

Implementation of Time Performance Control, Donator System, and Coordination Level in Mosque Construction in Indonesia

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ABSTRACT

The process of building a mosque requires competent human resources and community participation. In addition, the availability of funds and support from the government or local authorities can also affect the duration of mosque construction. This study aims to analyze the effect of change orders on the availability of human resource skills and project implementation time performance in West Nusa Tenggara. The research method with quantitative surveys to determine the relationship between change orders, availability of HR skills and time performance will be made in a path diagram model, and analyzed using SEM-PLS with a sample of 104 respondents. The results of the study indicate that design, donors, and coordination together have a significant influence on change orders in mosque construction projects. Change orders in mosque construction projects have a significant impact on human resources, Human resource competence has a significant influence on the time performance of mosque construction projects and Controlling design, donor, and coordination variables is the key to reducing the frequency of order changes, increasing human resource competence, and ensuring optimal time performance in mosque construction projects.

Keywords: design; donors; coordination; change orders; availability of human resource skills; time performance.

INTRODUCTION

The construction of a mosque is an important endeavor for the Muslim community, as it provides a sacred space for prayer and community gatherings. The time required to complete the construction of a mosque can vary depending on a number of factors, including the size of the mosque, availability of resources, and the efficiency of the construction process. Several factors can affect time performance, including proper planning during the pre-construction stage, accurate schedule estimation, efficient project management, monitoring and control processes, and anticipation of potential issues that may cause delays. Effective risk management and risk level assessment are important practices for improving time performance, as they allow for proactive actions to be taken to mitigate delays. For example, contingency strategies can be implemented for potential risks such as weather conditions, supply chain disruptions, or unforeseen site conditions (Husein & Majdi, 2020).

To prevent time performance issues, construction projects implement systematic and integrated methods that ensure all activities are coordinated towards project goals, even introducing measures to hold the developer accountable for meeting deadlines (Lapidus & Abramov, 2018). Understanding common causes of delays, such as inaccurate time estimates or frequent design changes, is essential to implementing effective solutions to improve time performance (Demissew & Abiy, 2023). Projects must be completed within a specified time frame and end date. If the final product is a new product, then its delivery must not exceed the specified deadline. Based on the opinions of the experts above, it can be concluded that the project performance indicators from the time aspect are (Syah, 2004). (1) According to the work schedule of the contract document, agreement, (2) The project owner agrees and accepts the completion of part or all of the work concerned. (3) There are no complaints or claims from the employer or third parties related to the completion of the work. (4) All parties related to the implementation of the project are satisfied. (5) Good company image. (6) There is an invitation and/or appointment of a new project

Based on several opinions of the experts above, it is defined that time performance is the time performance of a mosque project which is a measure of success in achieving the set project schedule, managing resources efficiently, and overcoming obstacles that may occur during project implementation

One of the factors of project implementation time performance is human resources which play an important role in the time performance of a construction project. Skill level, number of workers, and labor allocation directly affect the duration of the project and its success. An optimized workforce with a balance between single-skilled and multi-skilled workers can significantly minimize project duration by considering overlapping tasks and labor efficiency (Lapidus & Abramov, 2018). Human Resources can be defined as all humans involved in an organization in an effort to realize the goals of the organization (Hasibuan., 2019) while Nawawi (2015) divides the definition of HR into two, namely macro and micro understanding

HR are people involved in the implementation of mosque construction, both contractors, consultants, architects and craftsmen including donors. The influence of human resources on time performance includes several aspects: (1) Skill Level: The level of experience of workers affects the productivity and quality of their work. Unskilled or incompetent workers can increase the risk of project delays (Sherwood, 2023) (2) Staffing Level: Understaffing can lead to project tension and missed deadlines, while having too many workers does not necessarily mean increased productivity and can lead to inefficiencies if not managed properly (Sherwood, 2023). (3) Resource Allocation: Optimal resource allocation involves placing the right number of workers with the skills needed for each task. This can be a complex task involving estimating the labor requirements required for various stages of the project (Lapidus & Abramov, 2018). (4) Workforce Management: Effective time management practices are essential for crews to complete tasks well and on schedule. Inefficient time management can lead to bottlenecks and affect overall project performance (Subekhi & Jauhar, 2012). (5) Training and Development: Ongoing training and development are essential for retaining a skilled workforce capable of meeting project needs, which can have a direct impact on the project's timeframe. Based on several expert opinions above, it is defined that human resources are individuals who contribute through their skills, knowledge, abilities, and competencies in the construction of a mosque. HR includes all workers in a mosque construction project and plays a vital role in determining the effectiveness and efficiency of operations as well as the long-term success of the project.

Designing a change arrangement in a mosque project or construction project requires anticipating potential modifications and incorporating flexibility into the initial design. Design changes are inevitable in construction projects, but through careful planning and design, the impact of these changes can be minimized, ensuring that the mosque can adapt to future needs while maintaining operational and aesthetic integrity. The success of a construction project is highly dependent on the involvement of the owner in planning a project (Soeharto, 1999). The owner must have a commitment to the decisions he takes in planning a project so that there are no delays that can harm the owner himself.

According to Wirabakti et al (2017) Indicators of project design are: (1) Design changes by the owner. Design changes by the owner of a construction project can have a significant impact on the time performance and final results of a project (2) Design errors by the planner. Design errors by the project planner on a construction project can have significant consequences on the time and cost performance and final quality of a project. (3) Incomplete design drawings. Lack of complexity or deficiencies in construction project design drawings can cause various problems that affect overall project performance. (4) Delay in providing detailed drawings. Delays in providing detailed construction project drawings can cause various problems that have a negative impact on the progress of the project. (5) Design complexity. The complexity of design in a construction project can have a major impact on various aspects of project management. Based on several opinions of the experts above, it is defined that design is a creative process that involves planning, developing, and implementing effective visual and functional solutions, with the aim of meeting user needs. Design combines aspects of aesthetics, functionality, ergonomics, and material use, as well as

considering sustainability and environmental impact. The design process is iterative and focuses on problem solving and creating value for users and donors of the mosque.

Another factor that affects time performance is change orders which can have a significant impact on project time performance, often causing delays in the overall project timeline. Although change orders are sometimes unavoidable, an effective change management process can help reduce their impact on project time performance. This includes timely decision making, clear communication between stakeholders, and providing good estimates for the additional time required to implement changes (Belferik et al., 2023).

Keane et al., (2010) grouped the causes of change orders based on the contracting party, namely change orders related to the owner, contractor, and consultant. Furthermore, change orders that are not caused by the contracting party are included in the "other variables" group. Owner-related change orders can arise due to scope changes, owner financial problems, inadequate project objectives, replacement of materials or procedures, obstacles to the decision-making process, stubborn owners, and changes in specifications by the owner. These are briefly explained as follows: (1) Scope changes: Changes in the project plan or scope are one of the most significant causes in construction, and are usually the result of a lack of planning at the design stage, or due to a lack of owner involvement in the design phase. (2) Owner financial problems: Owner financial problems can affect the progress and quality of the project. These problems can cause changes to the work schedule and specifications, which affect the quality of construction. (3) Unclear project objectives: Unclear project objectives can cause changes in the construction project. (4) Substitution of materials or procedures: Substitution of materials or procedures can cause changes during the construction phase. (5) Decision-making process obstacles: Rapid decision making is an important factor.

According to Putra & Sulisty (2020) change orders have indicators, namely: (1) Project design changes, Project design changes often occur during the construction project life cycle and can be triggered by various factors, including changing client or donor requests, unforeseen field conditions, or new regulatory requirements desired by donors. Effective design change management is essential to ensure the project stays on track and within budget. (2) Changes to completed work, changes to completed work in a construction project are known as change work or change orders, efficient change management is supported by the application of appropriate information technology. (3) Incomplete contracts, incomplete contracts in construction projects are contracts that do not explicitly detail certain aspects of the project, especially regarding specific responsibilities or procedures for dealing with uncertain conditions or changes that may occur during construction. Incomplete contracts are often the result of uncertainty, project complexity, and transaction costs to detail everything. Based on several opinions of the experts above, it is defined that a change order is an official document issued during the implementation of a mosque construction project to authorize changes in the scope of work, technical specifications, schedules, or costs. Change orders usually occur as a result of changes proposed by donors, contractors, or other related parties, and require the approval of all parties involved in the original contract.

In mosque construction, donors are an important factor in the implementation of mosque construction, donors can speed up or slow down the performance of the mosque project time. In mosque construction, donors are an important factor in the implementation of mosque construction, donors can speed up or slow down the performance of the mosque project time. Mosque donors come from various backgrounds and contribute for different reasons, donors donate to mosque projects for various reasons, including spiritual fulfillment, community building, social responsibility, and heritage preservation. Some donors do not provide their assistance until the mosque is completed, many donors withdraw midway while the mosque is under construction, this results in the mosque construction being hampered. When seeking new donors for a mosque project, it is important to create a compelling case that aligns with their values and interests. Getting new donors to make changes to a mosque project requires a planned fundraising and communication approach.

According to Brotodiharjo (2005), donors are people who regularly give donations in the form of money to a fixed donor association. Meanwhile, according to the Big Indonesian Dictionary, a donor

is a person who regularly makes donations in the form of money to an association and so on or can be said to be a permanent contributor or permanent donor.

Donations or donations or alms is a gift in general which is physical in nature by individuals or legal entities, this gift has a voluntary nature without any reward in the form of profit, although donations can be in the form of food, goods, clothing, toys or vehicles, but not always so. In emergencies such as disasters or in certain other circumstances, for example, donations can be in the form of humanitarian aid or assistance in the form of development, in terms of medical care donations can be in the form of blood transfusions or in the case of transplants can also be in the form of organ replacement. Organ donation can be done not only in the form of providing services or goods alone, but as can also be done in the form of free will funding. From several definitions regarding donors above, it can be concluded that donors are individuals or groups who wish to provide support or donate in the form of assets or services owned for the construction of mosques. According to Hasibuan (2019) he argues that: "Coordination is the activity of directing, integrating, and coordinating elements of management and the work of subordinates in achieving organizational goals". Coordination is the process of integrating goals and activities in separate units (departments or functional areas) in an organization to achieve goals efficiently and effectively (Handoko, 2016).

Siagian (2018) stated that coordination is an activity that unites various activities that are different but have interrelated goals. The main goal of coordination is to create "unity action" which in turn will ensure the integration of implementation and at the same time increase the efficiency, effectiveness and productivity of cooperation of the components involved.

Based on the understanding above, it is clear that coordination is an architect's action to strive for harmony between the drawings and work carried out by the contractor or one part with another part

According to Hasibuan (2019) The type of coordination is divided into two large parts: (1) vertical coordination is the activities of unification, direction carried out by superiors towards the activities of units, work units that are under their authority and responsibility. The task of the superior is to coordinate all the apparatus under his direct responsibility. This vertical coordination is relatively easy to do, because the superior can give sanctions to employees who are difficult to manage. (2) Horizontal coordination is coordinating actions or activities of unification, direction carried out on activities at the same level of coordination (employees). (3) This horizontal coordination is divided into interdisciplinary and interrelated

RESEARCH METHODS

Materials

The type of research used is quantitative research with a survey method approach. The flowchart of the research design can be seen in

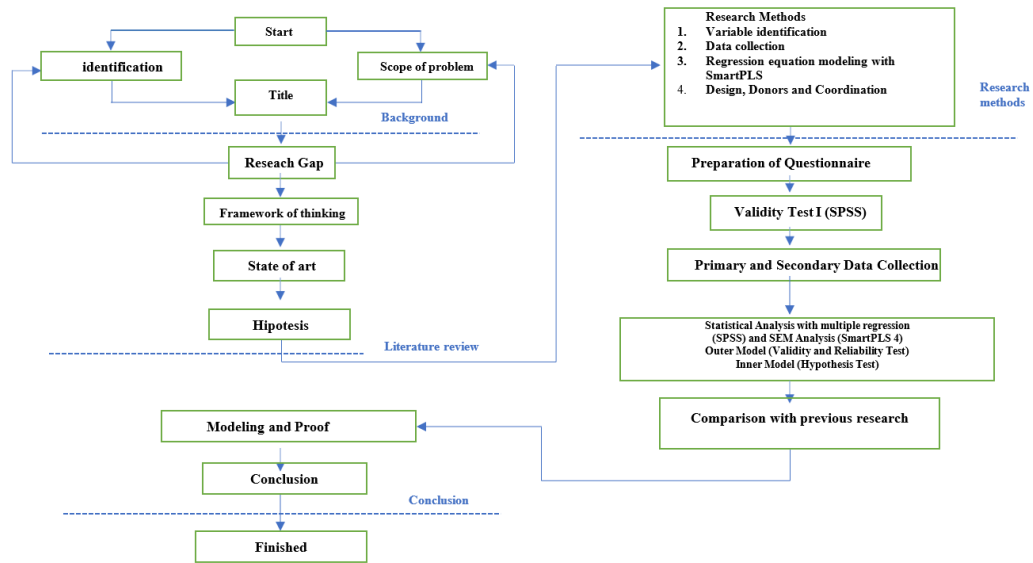


Figure 1. Flow chart

Methods

The study was conducted on 5 mosque construction projects in West Nusa Tenggara (NTB) with a sample size of 104 people, consisting of contractors, consultants and suppliers. The sampling technique used in this study was non-probability sampling, namely purposive sampling using the criteria of workers who carried out the construction of mosque projects in East Lombok, NTB. The collection of research data was carried out by distributing questionnaires, using closed questions where respondents could quickly and easily answer the questionnaire, so that data from the questionnaire could be quickly analyzed statistically. The measurement scale used was the Likert scale. Design variable (X1) with 5 indicators, namely: Official design changes by donors, Correction of design errors by planners, Incompleteness of displayed images, Delay in providing detailed image revisions and Complexity of design components (Wirabakti et al., 2017) (Lakaoni & Waty, 2023). Donors (X2) with indicators of Money, goods and human resources, Coordination variable (X3) has 3 indicators, namely: Unification and direction activities carried out by superiors for unit activities, Coordination of authority and responsibility of work units and coordinating directing actions on activities (Hasibuan., 2019). Change Order variable (Y1) has 4 indicators, namely: Changes to drawings by donors, Changes to drawings by contractors, Additions and improvements to completed work and Changes to existing agreements (Putra & Sulistio, 2020). The Human Resources variable (Y2) has 5 indicators, namely: Skill level and experience of workers, Excess and shortage of staff, Allocation of placement of number and estimated workforce, Effective time management practices and Development and training of workforce (Sherwood, 2023), (Purwanto et al., 2019)(Lapidus & Abramov, 2018). For the Time Performance variable (Y3) there are 4 indicators, namely: work schedule with agreement, Donors agree and accept the completion of part and/or all of the work concerned, There are no complaints or claims from donors or third parties related to the completion of the work and Good company image and there are new job invitations (Syah, 2004).

Data Analysis

Data analysis using Structural Equation Modeling (SEM) analysis technique with instrument testing using Partial Least Square (PLS) 4 technique. And regression analysis with SPSS 21.

RESULT AND DISCUSSION.

The profile of respondents in this study was 104 people consisting of the most male gender as many as 100 respondents (96%) and female as many as 4 respondents (4%), the most education was S1 as many as 69 respondents (66%) then D3 as many as 19 respondents (18%) then high school or equivalent as many as 11 respondents (11%) and the last education was S2/S3 as many as 5

respondents (5%), the most respondents were aged 31-40 years as many as 65 respondents (62%), then at the age of 20-30 years as many as 25 respondents (24%) then at the age of 41-50 years as many as 12 respondents (12%) and at the age of over 50 years as many as 2 respondents (2%).

The first Analysis Requirements Test, namely the normality test, obtained an Asymp sig. value of $0.265 > 0.05$, it can be concluded that the research data is normally distributed and can be continued with the research, the Multicollinearity test, the VIF value of each variable is less than 10 while the Tolerance value of each variable is greater than 0.1, so it can be concluded that there are no symptoms of multicollinearity. The regression test is obtained as follows:

Table 1. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	280.488	3	93.496	40.385	.000 ^b
Residual	231.512	100	2.315		
Total	512.000	103			

The significance value in table 1 above $0.000 < 0.05$ or $F \text{ count} = 40.385 > F \text{ table} = 2.696$. Thus, design, donors and coordination together have a significant effect on the change order of the mosque construction project. This means that hypothesis one (H1) which states: there is an influence between design, donors and coordination on change orders, is accepted with the regression equation $\hat{Y}_1 = 1,003 + 0,309X_1 + 0,278X_2 + 0,398X_3$

The outer model and inner model tests with smartPLS are described in table 2 below:

Table 2 Construct Reliability and Validity Results

Constructs	Indicators	Factor Loading	CR	CA	AVE
Design (X1)	X1.1	0.751	0.893	0.884	0.687
	X1.2	0.847			
	X1.3	0.751			
	X1.4	0.916			
	X1.5	0.866			
Donors (X2)	X2.1	0.942	0.925	0.916	0.856
	X2.2	0.943			
	X2.3	0.889			
Coordination (X3)	X3.1	0.901	0.785	0.764	0.676
	X3.2	0.801			
	X3.3	0.759			
Change Order (Y1)	Y1.1	0.821	0.811	0.809	0.638
	Y1.2	0.834			
	Y1.3	0.702			
	Y1.4	0.832			
HR (Y2)	Y2.1	0.788	0.874	0.870	0.659
	Y2.2	0.862			
	Y2.3	0.782			
	Y2.4	0.847			
	Y2.5	0.777			
Time Performance (Y3)	Y3.1	0.882	0.874	0.878	0.733
	Y3.2	0.894			
	Y3.3	0.799			
	Y3.4	0.845			

Based on table 2 above, it appears that the overall loading factor indicates that the model has met the convergent validity requirements because the loading factor value is more than 0.7. In the design variable, all indicators are stated as valid, then in the donor variable all indicators are stated as valid,

then in the coordination variable all indicators are stated as valid, the change order variable is all valid, the HR variable all indicators are more valid and in the time performance variable all indicators are stated as valid. The construct reliability test as presented in table 2 shows the Composite Reliability and Cronbach's Alpha values of all latent variables > 0.70 . So that all manifest variables in measuring latent variables in the estimated model are stated as reliable. all variables have an AVE value > 0.5 , this shows that all latent variables in the estimated model meet the convergent validity criteria (valid).

In this study, the results of the path coefficient test and hypothesis test that have been carried out by the researcher will be explained. The image below is the result of bootstrapping the calculation of the research hypothesis test. The numbers in the image are the values of the t-test between variables and variables with indicators. For more details, it is shown in the table below:

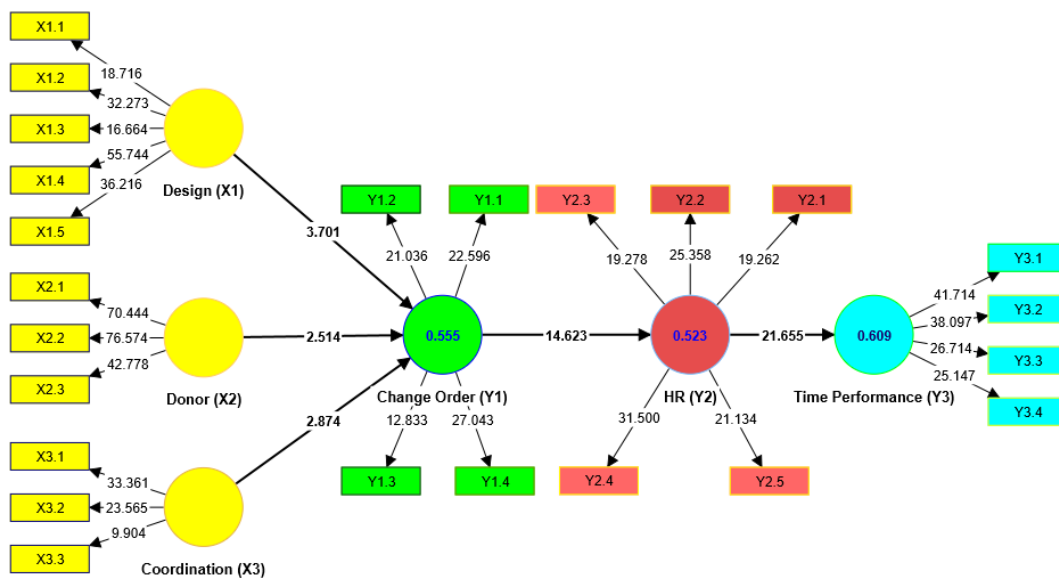


Figure 2. Path T value results

Table 3. Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Design (X1) -> Change Order (Y1)	0.371	0.372	0.100	3.701	0.000	Supported
Donor (X2) -> Change Order (Y1)	0.216	0.212	0.086	2.514	0.012	Supported
Coordination (X3) -> Change Order (Y1)	0.270	0.274	0.094	2.874	0.004	Supported
Change Order (Y1) -> HR (Y2)	0.723	0.725	0.049	14.623	0.000	Supported
HR (Y2) -> Time Performance (Y3)	0.781	0.783	0.036	21.655	0.000	Supported

The test criteria state that if the t-statistic value $> t$ -table (1.96) or the p-value $< \alpha$ significance 5% or 0.05, then it is stated that there is a significant influence of the exogenous variable on the endogenous variable, (Hair et al., 2019). The test results displayed in table 3 show the path coefficient value of change order on HR of 0.723 then the t-statistic value $> t$ -table ($14.623 > 1.96$) and at p-value $< \alpha$ significance level ($0.000 < 0.05$), it can be concluded that change order has a positive and significant effect on HR, thus H2 is accepted. The path coefficient value of HR on time performance is 0.781 then the t-statistic value $> t$ -table ($21.655 > 1.96$) and at p-value $< \alpha$ significance

level ($0.000 < 0.05$), it can be concluded that HR has a positive and significant effect on time performance, thus H3 is accepted.

based on the calculation results, $\widehat{Y}_1 = 1,003 + 0,309X_1 + 0,278X_2 + 0,398X_3$ based on the equation the value of the regression equation is positive, this shows that if the design change (X1) increases then there is a tendency for the change order (Y1) to increase, likewise if the donor (X2) experiences a change then there is a tendency for the change order to also increase and if coordination (X3) increases the change order for the mosque construction project will also increase

The calculation results show that design, donors, and coordination together have a significant influence on the Change order of the mosque construction project with an indication of a significance value of $0.000 < 0.05$ and F count greater than F table ($40.385 > 2.696$). Thus, hypothesis one (H1) which states that there is an influence between design, donors, and coordination on Change order is accepted.

The results of this study are in line with Pratama et al (2023) in his research concluding that project design causes a change order by the owner during the construction project. Falah et al research (2023) concluded that donors for mosque construction will influence the construction of the mosque, Gurgun & Koc (2023) coordination of contractors, suppliers and consultants will affect the construction of the construction project.

Good and detailed design is very important in construction projects, unclear or incomplete designs can cause changes in orders during project implementation due to the need to improve or adjust existing designs. Design changes often occur due to inconsistencies between the initial design drawings and field conditions. This can be caused by errors or omissions in the design, incomplete specifications, or unclear details. Lack of information regarding changes to shop drawings in the field is also a significant factor that causes change orders. This shows that design changes and lack of information can affect the time and cost performance of the project. In donor-funded construction projects, consistent funding availability and donors' willingness to make changes can affect the progress of the project. The desire of the project owner to change construction specifications after the contract is signed is often the main cause of change orders. This can be caused by the need to improve the physical work to match the original purpose of the project or for aesthetic and practical reasons. Requests from donors to optimize the use of the mosque can also cause change orders. This often occurs because donors want to ensure that the mosque being built is in accordance with its needs and functions. Donors who frequently make changes or adjustments to the project can cause an increase in the number of change orders. Conversely, donors who provide funds consistently according to the initial plan can help minimize change orders

Changes in the number and type of donors can affect the amount of funds available for mosque construction projects. For example, if there is an increase in the number of donors or donations from large companies through CSR programs, construction projects can be expanded or accelerated. Conversely, if the number of donors decreases, projects may have to be scaled back or postponed (Falah et al., 2023). With the increasing number of donors, especially through digital platforms, there is a greater need for transparency and accountability in the management of funds. This can affect the way projects are run, with more reporting and audits to ensure funds are used for their intended purpose (Fahmi, 2022). In Turkey, the construction and ownership of mosques are held by various associations, foundations and individuals. Their management, repair and maintenance are carried out by the Presidency of Religious Affairs. In particular, it would be more appropriate if the work that requires central planning and organization, such as the location, architecture and durability of the mosque, were carried out by the managing body. Mosques are mostly built with voluntary donations, but are built according to the wishes and desires of donors. This causes features such as aesthetics, security and meeting needs to be neglected. All these negative aspects can be eliminated if the repair and maintenance of mosques are carried out with funds managed by the Presidency of Religious Affairs. By establishing the Mosque Construction and Maintenance Fund of the Presidency of Religious Affairs, mosques; can be transformed into beautiful and permanent works (Kaçar, 2020).

In the construction of mosques in the UAE, donors prioritize typology and sustainability, and do not prioritize architectural style (Awad, 2021). By prioritizing typology and sustainability, donors ensure that their investment in buildings not only provides short-term benefits but also supports the well-being of residents and the environment in the long term. This approach demonstrates a commitment to responsible and sustainable architectural practices.

In Indonesia, donors are regulated by Government Regulation Number 29 of 1980 concerning the Implementation of Donation Collection, which is an implementing regulation of Law Number 9 of 1961 concerning the Collection of Money or Goods. This law regulates general donation collection permits. Law Number 23 of 2011 concerning Zakat Management, which defines alms as assets or non-assets issued by a person or business entity, although Law Number 9 of 1961 is still in effect, several implementing regulations and other related regulations have been updated to accommodate technological developments and more modern methods of collecting donations. However, there is still unclear rules regarding the mechanism for taking action against alleged misuse of donation funds. Effective coordination between the various parties involved in the project, such as architects, contractors, project managers, and donors, is essential to ensure that the project runs according to plan (Gurgun & Koc, 2023). Lack of coordination can lead to miscommunication, errors, and ultimately change orders. Lack of coordination between professionals with different socio-cultural backgrounds can lead to change orders. This shows that differences in background and lack of effective communication can affect project implementation. Poor coordination between implementers and supervisors can also lead to change orders. This shows that good coordination between all parties involved in the project is essential to avoid unwanted changes. Good coordination helps identify and address problems before they become major, reducing the need for change orders.

The results of the study found that change orders had a significant effect on HR based on the calculation of the change order path coefficient value on HR of 0.723 then the t-statistic value > t-table (14.623 > 1.96) and at p-value < significance level (0.000 < 0.05), the results of this study are in line with Kuswandari's research (2018) The desire of the project owner to change the construction specifications after the original contract price was signed, the desire to speed up the work, and political considerations. In addition, causal factors can also come from the contractor, such as resources that are not in accordance with the scope of work, inadequate experts and equipment, and schedules that are always changing. Change orders in construction projects, including mosque construction projects, have a significant impact on human resources (HR). Change orders can cause a decrease in employee performance and morale. This happens because sudden changes in the project can cause confusion and uncertainty among workers, which ultimately affects their productivity. Change orders often cause additional workloads for project workers. They may have to do additional work or fix work that has been done previously. This can lead to fatigue and lower employee morale

Frequent change orders can cause stress among employees due to the uncertainty and constant change. This can reduce employee motivation and productivity. Project management must maintain good communication and provide support to reduce this negative impact. Change orders can cause conflict and disagreement between employees and management, especially if the change is not managed well. This conflict can affect working relationships and create a non-conductive work environment. Minimize change orders through careful and detailed planning at the beginning of the project. This includes ensuring that the design has been approved by all parties and that funding sources have been secured. Management must ensure that there is effective and open communication between all parties involved in the project. This helps in anticipating and handling change orders quickly and efficiently. Change orders in mosque construction projects have a significant impact on human resources. This impact can be overcome through good planning, effective communication, training, stress management, flexible scheduling, and ongoing evaluation and feedback. With these strategies, the negative impact of change orders on human resources can be minimized, so that the project can run more smoothly and efficiently.

The results of the study found that human resource competence has an effect on project time performance based on the results of the calculation of the path coefficient value of HR on time performance of 0.781 then the t-statistic value > t-table (21.655 > 1.96) and at p-value < significance

level ($0.000 < 0.05$) it can be concluded that HR has a positive and significant effect on time performance. The results of this study are in line with Rini's research (2017) Labor productivity has a significant effect on project time performance, to avoid project delays, project stakeholders can take appropriate steps to increase efficiency and effectiveness in implementing construction projects.

Human resource (HR) competence has a significant effect on time performance in mosque construction projects. Human resource (HR) competence is a key factor in determining the success of the completion time of a construction project, including the construction of a mosque. This competence includes the knowledge, skills, and attitudes possessed by workers and project managers which directly affect the efficiency and effectiveness of project implementation.

Workers who have high technical skills are able to complete their tasks faster and more accurately. Technical expertise includes knowledge and skills in using the right tools, technology, and construction methods. For example, a worker who is well trained in the use of modern construction equipment can work faster and reduce the time required to complete a task. The workers' extensive experience in similar construction projects allows workers and project managers to anticipate challenges and find solutions faster. This experience also helps in better and faster decision making, thereby reducing the time required to complete the project.

High HR competency can increase time efficiency in construction projects. Competent HR has the knowledge, skills, and experience needed to complete tasks quickly and accurately, thereby reducing the possibility of delays. Competence in planning and time management is very important. Competent HR is able to create realistic schedules and manage time effectively, so that the project can be completed according to plan

Human resource competency has a significant impact on the time performance of a mosque construction project. Competent HR can complete tasks more efficiently, manage projects better, and overcome challenges quickly, so that the project can be completed on schedule. To achieve this, investment is needed in effective HR training, development, and management. In this way, the mosque construction project can run smoothly and on time, according to the established plan.

CONCLUSION

The results of the research conducted by researchers concluded that design, donors, and coordination together have a significant influence on change orders in mosque construction projects. Change orders in mosque construction projects have a significant impact on human resources. Human resource competence has a significant influence on the performance of mosque construction project time. Competent human resources can complete tasks more efficiently, manage projects better, and overcome challenges quickly, so that the project can be completed on schedule

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