

Research Proposal

Ethical leadership and its impact on project management quality in nonprofit organizations.

القيادة الأخلاقية وتأثيرها على جودة إدارة المشاريع في المنظمات غير الربحية

Master of Business Administration

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1- Introduction

Ethical leadership plays a crucial role in shaping the organizational culture and ensuring the success of projects, particularly in nonprofit organizations. The pursuit of ethical principles and values is essential for maintaining the integrity, credibility, and reputation of these organizations, which are driven by a mission to serve the greater good. In the context of project management, ethical leadership becomes even more critical as it directly influences the quality and outcomes of projects undertaken by nonprofit organizations(Benevene et al.2018).

Ethical leadership encompasses a set of principles and behaviors that prioritize honesty, transparency, fairness, and responsibility. It involves leading by example, demonstrating integrity, and making decisions that align with ethical standards. When applied within the realm of project management, ethical leadership fosters an environment of trust, collaboration, and accountability among project teams(Guerrero, 2024).

The impact of ethical leadership on project management quality in nonprofit organizations is multifaceted. Firstly, ethical leaders establish clear expectations and guidelines regarding ethical conduct, both within the organization and throughout project implementation. This ensures that project managers and team members adhere to ethical standards, preventing any misconduct or unethical behavior that could compromise project outcomes(Gathenya, 2022).

Secondly, ethical leadership promotes a culture of open communication and stakeholder engagement. By encouraging transparency and inclusiveness, ethical leaders foster an environment where project stakeholders feel valued, heard, and involved in the decision-making process. This leads to better project outcomes, as diverse perspectives are taken into account, potential conflicts are addressed, and ethical dilemmas are navigated effectively(Javed, 2020).

Furthermore, ethical leadership in project management goes beyond compliance with legal and regulatory requirements. It emphasizes the consideration of broader ethical implications, such as social responsibility, environmental sustainability, and the well-being of project beneficiaries. Nonprofit organizations often operate in sensitive contexts, tackling societal challenges, and ethical leaders ensure that projects are aligned with the organization's mission, values, and the best interests of the communities they serve. ethical leadership plays a pivotal role in ensuring the quality and success of projects in nonprofit organizations(Alnemer & Ssenabulya,2022).

By upholding ethical principles, leaders establish a culture of integrity, trust, and accountability, which directly impacts the project outcomes. Ethical leadership encourages open communication, stakeholder engagement, and consideration of broader ethical implications, resulting in projects that are not only successful but also aligned with the organization's mission and values. As nonprofit organizations strive to make a positive impact, ethical leadership becomes a fundamental element in driving project management quality and overall organizational effectiveness.

2- Problem Statement

In nonprofit organizations, the quality of project management is crucial for achieving organizational goals and delivering impactful services. However, the influence of ethical leadership on project management quality remains underexplored. Ethical leadership, characterized by fairness, transparency, and integrity, is hypothesized to foster a positive work environment, enhance team morale, and improve decision-making processes. Despite this, many nonprofit organizations struggle with ethical dilemmas, resource constraints, and varied

stakeholder expectations, potentially compromising project outcomes According to the problem statement, the current research tries to answer the following question:

3- Research Questions

1. What is the level of application of ethical leadership in non-profit organizations?
2. What is the level of application of ethical leadership on the quality of project management in non-profit organizations?
3. What is the impact of ethical leadership on the quality of project management in non-profit organizations?

4- Research Objectives

The current research aims to assess the impact of Ethical leadership on project management quality in nonprofit organizations by achieving.

1. Identify the level of application of ethical leadership in non-profit organizations.
2. Identify the level of application of ethical leadership to the quality of project management in non-profit organizations.
3. Identify the impact of ethical leadership on the quality of project management in non-profit organizations.

5- Research Significance

 **Theoretical Significance:**

1. This research will contribute to the body of knowledge on leadership theories by providing empirical evidence on the impact of ethical leadership within the specific context of nonprofit organizations. It will extend the theoretical frameworks of ethical leadership by integrating concepts of project management quality and organizational effectiveness.
2. By focusing on nonprofit organizations, this study will shed light on the unique challenges and opportunities faced by these entities. It will provide a deeper understanding of how ethical leadership can navigate the complexities of limited resources, diverse stakeholder expectations, and mission-driven objectives.
3. This research will bridge the gap between ethical leadership and project management literature, highlighting how ethical considerations influence managerial practices and project outcomes. It will offer a nuanced perspective on how ethical leadership shapes organizational culture and performance.

Practical Significance:

1. By identifying the relationship between ethical leadership and project management quality, this study will offer practical insights for nonprofit leaders to enhance their project management practices. It will provide actionable recommendations for fostering ethical leadership to achieve higher project success rates.
2. The findings can inform leadership development programs within nonprofit organizations, emphasizing the importance of ethical behavior and its impact on team performance and project success. This can lead to more effective training and development initiatives that cultivate ethical leaders.

3. The research outcomes can guide policymakers and governance bodies in the nonprofit sector to establish standards and policies that promote ethical leadership. This can enhance accountability, transparency, and trust within the organization, ultimately improving its reputation and stakeholder engagement
4. Demonstrating a clear link between ethical leadership and project management quality can boost stakeholder confidence, including donors, volunteers, and beneficiaries. This can lead to increased support, funding, and collaboration opportunities, thereby strengthening the organization's capacity to fulfill its mission.

6- Research Definition

Ethical Leadership:

Ethical leadership refers to the practice of being honest, fair, and principled in one's role as a leader. It involves guiding and influencing others based on ethical principles, values, and standards. Ethical leaders demonstrate integrity, transparency, and accountability, and they promote a culture of trust, respect, and ethical behavior within the organization. They lead by example, making decisions that reflect ethical considerations and encouraging their teams to act in a morally sound manner(Azuaje,2021).

Project Management Quality:

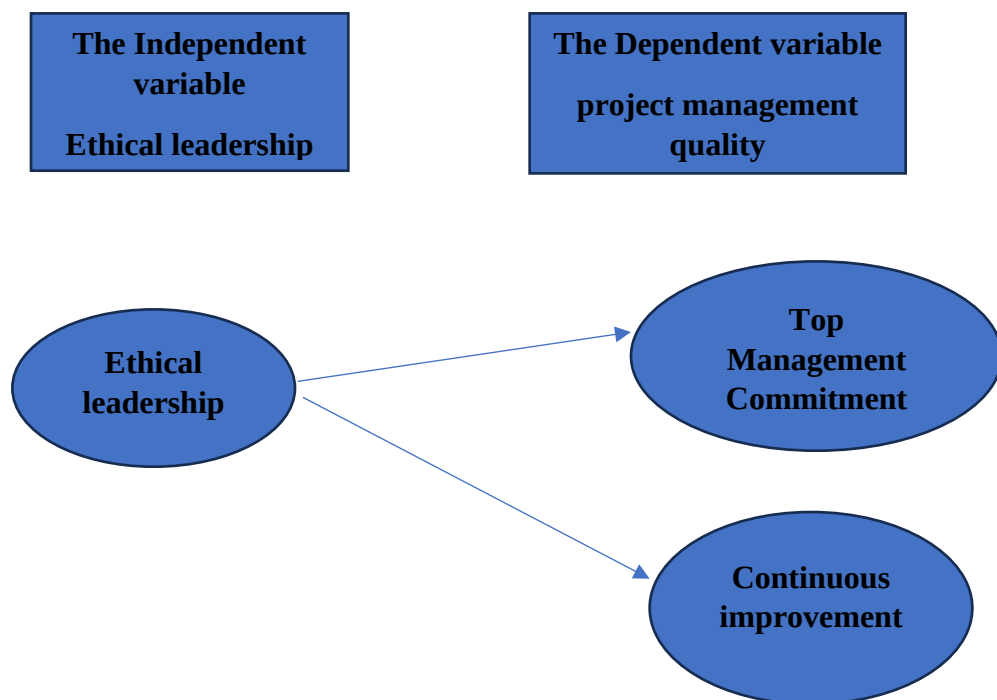
Project management quality encompasses the effectiveness and efficiency with which projects are planned, executed, and completed. It involves ensuring that project objectives are met within the defined scope, time, cost, and quality constraints. High-quality project management is characterized by thorough planning, clear communication, risk management, resource

optimization, and stakeholder satisfaction. It also includes adherence to best practices, standards, and methodologies that ensure the successful delivery of project outcomes(Kim,& Thapa,2018).

Nonprofit Organizations:

Nonprofit organizations, also known as not-for-profit organizations, are entities that operate for purposes other than generating profit. Their primary aim is to serve the public interest or specific societal needs, such as education, health, social services, environmental conservation, and advocacy. Nonprofits reinvest any surplus revenues into their programs and services to further their mission rather than distributing profits to shareholders or owners. These organizations often rely on donations, grants, and volunteer efforts to achieve their goals and are typically governed by a board of directors or trustees(McMurray et al.2012).

7- Research Framework



Is clear to us from the previous figure that the current research is trying to study

- Ethical leadership and its impact on project management quality in nonprofit organizations

Independent variable: It represents the independent variable of the research

- Ethical leadership

- **Dependent variable:** The search dependent variable is:

- Quality management (Top Management Commitment, Continuous improvement)

8- Research Hypothesis

- There is a statistically significant effect of ethical leadership on the quality of project management through the dimension of Top Management Commitment in non-profit organizations.
- There is a statistically significant effect of ethical leadership on the quality of project management through the dimension of Continuous improvement in non-profit organizations.

9- Literature review

In study by **Alnemer & Ssenabulya,2022** explore how ethical leadership affects employee performance within nonprofit organizations. The research highlights that ethical leadership, characterized by fairness, integrity, and transparency, significantly boosts employee morale, motivation, and overall performance. Ethical leaders in nonprofits create a positive work environment by fostering trust, encouraging open communication, and demonstrating ethical behavior, which in turn enhances employees' job satisfaction and commitment. The study suggests that when leaders act ethically, employees are more likely to exhibit higher levels of engagement,

productivity, and loyalty, ultimately contributing to the organization's effectiveness and mission fulfillment. The authors emphasize the importance of incorporating ethical leadership practices into leadership development programs to ensure sustainable performance improvements in the nonprofit sector.

In study by **Benevene and colleagues ,2018** examine the role of ethical leadership in influencing job satisfaction, affective organizational commitment, and the intention to stay among volunteers in nonprofit organizations. The research findings indicate that ethical leadership positively impacts volunteers' job satisfaction by fostering a supportive and fair working environment. This, in turn, enhances volunteers' emotional attachment to the organization (affective organizational commitment) and strengthens their intention to continue volunteering. The study highlights that volunteers who perceive their leaders as ethical are more likely to experience higher job satisfaction and a stronger commitment to the organization's mission, leading to reduced turnover rates. The authors suggest that nonprofit organizations should prioritize ethical leadership development to maintain a motivated and committed volunteer workforce, crucial for achieving long-term organizational goals.

In study **Gathenya, 2022** examines the relationship between ethical leadership and program performance within the context of community development. The review synthesizes various studies and theoretical perspectives, highlighting how ethical leadership contributes to the effectiveness and success of community development programs. Key findings suggest that ethical leaders, who demonstrate integrity, transparency, and accountability, positively influence program outcomes by fostering trust, cooperation, and stakeholder engagement. Ethical leadership is shown to enhance decision-making processes, resource management, and the overall quality of program

implementation. Gathenya emphasizes that in community development, where trust and collaboration are vital, ethical leadership is crucial for achieving sustainable and impactful results. The review concludes with recommendations for integrating ethical leadership principles into leadership training and development initiatives to improve program performance in community development contexts.

10- Methodology

In this research, the analytical approach will be used to Identify the level of application of ethical leadership in non-profit organizations , Identify the level of application of ethical leadership on the quality of project management in non-profit organizations, Identify the impact of ethical leadership on the quality of project management in non-profit organizations.

Research sample

In order to build reliable data, a questionnaire will be conducted to apply the research to a group of workers in non-profit organizations.

11- Research Tools

The questionnaire will be used as a research tool, which will be applied to the selected sample in order to generate reliable statistical results and indicators. The current research will use the statistical program (SPSS to analyze the results of the study from the data collected from the sample. The study will use some statistical tools that can be used

It appears as follows:

- ❖ Means and standard deviations for analyzing sample results.

- ❖ Pearson correlation coefficient, and Cronbach's alpha to ensure the validity and reliability of the tool.

12- Timetable of the Research

Activities	Duration
Proposal	
Literature Review	
Methodology	
Analysis and Results	
Discussion and Conclusion	

13- Research Structure

The current research will include five chapters as the following:

- ✓ **Chapter (I):** Introduction
- ✓ **Chapter (II):** Literature Review
- ✓ **Chapter (III):** Methodology
- ✓ **Chapter (IV):** Analysis and Results
- ✓ **Chapter (V):** Conclusion and Discussion
- ✓ **References**
- ✓ **Appendices**

References

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