

PROJECT MANAGEMENT EFFECTIVENESS IN ENTERTAINMENT EVENTS: THE CONTRIBUTION OF TEAM COHESION, COORDINATION, AND LEADERSHIP

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ABSTRACT

Good leadership plays a key role in influencing the success of project management, especially in entertainment events. This study explored how factors such as communication, leadership, collaboration, and team adaptability can contribute to effective decision-making and the achievement of business goals, thus fostering a work environment that supports innovation and flexibility. Data were analyzed using SPSS software to examine the interplay between variables. This study used a quantitative approach, conducting a questionnaire with 120 respondents with experience and perspectives in the industry and who had managed entertainment events (e.g., planning, implementing, and evaluating entertainment projects such as music concerts, film productions, cultural festivals, or television shows).

The results of this study show that team Coordinator is the most dominant variable in influencing Team Performance because it has the highest standard beta value ($\beta = 0.501$), followed by Team Leadership ($\beta = 0.436$). These findings indicate that successful team performance is determined more by the effectiveness of coordination and leadership than by the level of team cohesion alone. Therefore, organizations need to strengthen the role of team coordinators and improve leadership qualities to achieve optimal team performance.

Keywords: *project management, entertainment event, team cohesion, coordination and leadership*

INTRODUCTION

Entertainment events in Indonesia have demonstrated numerous achievements in sustainability management, they also face a number of challenges that could lead to project failure if not properly addressed. One key challenge is their high carbon footprint, resulting from the substantial electricity consumption required to support the stage and sound systems, as well as the carbon

emissions from the travel of thousands of visitors from various regions and countries. Furthermore, suboptimal waste management is also a significant issue, particularly as plastic waste from beverage bottles and food packaging is still widely found throughout the festival. Another factor complicating sustainability efforts is the varying levels of visitor awareness; not all participants understand or care about the importance of

environmentally friendly practices, resulting in the implementation of sustainability programs often being incomplete and ineffective. While entertainment events in Indonesia have significant potential to become sustainable music festivals, the implementation of sustainable project management principles still faces various challenges, such as a high carbon footprint, suboptimal waste management, and high implementation costs.

Project management components that support sustainability encompass several important aspects. During the project planning phase, an environmental and social impact analysis is conducted from the outset, risk mitigation plans are developed, such as carbon footprint reduction and waste management, and sustainability indicators such as waste volume and energy consumption are established. Next, the team organization phase involves establishing a cross-functional work structure encompassing technical, environmental, and social communication aspects, appointing a sustainability coordinator, and training the crew on environmentally friendly practices. During the project implementation phase, various initiatives are implemented, such as implementing a cashless system and digitizing ticketing, monitoring electricity and water consumption, and collaborating with external parties such as environmental

NGOs and local communities. Finally, during the project evaluation and closure phase, environmental and social impact audits are conducted, sustainability performance reports are published, visitor satisfaction surveys are conducted regarding environmentally friendly aspects, and best practices are documented as references for future events.

The success of a sustainable project in the entertainment industry can be measured through several indicators, including the long-term sustainability of the project's benefits, positive social impacts on the local community, increased environmental awareness among visitors, and efficient and responsible operational performance. Furthermore, success can be seen in the enhanced image and attractiveness of the event brand to sponsors, as well as the opportunity for replication for similar events in the future. From a project management perspective, implementing sustainability principles requires the involvement of various critical elements. This includes strategic planning that takes into account environmental risk analysis, adaptive and innovation-oriented team organization, program implementation based on efficiency and collaboration, and a thorough evaluation of social and environmental impacts. Components such as visionary project leadership, active stakeholder engagement,

and the use of data-driven technology are also key determinants of successful sustainable project management.

Sustainability in entertainment projects is realized through a number of concrete strategies. These include the implementation of a cashless transaction system to reduce the use of physical tickets, the provision of separate trash bins and a recycling system on the festival grounds, collaboration with local vendors to reduce the carbon footprint of transportation, and the reduction of single-use plastics. Furthermore, the integration of sustainability into stage design, energy-efficient sound systems, and eco-friendly digital campaigns are all part of this holistic approach. Sustainability in entertainment projects refers to efforts to responsibly manage entertainment events such as concerts, festivals, art shows, and films, so as not only to provide short-term economic impact but also to pay attention to environmental conservation, social empowerment, and the long-term growth of the entertainment industry itself. This approach is known as Sustainable Project Management, which emphasizes the importance of integrating the three main dimensions of economic, social, and environmental into the entire project management cycle.

Organizing entertainment events also has significant environmental and social

impacts. High energy consumption for lighting and sound systems, the production of single-use plastic waste from food and beverage packaging, and carbon emissions from the mobility of thousands of visitors are all significant issues that require serious attention. Without sustainability-oriented management, such festivals risk exacerbating environmental degradation. In this context, sustainability in entertainment projects refers to efforts to ensure that entertainment activities not only provide short-term economic benefits but also consider environmental sustainability and social well-being. This encompasses various dimensions such as efficient use of resources, waste reduction, the use of green technology, and educating visitors about environmentally friendly behavior.

LITERATURE REVIEW

Team Leadership

Team leadership is a leadership concept that focuses on a leader's ability to direct, facilitate, and coordinate team members to achieve common goals. Unlike traditional leadership, which emphasizes individual leader-subordinate relationships, team leadership emphasizes managing group processes, interactions between members, and creating a work environment that supports collaboration. Morgeson et al. (2010) states that team leadership serves to

meet the team's critical needs through various functions such as environmental monitoring, team boundary management, conflict resolution, and team member development. Team leadership is a crucial factor in determining team effectiveness, especially in complex and dynamic work environments. From a functional perspective, team leadership is viewed as a series of actions that help a team achieve its goals effectively. Team leaders are responsible not only for providing direction but also for creating conditions that enable team members to work independently and collaboratively. Morgeson et al. (2010), identified 15 key functions of team leadership, encompassing internal and external functions, such as team coaching, resource management, and coordination with external parties. This approach demonstrates that leadership effectiveness depends not only on the leader's characteristics but also on their ability to meet the team's needs in a given situation.

Research shows that transformational and empowering leadership styles have a positive influence on team performance. Leaders who inspire, support, and empower team members tend to achieve higher levels of performance than those with an authoritarian leadership style. Stewart's (2006) meta-analysis found that leadership is a team design characteristic consistently positively correlated with team performance.

Effective leaders are able to increase member motivation, strengthen commitment to shared goals, and encourage innovation in task completion. The development of modern organizations has led to the emergence of the concept of shared or distributed leadership, namely the distribution of leadership roles to several team members. In this context, leadership is no longer monopolized by a single individual but rather becomes a collective responsibility that can shift according to task requirements and member competencies.

The literature shows that shared leadership can increase a team's flexibility, creativity, and adaptability to environmental changes. This approach is increasingly relevant in knowledge-based organizations that rely on cross-functional collaboration and expertise. Overall, team leadership is a strategic factor determining a team's success in achieving organizational goals. Effective leadership not only directs team members but also builds coordination, communication, and trust among them. With the increasing complexity of tasks and the need for collaboration in modern organizations, the role of team leadership is becoming increasingly important in creating team synergy and improving organizational performance in a sustainable manner.

Team Coordinator

A team coordinator is an individual or mechanism within a team responsible for integrating activities, resources, and communication between members to effectively achieve common goals. In the increasingly complex context of modern organizations, coordination is crucial because tasks are often interdependent and require high levels of synchronization. The team coordinator serves as a liaison, ensuring each member understands their roles, responsibilities, and the interrelationships of their work with other members (de Vries *et al.*, 2015). Research shows that effective coordination can reduce errors, increase work efficiency, and expedite decision-making within a team. The literature on team coordination emphasizes that the team coordinator's role extends beyond task assignments to managing information and relationships between members. Castela *et al.* (2013), found that effective team coordination is built through three main mechanisms: planning, communication, and leadership. These three mechanisms interact to ensure that each member shares a common understanding of work goals and procedures. In dynamic situations, the coordinator acts as a facilitator, helping the team adapt to changing work environments and organizational demands.

In organizations that implement cross-functional work or virtual teams, the role of

the team coordinator becomes increasingly strategic. A systematic study by Nguyen-Duc *et al.* (2015), showed that the geographic dispersion of team members can create communication and coordination barriers, which can negatively impact team performance. In such situations, the coordinator's role is to maintain the flow of information, reduce misunderstandings, and ensure the integration of work between members working in different locations. Therefore, coordination skills are a critical competency in managing global and digital teams. Recent research also shows that coordination does not always automatically lead to improved performance. The effectiveness of coordination depends heavily on the team's ability to integrate knowledge gained from various sources. According to Wang *et al.* (2022), inter-team coordination will positively impact performance if supported by strong information elaboration and knowledge integration capabilities. In this context, the team coordinator acts as a knowledge manager, helping team members understand, process, and utilize information effectively to support the achievement of organizational goals. Overall, the team coordinator is a crucial element in team effectiveness because it contributes to smooth communication, task synchronization, knowledge integration, and the management of working relationships.

This role is increasingly relevant in modern organizations that rely on cross-functional collaboration, virtual teams, and multi-team systems. With effective coordination, organizations can improve productivity, decision-making quality, and team capabilities in navigating a dynamic business environment (Castañer and Oliveira, 2020).

Team Cohesion

Team cohesion refers to the level of attachment, sense of belonging, and commitment of members to their team. This concept describes the strength of interpersonal relationships that encourage members to continue working together to achieve common goals. In organizational behavior theory, team cohesion is considered one of the most influential social factors influencing team effectiveness because it can increase motivation, loyalty, and the quality of interactions between members. Teams with high levels of cohesion tend to have better communication and lower levels of conflict than teams with low cohesion. The literature distinguishes team cohesion into two main dimensions: task cohesion and social cohesion (Grossman *et al.*, 2022). Task cohesion refers to the level of member commitment to team goals and tasks, while social cohesion relates to the quality of social relationships and emotional closeness between members. These two dimensions have distinct but complementary roles in

shaping team effectiveness (Gully *et al.*, 2012). Research by Chiocchio and Essiembre (2009) shows that both task cohesion and social cohesion positively contribute to group performance, although their effects can vary depending on team characteristics and the type of work performed.

Team cohesion is a crucial social asset for organizational success. Strong cohesion enables team members to support each other, share information openly, and resolve conflict constructively. Numerous meta-analyses consistently show that cohesion positively contributes to team performance, whether in project, production, service, or virtual team contexts (Salas *et al.*, 2021). Therefore, organizations need to develop team building programs, effective communication, and supportive leadership to strengthen team cohesion and sustainably improve organizational performance.

RESEARCH METHODE

This study used a quantitative approach, conducting a questionnaire with 120 respondents with experience and perspectives in the industry and who had managed entertainment events (e.g., planning, implementing, and evaluating entertainment projects such as music concerts, film productions, cultural festivals, or television shows). This study explored how factors such as communication,

leadership, collaboration, and team adaptability can contribute to effective decision-making and the achievement of business goals, thus fostering a work environment that supports innovation and flexibility. Data were analyzed using SPSS software to examine the interplay between variables.

RESULT AND DISCUSSION

The method we used for this research was an influence test or regression. The test must be followed by a correlation test to determine whether there is a relationship between the data. The data must be interrelated to proceed to a regression or influence test. We used SPSS to conduct this test for automatic and rapid data processing. The error rate, or alpha, was set at 5%, with a 95% success rate.

Correlations			
		Team_Kohesi	Team_Performance
Team_Kohesi	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.000
	N	119	119
Team_Performance	Pearson Correlation	.409**	1
	Sig. (2-tailed)	.000	
	N	119	119

** . Correlation is significant at the 0.01 level (2-tailed).

Source: The primary data is processed, 2026

Based on the results of the Pearson correlation test using SPSS, a correlation coefficient of 0.409 was obtained with a significance value (Sig. 2-tailed) of 0.000 for a sample of 119 respondents. The positive correlation value indicates a unidirectional relationship between Team Cohesion and Team Performance, meaning that the higher the level of team cohesion, the higher the resulting team performance. Based on the correlation coefficient interpretation criteria, a value of 0.409 falls into the moderate relationship category. Furthermore, a significance value less than 0.05 (0.000 <

0.05) indicates that the relationship is statistically significant. Therefore, the hypothesis stating a positive relationship between Team Cohesion and Team Performance is accepted.

These findings indicate that team cohesion plays a crucial role in enhancing the effectiveness of team performance. Team members who share a sense of togetherness, mutual trust, and a strong commitment to group goals tend to work together more effectively in completing tasks. High cohesion also encourages more open communication, better coordination, and support among team members, thus

increasing productivity and the quality of work. Conversely, low levels of cohesion have the potential to lead to conflict, lack of coordination, and decreased teamwork effectiveness.

The results of this study align with those of Grossman et al. (2022), which found that team cohesion has a positive and significant relationship with team performance across various types of teams and organizations. Similarly, Chiocchio and Essiembre (2009) found that teams with high levels of cohesion tend to perform better than teams with low levels of cohesion due to a shared

commitment to achieving team goals. Based on the coefficient of determination ($r^2 = 0.167$), it can be explained that team cohesion contributes 16.73% to team performance, while the remaining 83.27% is influenced by factors outside the research model, such as team leadership, team coordination, communication, organizational culture, and team member competencies. Therefore, increasing team cohesion can be an effective strategy for organizations to improve team performance sustainably.

Correlations			
		Team_Perfor mance	Team_Coordi nator
Team_Performance	Pearson Correlation	1	.623**
	Sig. (2-tailed)		.000
	N	119	119
Team_Coordinator	Pearson Correlation	.623**	1
	Sig. (2-tailed)	.000	
	N	119	119

** . Correlation is significant at the 0.01 level (2-tailed).

Source: The primary data is processed, 2026

Based on the results of the Pearson correlation test using SPSS, the correlation coefficient between Team Coordinator and Team Performance was 0.623, with a significance value (Sig. 2-tailed) of 0.000 and a sample size of 119 respondents. The positive correlation value of 0.623 indicates a unidirectional relationship between the Team Coordinator role and Team Performance. This means that the more effective the team coordinator's role in managing, directing, and integrating team member activities, the

higher the resulting team performance. Based on the correlation coefficient interpretation guidelines, a value of 0.623 falls within the strong relationship category, thus concluding that Team Coordinator has a fairly strong relationship with increased Team Performance.

Furthermore, the significance value of 0.000, which is less than 0.05, indicates that the relationship between Team Coordinator and Team Performance is statistically significant. Therefore, the hypothesis stating

that there is a positive relationship between Team Coordinator and Team Performance is accepted. These results indicate that the presence of a team coordinator capable of effectively managing task allocation, facilitating communication, aligning goals, and managing teamwork processes will contribute to increased team productivity and effectiveness in achieving organizational goals.

Calculated using the coefficient of determination, the value obtained is $r^2 = (0.623)^2 = 0.388$, indicating that the Team Coordinator contributes 38.8% to Team Performance, while the remaining 61.2% is influenced by factors outside the research model. This contribution is quite substantial

and indicates that team coordination is a critical factor in determining the success of team performance. These findings align with research by de Vries et al. (2015), which states that effective coordination can improve the integration of team member activities and result in higher performance. These results also support the view of Fernandez Castelao et al. (2013) that good coordination plays a role in improving communication quality, decision-making, and the team's ability to complete complex tasks. Therefore, organizations need to strengthen the role of the team coordinator by developing coordination, communication, and leadership competencies to optimally improve team performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.525	.512	.72970
a. Predictors: (Constant), Team_Leadership, Team_Coordinator, Team_Kohesi				

Source: The primary data is processed, 2026

Based on the Model Summary results from the multiple regression analysis, an R value of 0.724 was obtained, indicating a strong relationship between the independent variables, namely Team Leadership, Team Coordinator, and Team Cohesion, and the dependent variable, Team Performance. An R value approaching 1 indicates that the three

independent variables collectively have a strong relationship in explaining changes in team performance.

An R Square (R^2) value of 0.525 indicates that 52.5% of the variation in Team Performance can be explained by Team Leadership, Team Coordinator, and Team Cohesion simultaneously. The remaining

47.5% is influenced by other factors not included in the research model, such as team communication, organizational culture, work motivation, individual competency, reward systems, and work environment factors. This coefficient of determination indicates that the research model has a fairly good ability to explain the dependent variable.

Furthermore, an Adjusted R Square value of 0.512 indicates that after adjusting for the number of independent variables and sample size, the model still explains 51.2% of the variation in Team Performance. The relatively small difference between the R-square and adjusted R-square values indicates that the model is quite stable and does not experience overfitting. Therefore, the Team Leadership, Team Coordinator, and Team Cohesion variables are relevant

predictors in explaining team performance. Furthermore, the Standard Error of the Estimate value of 0.72970 indicates the level of prediction error of the regression model. The smaller the standard error, the better the model's ability to predict the dependent variable. This value indicates that the model has a relatively low level of prediction error, so the estimation results can be considered quite accurate. Overall, the results of this analysis indicate that the combination of Team Leadership, Team Coordinator, and Team Cohesion has a significant and substantial contribution to improving Team Performance. Therefore, these three variables can be used as strategic factors in efforts to increase team effectiveness and productivity within an organization.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.557	3	22.519	42.292	.000 ^b
	Residual	61.233	115	.532		
	Total	128.790	118			

a. Dependent Variable: Team_Performance

b. Predictors: (Constant), Team_Leadership, Team_Coordinator, Team_Kohesi

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.612	.397		1.542	.126
	Team_Kohesi	-.120	.116	-.088	-1.035	.303
	Team_Coordinator	.478	.070	.501	6.856	.000
	Team_Leadership	.491	.092	.436	5.343	.000

a. Dependent Variable: Team_Performance

Source: The primary data is processed, 2026

Based on the results of the ANOVA test (F test) on the multiple regression model, the calculated F value was obtained at 42.292 with a significance level of 0.000. This

significance value is smaller than 0.05 (0.000 < 0.05), so it can be concluded that the regression model consisting of the variables Team Leadership, Team Coordinator and

Team Cohesion simultaneously has a significant effect on Team Performance. Thus, the hypothesis which states that the three independent variables jointly influence team performance can be accepted. These results indicate that the combination of team leadership, team coordination, and team cohesion is an important factor capable of explaining variations in team performance in organizations.

Based on the Coefficients table, the following regression equation is obtained: Team Performance = 0.612 – 0.120 Team Cohesion + 0.478 Team Coordinator + 0.491 Team Leadership

A constant value of 0.612 indicates that if all independent variables are considered constant, then the Team Performance value is estimated to be 0.612. However, the main focus of the analysis lies in the coefficient of each independent variable. The Team Cohesion variable has a regression coefficient of -0.120 with a significance value of 0.303, which means it is greater than 0.05. These results indicate that Team Cohesion does not have a significant influence on Team Performance. Even though in theory team cohesion can improve performance, in this model its effect is not statistically proven after being controlled by the Team Leadership and Team Coordinator variables. This condition can occur because of the overlapping effect between team

cohesion and other variables that are more dominant in explaining team performance.

On the other hand, the Team Coordinator variable has a regression coefficient of 0.478 with a significance value of 0.000 and a standard beta value of 0.501. These results indicate that the Team Coordinator has a positive and significant effect on Team Performance. This means that the more effective the coordinator's role is in organizing, integrating and directing the activities of team members, the higher the team performance will be. The largest beta value compared to other variables indicates that Team Coordinator is the variable that has the dominant influence on Team Performance in this research.

Apart from that, the Team Leadership variable also shows a positive and significant influence on Team Performance with a regression coefficient of 0.491, a t value of 5.343, and a significance level of 0.000. The standard beta value of 0.436 indicates that team leadership has a strong contribution in improving team performance. These findings indicate that leaders who are able to provide direction, motivation, support, and create a conducive work environment will encourage team members to work more effectively and productively in achieving organizational goals.

Overall, the results of the regression analysis show that Team Leadership and

Team Coordinator have a positive and significant effect on Team Performance, while Team Cohesion has no partial significant effect. Of the three variables tested, Team Coordinator is the most dominant variable in influencing Team Performance because it has the highest standard beta value ($\beta = 0.501$), followed by Team Leadership ($\beta = 0.436$). These findings indicate that successful team performance is determined more by the effectiveness of coordination and leadership than by the level of team cohesion alone. Therefore, organizations need to strengthen the role of team coordinators and improve leadership qualities to achieve optimal team performance.

CONCLUSION

Based on the research results, it can be concluded that the success of a large-scale entertainment venue is not solely determined by its entertainment aspects, but also by the extent to which sustainability principles are integrated throughout the event management process, from planning to execution. The analysis findings indicate that visitors' awareness of sustainability issues significantly influences how they assess the success of an event. Visitors who understand and care about environmental and social impacts tend to respond more positively to events that implement environmentally

friendly practices. This indicates that educational and communication approaches that address sustainability issues can be a strategic step to increase public participation and support. Furthermore, the direct implementation of sustainability practices such as reducing plastic waste, utilizing recycled materials, implementing energy efficiency, and providing adequate waste management facilities have been shown to significantly contribute to visitors' positive perceptions of the event's success.

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