ANALYSIS OF SUCCESSFUL FACTORS IN THE HALAL TOURISM FACILITIES DEVELOPMENT PROJECT

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ABSTRACT

The phenomenon that is the background of this research is project failure, which often occurs in construction implementation. Every project is very dynamic, and several obstacles frequently arise during its implementation, such as project completion time delays, poor project quality, and higher implementation costs than planned. In order to support the success of tourism facility development projects in Langsa City, the purpose of this study is to determine the factors of project success and the role of project management in influencing the success of a construction project. Data collection was carried out through a non-probability sampling questionnaire survey using a purposive sampling method, and the target respondents were contractors, consultants, technical supervisors, commitment making officials, activity technical implementation officers, and staff in the field of infrastructure for youth, sports, and city tourism services. Langsa is directly involved in the construction of three leading tourism facility projects in Langsa City. The program used to test this research is the SPSS (Statistical Product and Service Solution) program with Kendall's Concordance Analysis method. The results showed that there were 10 (ten) most influential factors for the success of a tourism facility development project in Langsa City, namely: (1) CMO's emphasis on high-quality construction; (2) Communication System; (3) CMO's emphasis on low construction costs; (4) CMO's ability to direct construction implementation; (5) CMO's emphasis on a faster implementation time; (6) CMO's ability to set rules; (7) Project manager experience; (8) Scheduling; (9) Management on site; (10) contractor experience The role of project management is quite influential in the success of the tourism facility development project in Langsa City, with an average percentage value of 65.08% of all the factors used in this study.

Keywords: Planning Management, Tourism Facilities, Tourism, Construction Projects, halal tourism

INTRODUCTION

As a consequence of their cooperation in developing facilities and infrastructure that welcome and support tourists, construction service providers are increasingly recognized as having a positive impact on the development of tourism in a region. The length of implementation, the caliber of the work, and the cost of implementation may all be used to gauge a project's success. W. Wuryanti, P. F. Kaming (2016) According to

preliminary research completed by speaking with a number of individuals who are directly engaged in managing tourist infrastructure development projects in Langsa City, project completion often faces delays. Because of the influence this delay would have on the project's total expenses and the caliber of the work accomplished, it might be concluded that the project's completion did not proceed as planned (Asnuddin et al., 2018). The project manager's capacity to successfully accomplish its goals in terms of cost, quality, and timeliness is a crucial factor to take into account. The tourist industry is one of the key providers of the nation's foreign currency, and it has the potential to greatly boost economic growth.

The Indonesian tourist business may grow swiftly and with a high degree of satisfaction, both within and beyond the nation, with properly executed infrastructural, security, and administrative changes (Asnuddin et al., 2018). foreign traveler. If that were the case, it would inspire people to take more trips, which would be good for both the environment and the country. One of the nations that has made considerable strides in the halal tourist industry is Indonesia. According to the 2019 Global Muslim Travel Index (GMTI) study, Indonesia's attempts to rank first among halal tourist destinations worldwide have been effective. In order to pique the public's interest in participating in tourist activities, the sharia-compliant city of Langsa offers excursions with halal themes. Halal tourism projects really serve both Muslims and non-Muslims. Halal tourism gives visitors a unique experience while participating in tourism-related activities by incorporating understanding of Islamic standards. (Irwansyah & Zaenuri, 2021; Hariani & Dinitri, 2020).

Projects are activities that use a variety of resources, have a set time limit, and are transient. To carry out job with a clear aim is the objective, Tama & colleagues (2020). The scope of management is fairly wide since it includes all phases of operations, including those intended to provide development outcomes. The timely completion of tasks is one sign of productivity. Of course, this will result in financial waste, such as wasting cash on pointless for-profit ventures or government projects, (Asnuddin et al., 2018). To ensure that resources are used effectively and efficiently to achieve goals and objectives, control is defined as a systematic effort to establish norms consistent with planning goals and objectives, design information systems, compare implementation with

norms, identify deviations, and then implement the necessary corrective actions. needed. (Monik, 2013). The three main reasons for construction project delays, according to Elhusseiny et al. (2021; Fashina et al., 2021; Moradi et al., 2020), are gradual delays in honoring payments, underestimating or overstating project costs, and delays in approving changes to the extensive scope of work.

A project will be successful if it is carried out in accordance with the plan, considers all project needs, has enough resources, and responds promptly to requests. There are two types of project success, both from a global and micro standpoint. a comprehensive evaluation of a project's performance that starts at the conceptual stage and lasts until the product or service is actually used. While the project participants frequently determine the success of the construction phase, the project management function's effectiveness in achieving its goals can be seen at every stage of construction. (Muhammad, 2018). When assessing successful performance, it is possible to take into account a wide range of variables, including cost, quality, time, owner, planner, contractor, functional results, and project variety, Alyssa (2018).

Halal tourism in Indonesia has growing economic potential as a source of tax revenue. Considering that it has been accepted by a number of provinces and tourist attractions and will continue to grow along with the increasing number of visitors coming to Indonesia, halal tourism has a promising future (Dipati Ukur No, n.d.; Syari'ah et al., 2017). Halal tourism is a sector of the Islamic economy that is developing quite rapidly (Nurohman & Qurniawati, 2021). Muslim perspectives on tourism When Islam first became a world religion, the concept of "to" was established, signifying the start of tourism in the Islamic tradition. Various Islamic social structures based on morality and law developed as a result of this pilgrimage culture. The concept of dhiyah, or visiting adat, was also developed.

This understanding regulates ethics and attitudes in dealings between guests (dhaif) and hosts (mudhif). Many forms have developed from the concept of ziyarah. The national halal travel project was launched by the Indonesian Ministry of Tourism. In the framework of promoting halal tourism, the Ministry of Tourism focuses on developing well-known Muslim tourist destinations in 15 provinces. The 15 provinces were given discretion by the Ministry of Tourism to manage tourism potential in their respective

regions. The Ministry of Tourism hopes that through granting autonomy, each designated province can realize its halal tourism potential and establish itself as a sought-after halal tourist destination (Faraby, 2021; Nurdin, 2020). The Ministry of Tourism receives assistance and cooperation from the provincial and city/district-level Culture and Tourism Offices to implement its programs (Pratiwi et al., 2018). A new initiative called halal tourism has the potential to grow in Indonesia. Of course, a communication plan is needed to attract Muslim tourists, such as by creating new market niches (Simanjuntak et al., 2022; Tama et al., 2020).

Considering the above, a study is needed to identify the elements that support the growth of halal tourism facilities in Langsa City. These elements will improve how well the development project is executed. Therefore, the purpose of this research is to identify the project management components that have an impact on how well the tourism facilities are developed in Langsa City. In this study, the analysis will use the SPSS (Statistical Product and Service Solution) program. There are three stages of testing included in this study, namely the validity test, the reliability test, and Kendall's concordance analysis test.

(Herrera et al., 2020) There is evidence for the adoption of lean management practices in the design phase of construction projects, but no systematic review of this type of practice has been conducted. In his research, he proposed a tool to assess management practices and identify implementation gaps. These practices are grouped into three categories: stakeholder management, planning and control, and problem solving and decision-making, (Zachawerus & Soekiman, 2018) According to his research, there are ten critical elements that must come together for the national road project in North Maluku to be successful. These elements are: 1. the project manager's technical proficiency; 2. the implementation of a successful quality assurance program; 3. project manager experience; 4. scheduling; 5. a communication system; 6. a control mechanism; 7. the commitment of all project participants; and 8. the project manager's early involvement. (Setiawan, 2012) According to the ranking of project success indicators, the cost of completing the work is the most crucial indicator, which is decided by internal site management considerations. The study's conclusions show that consultant supervisors perform below par in terms of quality control since they don't follow

established policies or practices. A number of issues, like a lack of staff and severe weather, affect consultant performance, making it difficult to work extra late into the night and causing delays in the delivery of supplies (Prasetiawan et al., 2019). (5) Ma'ad (back), realizing the economy not only for the globe but also for religion. (justice), fair service practices for human rights; khilafah (government), by means of controlling the rule of law that breathes Islam; nubuwwah (nubuwwah), breaking prophetic ethics. The provision of halal tourist services embodies these fundamental Islamic beliefs. Halal tourism is arranged in accordance with sharia economic principles. In the policy design that supports each subject, efforts were made to promote Islamic da'wah. A Muslim who travels halal furthermore actively engages in da'wah initiatives to preach the global truths of Islamic teachings (Samsuduha, 2020). A strategy to convert a tourist site into a halal destination is the fulfillment of halal tourism standards. Economic activities in the region, especially the growth of halal tourism in Langsa City, are doing well. The needs of industry and society must be considered seriously in regional development. A development's success is influenced by a number of variables, including the involvement of the local population, particularly young people. This is in line with the idea that enhancing the value of regional excellence for society is at the heart of regional development (Bahri et al., 2021; Sirojuzilam, 2008). While the overall welfare level of society rises, more individuals may live there. Additionally, the municipality of Langsa City in the Aceh Province is a unique autonomous territory with a focus on the implementation of Islamic law. The primary tactic is to place Langsa City's tourist attractions on the halal tourism map, construct sharia-compliant lodging, offer halal certification for specific foods, and create an excellence gallery there. On the other hand, implementing halal tourist project development requires careful consideration of sharia-compliant madiyah (material) and adabiyah (process) elements. Halal tourism locations must also provide accommodation, gastronomic, themed, religious, historical, and cultural excursions in addition to educational ones. Making a memorandum of agreement amongst stakeholders to work together to provide the best information and services for all visitors may be used to implement tourism integration (Destiana & Kismartini, 2020; Rifa'i, 2019).

METHODS

This research has three tourist facility objects as prime tourism testing targets in Langsa City, namely: the Mangrove Forest Park Tower in Langsa City, the Artificial Lake Bridge in Langsa City Green Open Space, and the Langsa City Green Open Space Identity Gate. In this study, the research variables are the factors that influence the success of the project. Table 1 is the questionnaire design used for this research.

Table 1. Research Questionnaire Design

VARIABLE	INDICACTOR	NOTATION
PROJECT MANAGEMENT	Communication System	MP.1
	The feedback capability of the parties involved in the project	MP.2
	Control mechanism	MP.3
	Scheduling	MP.4
	Implementation of an effective quality assurance program	MP.5
	Budget availability	MP.6
	Risk identification and allocation	MP.7
	Establishment of the right organizational structure (owner, contractor and supervisory consultant)	MP.8
	Commitment of all parties involved in the project	MP.9
	On-site management	MP.10
PRODUCTIVITY	Project complexity	P.1
	Availability of skilled labor	P.2
	Tool availability and damage rate	P.3
	Planning Accuracy	P.4
	Contract experiencer	P.5
EXTERNAL FACTORS	Economic environment	FE.1
	Social environment	FE.2
	Working environment	FE.3
	Technological advances	FE.4
	X-factor (cheating, corruption, favoritism, lack of ethics)	FE.5
	Weather conditions	FE.6
COMMITMENT MAKING OFFICER (CMO) COMPETENCY	CMO ability to set rules	CMO.1
	CMO ability to direct construction implementation	CMO.2
	CMO emphasis on low construction costs	CMO.3
	CMO emphasis on high construction quality	CMO.4
	CMO emphasis on faster execution times	CMO.5
	CMO ability to make decisions	CMO.6
COMPETENCE OF THE PROJECT MANAGER	Project manager experience	KMP.1
	Project manager organizing skills	KMP.2
	Technical expertise of the project manager	KMP.3
	Project manager's involvement with changes from the project plan	KMP.4
	Project manager coordination skills	KMP.5
	The project manager's relationship with others	KMP.6
	Project manager's ability to delegate	KMP.7

COMPETENCE OF THE SUPERVISION TEAM	Technical expertise ability of the supervision team	KTS.1
	Construction supervision capabilities by the supervision team	KTS.2
	Supervision team coordination skills	KTS.3

Population and Sampling

Data collection on this research instrument was done using a closed questionnaire method. A closed questionnaire is a questionnaire in which respondents are asked to choose the response that best describes their characteristics (Riduwan, 2010). The sampling technique used and the level at which the sample size is determined determine whether or not the research objectives are met. In this study, the method used was non-probability sampling with purposive sampling. This method is used because it is considered the most representative for this study because it has a specific sampling technique. Meanwhile, for the sample, this study uses a size of 27 respondents because the number of respondents is clearly known. This study's target respondents are listed in Table 2 below.

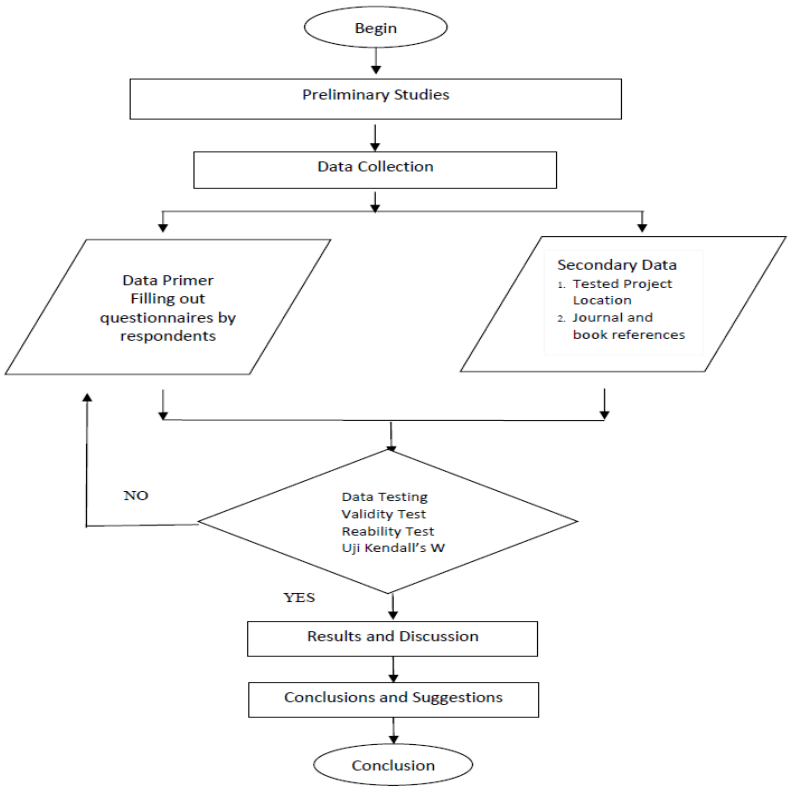
Table 2. Number of Samples and Respondents

No	Target Respondents	Sum
1	Director of Contracting/Consulting Company	6
2	Project Manager	6
3	Technical Supervisor/CMO/PPTK	9
4	Staff for Facilities and Infrastructure of the Sports and Tourism Youth Service	6
Total Samples		**27**

Research Flowchart

The following is the design of this study made in a flow chart that illustrates the entire process of research in detail.

Figure 1. Research Flowchart



RESULTS AND DISCUSSION

Characteristics of Respondents

From the results of the respondents' characteristics, the overall statement can be seen in the following table:

Table 3. Characteristics of Respondents

Characteristics of Respondents	Sum
Position in the project being worked on	
Director of Contractor/Consultant Company	6
Project Manager	6
Technical Supervisor/CMO/PPTK	9
Langsa City Tourism Office Staff	6
Age	
18-25 Years	2
25-35 Years	4
35-45 Years	19
>45 Years	2
Period of Service in the Construction Field	
<5 Years	2
5-15 Years	6
>15 Years	19
Final Education	

STM Building	1
S1 Civil Engineering	17
S2 Civil Engineering	6
Lainnya	3
Respondents Who Have Experienced Failure?	
Ever	8
Never	19
Project Failures That Occur	
Late Projects	4
Implementation Costs More Than Planning	2
Reduction of the quality of the products produced	2

Validity Test

Validity test is a test that serves to measure and show the levels of validity or validity of an instrument. The questionnaire instrument item that is declared valid is an instrument that has a calculated r value > a table r. (Suartana et., 2021).

Table 4. Validity Test Results

Variable	Instruments	r-Count	r-Tabel	Information
Project Management	MP.1	0.453	0.381	Valid
	MP.2	0.392	0.381	Valid
	MP.3	0.269	0.381	Not Valid
	MP.4	0.498	0.381	Valid
	MP.5	0.640	0.381	valid
	MP.6	0,449	0.381	valid
	MP.7	0.325	0.381	Not Valid
	MP.8	0.353	0.381	Not Valid
	MP.9	0.233	0.381	Not Valid
	MP.10	0,688	0.381	valid
Productivity	P.1	0,522	0.381	valid
	P.2	0,396	0.381	valid
	P.3	0.359	0.381	Not Valid
	P.4	0.316	0.381	Not Valid
	P.5	0,474	0.381	Valid
External Factors	FE.1	0,685	0.381	valid
	FE.2	0.824	0.381	valid
	FE.3	0,780	0.381	valid
	FE.4	0,733	0.381	valid
	FE.5	0,661	0.381	valid
	FE.6	0,598	0.381	valid
Commitment Making Officer	PPK.1	0,584	0.381	valid
	PPK.2	0,726	0.381	valid
	PPK.3	0,507	0.381	valid
	PPK.4	0,618	0.381	valid
	PPK.5	0,584	0.381	valid

	PPK.6	0,849	0.381	valid
Project Manager Competencies	KMP.1	0.471	0.381	Valid
	KMP.2	0.482	0.381	valid
	KMP.3	0.374	0.381	Not Valid
	KMP.4	0.204	0.381	Not Valid
	KMP.5	0.328	0.381	Not Valid
	KMP.6	0.374	0.381	Not Valid
	KMP.7	0.609	0.381	Valid
Competence of the Supervision Team	KTS.1	0.700	0.381	Valid
	KTS.2	0.605	0.381	Valid
	KTS.3	0.753	0.381	Valid

According to Sugino (2010), these items are invalid, cannot be used as questionnaire items, and need to be deleted or changed to something else. The authors of this study made the decision to discard invalid instruments.

Reliability Test

The purpose of a reliability test is to determine how accurate and precise a measurement is. The upper limit of 0.60 for Cronbach's alpha can be used with reliable instruments. Reliability is not good if it is less than 0.60, acceptable if it is 0.70, and very good if it is above 0.80 (Tomoliyus & Sunardianta, 2020).

Table 5. Reabilitias Test Results

Cronbach's Alpha	N of Items
0.699	27

The results of the reliability test on all project success factor variables to analyze the success factors of development projects in Langsa City have a value of 0.699 > 0.60, so these variables are reliable, so that in the future these items are feasible to be used as measuring tools.

Concordance Analysis (Kendall W)

Kendall's W test is performed to express the degree of association between sets of rankings on K variables. The goal is to determine compatibility or agreement between these variables. The most influential basis for decision making for Kendall's W test is the asymptotic significance value of 0.05, which means that the test agrees with.

Table 6. Kendall's W Test Results and Rank Variable Project Success Factors

Variable Code	Instruments	Mean Rank	Rank
CMO.4	CMO emphasis on high construction quality	19.22	1
MP.1	Project Management	18.74	2
CMO.3	CMO emphasis on low construction costs	18.20	3
CMO.2	CMO ability to direct construction implementation	17.30	4
CMO.5	CMO emphasis on faster execution times	17.20	5
CMO.1	CMO ability to set rules	17.11	6
KMP.1	Project Manager Experience	17.11	7
MP.4	Scheduling	16.96	8
MP.10	On-site management	16.76	9
P.5	contractor experience	16.57	10
P.2	availability of skilled labor	15.78	11
CMO.6	CMO ability to make decisions	15.37	12
KMP.7	ability of project managers to delegate	14.87	13
MP.6	Budget availability	14.72	14
KTS.2	Construction Supervision Capabilities by the Supervision Team	14.11	15
KTS.1	Technical Expertise Ability of the Supervision Team	13.80	16
KMP.2	Project Manager Organizing Skills	12.80	17
MP.5	Implementation of an effective quality assurance program	11.89	18
KTS.3	supervision team coordination skills	11.87	19
P.1	Project complexity	11.48	20
FE.3	Working Environment	10.33	21
FE.6	weather conditions	9.87	22
FE.5	X-factor (cheating, corruption, favoritism, lack of ethics)	9.81	23
FE.4	technological advances	9.65	24
MP.2	Feedback capabilities of parties involved in the project	9.50	25
FE.2	social environment	8.91	26
FE.1	Economic Environment	8.06	27

The following are the success factors for the tourism development project in Langsa City, based on the combined RII of contractors, consultants, CMOs, and staff of the Youth Sports and Tourism Service.

1. CMO/PPK emphasis on high-quality construction

   The emphasis on quality was critical to CMOs because they were concerned that contractor unit pricing types could compromise quality to save on implementation costs. Quality will be prioritized by the project owner's representative. This is intended so that the owner feels satisfied and there are no complaints when quality is achieved; this also affects the performance characteristics of the supervisory consultant. This is in line with (Anisa Noor, 2021; Zachawerus & Soekiman,

2018) There are ten (10) critical conditions for the success of national projects, including CMO/PPK's emphasis on high construction quality.

2. Communication System

   The communication system is a very important factor for the success of a development project because this will directly form a good coordination path between each party involved in the project so that all obstacles during implementation can be properly resolved. In research (Raflis et al., 2019), the interdependence between stakeholders, including architects, civil engineers, and mechanics, is one of the reasons why construction projects become much more complicated and challenging to manage. Geometric modeling is made possible by Building Information Modeling (BIM), which is also useful for managing building projects, particularly in terms of stakeholder communication.

3. CMO/PPK emphasis on low construction costs

   The emphasis on low construction costs will make project implementation run according to the planned budget. Contractors are required to pay more attention to every detail of expenditure so as not to seem wasteful of the budget that has been prepared. The process of setting targets and profits for business goals is very important for companies to choose, create, and execute strategies carefully with respect to their financial statements to achieve their goals. To reduce costs, a budget plan has an impact on forecasting company profits, and the use of cost budget plans has little or no impact on earnings forecasts. This is indicated by the achievement of the profit goal, although it is still below the percentage contribution margin ratio (Henur, 2015). Another interesting research result revealed that most cases of corruption in purchasing products and services were jointly handled by PPK, suppliers, and the Pokja team. The effectiveness of internal controls, the authority of the KDP, and access to assets and information all work together to generate the likelihood of successful fraud. This ability has also been successfully used to carry out fraud methods (Puspitasari & Lukman, 2021).

4. CMO/PPK ability to direct construction implementation

   The CMO's ability to direct construction implementation will affect the success of the project because, in this factor, the contractor is required to cooperate and consider the directions from the CMO. Research (Huda, 2017) Supervision, measurement, PHO, and understanding of contracts are the main factors that influence the increase or decrease in the performance of construction project supervisor consultants. Understanding of contracts has a significant impact, especially on increasing or decreasing the performance of project supervisor consultants. The results of other studies (Hendrawan, 2018) show how provider qualifications are a factor in implementing effective technology initiatives. For the qualification sub-aspect, financial capability and basic understanding of the technology used are considered to have a significant influence.

5. CMO/PPK emphasizes faster execution times

   In project implementation, the completion time of a job is often a worrying factor because delays often occur. In this case, the emphasis by the CMO will be a special consideration for contractors to pay more attention to the execution time of each work item. (Ramdhani & Johari, 2021) A scheduling method that can describe the relationship between activities and implementation time is needed to monitor the implementation of construction projects. Two methods are known in critical path scheduling, namely activity on arrow (AOA) and activity on node (AON). AON has the advantage of four relationships between activities and activity symbols on boxes, whereas AOA only has one type with activity symbols on arrows (Yanita et al., 2020).

6. CMO/PPK ability to set rules

   Rule setting by the CMO is very important. In this case, the contractor is required to comply with and carry out all applicable regulations, and this will also have a major influence on the success of a project. The results of the study (Tjoanda, 2020) show that the SPPBJ that has been issued has the function of executing the auction work, provided that there are no objections from other participants and the objection period has ended. There needs to be stricter regulation in the process of issuing SP PBJ to overcome deviations that may still occur, which are carried out

by PPK. On the other hand, there are obstacles that affect project management performance, including changes in regulations, the limited capacity of the technical team in project control, a lack of coordination and understanding of time-bound and rule-bound implementation rules, and the limited number of technical human resources with adequate qualifications for project management. achievement of increased performance (Nyoman et al., 2020).

7. Project manager experience

   The experience possessed by the project manager will facilitate the work process. With the level of experience that the project manager has, it will be easier to control the team involved and take the right steps to deal with obstacles that occur in the project implementation process. Project work is heavily influenced by the competence of the project manager (Dharsika et al., 2017). Research (Alfandi, 2022) explains that the involvement of project managers in the construction planning of the PMBOK knowledge area significantly influences project cost performance through factors such as project scope planning, cost estimation, and source selection, and that it also significantly influences project time performance through factors such as the project implementation plan and activity duration estimation.

8. Scheduling

   Scheduling is very important so that project implementation becomes more efficient and is in accordance with the time specified in the initial planning. One of the most important goals for both the owner and the contractor is the timely completion of the building project. Because it will take a lot of money and time for all parties, delay is a highly undesirable scenario Zahro et al., 2021). The problems causing delays on the part of the contractor are the difficulty of not having a detailed work plan, the unavailability of resources, and the lack of communication and coordination, as evidenced by a field survey using a questionnaire given to the contractor. According to the project owner, the main causes of delays are incompleteness, unclear design and scope of work, as well as problems with the project monitoring and control system. (Putri et al., 2021) Delays in logistics delivery that often occur can cause work to be delayed and

behind schedule, which can be a cause of obstacles during project implementation, so one of the project management tasks that determines the final project outcome is both scheduling and controlling construction projects.

9. Management on site

   Management at the project implementation site is an important factor because it can help with everything needed to manage all needs and control every performance while the project is running. With a limited project schedule, effective project management is needed to complete it. On the other hand, work safety in the implementation of construction projects, without exception, must receive high attention (Muin & Alkam, 2020; Perdana & Rahman, 2019). There are also project management factors that affect the implementation of construction projects, namely communication, technology, costs, weather conditions, materials, documentation, and contractor scale (Hansen & Anondho, 2019).

10. Contractor experience

    The contractor's experience will make the project run more consistently because every time there is a problem, the contractor already understands how to solve it and makes the right decision. Contractor credentials with money, equipment, people, and company experience are factors that support quality work. If the contractor's skills are limited, the results will definitely fall short of expectations for quality (Triana & Oktavianto, 2013). The contractor's experience in reading and understanding job specifications, ability and competence to perform tasks, ability to organize equipment and tools effectively, and capacity to do so to be able to manage difficulties that arise in the field are additional workability factors (Eko Prihartanto et al., 2021)

CONCLUSIONS

Based on the results of research using the Kendall's Concordance Analysis method in the Statistical Product and Service Solution (SPSS) program, which was carried out to determine the success factors for the tourism facilities development project in Langsa City, it can be concluded that there are ten most influential factors for project success according to the combined respondents' answers from the director of

contractor/construction companies, project managers, CMOs, and staff of the Youth Sports and Tourism Office of Langsa City as follows: (1) CMO's emphasis on high-quality construction with a mean rank of 26.50; (2) Communication System with a mean rank of 25.83; (3) CMO's emphasis on low construction costs, with a mean rank of 25.13, (4) The CMO's ability to direct construction implementation with a mean rank of 17.30; (5) The CMO's emphasis on faster execution time with a mean rank of 17.20; (6) CMO's ability to set rules with a mean rank of 17.11, (7) Experience of project managers with a mean rank of 17.11; (8) Scheduling with a mean rank of 16.96; (9) Onsite management with a mean rank of 16.76; and (10) contractor experience with a mean rank of 16.57. The role of project management is sufficient to influence the success of the project, with an average percentage value of 65.08%.

SUGGESTION

Based on the results of the research previously described, the researchers' suggestions for the organizational structure involved in the project for developing halal tourism facilities in Langsa City are as follows:

1. The results of this study can be used as input regarding the success factors of construction work projects in the Langsa City area, but they do not apply absolutely to every project.
2. All organizational sectors involved in the tourism facility development project in Langsa City must pay more attention to external factors in the project work environment. This is because the social factors of the people of Langsa City still require a more detailed explanation regarding a development, especially in the field of construction.
3. Describe appropriate corrective actions to ensure that resources are used effectively and efficiently, while construction success is often determined by project participants achieving their objectives.
4. All organizational sectors involved pay more attention to project management factors because, in this case, project management has a very important role in the success of the halal tourism infrastructure development project in Langsa City.

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