

Event Organizer's Perspective on Local Manpower Performance: A Case Study of PT Multi Taruna Sejati

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Abstract

Out-of-town events frequently rely on local manpower to meet operational demands and reduce costs. However, differences in experience, discipline, and regional characteristics may affect local manpower performance in the field. This study aims to analyze PT Multi Taruna Sejati's (PT MTS) perspective on local manpower performance and to examine its management system in supporting successful event implementation. A qualitative case study approach was employed, with data collected through in-depth interviews with three PT MTS internal informants, observations of two field events, and supporting documentation. Data were analyzed thematically, drawing on Bernardin and Russell's (2013) performance dimensions and multi-team systems theory. Findings reveal that PT MTS's perspective on local manpower performance is situational: local manpower is assessed positively for availability and regional knowledge, but generally falls short of PT MTS's standards in attitude, punctuality, initiative, and progress communication, with regional variation Bali based manpower was rated closest to the company's standards. In terms of management, PT MTS operates an adaptive, trust-based system through four stages: personal selection by name based on trusted referrals, section-head organization structure, tiered briefings and real-time WhatsApp coordination, and active field monitoring. This study concludes that PT MTS's management system constitutes a structured response to local manpower capacity gaps: the success of cross-regional MICE events depends not solely on the intrinsic quality of local manpower, but critically on the quality of the management system built by the lead event organizer. The study recommends that PT MTS develop a verified manpower database, a systematic performance evaluation format, and more standardized briefing procedures.

Keywords: cross-regional collaboration; event organizer perspective; local manpower performance; manpower management; MICE management.

A. INTRODUCTION

Indonesia's tourism sector is shifting toward what the Ministry of Tourism (2025) terms "quality tourism": travel experiences that are curated, value driven, and professionally managed, led by categories such as cultural immersion, eco-friendly tourism, nature adventure, culinary tourism, and wellness tourism. Within this shift, the Meeting, Incentive, Convention, and Exhibition (MICE) and event subsector occupies a strategic position because it concentrates large numbers of people in a single time and place, stimulates local economic activity, and functions as a visible marker of how professionally a destination is managed. Maulana et al. (2025) show that domestic MICE tourism spending in Indonesia generates substantial additional economic output, income, employment, and value added, while Ho et al. (2022) demonstrate that event quality, including the quality of staff service, is directly linked to participant satisfaction and loyalty. MICE and event activity therefore does not merely drive visitation; it also represents, in concrete and observable form, the quality of destination management.

The scale of this urgency is substantial. The National Event Industry Survey 2024-2025 recorded 8,777 events held across 34 provinces of Indonesia in 2024, with a combined value of IDR 84.46 trillion and the involvement of 8,768,232 people in event-related work (IVENDO, 2025). Against an estimated 25 million tourism workers nationwide, this places event-sector employment at roughly 35.1 percent of the tourism workforce. Such magnitude of economic activity and workforce involvement demands high

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standards of resource management, coordination, and service quality in every event execution, and makes any weakness in that management chain consequential at national scale.

The MICE and event industry is intrinsically dependent on cross-organizational collaboration. Executing an event requires the lead organizer to work in an integrated system with vendors, suppliers, venue owners, sponsors, local government, and other operational partners. Yoon and Wang (2023) show that relational and cognitive capital among stakeholders shapes supply chain integration, which in turn affects corporate performance and destination competitiveness, while Yuniati et al. (2025) find that the sustainability of MICE business depends on partnership quality, contractual commitment, portfolio and experience, product quality, and the absence of client complaints. Trust and coordination between working partners are therefore not peripheral concerns but a central determinant of event success.

National and international events frequently involve collaboration between event organizers (EOs) from outside the host region and local manpower. In this study, local manpower is defined as individuals or supporting personnel who originate from or reside in the event's host region, as distinct from local EOs, which are companies or business entities. This collaborative pattern creates a direct interface between the operational standards carried by the lead EO and the actual capacity of local workers, and that interface becomes an evaluative space for the technical, coordinative, and problem-solving readiness of local manpower at the destination (Muarif et al., 2024). The stakes of this interface are not confined to internal operations. Because local manpower occupy front-line, participants-facing roles registrations, ushering, liaison, and transportation their performance is enacted directly in front of participants, so that the way a lead EO manages local manpower translates immediately into the service quality participants experience and, through it, into the destination image the event projects (Ho et al., 2022; Simangunsong & Setyorini, 2023). Managing local manpower well is therefore not merely an operational concern but a determinant of event quality and of the visitor experience on which destination competitiveness depends.

PT Multi Taruna Sejati (PT MTS), a Jakarta-based event management company established in 2002, holds a Professional Conference Organizer (PCO) license and ISO 9001:2015 certification, and has extensive experience deploying local manpower across more than twenty cities in Indonesia for clients including British Council, USAID, PT Pertamina (Persero), and SKK Migas. This breadth of experience makes PT MTS a relevant case for examining how a lead EO evaluates and manages cross-regional manpower. The urgency of the issue was illustrated concretely during an observed event in Medan (Event A), where two pieces of participant luggage containing laptops holding critical company data were left behind on a bus because local manpower supervision at the point of departure was insufficient. The incident had to be resolved through emergency multi-party coordination involving the local EO, liaison officers, drivers, and the support team, and it exposed how directly a lapse in local manpower oversight can translate into operational and reputational risk for the lead organizer, regardless of how well the event itself is designed.

Prior research on the event and MICE industry can be grouped into two broad clusters, neither of which fully addresses this problem. The first cluster examines event quality and participant satisfaction: Ho et al. (2022) identify dimensions such as information availability, program content, and staff service as determinants of participant loyalty, and Simangunsong and Setyorini (2023) show that booth management, service personnel, and the exhibition environment shape visitor satisfaction. These studies, however, evaluate event quality from the participant's vantage point rather than from the lead organizer's assessment of its own operational partners. The second cluster addresses collaboration, communication, and human resource management within event organizations: Dewidianto et al. (2024) and Hasnanto (2025) examine internal team communication and team management; Aprilia et al. (2024), Darmawan et al. (2024), Kuba and Guntara (2021) analyze recruitment, training, and HR development strategy within a single EO; Hasbi et al. (2025) and Purnomo et al. (2025) discuss HR competencies and planning functions

in MICE management; Leigh et al. (2021) show that events depend heavily on short-term labour and trained operational support, so that managerial decisions about training directly shape service-quality outcomes; and Dounavi et al. (2022) note that outsourcing event work to suppliers or subcontractors introduces quality risk unless accompanied by adequate supervision. Collectively, this cluster confirms that internal HR management shapes event outcomes, but it is framed around an organization's own staff or trainees, not around how a lead EO evaluates and governs external local manpower that it does not directly employ.

A third strand, drawn from the wider organization and management literature, frames events as temporary organizations: time-bounded, task-focused systems that must assemble, coordinate, and disband a workforce within a compressed horizon (Bakker et al., 2016; Lundin & Söderholm, 1995). Within such settings, Bechky (2006) shows that coordination is achieved less through enduring relationships than through clearly bounded, role-based expectations that let near strangers work together immediately. This literature supplies the theoretical vocabulary swift trust, role-based coordination, and multi-team systems (Turner et al., 2020) for understanding how an event workforce is aligned under time pressure, yet it is developed largely in film, construction, and project-based industries and is rarely tested on the specific case of a lead EO integrating externally sourced local manpower across regions. Synthesising the three strands clarifies the gap: the participant-satisfaction literature explains why service quality matters but not how the lead organizer secures it; the event-HR literature explains how an EO manages its own staff but not how it governs manpower it does not employ; and the temporary-organizing literature supplies coordination concepts but not their application to cross-regional local manpower. The present study sits at the intersection the three leave open.

This is the gap the present study addresses. Despite the volume of research on event service quality and stakeholder collaboration, studies that position the lead EO as the party evaluating local manpower performance, while simultaneously examining how that same lead EO manages the manpower it evaluates, remain limited. The novelty of this study is therefore threefold. First, it shifts the vantage point from the participant (as in Ho et al. (2022), and Simangunsong and Setyorini (2023)) and from the EO's own internal staff (as in Darmawan et al. (2024)) to the lead EO's evaluation of external local manpower it does not employ. Second, it does not stop describing that perception but traces the concrete mechanism selection, briefing, coordination, and field supervision through which the perception is translated into a working management system. Third, and most importantly, it makes explicit the relationship among three elements that prior work treats separately; local manpower capability, the lead EO's coordination system, and event success. The study's central proposition is that cross-regional event success is not a direct function of the intrinsic quality of local manpower but is moderated by the adequacy of the coordination system, whereas a weak system leaves even capable manpower unaligned. This proposed relationship is summarized in the conceptual framework in Figure 1 and is examined empirically in the analysis that follows.

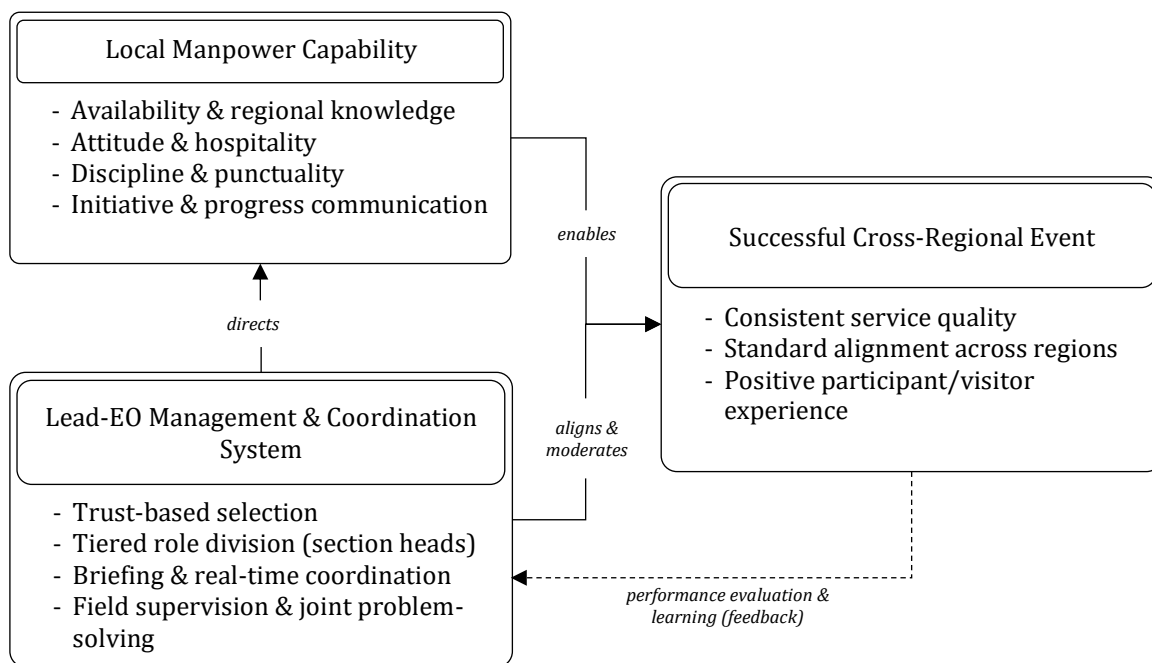


Figure 1. Conceptual framework of the relationship between local manpower capability, the lead EO's coordination system, and cross-regional event success

Sourced: Developed by the authors (2026)

Building on this rationale, this study aims to: (1) analyze PT MTS's perspective on local manpower performance in event implementation; and (2) analyze PT MTS's management of local manpower in supporting successful event delivery.

B. RESEARCH METHODS

This study employed a qualitative approach using a single case study method focused on PT Multi Taruna Sejati. The case study method was selected because the study addresses a contemporary phenomenon within its real-life context. A single case design was appropriate because the aim was analytical depth an in depth account of how one information-rich lead EO evaluates and manages local empowerment rather than statistical generalization (Yin, 2009).

Case and Context

PT Multi Taruna Sejati (PT MTS), trading as MTS Event Management, is an event management company established in 2002 and based in South Jakarta. It holds a Professional Conference Organizer (PCO) licence from the Jakarta Provincial Tourism and Culture Office, is certified to ISO 9001:2015, and is a member of the Indonesia Congress and Convention Association (INCCA), the Indonesian Chamber of Commerce and Industry (*Kamar Dagang dan Industri Indonesia* KADIN), and the Indonesia Event Industry Council (IVENDO) (PT Mitra Taruna Sejati, n.d.). The company was selected on three grounds. First, its delivery record is geographically dispersed: 2025 activity data show events in more than twenty Indonesian cities and several other countries, concentrated in Jakarta (45 events), Bandung (24), Bali (18), Bogor (17), and Surabaya (9), and extending to Medan, Padang, Batam, Samarinda, and Kupang. A company that operates repeatedly outside its home region must engage local manpower as a matter of routine, which makes the phenomenon of interest recurrent rather than incidental. Second, PT MTS applies a functional structure in which a Support Team sits closest to the field-level tasks registration, running, liaison officer duties, ushering, and transportation for which local manpower is typically engaged,

so the chain of responsibility between core team and local manpower is traceable within the organisation. Third, its ISO 9001:2015 certification means the company operates a formalised quality-management system internally, which renders the contrast with its informal handling of external local manpower analytically productive rather than merely descriptive.

Two directly observed events provide the empirical settings. Event A was a meeting event held in Medan and Lake Toba in November 2025, in which PT MTS acted as lead organizer with full responsibility for planning, accommodation, transportation, catering, and session delivery; the first author was involved as Accommodation PIC, which afforded direct access to the coordination dynamics among PT MTS, the local EO, local manpower, vendors, and drivers. Event B was a ministerial fun run held in Jakarta in May 2026, in which PT MTS was not the lead organizer but a partner responsible for show management, while core operations were run by a local sport event EO specialising in athletic events. The two events are not treated as comparable cases; they were selected because they instantiate contrasting collaboration structures one vertical, one horizontal and therefore expose the phenomenon under different configurations of authority.

Data were collected through three techniques: (1) semi-structured in-depth interviews with three purposively selected internal PT MTS informants Informant 1 (strategic level/director of operations), Informant 2 (managerial level/project manager), and Informant 3 (operational level/event specialist); (2) participant observation at Event A (a meeting event in Medan and Lake Toba, November 2025, where the researcher served as Accommodation PIC) and Event B (a ministerial fun run in Jakarta, May 2026); and (3) digital documentation comprising WhatsApp coordination records and event photos/videos. The interviews were conducted face-to-face at the PT MTS office in Tebet, South Jakarta, between April and May 2026 (Informant 2 on 30 April, Informant 3 on 6 May, and Informant 1 on 11 May), each lasting approximately 30 to 45 minutes. All interviews were audio-recorded with the informants' prior consent and transcribed verbatim; informants were briefed on the purpose of the study and on the use of their statements, and are identified here only by organisational level rather than by name.

Data were collected through three complementary techniques. First, semi-structured in-depth interviews were held with three purposively selected internal PT MTS informants. The informants were chosen against three criteria: a) a minimum of three years' experience in cross-regional event delivery at PT MTS; b) direct, first-hand responsibility for engaging, briefing, or supervising local manpower; and c) occupancy of distinct level in the company's decision-to-execution chain. On this basis, one informant was drawn from each vertical level Informant 1 (strategic level/director of operations); Informant 2 (managerial level/project manager); and Informant 3 (operational level/event specialist). The rationale for three level-differentiated informants, rather than a larger but undifferentiated sample, was to capture the full chain through which a standard is set, translated, and enforced. Because these three occupy the only positions in which company wide local manpower decisions are actually made, the configuration reached informational saturation across the decision chain additional perspectives within a level yielded diminishing new content which is the appropriate saturation logic for an information-rich single case rather than breadth of headcount. The interviews were conducted face-to-face at the PT MTS office in South Jakarta, between April to May 2026 (Informant 3 on 30 April, Informant 3 on 6 May, and Informant 1 on 11 May), each lasting approximately 30 to 45 minutes. All interviews were audio-recorded with the informants' prior consent and transcribed verbatim; informants were briefed on the purposed of the study and the use of their statements, and are identified here only by organizational level rather than by name.

Second, participant observation was conducted at Event A (Medan and Lake Toba, November 2025, where the first author served as Accommodation PIC) and Event B (a ministerial fun run in Jakarta, May 2026), giving direct access to local manpower performance and coordination as they unfolded in the field. Third, digital documentation WhatsApp coordination records and event photographs and videos was

collected as a contemporaneous trace of real-time instructions and responses. These three sources were deliberately combined for method triangulation: interviews captured how PT MTS articulates its standards and reasoning; observation tested whether those stated standards were actually enacted on site, including at moments of breakdown such as the luggage incident in Event A; and documentation provided a time-stamped records against which interview recollections and field notes could be cross checked. Where the three converged, confidence in a finding was strengthened; where they diverged for instance, between a stated coordination ideal and its uneven field enactment the divergence itself was treated as analytically informative rather than smoothed over.

Data were analyzed using Braun and Clarke's (2006) thematic analysis across six phases: data familiarization, initial coding, theme searching, theme reviewing, theme defining, and report writing. The analysis produced two main themes corresponding to the two research questions: Theme 1 (PT MTS's perspective on local manpower performance) and Theme 2 (PT MTS's management of local manpower, integrating the collaborative dimension that was initially a third theme). Data trustworthiness was established through Lincoln and Guba's (1985) four criteria: credibility (source and method triangulation), transferability (thick contextual description), dependability (traceable analytical process), and confirmability (separation of factual data and interpretation). Because the first author had completed an approximately one-year internship at PT MTS (January 2025 to January 2026) and acted as Accommodation PIC during Event A, this study is explicitly insider research. That position afforded contextual sensitivity and access that an outside researcher would be unlikely to obtain, but it also carried a risk of confirmation bias in two respects: prolonged exposure may normalise the company's working practices so that they escape analytical scrutiny, and an operational stake in the event's success may incline the researcher to read field situations in terms favourable to the PT MTS team (Patton, 2015). Four strategies were applied to manage this risk. First, assumptions and expectations held before each data-collection session were documented in writing (bracketing) so that they could be identified rather than silently shape interpretation (Merriam & Tisdell, 2016). Second, instances in which field data contradicted prior expectations including occasions when local manpower exceeded PT MTS's expectations and occasions when PT MTS's own system proved insufficient to prevent operational failure were deliberately recorded. Third, descriptive data and researcher interpretation were marked separately in the analytical notes before being synthesised into themes. Fourth, member checking with key informants was used to verify that the interpretations did not depart from what informants intended to convey. These strategies do not eliminate insider bias, but they make its management traceable.

To make the analytical process transparent, coding proceeded from the verbatim transcripts in three concrete movements. In initial coding, data segments were labelled close to the informants' own language, producing codes such as 'attitude before skill', 'blacklist for lateness', 'ask for 3 p.m. when the need is 6 p.m.', 'at minimum one MTS person present', 'recommendation from the hotel', 'tiered cannot go straight through', and 'if manpower makes a mistake it is our mistake'. In the second movement, those codes were clustered by conceptual affinity into candidate categories: codes about hospitality, punctuality, and initiative grouped under manpower performance, while codes about referral-based hiring, section heads, layered briefings, WhatsApp updates, and on-site checking grouped under management action. In the third movement, the categories were organized against the study's theoretical lenses Bernardin and Russell's (2012) performance dimensions for the first theme, and event management stages together with multi-team-systems concepts for the second consolidating them into the two main themes reported below. The management sub-themes of trust (from the referral and 'it has to be trust' codes), and problem-solving (from the luggage-incident re-coordination codes) were thus derived bottom-up from the data before being named against theory, not imposed on it. An audit trail linking each theme back to its constituent codes and source data was retained to support dependability.

C. RESULTS AND ANALYSIS

PT MTS's Perspective on Local Manpower Performance as a Representation of Service Standards

PT MTS's perspective on local manpower performance is shaped by the company's direct experience of collaborating with local parties across cross-regional events, and it extends beyond final work output to the working process local manpower display during preparation, execution, and the handling of field constraints. The six performance dimensions proposed by Bernardin and Russell (2012) quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact are used here as the analytical lens and grouped into three themes: quality standards and work capacity, work discipline and operational efficiency, and independence and interpersonal skill. For each theme the findings are presented together with their interpretation, so that what PT MTS observes in the field is read directly against the performance dimensions and the relevant literature.

a. Quality Standards and Work Capacity

PT MTS places attitude as the primary foundation for assessing local manpower quality, ahead of technical competence. Informant 1 stated directly, *"their attitude has to be good, attitude comes first. I don't need them to be smart, what matters is attitude,"* adding that safeguarding attitude is *"part of sustainability."* Quality is also tied closely to hospitality: Informant 1 explained that manpower quality is visible in *"how they handle themselves, how they stand, how they serve the client, their body language, how they smile that's the standard."* Because local manpower interact directly with participants and clients, this assessment is not purely technical but bound to the quality of service interaction. This prioritisation of attitude over technical competence aligns with Hasbi et al. (2025) on the importance of soft skills in the MICE industry, but the present case adds a temporal dimension not yet articulated in that literature: in a fast-moving event context that offers no room for repetition, the capacity to be redirected quickly is a more valuable asset than rigid technical proficiency, because manpower with a good attitude is easier to steer toward PT MTS's standards under pressure.

Local manpower quality is also read contextually against region of origin. Informant 1 noted that quality *"depends on what kind of events they usually handle,"* while Informant 2 affirmed that *"the environment you work in also affects your quality of work,"* and Informant 3 observed that quality differences can appear even within the same region between urban and outlying areas driven by differences in work pace and involvement in professional events. During Event A in Medan and Lake Toba, local manpower were generally helpful for regionally-grounded operational needs, yet the luggage incident showed that certain points of work still required strengthening in thoroughness and consistent use of checklists. Read against Bernardin and Russell's (2012) framework, this shows that the quality dimension, when applied to cross-regional manpower, is ecological in nature shaped by the professional environment in which manpower typically operate rather than by individual capacity alone a nuance not articulated in Darmawan et al. (2024), and Kuba and Guntara (2021), whose analyses remain within a single organisation. Two caveats attach to this ecological reading: the regional differences reported here are PT MTS's perceptions, elicited from three informants within one company rather than objective measurements of any region's labour force; and because manpower is engaged through referral networks rather than sampled systematically, the individuals PT MTS encounters in each region are themselves a product of that network, so regional patterns may partly reflect the reach of PT MTS's local ties. These findings should therefore be read as evaluative perceptions situated in a specific working relationship, not as a ranking of regions.

On work capacity, PT MTS reads quantity functionally rather than as a headcount. Informant 3 explained that manpower needs are determined by event scale events under 100 participants can be handled by the internal team, whereas events of 300 to 500 participants and above require local support and Informant 2 reinforced this: *"five strong people can handle 200 to 300 people, that's enough."* The ideal number is thus the number that matches actual need without adding coordination burden, not simply the largest available. Interpreted through Bernardin and Russell's (2012) dimensions, this shows that PT MTS's assessment of quantity is always relational to quality a linkage not always evident in the normative definition of the dimension since a smaller, standard-aware team is preferred over a larger but less reliable one.

b. Work Discipline and Operational Efficiency

Punctuality is a critical performance indicator in the event industry because a delay in one function cascades to others. Informant 3 described a zero-tolerance stance: *"being late—that's it, you get screened out immediately, blacklisted."* Yet the application of this standard is contextual across regions. Informant 2 noted that manpower in Medan tend to be stricter about agreed times, while in regions with a slower work pace PT MTS strategically requests earlier arrival for instance asking for 3 p.m. availability when the actual need is at 6 p.m. and that manpower in larger cities such as Surabaya and Bali tend to be more fast-moving owing to higher competitive pressure in the local job market. This pattern is not a lowering of standards but an adjustment of the time-communication strategy so that the same standard is still met, which refines Purnomo et al. (2025) argument about cross-regional timeline discipline: keeping a timeline is not only a matter of setting a standard but of having a communication strategy contextual enough to secure it.

Work discipline is closely tied to operational efficiency. Using local manpower reduces the cost of mobilising a team from Jakarta, but Informant 1 stressed that *"it's good for saving costs, but the key still has to be there,"* meaning cost efficiency still requires standards to be controlled by the core team. Informant 3 added that a local team *"honestly helps a lot"* because of its understanding of regional access and conditions, while cautioning that *"efficiency still needs the right qualifications."* This extends Dounavi et al.'s (2022) argument about quality risk in event outsourcing by showing that the risk is not only technical but managerial: when local manpower fall short of standard, the shortfall reappears as an added coordination burden borne by the core team, so efficiency cannot stand alone without adequate competence.

c. Independence and Interpersonal Skill

PT MTS assesses local manpower independence through their ability to understand instructions, take initiative, and work without excessive reliance on the core team, while still maintaining active supervision, since company standards are considered to be fully understood only by PT MTS's own team. Informant 1 stated, *"at minimum one person from MTS has to be present... because only the MTS team knows the standard,"* and Informant 3 clarified local manpower's position *"local manpower is here to help, not to replace us"* before adding one of the study's most analytically significant statements: *"if manpower makes a mistake, it is automatically our mistake."* Conventionally, the need for supervision dimension is read as a negative indicator, where a higher supervision need signals lower performance. Here, however, PT MTS does not treat supervision solely as a weakness of local manpower but as a managerial responsibility inherent to the PIC role: supervision is understood as active leadership that cannot be delegated rather than as compensation for a subordinate's weakness, reflecting a culture of managerial accountability.

Independent work also depends on clear, specific progress communication. Informant 2 illustrated the expected update standard in the transportation function *"our standard is bus 3 is moving with this many participants"* showing that progress communication must be measurable and actionable rather than general, while Informant 3 emphasised the distinct value local manpower bring through regional knowledge: *"local teams understand the area better."* This specific, operational reading shifts the

interpersonal-impact dimension away from the realm of soft interpersonal relations toward a concrete operational-control instrument, a nuance not found in Dewidianto et al. (2024) or Hasnanto (2025), which focus on internal communication within a single organisation. Taken together, assessing local manpower performance from the lead organizer's vantage point carries characteristics not captured by the participant's perspective, as in Ho et al. (2022) and Simangunsong and Setyorini (2023), nor by internal HR studies such as Darmawan et al. (2024): the assessment is cross-organizational, bound to regional context, conducted under event time pressure, and places attitude and progress-communication ability on equal footing with technical output. A summary of PT MTS's perspective across the three themes is presented in Table 1.

Table 1. Summary of PT MTS's Perspective on Local Manpower Performance

Dimension Group	Aspects Evaluated by PT MTS	Field Findings
Quality Standards & Work Capacity (Quality & Quantity)	Attitude, hospitality, precision, capacity to meet event needs by scale	Quality varies by region; Bali rated highest. Attitude is prioritized over technical competence.
Work Discipline & Operational Efficiency (Timeliness & Cost Effectiveness)	Punctuality, rundown compliance, cost efficiency, local access	Medan manpower stricter on time. Slow-paced regions require strategically advanced scheduling.
Independence & Interpersonal Skill (Need for Supervision & Interpersonal Impact)	Initiative, autonomy, progress communication, responsiveness	Experienced manpower is more independent. Supervision understood as managerial responsibility of PIC, not merely compensation for weakness.

Source: Primary Data (Interviews and Observation), 2026

PT MTS's Management of Local Manpower as an Efficiency and Operational Control Mechanism

If the first theme establishes how PT MTS evaluates local manpower, the second explains how it manages the capability variations it observes. PT MTS's management of local manpower is an adaptive process responsive to each event's scale, location, preparation time, and the character of the local parties involved, and it can be traced through four event-management stages planning, organizing, execution, and monitoring-evaluation that together show how the company aligns temporary local manpower with its standards without diluting them.

a. Trust-Based Planning and Selection

PT MTS begins by mapping internal needs before seeking outside support; Informant 2 explained, *"we discuss internally first, then we work out the manpower what we can bring from internal, then what we need to support from outside."* Once additional needs are identified, selection rests on trust rather than a formal system of portfolios or competency tests: Informant 1 required *"a recommendation from the hotel for all vendors and all manpower who will help,"* adding that *"it really comes down to trust first it has to be trust."* In Event A, limited preparation time led PT MTS to rely on a local EO through a referral from a contact previously involved in government events, whereas in Event B the collaboration formed through an existing professional relationship. The most significant management finding is not the needs-mapping itself but this personal trust mechanism: trust in party A, who recommends party B, transfers into initial trust in B and functions as an early screening device that substitutes for formal selection, proving more efficient under event time pressure than the formal recruitment procedures described by Darmawan et al. (2024). This stands in instructive tension with PT MTS's own ISO 9001:2015 certification a company with a formalised internal quality-management system nevertheless selects external partners without portfolios or documented criteria. The tension is a finding in its own right rather than an inconsistency: formal quality assurance governs what the organisation controls directly, but at its organisational

boundary under time pressure, in unfamiliar regions, with parties it does not employ the company substitutes reputational warranty for procedural verification. Trust here is not the absence of a standard but a different technology for enforcing one, which the section coordinator system and tiered briefings are subsequently required to backstop. This adds to Turner et al.'s (2020) multi-team systems theory: unlike conventional business contexts where trust accrues gradually, here it must be built within hours through reputation transfer a mechanism not explicitly addressed in Turner et al. (2020) or in Yoon and Wang's (2023) stakeholder-collaboration study.

b. Role Division and Field Direction

PT MTS positions local manpower as a support system while the core team retains responsibility for standards and operational decisions. Placement follows role fit; Informant 1 stated, *"I want them one by one, matched to their own strengths,"* and stressed focused assignments for high-risk positions: *"whoever is handling the car, just the car they can't leave the vehicle."* Organisation is carried out through a tiered structure *"it has to be tiered, this level goes here, this level goes here, it can't go straight through"* with section coordinators linking the core team to local manpower, and Informant 2 emphasised that effectiveness in large events depends on these coordinators *"really understanding the product knowledge and the job description."* Direction is delivered through tiered briefings: a general briefing conveying the event's overall picture, followed by more technical section-specific briefings *"once we've selected them, we brief them the briefing explains every detail of the work"* and *"after the general event briefing, I make a separate one per section"* covering the whole work cycle, since Informant 1 noted *"there's what to do pre-event, during the event, and post-event, including the dismantling."* This combination is an effective cognitive-alignment mechanism: the general briefing instils a shared understanding of the event's goals while section briefings translate it into function-specific instructions, consistent with the cognitive-goals dimension of Turner et al.'s (2020) theory and extending beyond Hasnanto's (2025) discussion of task division, which does not foreground this cross-organizational accountability chain. It is precisely this layered structure that lets PT MTS maintain uniform standards when the number of manpower to be supervised exceeds what one project manager can directly oversee.

c. Supervision, Evaluation, and Operational Risk Mitigation

PT MTS always deploys its core team to the field as the standard-control mechanism; Informant 1 reaffirmed that *"at minimum one person from MTS has to be present, because only the MTS team knows the standard,"* adding the brief but pointed instruction to *"check the field,"* while Informant 3 framed monitoring as a PIC responsibility: *"it's our job as PIC to monitor everything so it goes according to plan."* The luggage incident during Event A in which two pieces of participant luggage containing laptops were left behind on a bus served as an analytical window into how this system functions under real pressure. Immediately after the incident, PT MTS conducted emergency re-coordination with the local EO, transportation provider, liaison officers, drivers, and support team, and asked the whole team to check participants' belongings at every bus and hotel transfer. The incident reveals three things: first, a formal checklist given to a liaison officer does not by itself guarantee optimal work without internalised responsibility; second, PT MTS did not wait until the event ended to evaluate but conducted real-time re-coordination and redistribution of oversight; and third, resolution came through joint coordination among all parties rather than the singling out of one party at fault. This reinforces Dounavi et al.'s (2022) argument about quality risk in outsourcing while adding a dimension absent from that study that evaluation in an event context is situational and real-time rather than solely post-event, because an event offers no chance to repeat a failed session and the WhatsApp coordination group functioned as the primary medium, facilitating both collaboration and cognitive alignment in the sense intended by Turner et al. (2020) by creating information transparency and a traceable record without a learning curve that would hinder local manpower. A similar SOP-and-briefing principle appears in Aprilia et al. (2024), though its focus remains

on internal trainees; the present case shows the same principle operating in a far more complex setting between two organisations, under limited preparation time, in a region unfamiliar to the lead organizer, and with manpower of varied experience where success stems not from a perfect procedure but from the combination of consistent principles and trust-guided flexibility.

Multi-Party Collaborative Work as the Determinant of Alignment in Cross-Regional Events

PT MTS's work with local manpower ultimately unfolds within a multi party collaborative system that simultaneously involves the core team, the local EO, vendors, drivers, and regional coordinators, and Events A and B illustrate two distinct yet equally valid collaboration modalities. In Event A the collaboration is vertical: PT MTS acts as the lead organizer that sets standards, directs, and supervises, while the local EO helps meet manpower, vendor, and logistics needs, and the luggage incident is resolved through joint coordination among all parties. In Event B the collaboration is horizontal: PT MTS acts as an equal partner contributing a specific competency show management while a local sport event EO with greater expertise runs the fun run's core operations. Across both, the collaboration reduces to four recurring patterns: collaboration based on trust and professional relationships, on competency-driven role division, on daily communication and coordination, and on joint problem solving. These two modalities show that PT MTS's relationship with the local event ecosystem is not permanently hierarchical but shifts between authority and partnership depending on who holds the most relevant competency for a given context, which aligns with the mutual-partnership emphasis of Yuniati et al. (2025) in MICE-business sustainability while adding that effective partnership also requires a willingness to recognise and respect the other party's competency, including that of local parties. Above all, the case shows that event success is not the product of any single party performing flawlessly but of a system resilient enough to absorb imperfection at one point without letting it undermine the whole: the luggage incident was resolved not because local manpower suddenly became more competent but because PT MTS's multi-party coordination system was responsive enough to identify the problem, mobilise available resources, and contain it the capacity that distinguishes a mature event organizer from an inexperienced one. Read against the conceptual framework (Figure 1), these mechanism are precisely the moderating pathway through which the lead EO converts variable local manpower capability into consistent event delivery, selection filters capability at entry, role division and briefing align it during execution, and supervision with joint problem-solving contains the residual variance that alignment cannot remove. This is why, in the two events observed, comparable gaps in local manpower capability did not produce comparable outcomes the difference lay in the strength of the coordination system applied, summarized in Table 2.

Table 2. PT MTS's Local Manpower Management System across Four Event-Management Stages

Management Stage	Mechanism Employed by PT MTS	Intended Function/Standard Secured
Planning & Selection	Trust-based, referral-driven selection of named individuals (reputation transfer).	Swift pre-screening that substitutes for formal recruitment under event time pressure
Organizing & Role Division	Tiered structured with section coordinators; placement by role it.	Maintains standard uniformty when manpower numbers exceed the core team's direct span of control.
Execution & Communication	General and section-specific briefing; real-time WhatsApp coordition	Cognitive alignment to shared goals and measurable, actionable progress updates
Monitoring, Supervision & Problem-Solving	At least one core-team PIC on site; real-time re-coordination, joint multi-party resolution	Real-time standard control and resilient recovery from operational failure

Source: Primary Data (Interviews and Observation), 2026

D. CONCLUSION

This study demonstrates that the successful management of local manpower in cross-regional MICE events depends not solely on the capabilities of local manpower but on the lead event organizer's ability to establish an adaptive coordination system that ensures consistent service quality across diverse regional contexts. From PT Multi Taruna Sejati's perspective, local manpower are valued for their availability, local knowledge, and operational support, yet their performance remains inconsistent in terms of attitude, hospitality, discipline, initiative, and progress communication. Rather than reflecting inherent regional differences, these variations appear closely associated with differing levels of exposure to professional event environments.

The findings further reveal that PT MTS addresses these capability variations through an adaptive management system consisting of trust-based manpower selection, hierarchical work organization, structured briefing, continuous communication, and direct on-site supervision. These mechanisms function collectively to align temporary local manpower with organizational standards, illustrating that management practices are not merely administrative processes but strategic coordination mechanisms that reduce uncertainty and enable effective collaboration in temporary multi-team settings. This finding extends Turner et al.'s (2020) Multi Team Systems theory by demonstrating that, within temporary event organizations, trust and shared understanding must be intentionally constructed through reputation-based recruitment and intensive coordination rather than emerging through prolonged interaction.

This study makes two contributions. Theoretically, it extends multi-team-systems and temporary organising perspectives (Bakker et al., 2016; Bechky, 2006; Turner et al., 2020) by showing that, in cross regional event organizations, performance is produced not by workforce capability alone but by the interaction between that capability and the lead organizer's coordination system a moderating relationship made explicit in the conceptual framework (Figure 1). Practically, it translates this relationship into four operational recommendations, each with a clear owner. First, PT MTS management should build a verified local manpower database that records each worker's region, role history, referral source, and past performance, so that trust-based selection is supported by retrievable evidence rather than memory. Second, project managers should standardize briefing through a written standard operating procedure specifying the general and section-specific content to be delivered pre-event, on-event, and post-event, reducing dependence on any single briefer. Third, section coordinators should apply a shared set of performance-evaluation indicators covering attitude, punctuality, initiative, and progress communication recorded immediately after each event to feed the database. Fourth, the lead EO should formalize its supervision mechanism by mandating at least one standard-bearing PIC per function and a real-time escalation channel, institutionalizing field control that currently rests on individual judgement. Although the study is limited to a single case and reflects the lead organizer's perspective, it offers an analytically transferable account of how temporary multi-team coordination operates in cross-regional events. Future research should incorporate the perspectives of local manpower and other stakeholders and examine multiple EOs to refine the proposed framework.

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