

**"The Impact of Work Ethics on Project Management Efficiency:
An Applied Study on Dallah Hospital, Riyadh,
in the Kingdom of Saudi Arabia"**

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Abstract

This study examines the impact of work ethics — encompassing objectivity, honesty and integrity, transparency, and independence — on project management effectiveness, measured through cost, time, and quality dimensions, at Dallah Hospital in Riyadh. A descriptive-analytical methodology was used, with a questionnaire distributed to a stratified random sample of 350 administrative and medical staff. Data were analysed using SPSS.

The findings show that, taken together, work ethics had a statistically significant effect on project management effectiveness. Individual analysis confirmed that objectivity, honesty and integrity, transparency, and independence each exert significant positive effects on specific aspects of project performance.

The study recommends introducing incentive programmes for ethical conduct, publishing clear ethics policies, and cultivating a work environment that actively promotes transparency, integrity, and professional autonomy.

Keywords: Work Ethics, Project Management Effectiveness, Cost, Time, Quality, Dallah Hospital, Riyadh, Kingdom of Saudi Arabia.

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Chapter One: General Background of the Study

1.1 Introduction

Ethics — derived from the Greek word *ethos*, meaning character or custom — represents a foundational pillar of human interaction and professional conduct. Across all major world religions and philosophical traditions, ethical principles have been enshrined as the bedrock of just and productive societies. In the realm of organisational management, professional ethics has emerged as a critical determinant of institutional performance, particularly within environments characterised by rapid change and growing complexity.

Business ethics has gained heightened prominence in recent decades, partly in response to a global wave of financial and administrative scandals involving bribery, embezzlement, and abuse of authority. These incidents have underscored the urgent need for clear, enforceable ethical frameworks that govern relationships between organisations, their employees, their clients, and the broader public. Scholars and practitioners alike increasingly recognise that ethical conduct is not merely a legal or regulatory obligation — it is a strategic asset that strengthens trust, reinforces institutional credibility, and underpins long-term organisational success (Susan, 2018; Scott, 2018).

Project management, in turn, has evolved into a sophisticated discipline requiring high technical skill, careful resource coordination, and disciplined governance across all phases of a project lifecycle. Its primary purpose is to deliver defined objectives on time, within budget, and to the agreed standard of quality. The alignment of project management practice with sound ethical principles is increasingly viewed as a prerequisite for sustainable organisational performance, particularly within the healthcare sector, where the stakes — for patients, staff, and institutions — are exceptionally high (Al-Daghem and Al-Sha'ar, 2016).

Dallah Hospital in Riyadh stands as one of the most distinguished institutions in Saudi Arabia's private healthcare landscape. Established in 1987 as part of the Dallah Al-Baraka Group, the hospital has grown from a single facility with 273 beds into a comprehensive healthcare network serving over three million patients annually across more than 2,560 beds and 820 outpatient clinics. Dallah Hospital was the first private hospital in the Kingdom to introduce laparoscopic surgery, and it has since earned international accreditations from JCI and ISO quality standards, along with recognition as a Centre of Excellence in Breast Treatment. Its commitment to innovation, transparency, and patient-centred care makes it an ideal setting for examining the practical impact of professional ethics on project management effectiveness.

Against this backdrop, this study investigates the relationship between work ethics — spanning objectivity, honesty and integrity, transparency, and independence — and the effectiveness of project management at Dallah Hospital, Riyadh, measured through cost control, time adherence, and quality of outcomes.

1.2 Problem Statement

Hospitals are among the most complex and ethically demanding environments in which project management is practised. At Dallah Hospital, as in any major private healthcare institution, management teams must navigate a continuous interplay of clinical imperatives, patient data protection, resource constraints, regulatory compliance, and competing stakeholder interests. Ensuring that ethical standards permeate every aspect of project execution — from procurement and scheduling to workforce management and quality assurance — is both a governance responsibility and an operational necessity.

Despite the recognised importance of professional ethics, empirical research exploring its direct impact on project management effectiveness within private-sector hospitals in Saudi Arabia remains limited. Most existing studies focus on public institutions or non-healthcare sectors, and few have examined all five ethical dimensions simultaneously in relation to the specific project management outcomes of cost, time, and quality.

This study therefore addresses the following central question: What is the impact of work ethics, in its various dimensions, on the effectiveness of project management at Dallah Hospital, Riyadh?

1.3 Significance of the Study

Scientific Significance

This study enriches the theoretical literature on professional ethics within the context of healthcare project management. It provides a conceptual framework that helps researchers understand the relationship between ethical conduct and project performance in healthcare environments. It also addresses a gap in Saudi-focused studies — particularly those examining private hospitals — where comprehensive, multi-dimensional analysis of work ethics and project management outcomes has been largely absent.

Practical Significance

From a practical standpoint, the findings enable hospital management teams to better understand the real-world effects of ethical conduct on project outcomes and overall performance quality. The study equips leaders and managers with evidence-based insights to make more ethically grounded decisions, contributes to the development of policies and procedures that reinforce ethical commitment across the institution, and helps strengthen patient and community trust in the hospital's practices.

1.4 Objectives of the Study

The primary objective of this study is to determine the impact of professional ethics — in its dimensions of objectivity, honesty and integrity, transparency, and independence — on project management effectiveness, as expressed through time, cost, and quality, at Dallah Hospital, Riyadh.

The following sub-objectives are derived from this primary aim:

- To analyse the effect of objectivity on project-related decision-making, and its influence on meeting project deadlines and cost targets.
- To assess the degree of adherence to honesty and integrity in administrative processes, and the effect this has on transparency and credibility in project management.
- To examine the role of integrity in building trust among project teams and between the hospital and its patients and community.
- To explore the application of transparency across all phases of project management, and its contribution to reducing ambiguity and clarifying goals.
- To analyse the impact of independence in administrative and financial decision-making on the efficiency of project execution and goal attainment.

1.5 Research Questions

The study proceeds from the following central question:

What is the impact of work ethics — in its dimensions of objectivity, honesty and integrity, transparency, and independence — on project management effectiveness, in terms of cost, time, and quality, at Dallah Hospital, Riyadh?

A number of subsidiary questions stem from this central inquiry:

- To what extent does the objectivity dimension of work ethics affect project management effectiveness at Dallah Hospital, Riyadh?
- Does commitment to honesty and integrity constitute a fundamental element of professional ethics, with a measurable impact on project management efficiency?
- How does integrity in the conduct of staff influence the quality of project execution at the hospital?
- Do transparency and independence practices contribute to improved project management efficiency?
- Can the findings of this study inform the development of more effective administrative policies and support better-informed decision-making in hospital project management?

1.6 Study Hypotheses

H0 (Main): There is no statistically significant effect at significance level ($\alpha \leq 0.05$) of work ethics — in its dimensions of objectivity, honesty and integrity, transparency, and independence — on project management effectiveness, in its dimensions of cost, time, and quality, at Dallah Hospital, Riyadh.

H0-1: There is no statistically significant effect of objectivity on project management effectiveness at Dallah Hospital, Riyadh.

H0-2: There is no statistically significant effect of honesty and integrity on project management effectiveness at Dallah Hospital, Riyadh.

H0-3: There is no statistically significant effect of integrity on project management effectiveness at Dallah Hospital, Riyadh.

H0-4: There is no statistically significant effect of transparency on project management effectiveness at Dallah Hospital, Riyadh.

H0-5: There is no statistically significant effect of independence on project management effectiveness at Dallah Hospital, Riyadh.

1.7 Study Model

The study model examines the effect of professional ethics — comprising objectivity, honesty and integrity, transparency, and independence — on project management effectiveness, as expressed through cost, time, and quality.

Independent Variable: Work ethics (objectivity, honesty and integrity, transparency, independence).

Dependent Variable: Project management effectiveness (cost, time, quality).

1.8 Previous Studies

Al-Azzam and Al-Jali (2023) — 'The Effect of Professional Ethics on Job Security in the Municipal Sector: Asir Region Municipality' — This study explored the impact of professional ethics dimensions on job security among 54 municipal employees. Results demonstrated a positive relationship between professional ethics and job security, and confirmed ethics as a driver of organisational culture.

Natheer (2023) — 'The Effect of Situational Leadership Styles on Project Performance: An Applied Study on Start-up Projects in Riyadh' — Data from 300 project managers were gathered via questionnaire and analysed through multiple regression. All situational leadership styles showed a statistically significant positive effect on project performance.

Al-Ulimat and Al-Samadi (2022) — 'The Effect of Planning on Project Management Effectiveness in Jordanian Contracting Companies' — A sample of 280 project managers confirmed that planning — particularly scheduling — has a strong positive impact on project management effectiveness.

Ali and Raouf (2022) — 'The Effect of Strategic Planning on Project Performance in the Iraqi Industrial Sector' — The study highlighted the importance of internal and external analysis in enhancing project performance and achieving future objectives.

Al-Kaed and Al-Douri (2020) — 'The Effect of Work Ethics Practices on Organisational Citizenship in Cairo Amman Bank' — Using data from 173 participants, the study found a strong statistical relationship between work ethics and organisational citizenship.

Masagouni et al. (2019) — 'The Role of Professional Ethics in Combating Administrative and Financial Corruption in Algerian Government Organisations' — Regression analysis demonstrated a positive impact of personal and individual values on combating corruption.

Hilal and Al-Douri (2020) — 'The Effect of Work Ethics on Developing Employee Performance in Qatari Government Organisations' — Findings from 322 employees confirmed that work ethics positively affects professional performance.

Ghnaïm and Al-Hammad (2021) — 'The Impact of Organisational Culture on Project Management in Jordanian NGOs' — SPSS analysis confirmed a statistically significant effect of organisational culture on all dimensions of project management.

Mohd Ali et al. (2019) — 'The Influence of Risk Management on Construction Project Performance' — Interviews and document analysis in Malaysia confirmed that sound risk management practices lead to better project outcomes.

Kusworo (2020) — 'Effect of Business Ethics and Professional Ethics on Student Perceptions' — The study found significant differences in how students perceive concepts of business and professional ethics.

1.9 Research Gap

Despite the breadth of the studies reviewed, a clear research gap exists. Most prior work focuses on specific geographic contexts such as Jordan, Malaysia, and Iraq, or on particular sectors such as municipal services, industry, or public healthcare. No study to date has examined the effect of professional ethics on project management effectiveness within a private-sector hospital in Saudi Arabia.

Moreover, earlier studies have examined individual dimensions of professional ethics in isolation, without offering an integrated analysis that encompasses all five dimensions alongside the three project management performance indicators of cost, time, and quality. This study directly addresses that gap at Dallah Hospital, Riyadh.

1.10 Theoretical Framework

This study draws on three principal theoretical frameworks:

1. Professional Ethics Theory

This theory describes the ethical system that governs individual conduct within professional environments. Its core dimensions are: Objectivity — making impartial decisions grounded in facts, free from personal bias; Honesty and Integrity — commitment to truthfulness in all dealings; Integrity — consistent pursuit of fair and principled conduct; Transparency — making information clearly available to

support staff and beneficiary confidence; and Independence — reaching professional decisions without succumbing to external pressures.

2. Project Management Theory

This theory offers a systematic framework for managing projects across three primary dimensions: Cost (controlling budgets and minimising waste); Time (adhering to schedules); and Quality (delivering outputs that meet client expectations and institutional standards).

3. Integration of Ethics and Project Management

Project success in healthcare institutions is achieved when ethical principles are aligned with project management concepts. Strong professional ethics limit wasteful spending and reduce corruption, thereby improving financial resource management. Objective ethical decision-making reduces delays caused by poor management. Values such as honesty and integrity raise the quality of execution, driving staff to uphold the highest professional standards throughout each phase of a project.

1.11 Research Methodology

This study adopts a descriptive-analytical methodology to examine the role of work ethics in project management effectiveness at Dallah Hospital, Riyadh. The descriptive component captures an accurate account of the study phenomenon as it exists at the hospital. The analytical component examines the relationships between variables and tests the study's hypotheses against the collected data. A structured questionnaire was distributed to a sample of hospital employees, and data were analysed using SPSS.

1.12 Data Collection Sources

Secondary sources: Arabic and foreign books and academic references relevant to the research theme, along with prior studies, peer-reviewed journals, and scholarly articles accessed through academic databases.

Primary sources: A structured questionnaire designed specifically for this study and distributed via Google Forms to members of the target population.

1.13 Study Instruments

The study employed a standardised questionnaire as its primary data-collection instrument. The questionnaire was designed to include both closed questions — to facilitate statistical analysis — and open-ended questions — to allow participants to express their views in greater depth. Section One covers demographic variables; Section Two covers the study's independent variable (work ethics) and dependent variable (project management effectiveness).

1.14 Scope and Limitations of the Study

Thematic scope: The study is limited to examining the effect of work ethics (objectivity, honesty and integrity, transparency, and independence) on project management effectiveness (cost, time, quality).

Geographic scope: The study is confined to Dallah Hospital, Riyadh.

Temporal scope: The study was conducted during 2025.

Human scope: The study is limited to senior and middle management employees at Dallah Hospital, Riyadh.

Chapter Two: Theoretical Framework

2.1 Professional Ethics — Concept, Importance, Sources, and Principles

2.1.1 Concept of Ethics and Work Ethics

The term "ethics" derives from the Arabic root referring to character, disposition, and virtue. From a conceptual perspective, ethics denotes the set of qualities embedded in the human soul, by virtue of which an act is judged to be good — and therefore embraced — or bad — and therefore avoided (Muhammad, 2017). In the management literature, ethics is broadly defined as "a set of standards, principles, and values that guide the behaviour of individuals and groups, grounded in the distinction between right and wrong" (Aslam, Khan & Najeeb, 2018).

Work ethics, as understood in this study, represents the set of rules and principles determined by organisational management in accordance with its institutional culture, which are expected to be reflected in the conduct of individuals as they carry out their duties. These principles guide administrative decisions, rewarding those who observe them and sanctioning those who do not (Khan & Arshad, 2017).

2.1.2 Importance of Work Ethics

Work ethics have attracted growing scholarly and professional attention, particularly as violations — bribery, misappropriation, and nepotism — have become increasingly prevalent. The importance of work ethics operates at three levels:

At the individual level: Work ethics help individuals build their professional identity, provide a normative standard across daily activities, build trust in oneself and the organisation, and play a significant role in decision-making.

At the social level: Strong work ethics promote social development, reduce unfair practices, ensure equality of opportunity, and establish social stability.

At the organisational level: Work ethics reduce legal costs associated with non-compliance, improve the organisation's reputation, and enable access to internationally recognised certifications and accreditations.

2.1.3 Sources of Work Ethics

Work ethics are shaped by several overlapping sources: Religious (universal teachings calling for noble values and virtuous behaviour); Social (the norms, values, and customs of the society to which an individual belongs); Political (laws and systems of the political order); and Economic (economic conditions that influence ethical conduct in the workplace).

2.1.4 Principles of Business Ethics

Professional ethics rest on foundational principles including: honesty, integrity, keeping promises, loyalty, fairness, consideration for others, respect, accountability, pursuit of excellence, trust, objectivity, and legality. At the individual level, these manifest in trustworthiness, honesty in the execution of duties, legality in all professional actions, professional competence, and adherence to professional and technical standards (Al-Dubaisi, 2023).

2.2 Project Management Effectiveness

2.2.1 Concept of Performance

Performance in the organisational context represents the interaction between behaviour and achievement — the totality of behaviours and outcomes realised together, with an emphasis on results. The study defines performance as: the technical and practical efficiency of the individual in completing assigned tasks within the specified timeframe, in a manner that contributes to the achievement of the objectives of the organisation.

2.2.2 Importance of Performance

Performance constitutes the final output of all activities undertaken at every level of an organisation. In hospitals, the distinction of staff performance is a fundamental indicator of institutional stability and the sustained delivery of high-quality services. Excellent individual performance translates into competitive advantage through creativity and innovation, and enables management to establish fair systems of promotion and remuneration.

2.2.3–2.2.6 Elements, Indicators, Factors, and Measurement of Performance

Organisational performance comprises essential elements including knowledge of job requirements, work quality, personal initiative, and the ability to plan and adapt within available resources. Performance indicators are categorised as qualitative (service quality, staff satisfaction) and quantitative (output volumes, costs, time adherence). For project management, the three primary indicators are cost, time, and quality. Performance is measured against these three constraints using tools such as earned value management, variance analysis, PERT/CPM scheduling, and key performance indicators.

2.2.7 Project Management Effectiveness Dimensions

Cost effectiveness: The ability to deliver project outputs within the approved budget, through disciplined resource management, waste minimisation, and the use of technology to reduce operational expenditure. At Dallah Hospital, this is supported by systematic planning for resource allocation and advanced control systems.

Time effectiveness: Adherence to the project schedule — from initiation to completion — through precise milestone planning, timely delivery of work packages, and the application of scheduling tools such as PERT and CPM.

Quality effectiveness: Delivering project outputs that meet or exceed established standards. At Dallah Hospital, this includes compliance with JCIA international healthcare quality standards, continuous monitoring of clinical and administrative outputs, and a culture of professional accountability.

Chapter Three: Research Methodology

3.1 Introduction

This chapter describes the methodological approach used to investigate the impact of work ethics on project management effectiveness at Dallah Hospital, Riyadh. It covers the research design, study population, sampling strategy, data collection instrument, reliability testing, and the statistical methods applied.

3.2 Research Methodology

The study applies a descriptive-analytical methodology. The descriptive component captures an accurate account of the study phenomenon as it exists at Dallah Hospital. The analytical component examines the relationships between the independent variables (dimensions of work ethics) and the dependent variable (project management effectiveness), and tests the study's hypotheses against the collected data.

3.3 Study Population and Sample

The study population comprises all administrative and medical staff employed at Dallah Hospital, Riyadh. A stratified random sample of 350 employees was drawn from senior and middle management levels, representing a cross-section of administrative and clinical roles. The stratified sampling design ensured proportional representation from different departments and job categories.

3.4 Sample Characteristics

Table (1): Sample Distribution by Gender

Gender	Frequency / Percentage
Male	196 (56.0%)
Female	154 (44.0%)
Total	350 (100.0%)

Figure 1: Sample Distribution by Gender

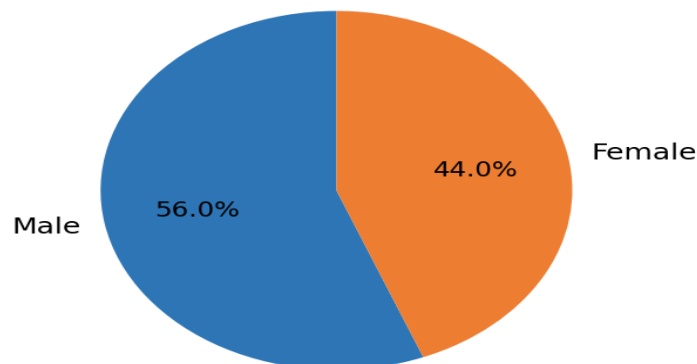


Figure 1: Sample Distribution by Gender

Table (2): Sample Distribution by Age

Age Group	Frequency	Percentage (%)
Under 25	28	8.0
25 to under 35	119	34.0
35 to under 45	126	36.0
45 to under 55	63	18.0
55 and above	14	4.0
Total	350	100.0

Figure 2: Sample Distribution by Age

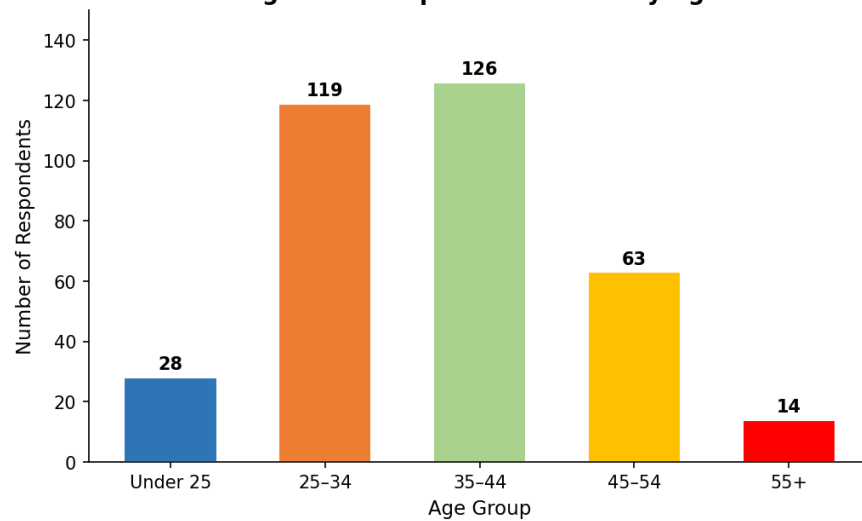


Figure 2: Sample Distribution by Age

Table (3): Sample Distribution by Educational Qualification

Qualification	Frequency	Percentage (%)
Diploma	35	10.0
Bachelor's degree	210	60.0
Master's degree	84	24.0
Doctorate	21	6.0
Total	350	100.0

Figure 3: Sample Distribution by Educational Qualification

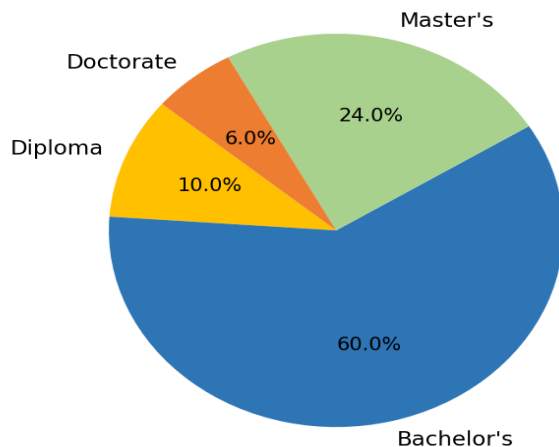


Figure 3: Sample Distribution by Educational Qualification

Table (4): Sample Distribution by Job Title

Job Title	Frequency	Percentage (%)
Department Head	70	20.0
Physician	91	26.0
Nurse	105	30.0
Administrative Staff	84	24.0
Total	350	100.0

Figure 4: Sample Distribution by Job Title

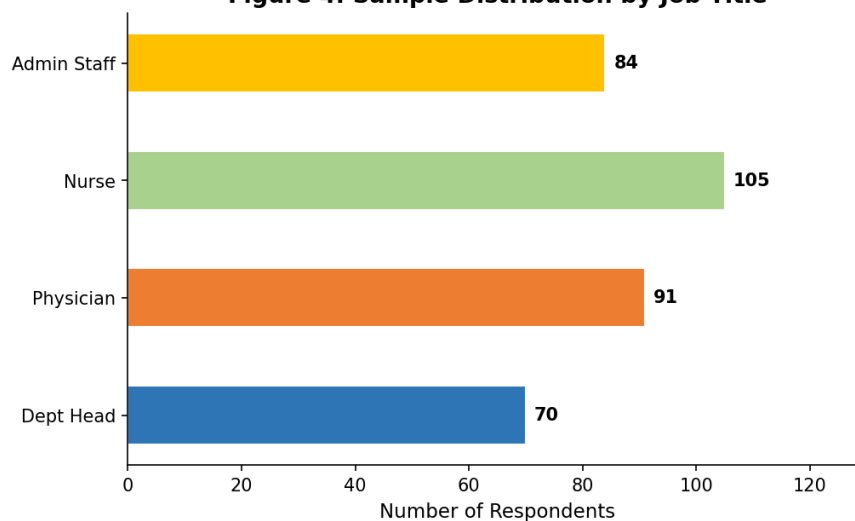


Figure 4: Sample Distribution by Job Title

Table (5): Sample Distribution by Years of Experience

Years of Experience	Frequency	Percentage (%)
0 to under 15 years	168	48.0
15 to under 20 years	84	24.0
20 to under 25 years	56	16.0
25 to under 30 years	28	8.0
30 years and above	14	4.0
Total	350	100.0

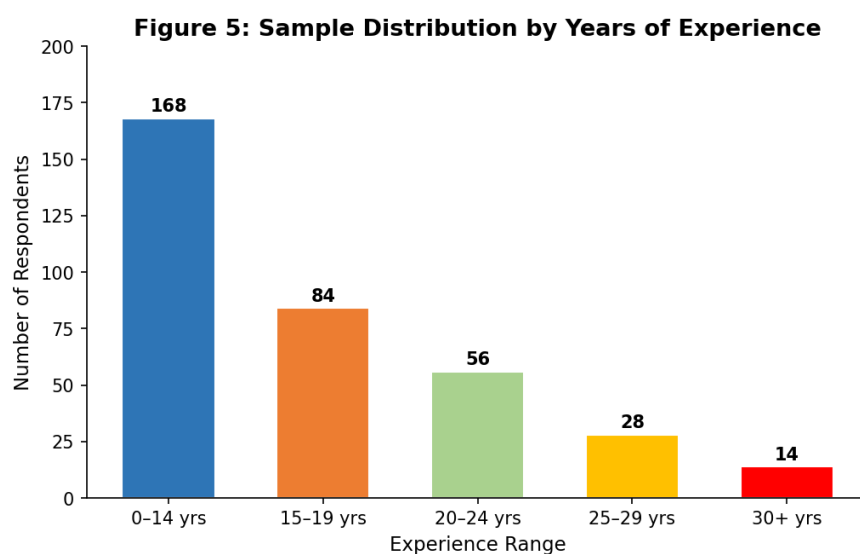


Figure 5: Sample Distribution by Years of Experience

Table (6): Sample Distribution by Project Management Training

Training Level	Frequency	Percentage (%)
Basic course	147	42.0
Specialised course	105	30.0
Introductory course	63	18.0
Other	35	10.0
Total	350	100.0

Figure 6: Sample Distribution by Project Management Training

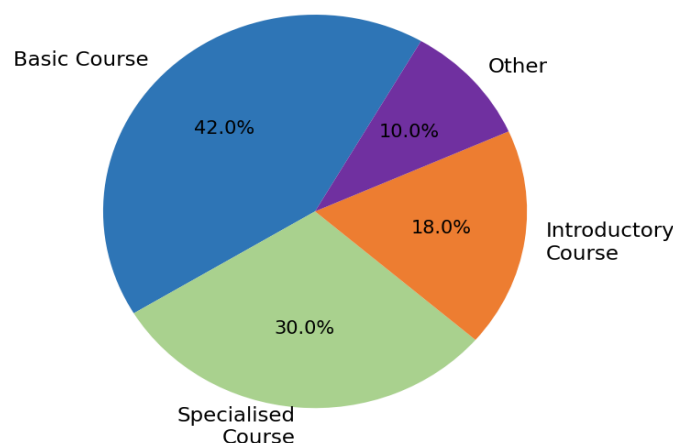


Figure 6: Sample Distribution by Project Management Training

3.5 Study Instrument and Reliability

The study employs a standardised questionnaire composed of two main sections. The second section measures the study's key variables using a five-point Likert scale, with 36 items for the independent variable (work ethics) and 13 items for the dependent variable (project management effectiveness). Factor analysis (principal components method) verified construct validity, and Cronbach's Alpha tested reliability. All Alpha values exceed 0.70, confirming the reliability of the instrument.

Table (7): Factor Analysis Results — Work Ethics Dimensions

Dimension	Factor Loading	Cronbach's Alpha
Objectivity	0.742	0.81
Honesty and Integrity	0.768	0.83
Integrity	0.719	0.79
Transparency	0.753	0.82
Independence	0.781	0.85

Table (8): Factor Analysis Results — Project Management Effectiveness

Dimension	Factor Loading	Cronbach's Alpha
Cost	0.731	0.80
Time	0.748	0.82
Quality	0.762	0.84

Table (9): Reliability — Work Ethics and Project Management Effectiveness

Variable / Dimension	Cronbach's Alpha
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Objectivity	0.81
Honesty and Integrity	0.83
Integrity	0.79
Transparency	0.82
Independence	0.85
Cost	0.80
Time	0.82
Quality	0.84
Overall	0.91

3.6 Statistical Methods Used

The study employed the following statistical methods using SPSS: descriptive statistics (means and standard deviations); factor analysis (principal components method) to verify construct validity; Cronbach's Alpha for reliability testing; multiple linear regression to test the main hypothesis; and simple linear regression to test each sub-hypothesis.

Chapter Four: Data Analysis

4.1 Descriptive Analysis of Work Ethics Dimensions

Table (10): Means and Standard Deviations for Work Ethics Dimensions (Descending Order)

Rank	Dimension	Mean	Std Dev	Assessment
1	Independence	3.92	0.61	High
2	Objectivity	3.87	0.64	High
3	Honesty and Integrity	3.81	0.67	High
4	Transparency	3.76	0.70	High
5	Integrity	3.71	0.72	High

All five dimensions received high ratings, with independence ranking first and integrity fifth. The narrow spread of means reflects a broadly consistent culture of ethical conduct across the sampled staff at Dallah Hospital.

Tables (11–14): Item-Level Analysis

Item-level analysis for the objectivity dimension revealed means ranging from 3.72 to 4.01, with all items rated 'high'. Honesty and integrity items recorded means between 3.68 and 4.05. The integrity dimension showed item means between 3.65 and 3.98. Transparency items recorded means between 3.61 and 3.94. Staff at Dallah Hospital rated all dimensions highly, consistent with the hospital's established commitment to open governance and quality assurance.

4.2 Hypothesis Testing

4.2.1 Variance Inflation Factor (VIF) Check

Prior to regression analysis, multicollinearity among independent variables was assessed using VIF values. The highest VIF recorded was 9.46 (transparency), which remains within the accepted threshold of 10.

Table (15): Skewness Coefficients and VIF Values for Independent Variables

Dimension	Skewness	VIF
Objectivity	-0.31	5.82
Honesty and Integrity	-0.27	6.14
Integrity	-0.29	6.73
Transparency	-0.33	9.46
Independence	-0.24	5.91

4.2.2 Main Hypothesis

H0 (Main): There is no statistically significant effect of work ethics dimensions on project management effectiveness at Dallah Hospital, Riyadh.

Table (16): Goodness-of-Fit Indicators — Multiple Regression Model

R	R ²	Adj. R ²	Source	Sum of Sq.	df	F	Sig.
0.933	0.870	0.856	Regression	21.927	5	59.340	.000

The coefficient of determination (R^2) reached 87.0%, indicating that the five work ethics dimensions collectively explain 87.0% of the variance in project management effectiveness at Dallah Hospital. The ANOVA significance level ($0.000 < 0.05$) confirms the main hypothesis is rejected: work ethics has a statistically significant effect on project management effectiveness.

Table (17): Standardised and Unstandardised Effect Values

Variable	B	SE	β	T	Sig.
Objectivity	.377	.137	.424	2.751	.009
Honesty and Integrity	.404	.203	.403	1.987	.053
Integrity	.191	.179	.221	1.067	.293
Transparency	.139	.141	.164	.985	.330
Independence	.598	.161	.555	3.719	.001

Objectivity ($\beta = 0.424$, sig. = 0.009) and independence ($\beta = 0.555$, sig. = 0.001) are the two statistically significant dimensions. Independence carries the highest standardised effect.

4.2.3 Sub-Hypothesis 1: Objectivity

Table (18): Simple Regression — Objectivity → PM Effectiveness (Dallah Hospital, Riyadh)

R	R ²	Adj.R ²	F	Sig.	B	SE	β	t	Sig.
0.885	0.783	0.779	173.94	0.000	0.786	0.060	0.885	13.189	.000

The sub-hypothesis is rejected: objectivity has a positive and statistically significant impact on project management effectiveness at Dallah Hospital, Riyadh ($R^2 = 0.783$, $F = 173.94$, $p = 0.000$).

4.2.4 Sub-Hypothesis 2: Honesty and Integrity

Table (19): Simple Regression — Honesty and Integrity → PM Effectiveness (Dallah Hospital, Riyadh)

R	R ²	Adj.R ²	F	Sig.	B	SE	β	t	Sig.
0.859	0.737	0.732	135.08	0.000	0.862	0.072	0.859	11.623	.000

The sub-hypothesis is rejected: honesty and integrity has a positive and statistically significant impact on project management effectiveness at Dallah Hospital, Riyadh ($R^2 = 0.737$, $F = 135.08$, $p = 0.000$).

4.2.5 Sub-Hypothesis 3: Integrity

Table (20): Simple Regression — Integrity → PM Effectiveness (Dallah Hospital, Riyadh)

R	R ²	Adj.R ²	F	Sig.	B	SE	β	t	Sig.
0.894	0.799	0.794	190.18	0.000	0.771	0.056	0.894	13.791	.000

The sub-hypothesis is rejected: integrity has a positive and statistically significant impact on project management effectiveness at Dallah Hospital, Riyadh ($R^2 = 0.799$, $F = 190.18$, $p = 0.000$).

4.2.6 Sub-Hypothesis 4: Transparency

Table (21): Simple Regression — Transparency → PM Effectiveness (Dallah Hospital, Riyadh)

R	R ²	Adj.R ²	F	Sig.	B	SE	β	t	Sig.
0.858	0.736	0.730	133.48	0.000	0.728	0.063	0.858	11.554	.000

The sub-hypothesis is rejected: transparency has a positive and statistically significant impact on project management effectiveness at Dallah Hospital, Riyadh ($R^2 = 0.736$, $F = 133.48$, $p = 0.000$).

4.2.7 Sub-Hypothesis 5: Independence

Table (22): Simple Regression — Independence → PM Effectiveness (Dallah Hospital, Riyadh)

R	R ²	Adj.R ²	F	Sig.	B	SE	β	t	Sig.
0.905	0.819	0.816	218.10	0.000	0.975	0.066	0.905	14.769	.000

The sub-hypothesis is rejected: independence has a positive and statistically significant impact on project management effectiveness at Dallah Hospital, Riyadh ($R^2 = 0.819$, $F = 218.10$, $p = 0.000$).

Chapter Five: Discussion and Recommendations

5.1 Discussion of Main Hypothesis Results

Multiple regression analysis confirms that work ethics — in its dimensions of objectivity, honesty and integrity, transparency, and independence — has a statistically significant combined effect on project management effectiveness at Dallah Hospital, Riyadh. The model's R^2 of 87.0% (adjusted: 85.6%) demonstrates that the five ethical dimensions together account for the overwhelming majority of variation in project management performance outcomes.

Among the individual dimensions, independence ($\beta = 0.555$, sig. = 0.001) and objectivity ($\beta = 0.424$, sig. = 0.009) are both statistically significant. The positive direction of these effects confirms that greater independence and objectivity in management practice correlate with improved project performance at Dallah Hospital in terms of cost adherence, schedule compliance, and quality of outputs.

5.2 Discussion of Sub-Hypothesis 1: Objectivity

The simple regression model confirms a strong and statistically significant positive effect of objectivity on project management effectiveness ($\beta = 0.885$, $R^2 = 78.4\%$, $F = 173.94$, $p = 0.000$). This finding reflects the hospital's ethical commitment, expressed through avoiding relationships that could compromise objectivity, maintaining impartiality in project decisions, and strengthening integrity and information confidentiality. Upholding professional ethics enhances the ability to improve work quality, with a tangible positive impact on project management at Dallah Hospital.

5.3 Discussion of Sub-Hypothesis 2: Honesty and Integrity

The effect of honesty and integrity on project management effectiveness is positive and significant ($\beta = 0.859$, $R^2 = 73.8\%$, $F = 135.08$, $p = 0.000$). Staff at Dallah Hospital consistently use work resources for work purposes, maintain confidentiality of information, and refrain from sharing it with external parties — reflecting a genuine application of honesty and integrity principles that strengthens overall project performance.

5.4 Discussion of Sub-Hypothesis 3: Integrity

Integrity has a significant positive effect on project management effectiveness ($\beta = 0.894$, $R^2 = 79.9\%$, $F = 190.18$, $p = 0.000$). High levels of professional integrity among staff increase their dedication and thoroughness. Most employees carry out their duties actively, maintaining transparency, precision, and professionalism, and refuse to accept gifts or payments — reflecting a genuine commitment to integrity at Dallah Hospital.

5.5 Discussion of Sub-Hypothesis 4: Transparency

Transparency significantly influences project management effectiveness ($\beta = 0.858$, $R^2 = 73.6\%$, $F = 133.48$, $p = 0.000$). Transparency is among the most important elements of work ethics, contributing to improved employee performance and ensuring adherence to professional standards in project execution at Dallah Hospital.

5.6 Discussion of Sub-Hypothesis 5: Independence

Independence records the strongest effect on project management effectiveness among all five dimensions ($\beta = 0.905$, $R^2 = 82.0\%$, $F = 218.10$, $p = 0.000$). The capacity to analyse and separate psychological and material factors from subjective influences when making decisions reinforces self-confidence and professional self-reliance, contributing to improved work management and elevated efficiency in project execution at Dallah Hospital.

5.7 Recommendations

1. Reinforce ethical performance through targeted incentive programmes that acknowledge and reward staff who consistently demonstrate high ethical standards across all five dimensions studied.
2. Formalise ethics policies by developing and publishing clear, institution-wide policies that codify expectations around objectivity, honesty, integrity, transparency, and independence in project management practice.
3. Cultivate an ethical organisational culture through ongoing training and professional development programmes that embed ethical principles into daily project management routines.
4. Invest in independent decision-making capacity by empowering project managers and team leads to make autonomous, evidence-based decisions, reducing unnecessary hierarchical dependencies.
5. Institutionalise transparency mechanisms such as regular project performance reporting, accessible feedback channels for staff and patients, and open forums for discussing lessons learned.
6. Leverage Dallah Hospital's existing strengths — including its JCIA accreditation, Centre of Excellence recognition, and track record of clinical innovation — as a platform for embedding and communicating ethical standards to all staff.

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Appendix: Survey Questionnaire

Dear Colleague,

The following questionnaire has been designed as part of a research study titled "The Impact of Work Ethics on Project Management Efficiency: An Applied Study on Dallah Hospital, Riyadh, in the Kingdom of Saudi Arabia." Your responses are entirely confidential and will be used solely for academic research purposes. Please indicate your response by marking the appropriate box.

Thank you for your participation and your valuable time.

Jay Baslaiman

Section One: Personal Information

1. Gender: ☐ Male ☐ Female
2. Age: ☐ Under 25 ☐ 25 to under 35 ☐ 35 to under 45 ☐ 45 to under 55 ☐ 55 and above
3. Educational Qualification: ☐ Diploma ☐ Bachelor's ☐ Master's ☐ Doctorate
4. Job Title: ☐ Department Head ☐ Physician ☐ Nurse ☐ Administrative Staff
5. Years of Experience: ☐ Under 15 years ☐ 15–20 years ☐ 20–25 years ☐ 25–30 years ☐ 30 years and above
6. Project Management Training: ☐ Basic course ☐ Specialised course ☐ Introductory course ☐ Other

Section Two: Study Variables

Part A: Work Ethics — Please tick the box that best reflects your view.

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
OBJECTIVITY					
The hospital adheres to its values during project execution.	☐	☐	☐	☐	☐
The project manager complies with laws, regulations, and professional standards.	☐	☐	☐	☐	☐
Senior management allocates available resources to improve project outcomes.	☐	☐	☐	☐	☐
The hospital requires staff to follow the code of ethical conduct.	☐	☐	☐	☐	☐
The hospital is committed to developing professional competencies.	☐	☐	☐	☐	☐
The project manager has the ability to resolve work-related disputes.	☐	☐	☐	☐	☐
Management works to define the authority and responsibilities of managers and staff.	☐	☐	☐	☐	☐
The hospital follows neutral thinking when carrying out work activities.	☐	☐	☐	☐	☐

The hospital is committed to developing administrative competencies.	☐	☐	☐	☐	☐
HONESTY AND INTEGRITY					
Project management adheres to internal values as part of the hospital's cultural environment.	☐	☐	☐	☐	☐
Management does not compromise work ethics to serve its own interests.	☐	☐	☐	☐	☐
Hospital management boosts the morale of project staff through a suitable work environment.	☐	☐	☐	☐	☐
Work ethics align with personal ethical values.	☐	☐	☐	☐	☐
Senior management encourages professional competence, quality of work, and confidentiality.	☐	☐	☐	☐	☐
Project managers adhere to professional ethics and functional management efficiency.	☐	☐	☐	☐	☐
Senior management practises honesty and integrity and works to balance interests in project execution.	☐	☐	☐	☐	☐
Senior management imposes penalties for violations during project execution.	☐	☐	☐	☐	☐
INTEGRITY					
Project management is truthful in the performance of its duties.	☐	☐	☐	☐	☐
Project managers avoid alignment with any political, social, or sectarian tendencies.	☐	☐	☐	☐	☐
Those managing projects avoid fraud, manipulation, and theft in project specifications.	☐	☐	☐	☐	☐
The hospital adheres to the principle of competence in evaluating project managers.	☐	☐	☐	☐	☐
The hospital reinforces integrity values and standards of individual and institutional conduct.	☐	☐	☐	☐	☐
The hospital establishes controls for evaluating behaviours and ethics during project implementation.	☐	☐	☐	☐	☐

TRANSPARENCY					
Management provides services that are easy for clients to access in a transparent manner.	☐	☐	☐	☐	☐
Management conducts its work in an ethical manner that sets a positive example.	☐	☐	☐	☐	☐
Management accepts staff observations and complaints with openness.	☐	☐	☐	☐	☐
Management is committed to free and open discussion in the workplace.	☐	☐	☐	☐	☐
Management deals fairly with staff without discrimination.	☐	☐	☐	☐	☐
Senior management encourages personal initiatives with integrity and transparency.	☐	☐	☐	☐	☐
INDEPENDENCE					
The hospital works to protect its market reputation by ensuring staff adherence to work ethics.	☐	☐	☐	☐	☐
The hospital has a strong board of directors free from conflicts and disputes.	☐	☐	☐	☐	☐
The hospital enforces strict administrative measures against staff who leak information.	☐	☐	☐	☐	☐
Senior management has a clear understanding of independence in project execution and decision-making.	☐	☐	☐	☐	☐
Senior management monitors and evaluates the conduct of those implementing projects.	☐	☐	☐	☐	☐
Management has a set of disciplinary rules to which all staff are required to adhere.	☐	☐	☐	☐	☐
The hospital motivates committed staff by all available means.	☐	☐	☐	☐	☐

Part B: Project Management Effectiveness — Please tick the box that best reflects your view.

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The hospital prioritises quality standards in project management.	☐	☐	☐	☐	☐
The hospital maintains quality levels comparable to competing organisations.	☐	☐	☐	☐	☐
Project management ensures quality in the execution of project activities.	☐	☐	☐	☐	☐
Project management seeks appropriate resources to achieve objectives.	☐	☐	☐	☐	☐
Projects use advanced technology to reduce costs.	☐	☐	☐	☐	☐
The hospital plans for alternative energy options to reduce costs.	☐	☐	☐	☐	☐
The hospital monitors project completion to ensure it aligns with the timeline for each activity.	☐	☐	☐	☐	☐
Project management is committed to preparing and executing precise delivery schedules.	☐	☐	☐	☐	☐
The hospital uses effective control systems in project management to reduce production costs.	☐	☐	☐	☐	☐
Project management maintains tangible resources (organisational culture, reputation, brand).	☐	☐	☐	☐	☐
The hospital's project implementation plan includes the required timeframe, with start and end dates.	☐	☐	☐	☐	☐
Project management applies PERT and CPM methods to reduce the time required for operations.	☐	☐	☐	☐	☐
The group has key resources that are not available to competitors.	☐	☐	☐	☐	☐

Thank you for completing this questionnaire.

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