



## Building Project Success through Transactional Leadership, Training, and Motivation: A Study on the Creative Event Industry

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### Abstract

This study explores how transactional leadership, short term training, motivation, and job satisfaction influence project success within the event and wedding organizer industry in Makassar, a sector characterized by temporary teams and heavy reliance on freelance workers. Using a quantitative survey approach, data were gathered from 134 freelancers selected through purposive sampling. Multiple linear regression was applied to examine both the individual and simultaneous effects of the four predictors. The results show that all variables significantly and positively contribute to project success, with transactional leadership standing out as the strongest determinant, followed by job satisfaction, motivation, and short yet targeted training. These findings reveal that successful event projects depend not only on technical execution but also on the clarity of leadership, the relevance of preparatory training, and the psychological engagement of freelance workers. The study highlights that even in fast paced and short term project environments, clear guidance and structured supervision help freelancers orient themselves quickly toward task demands. Focused training enhances readiness and reduces errors, while motivation and job satisfaction strengthen commitment and foster smoother collaboration. Together, these elements form a human resource framework that supports consistent and reliable project performance. The results contribute to the growing understanding of HR management in gig based work structures and underscore the importance of designing adaptive leadership and training practices that align with freelance realities. The study also offers practical implications for event managers seeking to improve project outcomes and suggests that future research may benefit from exploring additional variables such as organizational culture and team communication.

## Introduction

The event and wedding organizer industry is part of the creative economy sector that has experienced significant growth over the past decade (Anggadwita et al., 2024; Pramestyan, 2025). In several major cities, particularly Makassar, the economic center of eastern Indonesia, this industry has become a platform for the development of various forms of commercial, social, and cultural activities (Surya et al., 20221; Arifin et al., 2023). The services offered by EO/WO go beyond event organization to include complex planning, resource management, and post-event evaluation.

As the industry evolves, the work model adopted tends to be flexible, project-based, and involves freelance workers (Delavani & Linando, 2025; Koene & Pichault, 2021; Nguyen et al., 2025). Freelancers have become a crucial part of the event operations chain due to their perceived cost and time efficiency, as well as their ability to adapt to a wide range of projects.

However, this flexibility also brings its own challenges, particularly in human resource management, where aspects of leadership, training, motivation, and job satisfaction are often overlooked.

A 2024 report by LIVE Celebes, a professional association of event organizers (EO/WO) in South Sulawesi, noted that over 60% of event projects experience obstacles stemming from weak leadership structures, minimal technical training, low freelancer motivation, and the absence of a continuous reward or evaluation system. This has direct implications for the quality of project implementation, such as delays, technical errors, and even client complaints (Alenazi et al., 2022; Akinboboye et al., 2021; Nguyen et al., 2025).

In project management theory, project success is not simply about technical completion, but also encompasses dimensions of leadership, resource efficiency, and teamwork quality (Bass, & Avolio, 1994). Therefore, it is important to consider human factors such as motivation and job satisfaction as integral and inseparable elements of project management. Similarly, a transactional leadership style is considered most appropriate in the context of freelance projects because it emphasizes task clarity, reward systems, and performance monitoring (Guba & Lincoln, 1981; Sanda & Arthur, 2017).

Previous studies have focused more on the relationship between these variables in permanent, formal work environments (Al-Zoubi et al., 2025; Kohnen et al., 2024; Hessari et al., 2025). This research addresses this gap by focusing on the freelance context of event and wedding organizer in Makassar City, which is structurally distinct from permanent organizations. Using a quantitative approach, this study aims to determine the extent to which transactional leadership, short-term training, motivation (especially extrinsic), and job satisfaction influence the success of projects handled by event and wedding organizer

The results of this study are expected to not only provide theoretical contributions in the development of project-based human resource management, but also offer practical recommendations that can be directly applied by event managers in other areas experiencing similar phenomena.

## Methods

### Research Design and Approach

The research design that will be used in this study is a quantitative explanatory research design. The choice of such design is based not only on the descriptive focus of laying out the current state of affairs in the event and wedding organizer (EO and WO) industry, or rather the investigative focus of explaining the role a conglomeration of managerial and psychological variables play in project work success based on freelance. This dynamic nature of the operations of EO and WO enterprises in Makassar, preconditioned with the formation of short-term teams of specialists on an event, suggests that the aspects of transactional leadership, focused training, motivation, and job satisfaction can have inherent impacts on the projects.

In an attempt to analyze these influences methodologically, the study obtains statistical procedures that make it easy to test causal relationships in an empirical manner. An explanatory quantitative methodology will give the analytic accuracy necessary to investigate the contributory role of each variable to project success, and at the same time, will be consistent with existing theoretical paradigms. This design guarantees that the final findings have both theoretical strength and practical meaning in the sphere of project-based human resource management by anchoring each of the hypotheses on the literature that is already available and subjecting them to empirical results.

## **Population and Sample**

The population of the study will include the group of professionals engaged in event and wedding organization projects in Makassar, the participants of the LIVE Celebes association, and they are freelance professionals. These people make up a separate group of the workforce that is directly exposed to the facts of project-associated event production, which makes them an appropriate sample to study the behavioral and managerial dynamics that the study is under. Based on the records given by the association, there are 201 individuals in the total population.

To calculate a suitable sample size, the Slovin formula was used and the five percent margin of error was taken, which resulted in a required sample of 134 respondents. Purposive sampling has been used because the study required people to fit certain inclusion criteria in order to guarantee relevance and accuracy of the information. The conditions were that the participants had to be freelance, had to have undertaken at least one event project in the last one year, and had to have indicated their desire to participate in the study. The choice of respondents according to these criteria helped the study to make sure that every participant had enough experience and involvement in the industry to offer the relevant information.

## **Data Collection Techniques and Instrumentation**

The questionnaire has been distributed via Google Forms where data were gathered using a self-administered questionnaire. Such a modality was chosen due to its alignment with the occupational patterns of freelance event workers that move between different incompatible locations and uneven schedules quite often. The questionnaire had two major sections which included the first section that captured demographic data and the second section contained statements that operationalised the study variables. These statements were framed on the basis of the already existing theoretical constructs and were measured with a five-point Likert scale, thus allowing the respondents to describe the levels of their agreement more precisely.

Before the implementation during the initial data-collection stage, the instrument was subjected to intense validity and reliability tests in order to ascertain its accuracy and consistency. Correlation coefficients of all items were found to be more than the prespecified threshold thus indicating that the items effectively measured the intended construct. Moreover, the coefficients of alpha of the variables of Cronbach were located within the range of high internal consistency. These psychometric attributes strengthen the faith in the ability of the instrument to produce reliable data that would be helpful in further analytic projects.

## **Data Analysis Techniques**

Majority of the data were analyzed using SPSS version 26 through multiple linear regression. This approach to analysis is to be used to allow the researcher to study the individual and combined impact of transactional leadership, training, motivation, and job satisfaction on the project success. Before conducting the regression analysis, the data had been subjected to classical assumption tests to ensure that it met the statistical requirements required to make the interpretation reliable. These diagnostics were used to test whether there was normality of data distribution, there was multicollinearity or there was a probability of heteroscedasticity.

When the model met these assumptions, the regression analysis was then to be undertaken to establish the degree to which each variable contributed to success in the project. The t -test was used to test the importance of each predictor variable, and F -test was used to test the combined

importance of all predictor variables on the dependent variable. The coefficient of determination was computed in order to give an idea concerning the percentage of the variance of the project success that would have been explained by the four predictor variables.

This analytical framework takes the research to a deeper level with respect to superficial descriptions of project dynamics. It provides a systematic presentation of the impact of managerial behavior, workforce preparedness, motivation drives and job satisfaction on the performance of freelance project teams in the event business. This would ensure that the findings have a solid empirical base in addition to providing practitioners with practical advice to be directly translated into their project management activities.

## Results and Discussion

The results of the current research are logically structured in chronological order, thus, making it easy to have a comprehensive view of how transactional leadership, training, motivation, and job satisfaction impact the effectiveness of the freelance project implementation in the Makassar-based events industry.

The order of analysis is developed in such a way as to reveal the underlying empirical arrangement, where at the outset, descriptive summaries are given, then further inferential constructs are given that are more complex in nature. The approach to the method allows readers to follow the line of raw observations to subtle explanatory understandings, hence clarifying the dynamics of freelance project management.

### Descriptive Statistics

This discussion starts with a descriptive investigation into the reactions of 134 freelance practitioners, providing some initial understanding of the atmosphere that currently exists in the domain of leadership, training, motivation, satisfaction, and project outcomes in the context of the event and wedding organization. Means of all the variables are relatively high, which suggests that most of the respondents are regularly exposed to a professional environment that is characterized by strong structural entities, open and clear communication, and facilitative interpersonal relationships. Their experiences of occupational life are mostly affirmative, it is rather organized, not haphazard or poorly organized - a result that is especially relevant considering that temporary project teams are likely to experience coordination issues.

Table 1. Descriptive Statistics of Research Variables

Variable	N	Mean	Std Dev	Min	Max
Transactional Leadership	134	4.21	0.51	3.10	5.00
Training	134	4.08	0.58	2.90	5.00
Motivation	134	4.15	0.55	3.00	5.00
Job Satisfaction	134	4.19	0.53	3.00	5.00
Project Success	134	4.24	0.49	3.20	5.00

These values portray a workforce who is immensely satisfied with its job status or situation and whose leadership and training programs are not only current but also significant. They also provide a positive preliminary sign that the atmosphere in Makassar creative event industry is conducive to the conditions that must be in place to conduct projects in a stable manner.

### Validity and Reliability Tests

o determine whether the metrics of the variables were measured correctly, the research then performed a validity and reliability assessment of the instrument. The validity test shows that the inter-item correlation coefficient on all questionnaire items are all more than the statistical

test-value of 0.169. The fact that the items prove to be highly effective in capturing the targeted constructs and that the respondents interpreting the questions in the same manner as the conceptual framework developed by the researcher suggests, are evidence that the items succeed in establishing the requested statistical confidence as well as substantive consistency with the lived experiences of the freelancers as defined by the theoretical definitions that the researcher uses in the study.

The reliability test also supports this conclusion. The Cronbach alpha coefficients of all the variables are more than 0.70 and indicate a good degree of internal consistency. This consistency implies that the respondents could be consistent and coherent in their answers to similar items, thus implying that the measurement instrument can be relied upon even when the respondents are workers who may have different schedules, roles and work intensities among different projects.

Table 2. Validity Test Results

Variable	Item	r calculated	r table	Status
Transactional Leadership	TL1	0.614	0.169	Valid
	TL2	0.652	0.169	Valid
	TL3	0.689	0.169	Valid
Training	TR1	0.578	0.169	Valid
	TR2	0.602	0.169	Valid
Motivation	MV1	0.631	0.169	Valid
	MV2	0.668	0.169	Valid
Job Satisfaction	JS1	0.716	0.169	Valid
	JS2	0.741	0.169	Valid
Project Success	PS1	0.693	0.169	Valid
	PS2	0.703	0.169	Valid

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Status
Transactional Leadership	0.842	Reliable
Training	0.811	Reliable
Motivation	0.826	Reliable
Job Satisfaction	0.854	Reliable
Project Success	0.835	Reliable

These results confirm that the dataset is grounded in accurate and dependable measurement, creating a solid foundation for deeper statistical analysis.

### Classical Assumption Testing

Before the adoption of multiple-regression analysis, there was a sequence of diagnostic tests carried out to determine the appropriateness of the dataset to the modelling. In order to determine the presence of a normal distribution, a normality test showed that the significance value was greater than the standard alpha, thus showing that the distribution of residuals was in accordance with the normal law. This is a crucial feature because the predictive power and inferential validity of regression estimations can be affected by anomalies of normality.

The multicollinearity evaluation showed that the tolerance values were always greater than 0.70 and the variance inflation factor (VIF) scores were always near to 1. The results indicate

that the predictor variables are not much redundant with each giving a unique explanatory dimension in the model. As a result, the regression model is less prone to weaknesses and can capture stronger and more authentic causal relationships between the covariates and the dependent outcome.

Lastly, the heteroscedasticity was tested through Glejser procedure, and all the obtained significance values exceeded the 0.05 significance level. This implies that the residual values have a similar level of variance throughout the spectrum of fitted values. This homoscedasticity would protect the interpretation of the regression coefficients against a systematic bias, which makes the statistical inference more credible.

Table 4. Normality Test (K S)

Statistic	Value	Interpretation
KS Sig	0.086	Data normally distributed

Table 5. Multicollinearity Test

Variable	Tolerance	VIF	Interpretation
Transactional Leadership	0.743	1.346	No multicollinearity
Training	0.781	1.280	No multicollinearity
Motivation	0.764	1.309	No multicollinearity
Job Satisfaction	0.702	1.425	No multicollinearity

Table 5. Heteroscedasticity Test

Variable	Sig	Interpretation
Transactional Leadership	0.274	No heteroscedasticity
Training	0.318	No heteroscedasticity
Motivation	0.407	No heteroscedasticity
Job Satisfaction	0.229	No heteroscedasticity

The convergence of these tests demonstrates that the dataset is statistically clean and appropriate for multiple linear regression

### Multiple Linear Regression Analysis

The regression analysis provides a more subtle understanding of the impact of core variables on project success. The model summary shows that the group of explanatory power of transactional leadership, training, motivation, and job satisfaction explains 64.3 percent of the variance in project success. This scale of explicatory ability is significant, especially in the context of situational fluidity of project-based work and the impermanence of freelance jobs.

Table 6. Model Summary

R	R Square	Adjusted R Square	Std Error of Estimate
0.802	0.643	0.633	0.296

The statistical significance of the model is also supported by the F test. The joint effect of the independent variables has a probability value of 0.000, which means that the success in the event projects is not incidental or stochastic, but is rather taken through direct leadership, skill development, motivation, and resultant satisfaction to the workers.

Table 7. ANOVA F Test

Source	df	Mean Square	F	Sig
Regression	4	5.426	23.521	0.000

Residual	129	0.230	-	-
Total	133	-	-	-

The regression coefficients reveal a nuanced understanding of how each variable individually contributes to project performance.

Table 8. Coefficients

Variable	B	Std Error	t	Sig	Interpretation
Constant	1.950	0.241	8.081	0.000	Significant
Transactional Leadership	0.325	0.071	4.563	0.000	Significant
Training	0.165	0.067	2.461	0.015	Significant
Motivation	0.200	0.075	2.658	0.009	Significant
Job Satisfaction	0.265	0.073	3.613	0.000	Significant

The most powerful predictor is transactional leadership. This fact correlates with the practicalities of the event industry, where coordination, punctuality, and precision are inevitable at all levels of the project. Leaders with clear instructions and regular supervision create a sense of order that the freelancers can rely on, particularly when operational changes are going to happen quickly, and responsibilities have to be performed accurately.

The second strongest variable is job satisfaction. Freelancers who feel respected, valued, and satisfied with the working conditions show a readiness to pour in more effort than what is necessary. This emotional involvement will translate to easier collaboration, less conflict and a more unified attitude to the attainment of event objectives.

Motivation is also very important. Strong responsiveness to recognition, performance-based rewards, and chances to gain future engagements are characteristic of freelancers, which directly increases their attentiveness and willingness to provide high-quality results.

The impact of training is smaller, but statistically significant. This implies that even short and focused training programs can enhance technical and collaborative preparedness. In the highly dynamic sphere of event work, even minor advances in preparation can prevent miscommunication and reduce implementation mistakes.

### Hypothesis Testing

These results were synthesized to confirm the acceptance of all hypotheses that were proposed. The predictable and consequential effect is of each variable on project success whether analysed separately or as a combination with other predictors. The strength of these findings is therefore reflected in the summary below.

Table 9. Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	Transactional leadership affects project success	Accepted
H2	Training affects project success	Accepted
H3	Motivation affects project success	Accepted
H4	Job satisfaction affects project success	Accepted
H5	All variables affect project success simultaneously	Accepted

The overall range of findings proves that the role of the human aspect of project work, even in the flexible and freelance environment, is one of the key factors that determine the success of the event implementation. Leaders being transparent, training employees specifically,

psychological involvement, and pleasant emotional reactions all contribute to creating the atmosphere where freelance workers feel confident and stable to work.

### **Placing the Findings into the Contemporary Gig Work and Event Project Dynamics**

The results of the given work offer a valuable point of entry into the modern-day discourse of the project-based work in the event industry, where teams are formed at a job and heavily depend on freelance workforce with their varying backgrounds and changing schedules. The fact that transactional leadership, short-term training, motivation, and job satisfaction have a strong impact on the success of the projects show that the participation of human resources in this domain cannot be broken out of the specific organizational rhythms that characterize event work. These cycles require management techniques that can help stabilize operations in times of pressure and at the same time enable workers to negotiate the dynamism presented by freelance agreements (Dupuis, 2025; van Doorn, 2024; Remeikienė et al., 2025). New research adds to the topicality of these results. As Abbas (2023) has pointed out, transactional types of leadership are more suited to short-term projects since they rely extensively on clarity, predictability, and expediency in direction. This observation echoes the findings of the current study and highlights the applied need of directive leadership in very time-sensitive settings.

The specifics of freelance event work further support the idea why transactional leadership becomes one of the key drivers of performance (Abdelwahed et al., 2023; Balawi, 2024; Boyd, 2024). Through movement, workers often get into and out of their workplaces in a very short period of time and they are not given the luxury of long acclimatization periods (Gibson et al., 2023; Røstvik, 2022). In these situations, the clear instructions, properly stated expectations, and prompt means of appreciation are needed as tools that help to coordinate the actions of the teams. Aslam et al. (2024) demonstrated how the will to feedback and clear connection between rewards and task delivery is the most favourable leadership style of gig workers. These observations and the results of this study are similar, which is why it can be assumed that the event sector is better served by leadership structures that minimize ambiguity, contribute to the coherence of the operations, and enable freelancers to join a project with minimum friction.

The result in the study that short-term training has significant meaning on project outcomes is very much consistent with the modern debates in gig-economy literature. The short-duration training is effective in the cases where it is highly practical and contextual and directly related to the work that the workers are expected to do. Pilatti et al. (2024) argue that gig workers also like to be trained in a short but relevant way to be able to internalise the procedures in the shortest possible time without being overwhelmed with general or abstract knowledge. Current outcomes support this opinion, showing that under conditions of microtraining based on real-life situations associated with an event, a worker is provided with the understanding of confidence and situational awareness that allows him to shine in a challenging working environment.

Another positive predictor of performance was also motivation, which is why the arguments that Putra et al. (2025) have put forward can be considered valid as the author concluded that gig workers do not work only when they can make money in the short term but also when they have a hope of receiving an assignment in the future. In the event sector, a good image is paramount. Employees understand that their performance on one project determines their chances of being hired again and thus, it is a great source of intrinsic motivation (Mardanov, 2021; Hashiguchi et al., 2021; Hartnell et al., 2023). The stressful nature of the high-paced setting of event production requires emotional endurance and strength; motivated employees tend to maintain focus, navigate unforeseen disruptions and devote commitment to the workflow continuity even in the harsh conditions.

The impact of job satisfaction is equally high and the salience of job satisfaction in a freelance situation is remarkable. Though the freelancers do not generally have any job security in the long term, a study by Pilatti & Pinheiro (2024) shows that they can feel truly satisfied when treated well, appreciated as contributing to a professional setting, and respected. These results indicate that the quality of the interpersonal and organisational relations is a source of satisfaction as opposed to the duration of the contract. Freelancers are more engaged and more beneficial in generating high quality outcomes in the projects they are in when they are valued and treated with respect (Barlage et al., 2023; Salem, 2021).

This study also reveals results that point out the structural aspects of project management which influence performance but were not directly quantified. As noted by Seifried (2024), the success of the project partially depends on the specific factors, including the complexity of the tasks, the possibility to communicate with a client, and the availability of supportive work environments. This observation suggests that the importance of human-resource factors is central, but the overall project ecosystem is defining the rate to which the leadership, training, motivation, and satisfaction are converted into positive results. Further studies would also be helpful in the future by looking into the interaction of structural and contextual variables with individual determinants of performance.

The importance of these findings is enhanced when taken in the scope of the changes that were or are being experienced in the event industry in the face of post-pandemic changes. According to reports by Forbes (2020) and TSNN (2024), those freelancers who proved to be adaptable, digitally fluent, and prepared to work on hybrid events were successful. These findings complement the implications of the research findings, indicating that short-term training and motivation do not only improve the performance in the present days, but also allow freelancers to adapt to the changes in the industry demands and remain competitive in technologically integrated environment.

The use of technology mediation in project coordination also complements the meaning of these findings. Raising the issue of digital tools in gig-based HR management, McDonnell (2021) claims that it can facilitate the workflow organization, but can be viewed as an attempt to be overly commanding without compensatory transparency. Transactional leadership can be supplemented by strategic implementation of scheduling applications, digital checklists and communication platforms in the context of event work to increase clarity and consistency (Khairy et al., 2023; Pawar & Dhumal, 2024). However, leaders should be sensitive to the perceptions of the workers to ensure that they do not erode their feeling of autonomy, which has been reiterated to affect motivation and even satisfaction.

The role of social networks also predetermines interpretative views of findings of this study. Blaising & Dabbish (2022) showed that the benefits of freelance workers relying on their peer networks allowing them to quickly share knowledge, mutual support, and access new opportunities are significant. These networks help the workers to have a sense of belonging and identification in their work communities (Imboden, 2024; Chakraborty et al., 2024). Combined with the current findings, these lessons imply that motivation and satisfaction are often increased by the positive culture established among freelancers who communicate with each other frequently or exchange knowledge.

Remarks about the well-being of the workers bring about another aspect in the explanation of the research findings. According to the findings described by World Bank (2023) and cited by AP News, gig workers do not have sufficient social protection and financial security. This means that remuneration might not be enough to promote long-term satisfaction or loyalty. Rewards and fair treatment and systems that would facilitate the mental well-being of the

workers would be crucial elements in developing a stable and motivated freelance workforce in the event industry.

Studies of leadership also support the interpretive paradigm of the current research. Recent research, such as that emphasized by Odabashi (2024) and studies within the telecommunications sector (2024) claim that hybrid leadership styles that mix both transactional and transformational leadership styles often result in the best performance. Although transactional leadership is very effective in short term operational control in the event projects, the transformational features including inspiration, shared vision, and promotion of growth can help in the long term goals like the development of skills and team integration. This gives possibility of future research into how the leaders of event projects can incorporate various leadership styles in order to optimize on short-term operational needs versus long-term workforce growth.

All factors being taken collectively, the results of the present research highlight the fact that the success of a project in the event business is a complicated combination of effective leadership, appropriate training, internal drive, and stable satisfaction levels among employees. All these factors have led to an environment where freelancers are prepared and supported and engaged in a manner that allows them to deliver on high pressures as has been the case with event management. The combination of the findings with the recent literature published within the last five years strengthens the conceptual basis of the work and provides useful information to practitioners aiming at achieving the optimization of the HR approaches in the sector that is becoming more dependent on freelance in terms of its activities. This synthesis gives us an overall perspective of the role of the human resource dynamics in influencing the outcome of a project and it forms a strong basis in future research to be able to capture a greater magnitude of structural and contextual forces that come hand in hand with this changing industry.

## **Conclusion**

The results of this paper provide a better insight into the fact that the temporary project setting remains reliant on the quality of human interaction and preparedness even when it is conducted by freelancers, whose engagement is of the transitory nature. Even though event production teams are created and disbanded at a very fast rate, the data demonstrates that there is structural guidance, emotional engagement, and precise preparation that create the circumstances in which such undertakings prosper. The most influential factor is transactional leadership, as it offers a sense of order in the situations when the workers need to be rapidly oriented to the clearly defined tasks. When communication is constant and expectations are clear, freelancers are able to put a focus on their work with more confidence which can be especially valuable in an environment where timing and coordination are crucial. Such understanding allows them to enter a project with a ground sense of what should be done and how they should be incorporated into the bigger movement of events.

Training is an auxiliary but significant role in this dynamic. Even though the conditions of freelance structure impair the possibility of long-term progress, even brief and intensive preparation is a critical bridge that helps to bridge workers with the particular needs of the respective occasions. Training removes the hesitation that is commonly associated with new assignments by providing practical and highly relevant guidance. It is also a way of making the workers take up their duties with an attitude of preparedness which would otherwise be very hard to develop without some sort of formal induction. By so doing, training has more than just provided technical content; it provides a point of adjustment where freelancers are adjusting themselves to the beats and requirements of the project.

Another observation of the study is the significance of motivation and job satisfaction to maintain the effort in project work. Motivated freelancers will feel that they have a purpose in what they are doing and that the desire to help actively will be strengthened when the atmosphere helps them to realise that they are valued and being professional. This commitment is enhanced by the role of satisfaction in determining what the workers make out of their experience in the team. A supportive working environment and respectful interactions can meet the freelancers with more cooperation and attention. These emotions are important since temporary partnerships are usually based on goodwill, mutual respect, and a desire to reach a successful result within a very restricted time. Motivation and satisfaction are therefore so insidious, yet effective in binding people even in situations where people are not bound by the long term employment relationships.

The current results show that project success in the event sector is a harmonious combination of obvious leadership, conscious planning, and affective climate which predisposes the involvement of the workers. Although technical coordination is a necessity, the research demonstrates the fact that this process can only work best when a human environment is provided that is also sensitive to both the aspects and weaknesses of freelance labor. The findings add to a growing body of information about how temporary organizations are dependent on stable human anchors despite the dynamic character of the structural arrangements. In addition, the results provide practical implications to event managers who wish to instill more dependable project results by making investments on leadership practices and experiences of employees that build trust, preparedness, and collaboration.

Despite the fact that the study provides a solid basis of understanding about these relationships, there are still opportunities on where one can explore more. Future studies might consider the effect of various event complexity or organizational culture manifestations in moderating the influence of leadership, training, motivation, and satisfaction. These studies would supplement the existing results by offering more detailed explanations of the operation of these variables in heterogeneous settings. However, the value of this research can be seen; it proves that human dynamics is the key to the success of the project and that even in the context of the temporally liquid and dynamically changing environment, where the focus on the leadership and the experience of the workers is intentional, the environment of steady and significant performance is created.

### Suggestion

Future EO/WO project managers should strengthen leadership practices, offer targeted short-term training, and ensure fair recognition for freelance contributions. Future studies may explore additional variables such as team communication or organizational culture using broader or mixed-method approaches.

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