader managerial competencies, such as leadership, communication, and effective decision-making. Therefore, enhancing the competencies of Project Managers through experience, training, and on-the-job learning is essential to support the success of similar activities in the future.

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