

Research Title

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

Name: Mohammed Abdullah Alldweekh

Academic ID No.: 233001826

Under Supervisor:

Dr: Al - Faisal Abdul Hamid Mohamed Hassan

2024

Table of Contents

List of Tables	4
List of Figures	5
Abstract	6
Chapter 1. Introduction	7
1.1. Introduction	7
1.2. Problem Statement	8
1.3 Research Questions	9
1.4 Research Objectives	9
1.5. Research Significance	9
1.5.1. Theoretical Significance:	9
1.5.2. Practical Significance:	10
1.6. Research Definition.....	11
1.7. Research Framework.....	12
1.8. Research Hypothesis	12
Chapter 2: Literature Review.....	13
2.1. First Axis : Ethical leadership:	13
2.1.1. The Meaning of Ethical leadership:.....	13
2.1.2. The Benefits of Ethical Leadership	14
2.1.3. The importance of ethical leadership.....	18
2.1.4. Aspects of ethical leadership	19
2.1.5. Methods of ethical leadership within organizations	20
2.1.6 Enhancing ethical leadership within organizations	22
2.1.7. Challenges of implementing ethical leadership.....	24
2.2. Second Axis: Quality of project management.....	26
2.2.1. Concepts of project management quality	26
2.2.2. Achieve quality in project management	27
2.2.3. Benefits of achieving quality project management	30
2.2.4. The role of senior management in achieving quality management	32
2.3. The impact of the quality of project management in achieving continuous improvement	34
2.3.1. Achieving quality project management.....	35

2.3.2. Challenges of achieving comprehensive management quality	37
2.4. Non-profit organizations	39
2.5. The impact of Ethical leadership on the quality of organizations.....	40
2.6. Related Works	42
Chapter 3. Research Methodology.....	44
3.1. Introduction	44
3.2. Research approach.....	44
3.3. Research Design.....	45
3.3.1. Research Sample.....	45
3.3.2. Data Collection	46
3.3.3. The Validity	47
3.3.4. The Reliability	48
3.3.5. Study Procedures	48
3.3.6. The Statistical Method.....	49
Chapter 4. Analysis and Results	50
4.1. Introduction	50
4.2. Statistical Analysis and Results Interpretation.....	50
4.2. 1. Axis One: Ethical leadership	50
4.2.2. Axis Two: Project management quality	52
Chapter 5. Discussion and Conclusion	58
5.1. Discussion	58
5.2. Limitations and Future Research.....	60
5.3. Conclusion.....	61
References.....	62
Appendices.....	68

List of Tables

Table 1 Characteristics of the Research Sample.....	45
Table 2 The five- point Likert scale.....	47
Table 3 The results of the correlation coefficient for the validity of the tool	47
Table 4 The results of Cronbach's alpha coefficient for the reliability of the tool.	48
Table 5 The result of Ethical leadership	50
Table 6 The result of First Dimension: Top Management Commitment.....	52
Table 7 The results of Second Dimension Continuous improvement	53
Table 8 Regression analysis model summary	55
Table 9 Coefficients of Dependent Variable	55

List of Figures

Figure 1 Variables of Study	12
-----------------------------------	----

Abstract

The study aims to identify the level of application of ethical leadership in non-profit organizations, determine its impact on project management quality, and assess how ethical leadership influences this quality. Using a descriptive analytical approach, a questionnaire was administered to a sample of 132 individuals. The results indicate that continuous training, regular feedback, and the application of best practices from past projects are seen as crucial for improving project management quality. In contrast, while the adoption of modern technologies is valuable, it is considered less impactful. Additionally, the results suggest that while visible involvement of top management is valued, the quality of project management is more significantly influenced by the depth and consistency of top management support and their commitment to aligning project goals with organizational objectives. The significant F-value and p-values validate the model's effectiveness and underscore the substantial impact of these dimensions. This affirms that ethical leadership is crucial for successful project management in non-profit settings.

Keywords: Project management, commitment, ethical leadership, non-profit organizations, technologies

Chapter 1. Introduction

1.1. 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.

1.2. 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:

1.3. Research Questions

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

1.4. 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.

1.5. Research Significance

1.5.1. 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.

1.5.2. 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.

1.6. 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).

1.7. Research Framework

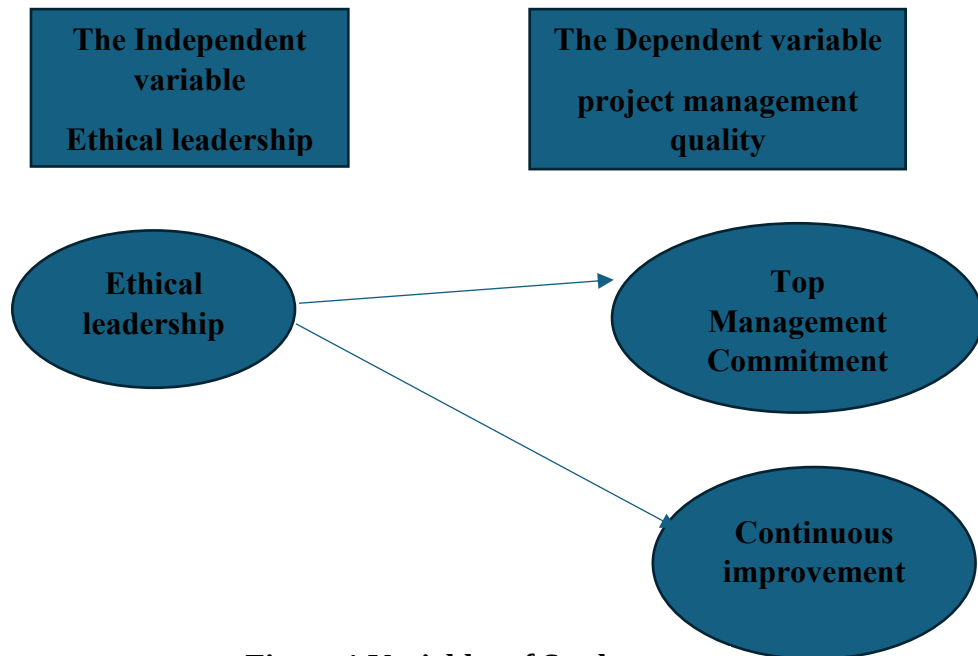


Figure 1 Variables of Study

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)

1.8. 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.

Chapter 2: Literature Review

2.1. First Axis : Ethical leadership:

2.1.1. The Meaning of Ethical leadership:

Ethical leadership is a fundamental aspect of effective and responsible management within any organization it revolves around guiding principles that prioritize integrity fairness and transparency in decision-making processes unlike other leadership styles that might prioritize efficiency or profitability above all ethical leadership places a significant emphasis on the moral implications of actions and decisions the cornerstone of ethical leadership is the leader's commitment to doing what is right rather than what is easy or beneficial in the short term this involves a steadfast adherence to ethical principles even when faced with significant pressure or temptation to deviate from these standards (Den Hartog, 2015).

An ethical leader is one who consistently exhibits behaviors that reflect honesty respect and accountability such leaders serve as role models setting a standard for others to follow they recognize that their actions have a profound impact on the organizational culture and strive to create an environment where ethical behavior is rewarded and unethical behavior is not tolerated this leadership style fosters a culture of trust where employees feel valued and respected and are more likely to act ethically themselves.

In addition to setting an example ethical leaders actively work to embed ethical practices within the organizational framework this involves establishing clear policies and procedures that promote ethical behavior and deter misconduct they ensure that these policies are communicated effectively to all employees and that there are mechanisms in place to report and address unethical

behavior without fear of retaliation by creating a robust ethical infrastructure ethical leaders help to institutionalize ethical practices making them an integral part of the organizational fabric.

Ethical leadership also involves a commitment to social responsibility beyond the immediate interests of the organization ethical leaders consider the broader impact of their decisions on stakeholders including employees customers suppliers and the community at large they strive to balance the needs and interests of these various groups ensuring that the organization's actions contribute positively to society this holistic approach not only enhances the organization's reputation but also builds long-term sustainability by fostering goodwill and loyalty among stakeholders (Mihelic et al.,2010).

Moreover, ethical leaders understand the importance of transparency and open communication they encourage a culture of openness where information is shared freely and honestly with stakeholders this transparency builds trust and allows for more informed decision-making processes it also ensures that stakeholders are aware of the rationale behind decisions and can hold the organization accountable for its actions.

ethical leadership is a multifaceted approach that prioritizes integrity and moral responsibility over short-term gains it involves setting a personal example creating a supportive ethical infrastructure committing to social responsibility and fostering transparency and open communication by adhering to these principles ethical leaders can build organizations that are not only successful but also respected and trusted by their stakeholders ethical leadership thus serves as a cornerstone for sustainable and responsible business practices (Resick et al., 2011).

2.1.2. The Benefits of Ethical Leadership

Ethical leadership plays a crucial role in the success and sustainability of organizations and projects. It is not only essential for maintaining the integrity and reputation of the institution but also impacts overall.

performance and internal environment. Let's explore the benefits of ethical leadership in detail and extensively.

1. Building Trust and Integrity

One of the most significant benefits of ethical leadership is building and enhancing trust among all stakeholders. When leaders adhere to ethical principles and demonstrate integrity in their dealings, they establish an environment of mutual trust. This trust leads to improved relationships between employees and management, as well as between the organization and its customers, enhancing the organization's reputation and making it more dependable. (Ko et al., 2018)

2. Improving Employee Morale and Loyalty

Ethical leadership contributes to boosting employee morale and increasing their loyalty to the organization. When employees feel that their leaders care about work ethics and their personal and professional interests, they become more motivated to work diligently and faithfully. This sense of belonging and loyalty enhances team productivity and helps reduce employee turnover rates. (Den Hartog, 2015).

3. Fostering Innovation and Creativity

The ethical environment encouraged by ethical leaders creates a climate of psychological safety where employees feel free to express their ideas and opinions without fear of criticism or

punishment. This climate stimulates innovation and creativity within the organization, as employees feel that their contributions are valued and considered (Mihelic, Lipicnik, & Tekavcic, 2010).

4. Enhancing Reputation and Public Relations

Organizations that rely on ethical leadership enjoy a good reputation in the market and among the public. This reputation enhances the organization's image and makes it more attractive to customers, investors, and partners. Strong public relations contribute to sustainable growth and provide greater opportunities for expansion and development.

5. Effective Risk Management

Ethical leaders are characterized by their ability to identify and effectively manage ethical risks. By establishing strict policies and procedures for accountability and transparency, the organization can reduce the likelihood of unethical behaviors that could lead to legal or financial problems. Effective risk management contributes to maintaining the organization's stability in the long term.

6. Promoting Collaboration and Teamwork

Ethical leadership encourages collaboration and teamwork among employees. Leaders who demonstrate integrity and fairness enhance team spirit and encourage the exchange of knowledge and experiences. This collaboration increases team efficiency and contributes to achieving common goals more effectively (Piccolo et al., 2010).

7. Creating a Positive Organizational Culture

A positive organizational culture is a direct result of ethical leadership. This culture supports ethical values and promotes respect for human rights, equality, and fairness in the workplace. A positive organizational culture enhances employee satisfaction and reduces internal conflicts, improving the overall work environment.

8. Achieving Sustainability and Social Responsibility

Ethical leadership considers the impact of the organization's decisions on society and the environment. Ethical leaders commit to social responsibility and strive to achieve sustainability through business practices that consider environmental and social aspects. This commitment enhances the organization's role as a responsible citizen and increases community trust (Ko et al., 2018)

9. Enhancing Transparency and Accountability

Ethical leaders ensure transparency and accountability in all their operations. This commitment enhances stakeholder trust and ensures that everyone operates according to lofty standards of integrity and ethics. Transparency and accountability reduce the likelihood of corruption and improve the quality of governance within the organization.

10. Achieving Sustainable Financial Performance:

Organizations that rely on ethical leadership often achieve sustainable financial performance. Integrity and transparency enhance trust among investors and partners, increasing opportunities for funding and financial support. Sustainable financial performance contributes to long-term economic growth and ensures the organization's continuity in the market. (Piccolo et al., 2010)

2.1.3. The importance of ethical leadership

Ethical leadership is a pivotal aspect of managing organizations and projects, as it contributes to shaping the institution's direction, identity, and values. The importance of ethical leadership extends to several areas beyond the direct benefits previously mentioned.

First, ethical leadership enhances the institution's long-term reputation. When leaders adopt strict ethical principles, this reflects across all levels of the organization and bolsters its public image among the audience, competitors, and partners. This good reputation becomes an intangible asset of significant value that can help attract new talents, draw customers, and secure funding from investors who prefer to invest in trustworthy organizations (Mayer et al., 2012)

Second, ethical leadership helps build strong and sustainable relationships with various stakeholders. Leaders who act with integrity and transparency build bridges of trust with customers, suppliers, the local community, and the government. These sustainable relationships contribute to the stability of the organization and strengthen its market position, enabling it to interact effectively with external changes and pressures. (Resick et al., 2011)

Third, ethical leadership promotes sustainable development and social responsibility. Leaders who prioritize ethical considerations strive to balance economic, social, and environmental goals. This approach contributes to achieving sustainable development by applying responsible practices toward the environment and society, enhancing the organization's long-term competitiveness. (Piccolo et al., 2010)

Fourth, ethical leadership plays a crucial role in crisis management. In times of crisis, ethical decisions are essential to maintain the organization's reputation and stakeholders' trust.

Ethical leaders can make tough decisions with integrity and transparency, helping to mitigate the impact of crises and restore trust more quickly.

Fifth, ethical leadership fosters innovation and creativity within the organization. When employees feel they are working in an ethical environment that respects their rights and values their contributions, they are more willing to take risks and try innovative ideas. This creativity contributes to developing new products and services, enhancing the organization's ability to compete and grow (Piccolo et al., 2010)

Finally, ethical leadership helps create a positive and attractive work environment. An environment characterized by fairness, respect, and equality is more appealing to skilled employees and helps retain them. This environment creates a healthy organizational culture that supports high performance, innovation, and continuous development. (Bello, 2012)

Ethical leadership is a fundamental element for achieving success and sustainability in any organization or project. It goes beyond direct benefits to include enhancing reputation, building strong relationships, achieving sustainable development, effectively managing crises, fostering innovation, and creating a positive work environment. By committing to ethical leadership, organizations can achieve not only economic success but also a lasting positive impact on society and the environment. (Bello, 2012)

2.1.4. Aspects of ethical leadership

✓ Integrity in ethical leadership

The most essential element in ethical leadership is integrity. Integrity is the foundation upon which all other aspects of ethical leadership are built. It involves leaders' commitment to ethical principles and acting in accordance with correct values and beliefs, regardless of

circumstances or external pressures. Leaders who demonstrate integrity gain the trust and respect of those around them, enhancing the effectiveness of leadership and contributing to the development of a strong and ethical organizational culture. (Kalshoven et al., 2011)

✓ **Transparency and ethical leadership**

Transparency is a fundamental element of ethical leadership, significantly contributing to the creation of a work environment based on trust and collaboration. Transparency involves providing information clearly and openly to all stakeholders within the organization (Manning & Curtis, 2019).

Through transparency, employees and stakeholders feel fully informed about decisions and events, which enhances their trust in leadership and reduces doubts and concerns. This clarity also helps improve the quality of decision-making, as individuals can offer valuable feedback and help address any emerging issues. (Shapiro & Stefkovich, 2016)

Transparency also supports accountability, making it easier to identify responsibilities and hold individuals accountable when necessary. Additionally, it fosters a positive work environment, as employees feel more comfortable and satisfied when they know that information is shared honestly (Too & Weaver, 2014).

2.1.5. Methods of ethical leadership within organizations

Ethical leadership within organizations requires the application of various methods that promote principles of integrity and transparency and support a positive work environment. These methods are grounded in a strong commitment to ethical values and guide all aspects of organizational work in alignment with these values (Anderson & Sun, 2017).

One fundamental method of ethical leadership is setting a personal example. Leaders who exhibit ethical behavior in their daily interactions positively influence their employees. When a leader acts with integrity and demonstrates respect and fairness, it creates an environment that encourages employees to emulate these behaviors. Providing a role model helps instill an organizational culture based on ethical principles (Avey et al., 2011)

Promoting transparency within the organization is also a crucial method of ethical leadership. Transparency means that all valuable information about decisions, policies, and procedures is accessible and clear to all stakeholders. By providing complete and accurate information, leaders allow employees and stakeholders to understand goals, plans, and decisions, thereby enhancing trust and reducing uncertainties (Marušić et al., 2011).

Accountability is another critical element of ethical leadership. This method requires having a clear system for assigning responsibilities and holding individuals accountable for their actions. Ethical leaders emphasize the importance of taking responsibility for mistakes and learning from them rather than blaming others. This system helps reinforce integrity and ensures that everyone operates according to established standards (Resick et al., 2011)

Encouraging open communication is also a key method in ethical leadership. Leaders who foster the exchange of ideas and feedback honestly promote a work environment that supports innovation and collaboration. Open communication allows employees to express their opinions and concerns without fear of retaliation, which enhances knowledge sharing and helps resolve issues effectively (Burns, 2014).

Integrating social responsibility principles into the organization's strategies is another method of ethical leadership. This means that leaders consider the impact of their decisions on

society and the environment. By committing to responsible and sustainable business practices, ethical leaders seek to balance economic goals with social and environmental considerations. This commitment enhances the organization's reputation and strengthens its relationships with the community. (Jordan et al., 2013)

Establishing a culture of equality and fairness within the organization also reflects ethical leadership. Leaders who adopt principles of justice and equity ensure that all individuals have equal opportunities and that decisions are made without discrimination. This culture fosters team spirit and supports a balanced and fair work environment (Blanchard & Peale, 2011).

In conclusion, ethical leadership relies on a range of methods that focus on setting a personal example, promoting transparency, ensuring accountability, encouraging open communication, integrating social responsibility, and establishing a culture of equality and fairness. By effectively implementing these methods, ethical leaders can build organizations characterized by integrity and trust, achieve sustainable success, and foster a positive work environment. (Riggio et al., 2010)

2.1.6. Enhancing ethical leadership within organizations

Enhancing ethical leadership within organizations yields additional positive outcomes beyond the previously mentioned benefits, including:

Enhancing organizational cohesion:

Ethical leadership contributes to strengthening the cohesion between work teams by fostering a shared culture based on ethical values and principles. This cohesion helps improve cooperation and positive interactions among team members, which enhances the effectiveness of teamwork. (Jordan et al., 2013)

Improving organizational adaptability:

Organizations committed to ethical leadership are better able to adapt to environmental and market changes. Adherence to ethical values helps guide the organization through challenges and new opportunities in a way that ensures goals are achieved without compromising ethical principles (Bouckennooghe et al., 2015).

Reducing legal costs:

By adhering to laws and ethical standards, organizations minimize the risk of legal issues or lawsuits. Ethical adherence reduces the likelihood of facing penalties or fines due to legal violations. (Yidong & Xinxin, 2013)

Enhancing leadership quality:

Ethical leadership improves the quality of leadership within the organization by developing leaders' skills and enhancing their ability to make responsible decisions. This improvement in leadership quality contributes to achieving organizational goals more effectively. (Schaubroeck et al., 2012)

. Improving community relations:

Organizations that promote ethical leadership contribute to better relationships with the local community. Through responsible practices and positive community engagement, the organization gains respect and contributes to improving local quality of life (Brown & Mitchell, 2010).

Motivating ethical practices among suppliers and partners:

When an organization adopts ethical leadership, it positively influences suppliers and partners. By committing to ethical principles, the organization encourages its partners and suppliers to adopt similar ethical practices, which strengthens the sustainable and ethical supply chain (Mayer et al., 2010).

Enhancing organizational loyalty:

Ethical leadership fosters increased employee loyalty towards the organization. Employees who work in an environment characterized by integrity and fairness feel valued and committed, leading to lower turnover rates and greater internal stability. (Kalshoven & Boon, 2012)

Enhancing the effectiveness of training and development programs:

By adopting ethical leadership, it becomes easier to implement training and development programs focused on values and ethical principles. These programs help enhance employees' skills and reinforce their commitment to ethical values in all aspects of their work (Walumbwa et al., 2012).

Improving media interactions:

Organizations with ethical leadership are better positioned to manage media relations positively. Transparency and integrity enhance the organization's ability to manage news and media data effectively, contributing to an improved public image. (Mayer et al., 2012).

Improving long-term financial performance:

Ethical leadership leads to improved long-term financial performance by enhancing the organization's reputation, increasing customer loyalty, and improving interactions with all stakeholders. These factors contribute to sustainable growth and better financial results (Jordan et al., 2013).

2.1.7. Challenges of implementing ethical leadership

Implementing ethical leadership within organizations can face several challenges that impede its intended goals. Addressing these challenges requires specific attention and appropriate strategies to ensure the effectiveness and sustainability of ethical leadership (Ruiz et al., 2011).

One major challenge is resistance to change. Implementing ethical leadership often requires changes in organizational culture, policies, and procedures. Sometimes, leaders may face resistance from individuals or teams who are hesitant to adopt new principles that demand

significant changes. This resistance may stem from a lack of trust in the changes or fear of losing power or influence (Yidong & Xinxin, 2013).

Conflicts of interest present another significant challenge. In large organizations, situations may arise where personal interests of individuals conflict with the ethical principles of the organization. Leaders might struggle to make ethical decisions when these decisions negatively impact their personal interests or those of other parties. Managing these conflicts fairly and transparently is a complex challenge (Qing et al., 2020).

Additionally, lack of training and education can hinder the implementation of ethical leadership. To effectively apply ethical principles, individuals within the organization need a clear understanding of these values and how to implement them in daily work situations. The absence of comprehensive training programs on ethical leadership can lead to ambiguity in how these principles should be applied, reducing the effectiveness of ethical leadership (Kalshoven & Boon, 2012).

Another challenge is crises and external pressures. During times of crisis, leaders may face strong pressures that push them to make decisions that may conflict with ethical principles to maintain business continuity or achieve urgent goals. These pressures can lead to a compromise of ethical values and a shift away from them for the sake of achieving quick results (Chughtai et al., 2015)

Cultural differences also play a role in implementing ethical leadership, especially in global organizations operating across multiple cultures. What is considered ethical behavior in one culture may not be acceptable in another. Managing these cultural differences and finding a balance

between global ethical principles and local cultural considerations is a complex challenge (Zhu et al., 2014).

Lastly, loss of trust in ethical leadership can occur if there is a gap between words and actions. When leaders speak about ethical values but do not adhere to them in their daily practices, it can lead to a loss of trust among employees and stakeholders. This loss of trust can negatively impact the work environment and diminish the effectiveness of ethical leadership (Shin et al., 2015).

Ethical leadership in organizations faces various challenges including resistance to change, conflicts of interest, lack of training, crises and external pressures, cultural differences, and loss of trust. To overcome these challenges, leaders need to develop effective strategies, enhance communication and transparency, and provide necessary support and training to achieve success in implementing ethical leadership principles (Stouten et al., 2010).

2.2. Second Axis: Quality of project management

Effective project management is the cornerstone of successful projects, regardless of their size or nature. By planning and executing projects well, the desired objectives can be achieved efficiently and effectively. Good project management requires specific skills, including the ability to plan, organize, coordinate, and control. It also requires the capacity to adapt to changes and challenges that may arise during project implementation. Therefore, companies that prioritize effective project management are better able to achieve success and excellence in their field (Too & Weaver, 2014).

2.2.1. Concepts of project management quality

The concepts of project management quality have evolved over the centuries:

- In ancient times, the focus was on accomplishing grand projects such as the construction of the Pyramids in Egypt or the Roman roads. The approach followed was to focus on productivity and achievement, without much attention to management and planning details (Papke-Shields et al., 2010).
- With the advent of the Industrial Revolution in the 19th century, interest in organizing operations and managing projects in a more systematic manner began to emerge. Principles such as planning, scheduling, and coordination started to take shape (Wysocki, 2011).
- In the 20th century, project management developed significantly, with the emergence of systematic approaches such as Management by Objectives and Project Network Analysis. The focus on performance measurement and quality assurance increased (Too & Weaver, 2014).
- In recent decades, the emphasis has shifted towards risk management and adaptability to changes. Innovative approaches such as Agile Management and Adaptive Management have emerged to meet the evolving requirements of the project environment (Harrison & Lock, 2017).
- Today, project management is considered of strategic importance for organizations, focusing on innovation, adaptability, and customer-centricity to achieve success (Too & Weaver, 2014).

2.2.2. Achieve quality in project management

Achieving quality in project management requires adopting a set of strategies and practices that ensure effective project execution and the achievement of set goals. This includes achieving

high quality in all aspects of project management, from planning to delivery. Quality in project management can be achieved through several key steps.

Firstly, comprehensive, and accurate planning is fundamental to achieving quality in project management. Effective planning requires clearly defining objectives, setting precise success criteria, and accurately estimating the necessary resources. This involves developing a detailed project plan that addresses all aspects such as the timeline, budget, project scope, and risk management. Good planning helps reduce risks and the likelihood of failure during the execution phases of the project (Too & Weaver, 2014).

Secondly, developing effective quality management strategies is essential. Project managers need to set clear and specific quality standards for each phase of the project. This includes defining quality requirements, how to measure them, and the methods that will be used to ensure they are met. Having effective quality management strategies helps ensure that all aspects of the project meet the established requirements and specifications) Wysocki, 2011).

Thirdly, effective communication among all project team members and stakeholders plays a crucial role in achieving quality management. It is essential to establish clear communication channels to ensure regular and effective information exchange. Effective communication fosters collaboration, accelerates problem-solving, and ensures that all team members are aware of the project goals and quality expectations (Harrison & Lock, 2017).

Fourthly, initiative-taking risk management contributes to improving the quality of project management. This involves identifying potential risks, assessing their impact, and developing strategies to address them. Risk management helps anticipate potential challenges and take appropriate preventive measures to minimize their impact on project quality.

Fifthly, ongoing training and development for project team members contributes to achieving quality. Providing necessary training helps enhance team skills and increase efficiency in project execution. Additionally, continuous development should be encouraged by offering opportunities for learning and improving project management-related skills (Papke-Shields et al., 2010).

Sixthly, performance monitoring and continuous evaluation are essential elements in achieving quality in project management. This involves regularly tracking project progress against set objectives and criteria and conducting periodic evaluations to ensure the required quality is achieved. Continuous monitoring helps identify potential issues early and take corrective actions as needed. Seventhly incorporating feedback from stakeholders and clients is one of the most important steps in achieving quality management. Listening to client feedback and applying it helps improve project processes and ensure that their expectations are met. Feedback enhances transparency and contributes to ongoing improvement in project outcomes.

Finally, thorough documentation of all project aspects helps ensure quality. Documenting all procedures, changes, and standards can be useful in tracking project progress and analyzing performance. Good documentation provides a reference to return to when needed and helps improve future project management (Chawla et al., 2018).

Overall, achieving quality in project management requires careful planning, effective quality management strategies, effective communication, effective risk management, ongoing training, performance monitoring and evaluation, incorporating feedback, and thorough documentation. By implementing these strategies, high-quality project management can be achieved, ensuring successful project outcomes and the attainment of desired goals.

2.2.3. Benefits of achieving quality project management

Achieving quality in project management brings numerous benefits that positively impact all aspects of the project and the organization. These benefits include:

1. Improving execution effectiveness:

Achieving quality in project management contributes to executing projects more effectively. By applying quality management practices, the project goals are met within the defined scope, timeline, and budget. This helps reduce errors and enhances the overall performance of the project.

2. Enhancing customer satisfaction:

Quality project management contributes to delivering results that exceed customer expectations. When projects are executed according to high-quality standards, customers feel satisfied and trust the organization's ability to deliver projects that meet their needs and requirements. This strengthens customer relationships and increases the likelihood of securing new projects (Papke-Shields et al., 2010).

3. Increasing efficiency and reducing costs:

By improving quality in project management, costs associated with errors and delays can be reduced. Quality management helps identify and resolve issues quickly, thereby minimizing additional costs from fixing mistakes or rework. Additionally, improved efficiency helps in better resource utilization, leading to more cost-effective results (Wysocki, 2011).

4. Enhancing competitiveness:

Organizations that achieve high quality in their project management are better positioned to stand out in the market. Delivering high-quality projects enhances the organization's reputation as a dependable provider, which helps attract new customers and achieve a strong competitive advantage in the market.

5. Improving risk management:

Quality project management involves effective risk management. By following quality practices, risks are identified and assessed early, and preventive measures are taken to address them. This reduces the likelihood of significant issues negatively affecting the project (Harrison & Lock, 2017).

6. Enhancing collaboration and teamwork:

Quality project management fosters collaboration among team members. By defining roles and responsibilities clearly, improving communication, and providing adequate training, the team becomes more cohesive and works more effectively towards achieving project goals.

7. Achieving sustainable results:

High-quality projects are often more sustainable. By applying quality standards effectively, the sustainability of project outcomes in the long term is ensured, contributing to the organization's strategic goals in a sustainable manner (Harrison & Lock, 2017).

8. Fostering innovation and development:

“Achieving quality in project management provides an environment that encourages innovation and development. With a focus on quality, there is an emphasis on improving processes and using the latest tools and techniques, which enhances the ability to provide innovative solutions and achieve continuous improvements.

9. Increasing employee satisfaction:

Working in an environment that focuses on quality project management enhances employee satisfaction. Employees feel valued and recognized when projects are executed to lofty standards, which increases their loyalty and commitment to their work (Wysocki, 2011).

10. Improving decision-making:

Quality project management helps improve the decision-making process. With accurate data and comprehensive performance analysis, leaders can make informed decisions based on reliable information, enhancing the effectiveness of project management.

2.2.4. The role of senior management in achieving quality management

Senior management plays a crucial role in achieving management quality within organizations. The commitment and strategic direction provided by top leadership are fundamental factors that contribute to improving performance and ensuring effective goal achievement. The effectiveness of senior management in achieving management quality is evident in several key areas, directly impacting the organization's success and sustainability.

Firstly, senior management is responsible for developing and implementing quality strategies. Senior leaders establish the organization's strategic vision and overall objectives, including quality strategies that outline how these goals will be achieved. By setting clear and specific objectives and providing the necessary resources to achieve them, senior management lays the groundwork for achieving quality and excellence in all aspects of operations (Wysocki, 2011).

Secondly, senior leadership is central to building and reinforcing organizational culture. The values and principles adopted by senior management play a significant role in shaping the organizational culture that supports management quality. When leaders demonstrate a commitment to ethical values and quality, they foster a work environment that encourages adherence to lofty standards and performance improvement. A culture that promotes quality and innovation motivates employees and enhances their ability to achieve high results (Chawla et al., 2018).

Thirdly, senior management is responsible for allocating and directing resources effectively. To ensure management quality, appropriate human, technical, and financial resources must be provided. Senior management assesses the organization's needs and determines how to allocate resources in a way that supports strategic objectives. By investing in employee training,

updating technologies, and enhancing infrastructure, senior management contributes to improving organizational capabilities and ensuring the effective implementation of quality strategies.

Fourthly, the importance of senior management is evident in monitoring and evaluating performance. Senior management oversees performance results and reviews reports to ensure that goals are achieved with the required quality. By analyzing data and results, senior management can identify strengths and weaknesses and make informed decisions to improve performance. Continuous evaluation and feedback provided by leadership help refine strategies and offer the necessary guidance to enhance management quality (Meredith et al., 2017).

Fifthly, senior management is essential in encouraging innovation and continuous improvement. Achieving management quality requires senior leadership to support and guide innovation efforts. By encouraging creative thinking and supporting new initiatives, senior management contributes to improving processes and providing innovative solutions that enhance efficiency and performance quality. Continuous innovation is vital for maintaining organizational competitiveness and achieving long-term success (Harrison & Lock, 2017).

Finally, senior management plays a significant role in managing relationships with stakeholders. Good relationships with clients, suppliers, and partners are crucial for achieving management quality. By building strong partnerships and effective communication, senior management enhances the organization's reputation and builds trust with stakeholders. Strong relationships lead to improved collaboration and ensure that shared goals are achieved efficiently.

the role of senior management in achieving management quality is reflected in developing quality strategies, building and reinforcing organizational culture, allocating and directing resources, monitoring and evaluating performance, encouraging innovation and continuous improvement, and managing relationships with stakeholders. Senior management is not only

responsible for setting strategic objectives but also for effectively implementing them and ensuring management quality across all aspects of operations.

2.3. The impact of the quality of project management in achieving continuous improvement

Project management quality is a key factor that contributes to achieving continuous improvement within organizations. Implementing quality principles in project management can have a significant impact on enhancing performance and increasing process efficiency, which in turn boosts competitiveness and innovation.

- ✚ One of the fundamental elements of project management quality is precise planning. Proper planning establishes the foundation for achieving objectives effectively and helps in determining the necessary resources while avoiding potential issues. By clearly defining goals and developing detailed strategies, the project team can work with greater focus and achieve better results, thereby supporting continuous improvement.
- ✚ Another crucial element is ongoing monitoring and evaluation. Regularly monitoring project progress and evaluating performance allows for early detection of problems and adjustment of strategies based on the achieved results. This process ensures rapid response to challenges and course correction to meet objectives, thus supporting continuous improvement (Chawla et al., 2018).
- ✚ Effective risk management also plays a vital role. By analyzing and assessing potential risks and developing strategies to address them, the negative impacts that could affect project outcomes can be minimized. Good risk management helps ensure that the project runs smoothly and meets the required quality standards.

- ✚ Innovation and learning from past experiences are also essential aspects of project management quality. By reviewing lessons learned from previous projects and applying these lessons to current projects, processes can be improved, and recurring mistakes avoided. Continuous learning contributes to raising quality standards and increasing project management effectiveness.
- ✚ Effective communication within the project team and with stakeholders is another critical element. Effective communication ensures clarity of roles and expectations and enhances collaboration and coordination among team members. When communication is effective, it becomes easier to resolve issues and achieve goals efficiently.
- ✚ leadership commitment and managerial support play a significant role in achieving continuous improvement. Strong leadership supports the team's efforts and provides necessary guidance to ensure that projects are executed to the highest quality standards. Commitment from top management to quality enhances the team's ability to deliver outstanding results and encourages continuous improvement (Wysocki, 2011).

2.3.1. Achieving quality project management

- Achieving quality in project management brings about several additional benefits that extend beyond those previously mentioned, enhancing the organization's overall effectiveness and performance. One of the fundamental benefits is improving relationships with suppliers and partners. When projects are executed with high quality, it builds trust between the organization and its suppliers and partners, encouraging them to maintain lofty standards and fostering long-term partnerships (Harrison & Lock, 2017).
- Achieving quality in project management enhances the organization's ability to innovate. A quality-focused work environment provides the time and resources necessary for research and

development, boosting the organization's ability to offer new and innovative solutions that meet changing market needs.

- Another noticeable benefit is the improvement of the organization's reputation. Successfully completed projects contribute to building the organization's reputation as a dependable provider, increasing its appeal to potential clients and talent, and attracting top expertise to the organization.
- Quality project management also contributes to enhancing the sustainability of operational processes. By adopting best practices and quality management, waste can be reduced, and resource utilization can be improved, helping to achieve the organization's environmental and economic sustainability goals (Wysocki, 2011).
- Increased transparency and clarity are another important benefit of achieving quality in project management. Effective implementation of quality standards makes processes and practices clearer to all stakeholders, reducing ambiguities and differing interpretations.
- Improving the organization's response to unexpected changes is another significant benefit. Effective project management helps the organization manage adjustments and changes swiftly and effectively, maintaining project success without setbacks.
- Enhanced financial stability is also a positive outcome of improved project management quality. Reducing errors and delays minimizes unexpected costs and improves budget management, contributing to the organization's financial stability and reducing financial risks (Meredith et al., 2017).
- Improving client retention is another benefit, as delivering high-quality results makes existing clients more loyal, increasing the likelihood of continued business and repeat service requests.

- Increased ability to manage multiple projects is an additional advantage. Organizations that apply effective quality practices become better at handling multiple projects simultaneously, facilitating the management of several projects concurrently and efficiently (Kerzner, 2013).
- Finally, achieving quality in project management enhances integration between different teams and functions within the organization. Applying quality standards helps improve cooperation and coordination among different teams, contributing to achieving project goals in a cohesive and effective manner.

2.3.2. Challenges of achieving comprehensive management quality

Achieving comprehensive management quality at the highest level of intelligence faces several challenges that require specific attention and effective strategies to overcome. These challenges span multiple aspects, from planning to execution, and significantly impact the overall effectiveness and quality of comprehensive management (Harrison & Lock, 2017).

One of the primary challenges in achieving high-quality comprehensive management is inconsistent implementation of strategies and policies. Achieving high quality in comprehensive management requires standardizing and coordinating strategies and policies across all departments. However, problems often arise when there are discrepancies in policy implementation or a lack of coordination between different teams. This can lead to inconsistent adherence to the same standards and practices, negatively affecting overall performance quality (Chawla et al., 2018).

Another challenge is changing management and adaptation. In the face of rapid changes in work environments and technologies, it is essential for organizations to be able to adapt effectively. Achieving comprehensive management quality requires flexible strategies and clear procedures to

manage recent changes. Inability to adapt can lead to resistance to change and failure to improve quality.

Human resources and equipment also present significant challenges. There needs to be a balance between human and technical resources to ensure quality achievement. A shortage of appropriate skills or outdated tools and equipment may hinder the ability to implement strategies efficiently. Enhancing skills, providing appropriate training, and updating equipment can be costly but necessary to achieve comprehensive management quality (Wysocki, 2011).

Effective analysis and measurement represent another challenge. Achieving comprehensive management quality requires an effective system for performance analysis and measurement. This involves collecting and analyzing data accurately and in detail to assess goal achievement and quality. Ineffective measurement tools or systems can impact the ability to monitor performance and make informed decisions.

Communication and coordination between different departments within the organization are crucial for achieving comprehensive management quality. Poor communication or misleading information can lead to misunderstandings of goals and standards, affecting the ability of teams to work interactively. Developing effective communication channels and enhancing inter-departmental coordination can help overcome this challenge (Harrison & Lock, 2017).

Risk assessment and management is also an important challenge. Effective risk management is a key component of quality achievement. Risks need to be identified and assessed for their impact on quality, and appropriate measures must be taken to address them. Failure to accurately assess risks can lead to unexpected problems affecting performance and quality.

Organizational culture plays a significant role in the challenges of achieving comprehensive management quality. A culture that supports quality and excellence is essential for encouraging employees to adhere to standards. If the organizational culture is not supportive or focuses on short-term goals rather than sustainable quality, achieving quality can be significantly impacted.

Finally, managing expectations is a fundamental challenge. Achieving comprehensive management quality requires managing the expectations of all stakeholders, including customers, suppliers, and employees. Unrealistic or poorly defined expectations can lead to disappointment and issues in achieving goals(Kerzner, 2013).

achieving comprehensive management quality at the highest level of intelligence involves overcoming multiple challenges, including inconsistent implementation of strategies, change management and adaptation, balancing human and technical resources, effective analysis and measurement, communication and coordination, risk assessment and management, organizational culture, and managing expectations. Addressing these challenges strategically can lead to significant improvements in comprehensive management quality and enhance organizational effectiveness (Chawla et al., 2018).

2.4. Non-profit organizations

Nonprofit organizations are a vital and integral part of the social and economic fabric of communities. These organizations differ from their for-profit counterparts in their objectives and goals, as they aim to achieve positive social impact rather than financial profits. Nonprofits are dedicated to a diverse range of humanitarian and social goals, such as improving health, educating

children, protecting the environment, providing assistance to vulnerable populations, and promoting human rights.

Nonprofit organizations are characterized by their focus on managing financial and human resources in a way that prioritizes social and positive impact over profit maximization. They are often funded through donations, grants, sponsorships, and government funding, with these resources being used to support their humanitarian activities and objectives (Holloway, 2012).

Nonprofits are known for their flexibility in adapting to the changing needs of communities and their ability to reach diverse community groups thanks to their commitment to charitable and volunteer work. These organizations play a crucial role in providing social services that might not be available through for-profit or governmental institutions, thus contributing to enhanced social welfare and improved quality of life.

In the face of contemporary challenges, such as economic crises and increasing community needs, nonprofits remain a cornerstone in fostering community collaboration and innovating solutions to social challenges. Their ability to build strong partnerships with both the public and private sectors is essential for achieving the desired positive impact and sustaining their efforts. nonprofit organizations represent a driving force for positive change and significantly contribute to improving individuals' and communities' lives. Their role extends beyond providing direct support to include influencing public policies, raising community awareness, and building more cohesive and collaborative communities.

2.5. The impact of Ethical leadership on the quality of organizations

Ethical leadership is a fundamental element that profoundly impacts the quality of organizations, playing a crucial role in shaping organizational culture and enhancing overall

performance. Ethical leadership is not merely a set of values and principles adopted by leaders, but also a daily practice that influences every aspect of the organization. The primary impact of ethical leadership on organizational quality manifests in several key areas (Kerzner, 2013).

Ethical leadership contributes to building a strong and sustainable organizational culture. When leaders embrace principles of ethics and integrity, they set a high standard for behavior that is emulated within the organization. This organizational culture enhances employees' commitment to shared values, leading to a work environment that respects ethics and supports integrity in all dealings. Thanks to this culture, the organization is better equipped to face challenges and achieve success in ways that align with its ethical standards.

Ethical leadership plays a significant role in improving relationships with stakeholders. When leaders demonstrate a genuine commitment to ethical principles, they build trust with customers, suppliers, and partners. This trust translates into strong and sustainable relationships, as stakeholders feel assured that their interactions with the organization are characterized by integrity and transparency. Trust built through ethical leadership enhances the organization's reputation and supports its ability to attract new partners and clients.

Ethical leadership leads to improved overall organizational performance. Leaders who adopt ethical behaviors boost employee motivation and commitment. When employees see that their leaders act with integrity, they are more willing to work diligently and commit to organizational goals. Enhanced performance results from a fair and encouraging work environment, leading to higher quality and more consistent outcomes (Chawla et al., 2018).

Ethical leadership contributes to enhanced crisis management capability. In times of crises or major challenges, ethical leaders are better equipped to make sound and prudent decisions

because they adhere to principles of integrity and fairness. This ability to make well-considered decisions leads to more effective crisis management and mitigates potential damage, supporting stability and quality in organizational performance (Meredith et al., 2017).

Ethical leadership positively affects innovation and continuous improvement within the organization. When ethical values are part of the organizational culture, employees are encouraged to think innovatively and express their ideas honestly. A work environment that supports integrity and continuous development enhances the organization's ability to provide innovative solutions and achieve ongoing improvements, contributing to greater quality and innovation.

Ethical leadership leads to increased employee satisfaction and retention. Ethical leaders treat their employees with fairness and respect, creating a positive work environment that supports employee well-being. When employees feel valued and treated justly, they are more loyal to the organization, reducing turnover rates and enhancing stability within the organization (Kerzner, 2013).

the impact of ethical leadership on organizational quality is reflected in building a strong organizational culture, improving relationships with stakeholders, enhancing overall performance, managing crises effectively, supporting innovation and continuous improvement, and increasing employee satisfaction. Ethical leadership is not just a set of principles but an essential practice that directly affects the success and sustainability of organizations.

2.6. Related Works

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 numerous 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.

Chapter 3. Research Methodology

3.1. Introduction

The methodology of the study will be presented, including a description of the sample, the research tools used, and the method of their preparation. This section will also detail the validity and reliability of the tools. Furthermore, it will clarify the statistical methods and treatments employed, which were primarily used to analyze the study's hypotheses, aiming to achieve reliable scientific results.

3.2. Research approach

This study was conducted to answer the questions raised, and therefore, it relied on a quantitative approach to Ethical leadership and its impact on project management quality in nonprofit organizations **During this study, the researcher relied on two types of data:**

- Primary Data: This was collected through a field study where a data collection tool, namely a questionnaire designed by the researcher, was used. The questionnaire was distributed to

the study sample, and the data collected was analyzed using the Statistical Package for the Social Sciences (SPSS) to reach scientific results.

- **Secondary Data:** This includes reliable scientific information gathered from academic books, research papers, and studies related to the study topic, as well as published research articles relevant to the study variables.

3.3. Research Design

3.3.1. Research Sample

A random sampling method was employed to select the study sample. The questionnaire was distributed electronically through social networking sites to gather responses. The study sample comprised (132) employees. The table below presents the characteristics of the sample.

Table 1 Characteristics of the Research Sample

Characteristics	Sub Characteristics	N	%
Gender	Male	87	65.9%
	Female	45	34.1%
Age Group	18 - 29 Years old	36	27.3%
	30 – 40 years old.	54	40.9%
	41- 50 years old.	34	25.8%
	51 – 59 Years old	7	5.3%
	60 or more years	1	0.8%
Educational Level	High School	19	14.4%

	Bachelor's degree	63	47.7%
	Master's degree	48	36.4%
	Doctorate degree	2	1.5%
Years of experience	Less than 5 years	56	42.4%
	From 6 to 10 years	30	22.7%
	From 11 to 15 years	17	12.9%
	16 or more years.	29	22%
Total		132	100%

3.3.2. Data Collection

The study tool consisted of a questionnaire divided into two sections as follows:

- **Section One:** This section gathered basic demographic data of the sample members, including educational qualifications, years of experience, job position, and age.
- **Section Two:** This section included the core items of the questionnaire, comprising 19 items divided into two principal areas:
 - ✓ Axis One: Ethical leadership: This area is further divided into three dimensions:
First dimension trust is consistent with form 5 items
 - ✓ Axis Two: project management quality is consistent with form 10 items

The questionnaire will be used in order to collect data through the five-point Likert scale, which can be expressed through the following table:

Table 2 The five- point Likert scale

Term	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
Answer degree	1	2	3	4	5

3.3.3. The Validity

Internal consistency was used to measure the validity of the tool by assessing the extent to which each item of the questionnaire is consistent with its corresponding construct. Pearson correlation coefficient was used to measure the correlation between each item and the total score of the construct it belongs to, as shown in the following table

Table 3 The results of the correlation coefficient for the validity of the tool

Pattern Scales								
Ethical leadership			Top Management Commitment			Continuous improvement		
No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)
1	0.504	0.000	1	0.815	0.000	1	0.738	0.000
2	0.730	0.000	2	0.820	0.000	2	0.741	0.000
3	0.832	0.000	3	0.818	0.000	3	0.792	0.000
4	0.792	0.000	4	0.824	0.000	4	0.816	0.000
5	0.734	0.000				5	0.741	0.000

Through this table, it is evident that all items have correlation coefficients within a certain range 0.504 : 0.838 and all were significant at a significance level of 0.000 This indicates that the questionnaire has an elevated level of reliability.

3.3.4. The Reliability

Table 4 The results of Cronbach's alpha coefficient for the reliability of the tool.

Variables	Number	Axis Stability
Ethical leadership	5	0.764
Top Management Commitment	5	0.836
Continuous improvement	5	0.824

To calculate the questionnaire's reliability, we used Cronbach's alpha coefficient to determine the tool's stability. The following table shows the reliability coefficients. The table indicates that the questionnaire has an elevated level of reliability, with Cronbach's alpha values for the questionnaire's axes ranging from 0.764 to 0.836. This demonstrates that the scale has an elevated level of stability, meaning the results are consistent each time the scale is applied. Therefore, this questionnaire can be reliably used to generalize the results.

3.3.5. Study Procedures

Initially, the questionnaire was designed by reviewing previous studies related to the research topic and the collected theoretical frameworks. After designing the questionnaire, it was presented to several experts for review, and necessary amendments were made through deletion and addition.

Next, the validity and reliability of the tool were assessed. The questionnaire was then prepared electronically and distributed via social networking sites such as Facebook and WhatsApp. After the survey was administered, data were collected to achieve reliable scientific results.

3.3.6. The Statistical Method

The data collected from the sample were entered using the program (SPSS-V.22). The statistical methods that were used to process the data varied, including:

- Cronbach's Alpha coefficient to ensure consistent performance.
- Use frequencies and percentages to determine the significance of the sample's responses to the questionnaire items.
- Correlation coefficient for the calculation of honesty.
- Regression analysis

Chapter 4. Analysis and Results

4.1. Introduction

This chapter details the statistical analysis of the collected data, outlining the analytical processes used to derive clear and meaningful scientific information. These processes are designed to achieve the study's objectives and address its research questions.

4.2. Statistical Analysis and Results Interpretation

4.2. 1. Axis One: Ethical leadership

Table 5 The result of Ethical leadership

No	Items	Mean	SD	Order
1	Relationship building with suppliers ensures better resource availability.	1.70	0.798	5
2	Relationship building improves communication within project teams.	2.84	1.054	1

3	Strong relationships with stakeholders enhance project outcomes.	2.29	0.843	4
4	Maintaining relationships with past beneficiaries enhances the organization's reputation.	2.29	0.843	3
5	Effective relationship management leads to better project documentation.	2.33	0.843	2
Total		2.29	0.632	-

The previous table presents the results for the "Axis One: Ethical Leadership" from the questionnaire. The axis as a whole has an arithmetic mean value of 2.29 with a standard deviation of 0.632. Item (2), "Relationship building improves communication within project teams," achieved the highest mean value of 2.84 with a standard deviation of 1.054. Following this, item (5), "Effective relationship management leads to better project documentation," had a mean value of 2.33 and a standard deviation of 0.843. Item (4), "Maintaining relationships with past beneficiaries enhances the organization's reputation," recorded a mean value of 2.29 and a standard deviation of 0.843. Lastly, item (1), "Relationship building with suppliers ensures better resource availability," had the lowest mean value of 1.70 with a standard deviation of 0.798.

The results from the "Axis One: Ethical Leadership" provide insights into how various aspects of ethical leadership impact project management quality. This dimension includes various facets such as relationship building with suppliers, communication within project teams, stakeholder relationships, reputation with past beneficiaries, and project documentation. Analyzing these aspects helps us understand their theoretical implications for project management.

4.2.2. Axis Two: Project management quality

✓ First Dimension: Top Management Commitment

Table 6 The result of First Dimension: Top Management Commitment

No	Items	Mean	SD	Order
1	Top management commitment positively influences project management quality.	1.83	0.757	1
2	Project management quality improves with consistent top management support.	1.63	0.703	3
3	Top management commitment ensures alignment of project goals with organizational objectives.	1.78	0.713	2
4	Projects are more likely to succeed when top management is visibly involved.	1.57	0.690	4
Total		1.70	0.586	-

The results for the "First Dimension: Top Management Commitment" from the questionnaire reveal key insights into how top management influences project management quality. The overall dimension has an arithmetic mean of 1.70 and a standard deviation of 0.586, indicating a general trend in the responses. Among the items, Item (1), which states, "Top management commitment positively influences project management quality," received the highest mean value of 1.83 with a standard deviation of 0.757. This reflects a strong agreement among respondents that top management's commitment is essential for enhancing project management quality. Item (3), "Top management commitment ensures alignment of project goals with organizational objectives," followed with a mean value of 1.78 and a standard deviation of 0.713.

This result suggests significant agreement that effective alignment of project goals with organizational objectives is facilitated by top management commitment. Item (2), "Project management quality improves with consistent top management support," had a mean value of 1.63 and a standard deviation of 0.703. This indicates the agreement that consistent support from top management is beneficial for improving project management quality. Item (4), "Projects are more likely to succeed when top management is visibly involved," recorded the lowest mean value of 1.57 and a standard deviation of 0.690. While the visible involvement of top management is acknowledged as important, it is considered less critical compared to other aspects of top management commitment.

these results suggest that while visible involvement of top management is valued, the quality of project management is more significantly influenced by the depth and consistency of top management support and their commitment to aligning project goals with organizational objectives.

✓ **Second Dimension: Continuous improvement**

Table 7 The results of Second Dimension Continuous improvement

No	Items	Mean	SD	Order
1	Continuous improvement initiatives positively impact project management quality. Implementing best practices from past projects improves current project management quality.	2.13	0.735	1
2	Implementing best practices from past projects improves current project management quality.	1.95	0.691	3

3	Regular feedback and evaluations enhance the quality of project management.	1.98	0.771	2
4	Continuous training and development of project teams enhance project management quality.	1.88	0.762	4
5	Adopting modern technologies and tools is essential for continuous improvement in project management.	1.76	0.711	5
Total		1.93	0.563	-

The results for the "Second Dimension: Continuous Improvement" from the questionnaire provide valuable insights into how various aspects of continuous improvement impact project management quality. The dimension overall has an arithmetic mean of 1.93 and a standard deviation of 0.563, suggesting moderate agreement on the importance of continuous improvement initiatives. Item (1), which states, "Continuous improvement initiatives positively impact project management quality. Implementing best practices from past projects improves current project management quality," achieved the highest mean value of 2.13 with a standard deviation of 0.735. This indicates strong agreement that ongoing improvement efforts and the application of best practices from previous projects significantly enhance current project management quality. Item (3), "Regular feedback and evaluations enhance the quality of project management," follows with a mean value of 1.98 and a standard deviation of 0.771. This reflects the agreement that regular feedback and evaluations are crucial for improving project management quality. Item (2), "Implementing best practices from past projects improves current project management quality," received a mean value of 1.95 and a standard deviation of 0.691. This demonstrates a consensus that applying lessons learned and best practices from previous projects is beneficial for enhancing current project management efforts. Item (4), "Continuous training and development of project

teams enhance project management quality," recorded a mean value of 1.88 and a standard deviation of 0.762. This shows the agreement that ongoing training and development of project teams contribute to improving project management quality. Item (5), "Adopting new technologies and tools is essential for continuous improvement in project management," had the lowest mean value of 1.76 and a standard deviation of 0.711. Although important, the adoption of modern technologies and tools is perceived as less critical compared to other continuous improvement practices.

these results suggest that while continuous training, regular feedback, and the application of best practices from past projects are seen as crucial for improving project management quality, the adoption of modern technologies, though valuable, is considered less impactful.

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

✓ Table 8 Regression analysis model summary

R	R Square	Adjusted R Square	Mean Square	F	Sig
0.707a	0.500	0.488	7.563	42.624	0.000b

✓

✓ Table 9 Coefficients of Dependent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

Top Management Commitment	0.466	0.089	0.464	5.252	0.000
Continuous improvement	0.297	0.094	0.284	3.145	0.002

The regression analysis results offer insightful evidence regarding the impact of ethical leadership on the quality of project management within non-profit organizations. The analysis examines how two key dimensions, Top Management Commitment and Continuous Improvement affect project management quality. The model summary indicates a strong overall relationship between the predictors and the dependent variable. The correlation coefficient (R) of 0.707 suggests a substantial positive correlation between Top Management Commitment and Continuous Improvement with project management quality. This high correlation implies that as the quality of these predictors improves, so does the quality of project management.

The R Square value of 0.500 signifies that 50% of the variance in project management quality can be accounted for by these two dimensions. This demonstrates that the model effectively explains a sizable portion of the variability in project management quality. The Adjusted R Square of 0.488, which adjusts for the number of predictors, supports this finding by showing that approximately 48.8% of the variance is explained by the model after accounting for the predictors' number.

The Mean Square of 7.563 is used to determine the F-value, which is 42.624. This high F-value reflects the model's robustness in significantly predicting project management quality compared to a model with no predictors. The significance level (Sig.) of 0.000 indicates that the

regression model is statistically significant, affirming that both Top Management Commitment and Continuous Improvement have a meaningful impact on project management quality

Examining the coefficients provides a deeper understanding of how each dimension contributes to project management quality. For Top Management Commitment, the unstandardized coefficient (B) of 0.466 suggests that for each unit increase in Top Management Commitment, project management quality is expected to increase by 0.466 units, holding other variables constant. This coefficient has a Standard Error of 0.089, indicating the precision of the estimate, and a Standardized Coefficient (Beta) of 0.464, reflecting a strong positive effect on project management quality. The t-value of 5.252 and the p-value of 0.000 confirm that the effect of Top Management Commitment is statistically significant.

On the other hand, Continuous Improvement has an unstandardized coefficient (B) of 0.297, meaning that a one-unit increase in Continuous Improvement is associated with a 0.297-unit increase in project management quality. The Standard Error of 0.094 and a Standardized Coefficient (Beta) of 0.284 indicate a moderate positive effect. The t-value of 3.145 and the p-value of 0.002 demonstrate that the effect of Continuous Improvement is also statistically significant, though it is less pronounced than the effect of Top Management Commitment.

the regression analysis highlights the critical role that ethical leadership plays in enhancing project management quality in non-profit organizations. Both Top Management Commitment and Continuous Improvement significantly contribute to improving project management practices. Top Management Commitment appears to have a stronger effect compared to Continuous Improvement, underscoring the importance of committed leadership in achieving high project management quality. The significant F-value and p-values validate the model's effectiveness and

the substantial impact of these dimensions, affirming that ethical leadership is crucial for successful project management in non-profit settings.

Chapter 5. Discussion and Conclusion

5.1. Discussion

The theoretical analysis of the impact of ethical leadership on project management quality, focusing on Top Management Commitment and Continuous Improvement, offers important insights into the mechanisms by which leadership influences project outcomes in non-profit organizations. The theoretical framework underpinning this study aligns with the principles of transformational leadership and continuous improvement theories. Transformational leadership emphasizes the role of leaders in inspiring and motivating followers towards achieving higher levels of performance and commitment (Bass & Avolio, 1994). In this context, Top Management Commitment represents a form of transformational leadership where top leaders are deeply engaged in guiding project management practices and aligning project goals with organizational objectives. Continuous improvement, on the other hand, relates to the principles of incremental

and ongoing enhancements, as articulated in the Total Quality Management (TQM) framework (Deming, 1986).

The findings highlight that Top Management Commitment is a critical dimension for enhancing project management quality. The strong positive effect of Top Management Commitment ($\beta = 0.464$) supports the theoretical perspective that leadership commitment is essential for ensuring successful project outcomes. The literature suggests that when top management is visibly involved and committed, it fosters a supportive environment for project teams, aligns project goals with broader organizational objectives, and ensures that necessary resources and support are provided (Kotter, 1996). The statistical significance and high impact of this dimension underscore the importance of leaders' engagement in reinforcing project management practices.

Continuous Improvement demonstrates a significant but slightly less pronounced effect ($\beta = 0.284$) on project management quality. This finding aligns with the continuous improvement theory, which posits that ongoing efforts to enhance processes and practices lead to better organizational performance (Ishikawa, 1985). The impact of Continuous Improvement, though substantial, is moderated compared to Top Management Commitment. This suggests that while continuous feedback, training, and adoption of best practices are important, they may have a less immediate or direct effect on project management quality compared to the foundational influence of leadership commitment.

The interaction between Top Management Commitment and Continuous Improvement reflects an integrated approach to project management quality. Top Management Commitment provides the necessary support and alignment, while Continuous Improvement ensures that practices are refined and optimized over time. The combined effect of these dimensions illustrates

a comprehensive approach to enhancing project management quality, where leadership commitment lays the groundwork for a culture of ongoing improvement.

The theoretical implications of these findings extend to practical strategies for non-profit organizations. For effective project management, it is crucial for top leaders to demonstrate a clear commitment to project goals and provide consistent support. This commitment includes aligning project objectives with organizational goals, actively participating in project oversight, and ensuring resource availability. Additionally, fostering a culture of continuous improvement through regular feedback, training, and the adoption of modern technologies can further enhance project outcomes. These practices align with the principles of transformational leadership and continuous improvement, contributing to higher project management quality.

5.2. Limitations and Future Research

While the study provides valuable insights, there are limitations that should be addressed in future research. The focus on non-profit organizations within a specific context may limit the generalizability of the findings. Expanding the research to include diverse organizational settings and industries could offer broader applicability. Additionally, exploring other dimensions of ethical leadership and their interactions with project management quality may provide a more comprehensive understanding of the factors influencing project success.

In summary, the theoretical discussion underscores the critical role of ethical leadership, particularly Top Management Commitment and Continuous Improvement, in enhancing project management quality. By integrating these dimensions, organizations can create a supportive and adaptive environment that drives successful project outcomes.

5.3. Conclusion

This study examines the impact of ethical leadership on project management quality, focusing on two key dimensions: Top Management Commitment and Continuous Improvement. The findings reveal that both dimensions significantly influence project management quality in non-profit organizations, but with varying degrees of impact. emerges as the most influential factor, demonstrating a strong positive effect on project management quality. This highlights the essential role of leadership in providing clear direction, aligning project goals with organizational objectives, and ensuring the necessary resources and support. The significant impact of Top Management Commitment underscores the theoretical importance of transformational leadership in fostering a supportive environment that drives project success. also plays a significant role, though its effect is somewhat less pronounced compared to Top Management Commitment. This dimension emphasizes the value of ongoing feedback, training, and the adoption of best practices. While important, Continuous Improvement relies on the foundational support provided by top management to be fully effective. The study's results indicate that the combined influence of these dimensions provides a comprehensive approach to enhancing project management quality. Effective leadership commitment creates a solid foundation, while continuous improvement practices ensure that project management processes are refined and optimized over time.

References

1. Alnemer, R., & Ssenabulya, N. (2022). The influence of ethical leadership on the employee performance in nonprofit organizations.
2. Anderson, M. H., & Sun, P. Y. (2017). Reviewing leadership styles: Overlaps and the need for a new 'full-range' theory. *International journal of management reviews*, 19(1), 76-96.
3. Avey, J. B., Palanski, M. E., & Walumbwa, F. O. (2011). When leadership goes unnoticed: The moderating role of follower self-esteem on the relationship between ethical leadership and follower behavior. *Journal of business ethics*, 98, 573-582.
4. Azuaje, E. P. (2021). *Transformational Leadership, Ethical Professional Practice, Corporate Culture Influence and Their Relationship to Nonprofit Leaders' Performance*. Trevecca Nazarene University.
5. Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of business and social science*, 3(11), 228-236.

6. Benevene, P., Dal Corso, L., De Carlo, A., Falco, A., Carluccio, F., & Vecina, M. L. (2018). Ethical leadership as an antecedent of job satisfaction, affective organizational commitment and intention to stay among volunteers of non-profit organizations. *Frontiers in psychology*, 9, 423971.
7. Blanchard, K., & Peale, N. V. (2011). *The power of ethical management*. Random house.
8. Bouckennooghe, D., Zafar, A., & Raja, U. (2015). How ethical leadership shapes employees' job performance: The mediating roles of goal congruence and psychological capital. *Journal of Business Ethics*, 129, 251-264.
9. Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business ethics quarterly*, 20(4), 583-616.
10. Burns, J. M. (2014). *Ethics, the heart of leadership*. Bloomsbury Publishing USA.
11. Chawla, V., Chanda, A., Angra, S., & Chawla, G. (2018). Sustainable project management: A review and future possibilities. *Journal of Project Management*, 3(3), 157-170.
12. Chughtai, A., Byrne, M., & Flood, B. (2015). Linking ethical leadership to employee well-being: The role of trust in supervisor. *Journal of Business Ethics*, 128, 653-663.
13. Den Hartog, D. N. (2015). Ethical leadership. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 2(1), 409-434.
14. Gathenya, L. W. (2022). Ethical Leadership and Program Performance in the Community Development Context: A Review of Literature. *International Journal of Managerial Studies and Research (IJMSR)*, 10(5), 53-66.
15. Guerrero, N. (2024). Enhancing Ethical Leadership: The Impact of Governance Mechanisms on Nonprofit Organizations. *Instructor*.

16. Harrison, F., & Lock, D. (2017). Advanced project management: a structured approach. Routledge.
17. Holloway, J. B. (2012). Leadership behavior and organizational climate: An empirical study in a non-profit organization. *Emerging leadership journeys*, 5(1), 9-35.
18. Javed, I. (2020). Effect of Ethical Leadership on Project Employee Turnover Intention with Mediating Role of Project Identification and Moderating Role of Trust in Leader.
19. Jordan, J., Brown, M. E., Treviño, L. K., & Finkelstein, S. (2013). Someone to look up to: Executive–follower ethical reasoning and perceptions of ethical leadership. *Journal of management*, 39(3), 660-683.
20. Kalshoven, K., & Boon, C. T. (2012). Ethical leadership, employee well-being, and helping. *Journal of Personnel Psychology*. \
21. Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The leadership quarterly*, 22(1), 51-69.
22. Kerzner, H. (2013). Project management: Case studies. John Wiley & Sons.
23. Kim, M. S., & Thapa, B. (2018). Relationship of ethical leadership, corporate social responsibility and organizational performance. *Sustainability*, 10(2), 447.
24. Ko, C., Ma, J., Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical leadership: An integrative review and future research agenda. *Ethics & Behavior*, 28(2), 104-132.
25. Manning, G., & Curtis, K. (2019). The art of leadership. McGraw-Hill Education.
26. Marušić, A., Bošnjak, L., & Jerončić, A. (2011). A systematic review of research on the meaning, ethics and practices of authorship across scholarly disciplines. *Plos one*, 6(9), e23477.

27. Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of management journal*, 55(1), 151-171.
28. Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of business ethics*, 95, 7-16.
29. McMurray, A. J., Islam, M., Sarros, J. C., & Pirola-Merlo, A. (2012). The impact of leadership on workgroup climate and performance in a non-profit organization. *Leadership & Organization Development Journal*, 33(6), 522-549.
30. Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: a strategic managerial approach*. John Wiley & Sons.
31. Mihelic, K. K., Lipicnik, B., & Tekavcic, M. (2010). Ethical leadership. *International Journal of Management & Information Systems (Online)*, 14(5).
32. Papke-Shields, K. E., Beise, C., & Quan, J. (2010). Do project managers practice what they preach, and does it matter to project success? *International journal of project management*, 28(7), 650-662.
33. Piccolo, R. F., Greenbaum, R., Hartog, D. N. D., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of organizational behavior*, 31(2-3), 259-278.
34. Qing, M., Asif, M., Hussain, A., & Jameel, A. (2020). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science*, 14(6), 1405-1432.

35. Resick, C. J., Martin, G. S., Keating, M. A., Dickson, M. W., Kwan, H. K., & Peng, C. (2011). What ethical leadership means to me: Asian, American, and European perspectives. *Journal of business ethics*, 101, 435-457.
36. Riggio, R. E., Zhu, W., Reina, C., & Maroosis, J. A. (2010). Virtue-based measurement of ethical leadership: the leadership virtues questionnaire. *Consulting Psychology Journal: Practice and Research*, 62(4), 235.
37. Ruiz, P., Ruiz, C., & Martínez, R. (2011). Improving the “leader–follower” relationship: Top manager or supervisor? The ethical leadership trickle-down effect on follower job response. *Journal of Business Ethics*, 99, 587-608.
38. Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W., Lord, R. G., Treviño, L. K., ... & Peng, A. C. (2012). Embedding ethical leadership within and across organization levels. *Academy of management Journal*, 55(5), 1053-1078.
39. Shapiro, J. P., & Stefkovich, J. A. (2016). *Ethical leadership and decision making in education: Applying theoretical perspectives to complex dilemmas*. Routledge.
40. Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015). Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate. *Journal of business ethics*, 129, 43-57.
41. Stouten, J., Baillien, E., Van den Broeck, A., Camps, J., De Witte, H., & Euwema, M. (2010). Discouraging bullying: The role of ethical leadership and its effects on the work environment. *Journal of business ethics*, 95, 17-27.
42. Too, E. G., & Weaver, P. (2014). The management of project management: A conceptual framework for project governance. *International journal of project management*, 32(8), 1382-1394.

43. Too, E. G., & Weaver, P. (2014). The management of project management: A conceptual framework for project governance. *International journal of project management*, 32(8), 1382-1394.
44. Walumbwa, F. O., Morrison, E. W., & Christensen, A. L. (2012). Ethical leadership and group in-role performance: The mediating roles of group conscientiousness and group voice. *The leadership quarterly*, 23(5), 953-964.
45. Wysocki, R. K. (2011). *Effective project management: traditional, agile, extreme*. John Wiley & Sons.
46. Yidong, T., & Xinxin, L. (2013). How ethical leadership influence employees' innovative work behavior: A perspective of intrinsic motivation. *Journal of business ethics*, 116, 441-455.
47. Zhu, Y., Sun, L. Y., & Leung, A. S. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia pacific journal of management*, 31, 925-947.

Appendices

Questionnaire

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

Dear Respondent,

Greetings,

I am currently conducting a questionnaire as part of my master's Thesis, titled " Ethical leadership and its impact on project management quality in nonprofit organizations." This research is essential to fulfilling the requirements of my academic program.

Given the significance of this topic, your participation is highly valued. Please take the time to answer the questionnaire with detailed and objective responses. Your specialized input will be instrumental in achieving accurate and meaningful results, thereby contributing to a deeper understanding of this subject.

Rest assured; the data you provide will be used exclusively for scientific research purposes. All information will be managed with strict confidentiality. If you are interested, I will gladly share the study's findings with you upon its completion.

Thank you for your cooperation and valuable contribution.

Best regards,

[Researcher's Name]

1. Demographic data

Please answer the following questions

+ Gender:

Male ☐

Female ☐

+ Age group:

✓ 18 - 29 Years old

✓ 30 – 40 years old.

✓ 41- 50 years old.

✓ 51 – 59 Years old

✓ 60 or more years .

+ Educational level:

✓ High School

✓ Bachelor's degree

✓ Master's degree

✓ Doctorate degree

+ Years of experience:

✓ Less than 5 years

✓ 6- 10 years.

✓ 11- 15 years.

✓ 16 or more years.

Please indicate how much you agree or disagree with the following statements about and its impact on project management quality in nonprofit organizations. (✓) in front of the statement as follows:

1) Agree (2) Strongly Agree (3) Neutral (4) Disagree (5) Strongly Disagree

<u>The Independent variable: Ethical leadership</u>	1	2	3	4	5
Relationship building with suppliers ensures better resource availability.					
Relationship building improves communication within project teams.					
Strong relationships with stakeholders enhance project outcomes.					
Maintaining relationships with past beneficiaries enhances the organization's reputation.					
Effective relationship management leads to better project documentation.					
The dependent variable :Project management quality					
Top Management Commitment					
Top management commitment positively influences project					
Project management quality improves with consistent top management support.					
Top management commitment ensures alignment of project goals with organizational objectives.					
Projects are more likely to succeed when top management is visibly involved.					
Top management's strategic vision positively impacts project outcomes.					
Continuous improvement					
Continuous improvement initiatives positively impact project					
Implementing best practices from past projects improves current project management quality.					

Regular feedback and evaluations enhance the quality of project					
Continuous training and development of project teams enhance project management quality.					
Adopting modern technologies and tools is essential for continuous improvement in project management.					