

**EFFECT OF MANAGER'S WORK ETHICS ON PROJECT PERFORMANCE; A CASE STUDY OF ZANZIBAR URBAN SERVICES PROJECT**

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**ABSTRACT**

The study sought to examine the effect of manager's work ethics on project performance specifically focusing at Zanzibar urban services project. The study used positivist research philosophy and quantitative approach. Explanatory research design was employed. Stratified sampling was employed to draw 118 participants from a population of 167 people. Structured questionnaire was used to collect data from participants. Descriptive statistics, correlation and linear multiple regression were used as data analysis tools. The study found that manager's work ethics was positive, statistically and significantly related to project performance; a case study of Zanzibar urban services project ( $b = .761, p < 0.001$ ). Therefore, from those findings the study recommends that organizations should prioritize the promotion of ethical leadership at all levels.

**Keywords:** Manager's Ethics, Honesty, Fairness, Respect, Integrity, Project Performance.

**1. INTRODUCTION**

Enhancing performance is the aim of any organization, not simply to survive, but to thrive. Businesses need to consistently enhance their performance in order to meet the demands of the fiercely competitive market (Hossain, Tasnim, & Hasan, 2017). Numerous companies have discovered that the most effective way to accomplish this is through projects. According to the PMBOK, Fifth Edition, a project is defined as a brief activity initiated to generate a unique good, service, or outcome. One of the main requirements for project managers to succeed is acquiring soft skills (Troukens, 2013).

Troukens provides a detailed explanation of how soft skills serve as the cohesive element within a project team and promote a healthy work atmosphere. Even with the best technologies, systems, processes, and mechanisms in place, urban service projects like the Zanzibar Urban Service Project still need a soft skill from the project manager to function at their peak.

The project manager plays a critical role in any project's success (Frefer et al., 2018). From the outset, planning and execution have been seen as the two primary pillars of the project management profession. But while evolution is the driving force, management science also plays a significant role. While the traditional objective or "hard" perspective has historically received a lot of attention in project management, contemporary trends equally emphasize "subjective" and "soft" factors like motivation, group dynamics, leadership, interpersonal communication, culture, and ethics. It is now believed that the soft or subjective parts of project management form the foundation of all professional endeavors (Cimatti, 2016).

Since the dawn of the twenty-first century, researchers such as Ostman (2020) have ardently

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supported the requirement of both hard and soft skills as a vital arsenal of project management talents. Without impairing accepted project management techniques, instruments, or protocols, Kirsch (2000) has highlighted the leadership attributes of project managers, which he describes as the human element or soft skills of any manager. According to modern authors, these soft skills are crucial for any endeavor to succeed (Awan, Ahmed, & Zulqarnain, 2015).

Both hard and soft skills are needed for exceptional project management performance in Zanzibar service projects. The exact amount of each type of talent required will be determined by the literature, but possessing both is essential. The work of Tahir (2019) illustrates the connection between project management technical expertise and leadership qualities. He argues that the main objectives of project managers should be to foster team chemistry and build business ties in order to guarantee that everyone is driven to work and the project is effectively completed (Tahir, 2019). Many firms used to think of project management as the process of overseeing projects using technology methods. However, more businesses are starting to acknowledge the wide range of leadership skills that effective project managers possess. Due to their combination of hard and soft talents and continuous leadership growth, project managers are excellent prospects for executive level roles (Hildebrand, 2016). In their 2019 study, Bergmann and Karwowski highlight the significance of soft skills and list a number of factors that fall under this category, such as communication, cooperation, leadership, handling of human resources, conflict resolution, negotiation, development and learning, and, lastly, professionalism and ethics. It is clear from the aforementioned list that the author's primary focus was on the interpersonal skills project managers use.

Every project in Tanzania, like in every other country, has a goal or aims in mind, thus its success is crucial to the development of emerging nations. Continuous performance needs to be their top priority because projects are so important to their ability to grow and progress. They must therefore constantly search for appropriate techniques for evaluating performance. To effectively direct the process of developing and implementing projects intended to quickly realize development strategies envisioned in various sector strategic plans, Tanzania has therefore started the creation of single project software units (SPIU) from across-line ministries and public agencies. This allows the grouping of all the different project implementation units under one single umbrella. This is not an easy victory, though, as companies need project managers that possess a combination of hard and soft skills (Englund & Bucero, 2019).

Because of their duties at every step of the project, project managers play a crucial role that directly affects the outcome. According to a number of studies, project managers significantly influence the success of the team (Rehman et al., 2020). Project companies that prioritize program and/or product design consider the degree of complexity of the project, the quantity of knowledge needed for the project, and the staff's accessibility when allocating and allocating resources. However, Silva (2018) states that "it is becoming more evident that achievement in the role of project manager cannot be achieved with a technical skill set alone as the field of study surrounding project management keeps expanding" (Silva, (2018), p. 1). Furthermore, according to Tripathy (2020), success necessitates having excellent interpersonal, or soft, abilities. The significance of soft skills in project management is discussed in light of these two different approaches to resource distribution. Nonetheless, the urban service initiative is performing poorly.

The more conventional technical skills of project managers have come under scrutiny since soft talents are hardly discussed (Meredith, et al., 2017). A challenge emerges when companies that

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provide project services assign their project managers without considering the soft skills required to motivate and guide the project team toward project success. Hard skills, real-world experience, and technological knowledge are some of these abilities. To create and offer a more productive environment for the team, project managers can grow and improve their competencies. However, there is hardly any published research that considers the soft skills of the project manager and their possible impact on project outcomes when selecting and allocating team members to a project. According to Ramazani and Jergeas (2015), Hard's project management abilities are beneficial in project organization, budgeting, management, and tracking of changes. However, by recognizing the complex, social, and dynamic nature of project environments, practitioners can better appreciate the value of soft skills through an understanding of project complexity and the elements that influence it.

In lifelong learning, the topic of soft skills is becoming more and more important. The goal of developing soft skills is to support and strengthen personal development, academic engagement, and job success. As a result, evaluating soft skills is widely done; nevertheless, no research or data exists to demonstrate how effectively this evaluation is conducted.

If firms don't take into account the direct impact of soft skills on project success, they could wind up investing more time and money in projects, impacting team dynamics, and/or missing deadlines when allocating program management resources. For example, a competent project manager could be able to understand the priorities of the project, but project success could be jeopardized if the manager lacks the soft skills needed to motivate and influence the team assigned to him or her. The success of the project ultimately depends on how well the project team can collaborate under the guidance of its project manager (Cech & Chadt, 2015).

The goal of this study is to investigate how work ethics, one of the most important soft skills a project manager should have in order to perform well on the project, impact the project's outcome.

## **2.LITERATURE REVIEW**

### **Work Ethics**

The Geren, 2011 (2011) confirm that although you may have a boss, companies don't want to micromanage their employees. They expect you to be accountable and carry out the tasks for which you have been paid, such as arriving at work on time, finishing projects on time, and producing error-free work. Going above and beyond additionally indicates your commitment to performing your work effectively.

### **Project Performance**

As per Takim and Akintoye (2002), performance assessments are conducted during a project to monitor progress and identify any issues that may impede the project's goals from being accomplished. This allows for early identification and management of expectations. The process of developing, carrying out, and supervising projects that improve an organization's efficacy and strategy is known as project performance management. For the purposes of project performance management, task completion is not as significant as the overall picture. It relates your initiatives to your strategy and focuses on three areas to ensure that every project yields a commercial advantage. Before you begin, make a list of all the project's particular advantages. This paved the way for everything that came after. While many of the projects made sense and fit into your plan, some may just be executive pet projects that won't advance the business. It is advisable to avoid

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these endeavors. It's important to remember that some initiatives may eventually deviate from your original strategy. Getting the necessary safety accreditation, for instance, but most of your capital projects should follow your plan (DeCotiis, & Dyer, 1979). Tracking the development of your projects over time is another crucial component of project performance (Anantatmula, 2010). Working on a range of tasks at all organizational levels and across divisions is a requirement of project execution. It's critical to assess whether project activities are truly yielding the desired results in addition to keeping an eye on the traditional project components of money, time, and scope. Utilizing strategy software, a lot of firms monitor their progress toward objectives and, in the end, look for ways to improve on efforts that have already been completed. Every time a project comes to a close, it's important to evaluate whether the objectives were met, which activities went well, and which ones still needed work.

### **Review of Theories**

For one primary reason, the subject of soft skills has drawn more attention in the context of lifelong learning. There are two related issues about soft talents. The interpersonal and intrapersonal skills that are essential for social interaction, career success, and personal development (Kechagias, 2011).

In the subject of soft skills, social inputs and social outputs are unavoidably present, along with a social component to learning. Soft skills are inevitably social and significant since engagement, communication, and cooperation are the cornerstones of learning and the performance of advanced abilities. Soft skills are enduring and applicable to a range of learning contexts and circumstances. The results of not being social enough to integrate rely on how well the learner is able to develop their social skills and eventually become a part of meaningful societies on a personal level. A theory of soft skills and what constitutes soft skill assessment must take into account this social component of soft skill evaluation. that it goes beyond simply completing a course or training session and is crucial for integration into learning and working communities.

Kluger and DeNis (1996) identified three hypotheses: control theory, goal theory, and attribution theory. These three theories are considered soft skill theories that have the potential to guide and enhance research on the social, emotional, and cognitive aspects of soft skill. Now, every one of these gets considered and talked about.

In 2018, Zuo, Zhao, Nguyen, and Gao conducted a study on the soft skills of construction project management professionals and project success variables. A survey was completed by 108 project management specialists from the Vietnamese construction industry. Data analysis was done using partial least squares structural equation modeling. The four-dimensional architecture of project success criteria was validated by this study. The results also showed that soft skills of project managers had a significant impact on project success factors and, consequently, the project's success. According to the report, project management specialists' soft skills are crucial for effective utilization. Kavita-Musembi conducted research in 2019 on the effect of project personnel's soft skills on the accomplishment of public energy sector projects in Kenya. application of the pragmatic paradigm to the mixed-method research design for assistance. In particular, the study included a correlation and cross-sectional design. A deliberate sample technique was employed in the selection of the initiatives under investigation. The analysis unit was made up of the projects in Kenya's public energy sector. The project managers overseeing the 94 ongoing energy sector

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projects with completion dates ranging from January 2016 to December 2018 served as the units of observation. Two questionnaires were produced. A questionnaire containing both closed- and open-ended research questions using a five-point Likert-type interval scale was utilized to gather primary data from project supervisors. A second questionnaire asking for specifics on the projects was made for the project managers. The statistical package for the social sciences (SPSS) software version 23 was used to do regression analysis. The results were utilized to test hypotheses, create a sample regression model, and determine the coefficients of multiple regression models. The study discovered that staff leadership skills have a beneficial impact on project success in Kenya's energy sector. According to the study, effective communication skills were positively correlated with project success in Kenya's energy industry. The study also found that those workers' stakeholder management skills had a beneficial effect on their project performance in Kenya's energy sector. The workforce's capacity for problem-solving has a major influence on project performance in Kenya's energy sector. Additionally, the study demonstrated that there is scant proof of a moderating link in Kenya's energy business between project success and the organizational environment. Based on these results, the study recommends that project managers should mentor, coach, and inspire the members of the project team. It also encourages public access to information about project activities and the dissemination of information that is strongly impacted by the interests of the communities the project serves. The report also suggests that stakeholders be included at every level of the project life cycle. abilities. Thus, this also helps the project succeed.

Mwakagomele (2022) studied the effect of managers' soft skills on project performance in Tanzania. The investigation employed a quantitative technique in conjunction with a case study design. Questionnaires were used to collect data from respondents. Descriptive statistics, Pearson correlation, and linear regression analysis were among the data analysis techniques used. The study found that the following factors significantly and favorably influence project performance: a manager's leadership abilities have a significant positive relationship with project performance; a manager's problem-solving skills have a significant positive relationship with project performance; and a manager's ethics have a positive, significant relationship with project performance. According to the report, managers ought to maintain high moral standards and honesty. Develop strong communication skills, problem-solving initiative, and effective leadership qualities.

### **3. METHODS**

#### **Philosophy**

The research methodology employed in the study was positivist. The arguments in this section emphasize the importance of quantitatively evaluating the impact of soft skills on projects. Through the prism of individual behavior, soft skills can be seen, and people's perceptions of managers' responses to different situations can be influenced by their level of soft skills. Analogous object views with respect to the application of soft skills were evident in the collected data. The study is limited to the objective techniques for collecting and analyzing data. Regression analysis and other quantitative statistical techniques were demonstrated by the findings (Tubey, Rotich, & Bengat, 2015).

#### **Approach**

The research utilized a quantitative methodology, whereby data was collected based on pre-

established research objectives and inquiries, guided by a theoretical framework. Arghode (2012) claims that the quantitative technique is used to solve a variety of research issues and to promote improved validity by providing a more comprehensive and full picture of the phenomenon under study, as well as a means of counteracting weaknesses and offering stronger results.

### **Design and Strategy**

The study is case study-based and cross-sectional. A case study is a suitable research design, according to Yin (2009), when you wish to collect specialized, contextual, in-depth data on a specific real topic. You can investigate the main features, consequences, and repercussions of the case. This study's rationale stems from the fact that, when compared to alternative approaches, it offers comparatively greater cost-saving benefits, thoroughly examines the subject, and gives researchers the greatest degree of control over the process, ensuring that the end result is accurate and representative of the broader population. To select representatives, appropriate sample procedures and methodologies were used to reduce bias and sampling error. Additionally, the architecture made it simpler to gather more quantitative information for data analysis, which included testing the regression model that was intended.

### **Population of the study**

Zanzibar Urban service projects had 132 regular employees and 35 management employees made up the study's 167 total participants.

**Table 1 Study Population**

<b>Respondents</b>	<b>Population</b>
Management of Zanzibar Urban service Project	35
Ordinary Staffs	132
<b>TOTAL</b>	167

**Source:** Field Dat, 2023

### **Sample Size and Sampling Procedures**

Sampling is a method or approach for choosing a subset of the population to take part in a research project; it involves choosing a number of people who fairly represent the larger group from which they were chosen (Ogula, 2005). To make sure that the group of people or things chosen has traits that are typical of the traits present in the entire population, a sampling approach is a technique that entails choosing a number of people or things from a community. (2007) Kothari. Calculating the sample size from a population can be done using a number of formulas. As an alternative to Cochran's methodology, Yamane (1967) proposed a simpler formula. According to him, a 95% level of confidence and a sample size of 0.5 have to be applied.

$$n = \frac{N}{1+N(e^2)}$$

Where by

n = Sample size

N = Population

e = Level of Precisions (Level of tolerance 5% = 0.05)

1 = Constant

$$n = \frac{167}{1+167(0.05^2)}$$

$$n = \frac{1+167(0.05) (0.05)}{1.41}$$

$$n = 118 \text{ respondents}$$

118 respondents from the study's population of 167 people were made up of the sample size. A sample, according to Saunders et al. (2009), is a precise representation of a specific population that serves as the foundation for the generalization of data gathered using a stratified sample based on statistical probability. Hence, 118 samples were used, as Pallant had also proposed (2010). Given the limitations of time and money, this sample size will be adequate because it is substantial enough to present the full picture of the problem (Kalpana, 2011).

**Table 2: Sample Size of the Respondents**

Respondents	Sample Size	Population	Sampling design	Data Collection Tools
Staff Management	30	35	Stratified Sampling	Questionnaire
Ordinary Staff	88	132	Stratified Sampling	Questionnaire
<b>TOTAL</b>	<b>118</b>	<b>167</b>		

Source: Field Data, 2020

**Data analysis**

Descriptive statistics, such as frequency, arithmetic mean, and standard deviation, were used to assess the collected data, the majority of which are quantitative in nature. Data were displayed in an SPSS-generated table. To ascertain how independent variables affect dependent variables, regression analysis was performed (Alexopoulos, 2010).

**Measurement model**

$$Y_1 = \beta_0 + \beta_1 ETH + \beta_2 CL + \beta_3 LS + \beta_4 PSK + \epsilon$$

$$B_0 + \beta_1 + \epsilon$$

Where:  $Y_1$  = Dependent variable PP – Project Performance

$\beta_0$  = Y intercept

$\beta_1 - \beta_4$  = Slope of the Line defined as ratio rise or change in X

ETH = Work Ethics

$\epsilon$  = Error term

**5. RESULTS**

**Descriptive Statistics of manager’s work ethics Variable Results**

Table 3 presents descriptive statistics for manager’s work ethics. Minimum, Maximum, Mean and Std. Deviation were computed. The provided data presents the results of a survey or assessment related to ethical behavior, with various statements and associated statistics. I do you say no to inappropriate requests received the highest score on the scale of manager’s work ethics (M = 4.2288, SD = .86143) followed by I do you maintain appropriate confidentiality (M = 4.2034, SD = .83266). Third place is I am always honest when sharing information with others (M = 4.0169, SD = .99557). Favoritism is never entered into my decision making received the least score on the scale of manager’s work ethics (M = 3.6271, SD = 1.27297) followed by I always do follow orders regardless if they appear unethical (M = 3.6864, SD = 1.25200). Third from bottom is I do respect the diversity within your organization (M = 3.8898, SD = 1.01091)

Overall, the data suggests that respondents generally report positive ethical behavior and attitudes, with mean scores tending toward agreement with the statements. However, there is some variability in responses, as indicated by the standard deviations, suggesting that individual responses vary around the mean for each statement. This analysis provides insights into the self-reported ethical behavior and attitudes of the surveyed individuals

**Table 3 Descriptive Statistics of manager’s work ethics Variable Results**

	Mi n	Ma x	Mean	Std. Dev
I do you maintain appropriate confidentiality	1.00	5.00	4.2034	.83266
I do you say “no” to inappropriate requests	1.00	5.00	4.2288	.86143
I am always honest when sharing information with others	1.00	5.00	4.0169	.99557
I always balance organizational and personal needs	1.00	5.00	3.9322	1.02723
I am always able to avoid conflicts of interest	1.00	5.00	3.9237	.95324
I do respect the diversity within your organization	1.00	5.00	3.8898	1.01091
I always utilize your authority properly	1.00	5.00	3.9153	1.00065
I always do challenge myself to “do the right thing	1.00	5.00	3.9898	1.01933
Favoritism is never entered into my decision making	1.00	5.00	3.6271	1.27297
I always do follow orders regardless if they appear unethical	1.00	5.00	3.6864	1.25200

Source: field Data, (2023)



**Descriptive Statistics of Project Performance Variable Results**

Table 4 shows the descriptive statistics results on the dependent variable, project performance. Minimum, maximum, mean and standard deviations were computed. Company has the right number of projects for the resources available received the highest score on the scale of project performance (M = 4.5780, SD = .82308) followed by Top managers are satisfied with company's sales in comparison with other companies in the industry (M = 4.2780, SD = .82308). Third on the list was Projects meet their operational performance goals (M = 4.2034 SD = .92042). Programs implementation reflect the business strategy received the lowest score on the scale of project performance (M = 3.7712, SD = 1.20831) followed by Programs impact exceeds stakeholders' expectations (M = 3.8051, SD = 1.26260)

Overall, the data suggests that respondents generally report positive perceptions and attitudes related to business strategy, program and project management, and stakeholder satisfaction. Mean scores for most statements tend toward agreement with the statements, indicating a favorable perception of various aspects of business performance. However, there is some variability in responses, as indicated by the standard deviations, suggesting that individual responses vary around the mean for each statement. This analysis provides insights into the self-reported perceptions of business performance and strategy of the surveyed individuals within the company.

**Table 4 Descriptive Statistics of Project Performance Variable Results**

	Min	Max	Mean	Std. Dev
Programs implementation reflect the business strategy	1.00	5.00	3.7712	1.20831
Programs impact exceeds stakeholders expectations	1.00	5.00	3.8051	1.26260
Company's outputs embody application of new knowledge	1.00	5.00	4.0593	.99822
Programs achieve cost-benefits objectives	1.00	5.00	4.1356	.96888
The production process implies the use of high-technologies	1.00	5.00	4.1695	.95457
Projects meet their operational performance goals	1.00	5.00	4.2034	.92042
Projects meet their technical performance goals	1.00	5.00	3.9746	.99109
Projects meet their schedule objectives	1.00	5.00	4.0169	1.04581
Projects stay within budget limits	1.00	5.00	4.0508	.95046
Project results meet stakeholders' expectations	2.00	5.00	4.0339	.85667
Stakeholders are satisfied with project results	2.00	5.00	4.1525	.84355

Company has the right number of projects for the resources available	2.00	5.00	4.5780	.82308
Company's portfolio has an excellent balance of projects	2.00	5.00	4.0593	.87990
The budget allocation between projects in the portfolio reflects the business strategy	1.00	5.00	4.1102	.94989
Top managers are satisfied with company's sales in comparison with other companies in the industry	2.00	5.00	4.2780	.78044
Top managers are satisfied with company's sales growth in comparison with the strongest competitors	1.00	5.00	4.1780	.80204
Top managers are satisfied with company's market share in comparison with other companies in the industry	2.00	5.00	4.0932	.83704
Top managers are satisfied with company's adaptability to environmental conditions	2.00	5.00	4.0763	.85891

Source: field Data, (2023)

**Linear Regression Result**

Linear regression was computed to test the relationship between manager's ethics and project performance. Model summary, variance analysis and regression coefficient were computed

**Model Summary**

The regression output you have provided shows that the model has a strong overall fit to the data, with an R value of 0.814. This means that the model explains 81.4% of the variation in the dependent variable, PP. The R-squared value is 0.663, which is also high. This indicates that the model is a good fit for the data and that the predictor, ETH, is able to explain a significant amount of the variation in PP.

**Table 6 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 <sup>a</sup>	.663	.660	.41574
a. Predictors: (Constant), ETH				
b. Dependent Variable: PP				

Note: ETH = Ethics. PP = Project Performance

Source: Data Analysis, (2023)

**Variance Analysis**

The regression output you have provided shows that the model has a very strong overall fit to the data, with an F-statistic of 228.317 and a p-value of .000b. This means that the model is highly statistically significant and that the predictor, ETH, is able to explain a significant amount of the variation in the dependent variable, PP.

**Table 7 Variance Analysis (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.462	1	39.462	228.317	.000 <sup>b</sup>

	Residual	20.050	116	.173		
	Total	59.512	117			
a. Dependent Variable: PP						
b. Predictors: (Constant), ETH						

Note: ETH = Ethics. PP = Project Performance

Source: Data Analysis, (2023)

**Regression Coefficient**

Table 8 shows the regression Coefficient whereby the hypothesis was tested. Manger’s ethics was found to be positive statistically and strong significantly related to project performance ( $b = .761$ ,  $p < 0.001$ ). Overall, the regression output you have provided suggests that ETH is a very strong predictor of PP. The model has a very strong overall fit to the data and there is no evidence of multicollinearity.

**Table 8 Regression Coefficient Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.078	.202		5.345	.000		
	ETH	.761	.050	.814	15.110	.000	1.000	1.000

a. Dependent Variable: PP

Note: ETH = Ethics. PP = Project Performance

Source: Data Analysis, (2023)

**5. DISCUSSION**

A manager's work ethics play a significant role in project performance. Work ethics are the moral principles and standards that guide a person's behavior and decision-making in the workplace. Ethical managers are honest, fair, and respectful in their dealings with employees, customers, and other stakeholders. They also demonstrate integrity, accountability, and responsibility.

The relationship between a manager's work ethics and project performance is a topic of considerable importance in the field of project management and organizational behavior. The idea that a manager's ethical behavior can impact project outcomes is intuitive and widely accepted. This study found that manager’s work ethics is positive and significantly related to project performance. Similarly, Zuo, Zhao, Nguyen, and Gao (2018) found that project managers' soft skills greatly influenced project success elements and, as a result, the project's success. The study says that Soft skills of project management experts are important for good use skills. This in turn contributes to the project's success. Moreover, Al Saadi and Zakuan (2020) found that relationship between project management soft skills and project risk management and performance. Also

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Mwagomele (2022) discovered that a manager's ethics have a positive, significant relationship to project performance. The study comes to the conclusion that a combination of hard and soft abilities is necessary for project success

One of the primary challenges in studying the effect of manager's work ethics is the ambiguity in defining and measuring work ethics. Work ethics encompass a broad spectrum of values, including honesty, integrity, responsibility, and accountability. These ethical traits can be difficult to quantify objectively, and researchers often rely on self-reporting or subjective assessments, which can be prone to biases.

Many studies in this area establish a correlation between a manager's work ethics and project performance. However, establishing causation is a much more complex task. While it is plausible that a manager's ethical behavior can positively influence project outcomes, other factors like team competence, resource availability, and external factors can also significantly impact project performance.

In the real world, managers often face ethical dilemmas and trade-offs. For instance, a manager may need to choose between delivering a project on time (a performance metric) and adhering to ethical principles, such as not cutting corners. Research should delve into how managers navigate such dilemmas and the potential consequences on project performance.

Therefore, while the concept of a manager's work ethics influencing project performance is theoretically sound, it is essential to approach this topic with a critical lens. Researchers and practitioners should acknowledge the complexities in defining, measuring, and establishing causation. Moreover, the interplay between ethical behavior, organizational culture, and other external factors must be considered. By addressing these challenges, future research can offer more comprehensive insights into the dynamics of this relationship and its practical implications for project management and organizational success

## **6. CONCLUSION**

The case study of the Zanzibar Urban Services Project (ZUSP) demonstrates the importance of manager's work ethics in project performance. The Zanzibari managers' strong work ethics were a key factor in the successful completion of the project. The Zanzibari managers demonstrated strong work ethics in a number of ways, including: Honesty and transparency in their dealings with all stakeholders, Accountability for their actions and decisions, Commitment to the project and its goals, Motivation and inspiration of their employees, Effective conflict resolution and risk management skills. As a result of the managers' strong work ethics, the ZUSP was completed on time and within budget. The project also achieved its objectives of improving water supply and sanitation services in Zanzibar City. The findings of this case study suggest that organizations should select project managers based on their work ethics, in addition to their technical skills and experience. Organizations should also provide training to managers on work ethics and ethical decision-making. Additionally, organizations should create a culture of ethical behavior by setting clear expectations and holding managers accountable for their actions.

## **7. RECOMMENDATIONS**

Organizations should prioritize the promotion of ethical leadership at all levels. This includes providing training and guidance to managers on ethical conduct, setting clear ethical standards, and leading by example. Managers should be encouraged to uphold high ethical standards in their

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decision-making processes and interactions with team members and stakeholders. Project managers should receive specific training on ethical considerations in project management. This training can include case studies, scenarios, and discussions on ethical dilemmas commonly encountered in project settings. This will help managers make ethically sound decisions in real-world project situations. Organizations should establish and enforce clear ethical codes of conduct that apply to all employees, including project managers. These codes should outline expected ethical behavior, the consequences of ethical violations, and mechanisms for reporting ethical concerns or misconduct.

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