



## Team ethical Behaviors and Project Performance A Case of Farm to Market Alliance Project in RDO

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### Abstract

This study examines team ethical behaviors on project performance, the case of Rwanda Development Organization (RDO). This study aimed specifically at analyzing the influence of team responsibility on RDO projects performance in Rwanda; to assess the effects of team honesty on the effectiveness of RDO projects performance in Rwanda; to measure the contribution of team respect on RDO projects performance in Rwanda; and to assess the effect of team fairness impact on RDO projects performance in Rwanda. This study is significant to project managers since they will benefit from this research by gaining an understanding of project team ethical that effectively impact project performance. The findings of this study will go a long way in improving the project ethical practices in projects and particularly in Rwandan parliaments where they may develop policies to improve project performance. This study expected to answer the questions arising from the application of ethics in many projects to improve project performance. The current research used correlational research design and quantitative approach and the target group includes all 100 employees of Rwanda Development Organization (RDO) operating in Rwanda. A sample of all 100 participants from the census was collected. Questionnaires were utilized to gather information for this survey. Inferential as well as descriptive statistics were applied in this study, by using SPSS (version 23.0) software to evaluate the data that had been gathered. The study found that there is a strong positive correlation, suggesting that as team responsibility within the team ethical behaviors increases, project performance tends to increase as well. The p-value (Sig.) is very low (0.000), which means this correlation is statistically significant at the 0.01 level (2-tailed); as team honesty increases, project performance tends to increase as well and similar to team responsibility, the p-value (Sig.) is very low (0.000), signifying that this correlation is statistically significant at the 0.01 level (2-tailed); as team respect within the team ethical behaviors increases, project performance is likely to increase with low p-value (0.000) which indicates that this correlation is statistically significant at the 0.01 level (2-tailed). The Pearson Correlation between fairness and project performance is 0.829, indicating a very strong positive correlation. This suggests that as fairness within the team ethical behaviors increases, project performance is highly likely to increase as well. The very low p-value (0.000) confirms that this correlation is statistically significant at the 0.01 level (2-tailed). The conclusion that Team responsibility, Team honesty, Team respect, and Team fairness have statistically significant and positive impacts on Project Performance was taken; these team ethical behaviors within the project enhance Project Performance. The study recommended that project management should promote team building; this would influence success of project performance and provide quality service to the customers and meet their expectations.

**Keywords:** *Ethical conduct, Project performance, Team ethical behaviors, Team responsibility, Team honesty*

### 1.0 Introduction

While project outcomes are of vital interest to leaders of projects, the rate of project performance is historically low (Legris & Collette, 2006). Cunningham (as cited in Sumner, Bock, & Giamartino, 2006) reported on a large, international survey by the Standish Group, which found that three-fourths (3/4) of projects failed. Lientz (as cited in Legris & Collette, 2006) estimated that such failures of projects cost billions of dollars annually. Shore (2005) indicated that a lack of suitable project team ethical behavior increased the risk of failure. Projects are always faced with uncertainty and risk, and failure to better manage the risks involved can lead to project failure in the form of delays in completion (Jean, 2015).

Gunduz and Yahya (2018) found that there is a positive relationship between responsibility ethical behavior and project performance since the correlation coefficient shows that they are positively associated with 38.3%, and the relationship is statistically significant at the 5% critical value. Zare, Mirjalili, & Mirabi (2016) reported that team ethical behaviors are positively related to project performance as follows: team honesty is positively related to project performance ( $\beta = .363$ ,  $p = .015$ ), and team respect ( $\beta = .375$ ,  $p = .008$ ). Oxford Business Group (2020) reported that only 5% of projects are considered successful, and that a high rate of project failure can negatively impact business profitability. Various studies have been conducted globally, regionally, and locally on risk management practices in project development, project evaluation, and project performance, as well as project administration and project performance. However, there has been a noticeable gap in research concerning project team ethical behavior and its direct impact on project performance. There is room for improvement because there are few studies that focus on the correlation between the success of a project and the ethical behavior of the project team. Therefore, this research is particularly important because project team ethical behavior emerges as a critical factor for project performance (Amason et al., 2007). Considering the significance of different project outcomes, the generally low rate of project performance, and the influential role that project managers tend to have on their respective teams, it is evident that a positive contribution may result from a comprehensive study of

the impact of project team ethical behavior on project performance. Such research has the potential to offer valuable insights into enhancing project success and minimizing failure rates, ultimately benefiting both Project and their stakeholders. Specifically, the paper had:

- i. To analyze the influence of team responsibility on RDO projects performance in Rwanda
- ii. To assess the effects of team honesty on the effectiveness of RDO projects performance in Rwanda
- iii. To measure the contribution of team respect on RDO projects performance in Rwanda
- iv. To assess the effect of team fairness impact on RDO projects performance in Rwanda.

## 2.0 Review of Related Literature

### 2.1 Empirical Literature

#### 2.1.1 Influence of Project Team Responsibility on Projects Performance

Katerega et al., (2017), conducted the study on the project Communication and team responsibility the Dimensions for Improved Project Performance: The Case of Selected Public University Projects. The purpose of the study was to examine the relationship between project communication and team responsibilities and project performance in Public Universities in Uganda. A cross sectional survey design was used in this study to provide an in-depth investigation of the relationship between the variables. In order to achieve the objectives, a correlation design was adopted to determine relationships between different variables and the questionnaires were formed on that basis. Quantitative data was collected and analyzed and study results revealed a positive significant relationship between project communication and team responsibilities and project performance ( $r = 0.577^{**}$ ,  $p < 0.01$ ) which implies that when communication and team responsibilities increases project performance is enhanced.

Shukla and Mwajabu (2017), studied effect of project team responsibilities on performance of Poverty Reduction Projects in Rwanda: A Case Study of Rural Sector Support Project. The study concluded that fulfilling team responsibilities have an effect on performance of Rural Sector Support Project. The team responsibilities influence performance of Rural Sector Support Project at the level of 62.3% hence a significant relationship between team responsibilities and performance of Rural Sector Support Project. Therefore there is a significant relationship between team responsibility planning and performance of Rural Sector support project.

#### 2.1.2 Effects of Project Team Honesty on Projects Performance

In the study done in South Korea by Yang and Grunig (2015), titled "Decomposing project reputation: The effects of the project –public relationship outcomes on cognitive representations of projects and evaluations of project performance". The purpose of this study was to decompose common reputation measurement systems into the behavioral project –public relationship outcomes, team honesty, and cognitive representations of a project in the minds of publics and evaluations of project performance. In the proposed model, the tendency for team honesty and familiarity are suggested as correlated precursors of the project –public relationship outcomes (e.g. trust, satisfaction, commitment and control mutuality) and project –public relationship outcomes are hypothesized to have a direct effect on evaluations of project performance as well as a direct effect via the mediation of trusted representations of the project. The authors investigated different types of five Korean-based projects (two domestic corporations in different industries, a multinational corporation, a sports association and a non-profit project), the recommendations were analyzed, seen validate the model across different types of projects. The findings of this study suggested that relationship outcomes lead to honest representations of a project and positive evaluations of the performance of the project.

In Nigeria, Karanam (2018), did the study on the impact of motivation on project teams' performance in information technology. The study is dictated towards the evaluation of the main factors that influence the level of motivation portrayed by team members of information technology project teams. Through a comprehensive literature review, the research was able to uncover insightful trends in motivation patterns among project team members that might be useful to project managers. The findings of this research conclude that a project team manager can improve the motivation of his or her subordinates through building team honesty and trust, provision of training, and through setting proper expectations. A survey conducted also indicated that 66.67% of employees feel motivated by being trusted and rewarded for their good efforts. Additionally, 28.57% of employees feel motivated by salary increments.

In Rwanda, Ntaganda et al. (2019) in their research about the effect of internal teamwork practices on performance of projects in Rwanda by focusing on Cornerstone Development Project. The study was guided by three specific objectives including determining the effect of internal accountability on performance of Cornerstone Development Project, to assess the effect of internal cohesiveness on performance of Cornerstone Development Project and to establish the relationship between team honesty on performance of Cornerstone Development Project. The researcher used descriptive research design where quantitative methods of data collection and analysis were used. The target population of this study was fifty eight (58) employees of Cornerstone Development Project. In this study the researcher calculated the sample size use Yamane formula and come up with a sample size of 51 respondents. The study concluded that internal team accountability have an effect on performance of Cornerstone Development Project. The research findings revealed that there is presence of self-assessment practices that enable the team to work accordingly. Furthermore research findings revealed that there is strong team honesty among members that enable the project team to implement the project accordingly. The research findings revealed that team members support each other and this enables them to implement the project's activities accordingly, there is significant and positive relationship between internal team honesty and performance of Cornerstone project. The study concluded that in Cornerstone Development Project there are effective discussions among the project team members.

#### 2.1.3 Contribution of Project Team Respect on Project Performance

In Kuwait, Al Shatti (2018) in his study about teamwork quality and its impact on project performance; the study statistics showed that all teamwork quality sub constructs were significant showing the following cronbach's alphas: team respect 0.770, coordination 0.760, balance of member contributions 0.673, mutual support 0.788, effort 0.599 and cohesion 0.707. The multiple regression analysis measures the associations between project performance, as the dependent variable, and the independent variables of teamwork quality (team respect, coordination, the balance of member contributions, mutual support, effort and cohesion). According to the results presented, the null hypothesis for "coordination" and "balance of member contributions" cannot be rejected at the 0.001 level, (i.e., the coordination and balance of member contributions variables have no effect on project performance). Hence, team respect, mutual support, effort, and cohesion are significant and affect the dependent variable, project performance. However, cohesion is negatively related to project performance because the beta coefficient value is -0.573. The negative relationship between cohesion and project performance is justified particularly in the oil and gas industry, this is due to many project team members are coming from different part of the work to work in the remote offices in order to accomplish projects.

Habibalia and Mwikya (2018), conducted the study on the effect of team development and respect on Project performance: a case study of tile and carpet centre in Kenya. The researcher conducted simple regression analysis in order to find out the relationship between respect and teamwork development and project performance of T&C. The inferential results on effect of respect and teamwork development on project performance show  $R=0.623$  indicating a strong positive correlation and  $R^2=0.389$  and there was a significant effect between respect and teamwork development and project performance ( $t=7.522$ ,  $p<0.05$ ). The study established and provided evidence that Project performance depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals thus having a positive influence on Project performance.

In Rwanda Mugabo, (2020) in his research about the influence of Project culture on project team performance in NGOs using a specific reference of Living Water Rwanda. The majority of the respondents indicated that they were strongly agreed with; "In my project team respect culture foster team performance" which was reported by 50% of the respondents and represented by a mean of 3.82 whilst 47.7% of the respondents indicated that "In Living Water Rwanda managers same opinion of team respect with team members supports high team performance.it was found out that all of the respondents were in support of the opinion that team respect is totally related to project performance in Living Water Rwanda. For instance, one of the project managers in Living Water Rwanda was quoted saying, —In our project, we have a team respect strategy which has helped so much our teams to be efficient and effective in their services or work.

#### 2.1.4 Effect of Project Team Fairness on Project Performance

In the research done in Australia by Michael, (2015) titled "developing ethical corporate culture in three projects" the investigation was to look at three projects (a naval shore establishment, a police academy, and a small, family-owned engineering firm) and see to what extent they had developed a culture that was both ethically and socially responsive.

Nicasio and Rugendo (2019), studied on the influence of team management practices on Performance of Community-Based Projects in Embu County, Kenya. The purpose of the study was to examine the influence of team management practices (team formation, team motivation, team fairness, team communication and team dispute resolution) on the performance of community-based projects in Embu, Kenya. The results suggest that at  $F(1,156) = 4.934$ ,  $P=0.000<0.05$  implying that at 95% the relationship was statistically significant. The correlation coefficient ( $R=0.653$ ) showed that there exists strong positive correlation between team management practices and performance community-based projects. The coefficient of determination ( $R^2=0.426$ ) implied that team management practices explained 42.6% of performance of community-based projects. The findings have immense contribution to both knowledge and practice in the areas of team management practices and performance of community-based projects.

In Rwanda, the study of Uwimana Esperance,( 2022)about the effect of project team Management on the performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District. The study covers by 97 stakeholders of RESS project including 80 employees of RESSP project, 12 local government authorities include 10 sectors social affairs and 2 District social affairs of Nyarugenge District and 5 top managers of Energy Utility Corporation Limited (EUCL) as sample size. The study used census method as sampling techniques to select entire element of population. Questionnaire, interview guide, documentary review and observation were used to collect data and finally the study used descriptive statistics and inferential statistics as method of data analysis. The findings revealed that team motivation practices; project team communication management; and team fairness had significant positive effect on performance of RESSP project as indicated by ( $\beta_2= 0.477$ ,  $p\text{-value}=0.0000.05$ ) which implies that an increase of one unit in team development practices; team motivation practices; project team communication management; team fairness would lead to an increase of 0.048; 0.477; 0.316 and 0.188 units in performance of RESSP project..

## 2.2 Theoretical Framework

### 2.2.1 Theory of Constraint

The theory of constraints (TOC) focuses on the weakest points which are bottlenecks for the entire company and try to determine the relationship of these bottlenecks. In literature there are several studies to understand this management philosophy in detail. In their study Watson et. al. (2007) stated that to better understand the historical evaluation of TOC it can be useful to separate its evaluation into five eras; (i)The optimized product technology era, (ii)The goal era, (iii)The haystack syndrome era, (iv) The it's not luck era and (v) The critical chain era (Watson et.al., 2007). This classification is useful to see how this philosophy evolves through time and how the main point of TOC researches evolves.

### 2.2.2 Theory of Change

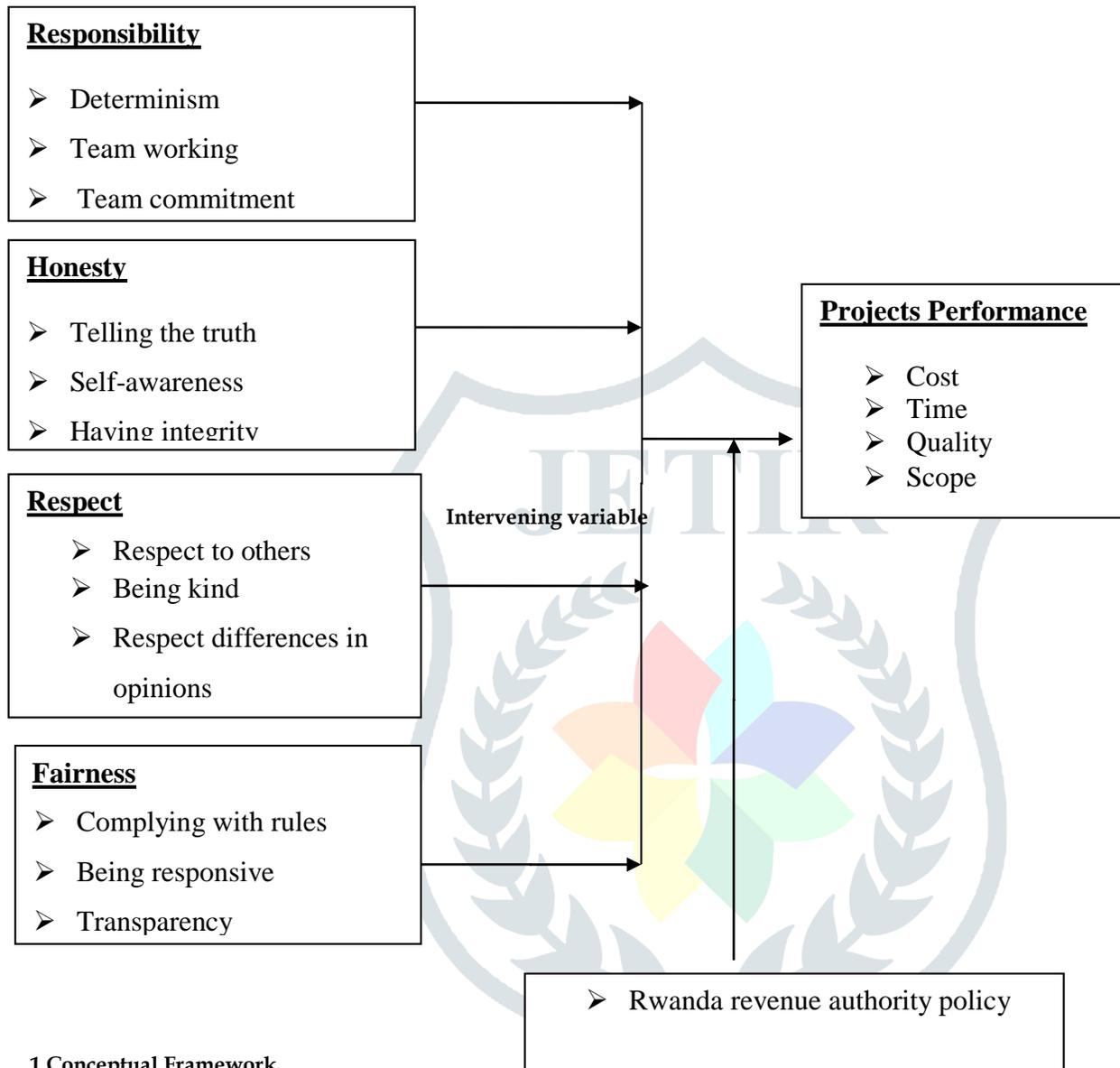
This theory emerged as a further development of evaluation theory in the 1990s. It gives a complete photo of the short-time period and long-time period changes important to acquire long-time period goals (Anderson, 2005). The power of using theories of change is not only important in monitoring but also in evaluation. Using theories of change during the evaluation enables evaluators to ask hard questions about why certain changes are expected, the assumptions of how the change process unfolds, and which outcomes are being selected to focus on and why.The process of monitoring our assumptions and theories of change is the same as traditional monitoring of output and performance indicators: it involves an iterative cycle of regular data collection, analysis, reflection, feedback and action..

2.3 Conceptual Framework

Independent variable

Project Team Ethical Behaviors

Dependent Variable



1 Conceptual Framework

Source: Researcher (2023)

Figure2.1 states that project team ethical is important if there is a need of project performance. The model takes into account the project team ethical as independent variable examined in terms of management behavior ethics (responsibility, fairness, respect and honesty) that great influence the project performance which was examined in terms of cost, time, quality and scope. This figure also presents extraneous variable, which if is not controlled well may interfere with the results; this is; Rwanda revenue authority policy; if Rwanda revenue authority policies are put in place like enforcing penalties and imposing some taxes to the project, the project performance maybe interrupted.

3.0 Research Methodology

This research is quantitative in nature. Quantitative research is defined by Creswell (2018) as the process of collecting numerical data, analyzing, interpreting and writing the results of the study. This study used the correlational research design, a form of non -experimental research in which investigator use the correlational statistics to describe and to measure the degree or association or relationship between two or more variables (Creswell, 2018).

3.2 Target Population

In this study, the target group includes all 100 employees of Rwanda Development Organization (RDO) operating in Rwanda. The sample size includes all 100 workers of Rwanda Development Organization (RDO) operating in Rwanda. The census method is equal to the entire

population basing on the fact that the target population is below one hundred respondents  $N=n$ . The researcher believes that it assisted him to get true and correct information since there was no one left unconsidered.

#### 4.0 Research Findings and Discussions

##### 4.1 Team Responsibility and Project Performance

The initial aspect related to team ethical behaviors within this research pertained to team responsibility.

Table 4. 1 Responsibility and Project Performance

Statement	N	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean(X)	Std.D
		F(%)	F(%)	F(%)	F(%)	F(%)		
Our project regularly provides financial resources to support activities that benefit the team members	100	0(0.0)	0(0.0)	0(0.0)	0(0.0)	100(100)	5.00	.00
More knowledgeable team members freely provide other members with hard-to-find knowledge or specialized skills.	100	0(0.0)	0(0.0)	0(0.0)	5(5.0)	95(95.0)	4.95	.21
Members in our team share their special knowledge and expertise with one another.	100	0(0.0)	0(0.0)	0(0.0)	9(9.0)	91(91.0)	4.91	.28
We have systems and venues for people to share knowledge and learn from each other in the company.	100	0(0.0)	0(0.0)	0(0.0)	12(12.0)	88(88.0)	4.88	.32
We share information and knowledge with our superiors.	100	0(0.0)	0(0.0)	0(0.0)	17(17.0)	83(83.0)	4.83	.37
People are encouraged to access and use information and knowledge saved in our company systems.	100	0(0.0)	0(0.0)	0(0.0)	11(11.0)	89(89.0)	4.89	.31
If someone in our team has some special knowledge about how to perform the team task, he or she is not likely to tell the other member about it.	100	0(0.0)	0(0.0)	0(0.0)	18(18.0)	82(82.0)	4.82	.38

##### Source: Primary Data, 2023

The table provides the mean and standard deviation values for various statements related to team responsibility and project performance. Here's the interpretation: about the statement 'our project regularly provides financial resources to support activities that benefit the team members', the  $X=5.00$  and  $St.D= 0.00$ . This statement has a high mean score of 5.00, indicating strong agreement among respondents. The standard deviation of 0.00 suggests very little variability in responses, meaning that most respondents strongly agree with the statement. About the statement: More knowledgeable team members freely provide other members with hard-to-find knowledge or specialized skills the  $X: 4.95$  and  $Std. D: 0.21$  were obtained. Respondents show a high level of agreement with this statement, as indicated by a mean score of 4.95. The small standard deviation (0.21) suggests that responses are relatively consistent. About whether members in our team share their special knowledge and expertise with one another; there was the mean score of 4.91 which reflects a strong level of agreement among respondents regarding knowledge sharing within the team. The standard deviation of 0.28 was found and it suggests a bit more variability in responses. On whether there is systems and venues for people to share knowledge and learn from each other in the company. Respondents generally agree with this statement (mean = 4.88), indicating the presence of knowledge-sharing systems. The standard deviation of 0.32 suggests a moderate level of variability in responses.

About the statement: If someone in our team has some special knowledge about how to perform the team task, he or she is not likely to tell the other member about it; while the mean score (4.82) suggests respondents generally disagree with this statement, there is a relatively higher level of variability in responses, as indicated by the standard deviation of 0.38. Some respondents may disagree more strongly than others. In summary, a higher mean indicates stronger agreement with the statement, while a larger standard deviation suggests greater variability in responses.

##### 4.2 Team Honesty and Project Performance

The second indicator related to team ethical behaviors within this research was to team honesty. The researcher aimed to assess the state of team honesty among the individuals included in the sample.

Table 4. 2 Team Honesty and Project Performance

Statement	N	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean(X)	Std.D
		F(%)	F(%)	F(%)	F(%)	F(%)		
Unethical conduct of employees can be reported without fear of retribution or retaliation.	100	0(0.0)	0(0.0)	0(0.0)	15(15.0)	85(85.0)	4.85	.35
I would never try to gain an advantage by deceiving workmates.	100	0(0.0)	0(0.0)	0(0.0)	16(16.0)	84(84.0)	4.84	.36
The truth is spoken at our workplace, even when things are not going on well	100	0(0.0)	0(0.0)	0(0.0)	11(11.0)	89(89.0)	4.89	.31
I have complete faith in the integrity of my team members.	100	0(0.0)	0(0.0)	0(0.0)	11(11.0)	89(89.0)	4.89	.31
Workers problems are listened actively and empathetically	100	0(0.0)	0(0.0)	0(0.0)	12(12.0)	88(88.0)	4.88	.32
I would support my workmate in almost any emergency.	100	0(0.0)	0(0.0)	0(0.0)	11(11.0)	89(89.0)	4.89	.31

Source: Primary Data, 2023

The mean score of 4.85 suggests a strong level of agreement that unethical conduct reporting is encouraged without fear of retaliation and the standard deviation of 0.35 indicates moderate variability in responses. On the statement: I would never try to gain an advantage by deceiving workmates. Respondents generally agree with this statement, with a mean score of 4.84. The standard deviation of 0.36 suggests moderate variability in responses, indicating that some respondents may have stronger agreement than others. The mean score of 4.89 indicates a high level of agreement that truth is maintained even in challenging situations while the standard deviation of 0.31 suggests relatively consistent responses. Respondents express strong agreement (mean = 4.89) in the integrity of their team members and the standard deviation of 0.31 indicates consistent responses. The mean score of 4.88 suggests agreement with the active and empathetic listening to workers' problems and the standard deviation of 0.32 indicates moderate variability in responses. The mean score of 4.89 shows strong agreement with supporting workmates in emergencies and the standard deviation of 0.31 suggests consistent responses.

### 4.3 Team Respect and Project Performance

The third indicator related to team ethical behaviors within this research was to team respect. The researcher aimed to assess the state of team respect among the individuals included in the sample.

Table 4. 3 Respect and Project Performance

Statement	N	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean(X)	Std.D
		F(%)	F(%)	F(%)	F(%)	F(%)		
When a violation of the project team ethical behaviors occurs, the project takes appropriate disciplinary action on a consistent basis.	100	0(0.0)	0(0.0)	0(0.0)	12(12.0)	88(88.0)	4.88	.32
Your project has implemented a policy that encourages diversity in the workplace.	100	0(0.0)	0(0.0)	0(0.0)	14(14.0)	86(86.0)	4.86	.34
Policies are in place to discourage intimidation, sexual harassment and bullying in your workplace.	100	0(0.0)	0(0.0)	0(0.0)	17(17.0)	83(83.0)	4.87	.33
Your Project culture fosters an environment where all employees are treated with dignity and respect.	100	0(0.0)	0(0.0)	0(0.0)	11(11.0)	89(89.0)	4.89	.31
Your project treats all customers in the same manner, regardless of their individual characteristics.	100	0(0.0)	0(0.0)	0(0.0)	17(17.0)	83(83.0)	4.83	.37

Primary data, 2023

The table provides mean and standard deviation values for statements related to respect and project performance. Here's the interpretation: The mean score of 4.88 suggests a strong level of agreement that the project consistently takes appropriate disciplinary action when ethical violations happen. The standard deviation of 0.32 indicates a moderate level of variability in responses, meaning that most respondents tend to agree. About whether our project has implemented a policy that encourages diversity in the workplace, respondents generally agree with this statement, as indicated by the mean score of 4.86. The standard deviation of 0.34 suggests moderate variability in responses, meaning some respondents may have stronger agreement than others. The mean score of 4.87 reflects a high level of agreement that policies are in

place to prevent workplace harassment and intimidation. The standard deviation of 0.33 indicates a moderate level of variability in responses. Respondents strongly agree (mean = 4.89) that the project culture promotes a respectful and dignified treatment of all employees. The standard deviation of 0.31 suggests consistent responses. The mean score of 4.83 indicates a general agreement that customers are treated equally. The standard deviation of 0.37 suggests some variability in responses, with a range of agreement levels among respondents.

#### 4.4 Team Fairness and Project Performance

The fourth indicator related to team ethical behaviors within this research was team fairness. The researcher aimed to assess the state of team fairness among the individuals included in the sample.

**Table 4. 4 Team Fairness and Project Performance**

Statement	N	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean(X)	Std.D
		F(%)	F(%)	F(%)	F(%)	F(%)		
Human rights concerns are incorporated into our project daily activities	100	0(0.0)	0(0.0)	0(0.0)	15(15.0)	85(85.0)	4.85	.35
Our manager makes fair and balanced decisions to avoid occurrence of events that may delay projects.	100	0(0.0)	0(0.0)	0(0.0)	13(13.0)	87(87.0)	4.87	.33
I feel quite confident that my leader will always try to treat me fairly, so I work hard to achieve Project goals	100	0(0.0)	0(0.0)	0(0.0)	14(14.0)	86(86.0)	4.86	.34
Our project advocates for use of alternative plan to avoid any circumstances that result to project delay.	100	0(0.0)	0(0.0)	0(0.0)	22(22.0)	78(78.0)	4.78	.41
Our manager disciplines employees who violate ethical standards.	100	0(0.0)	0(0.0)	0(0.0)	20(20.0)	80(80.0)	4.80	.40
Our manager sets an example of how to do things the right way in terms of ethics.	100	0(0.0)	0(0.0)	0(0.0)	18(18.0)	82(82.0)	4.82	.38

#### Primary data, 2023

The table provides mean and standard deviation values for statements related to fairness and project performance. Here's the interpretation: The mean score of 4.85 suggests a high level of agreement that human rights concerns are considered in daily project activities. The standard deviation of 0.35 indicates a moderate level of variability in responses, with most respondents agreeing. Respondents generally agree with this statement (mean = 4.87), indicating confidence in their manager's decision-making. The standard deviation of 0.33 suggests a moderate level of variability in responses. The mean score of 4.86 reflects strong agreement with the idea that confidence in fair treatment by leaders motivates hard work. The standard deviation of 0.34 suggests moderate variability in responses. The mean score of 4.78 suggests general agreement with the use of alternative plans to prevent project delays. However, the larger standard deviation (0.41) indicates more variability in responses, with a range of agreement levels. Respondents agree that the manager takes disciplinary action when ethical standards are violated, as indicated by the mean score of 4.80. The standard deviation of 0.40 suggests moderate variability in responses. The mean score of 4.82 indicates agreement that the manager serves as a positive ethical role model. The standard deviation of 0.38 suggests moderate variability in responses.

## 4.5 Project Performance

The researchers went ahead to assess the status of project performance as the dependent variable in this research.

Table 4. 5 Project Performance

Statement	N	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean(X)	Std.D
		F(%)	F(%)	F(%)	F(%)	F(%)		
Technical requirements specified at the beginning of execution phase were met.	100	0(0.0)	0(0.0)	0(0.0)	17(17.0)	83(83.0)	4.83	.37
Technical problems were successfully identified and resolved.	100	0(0.0)	0(0.0)	0(0.0)	18(18.0)	82(82.0)	4.82	.38
Project cost objectives were met.	100	0(0.0)	0(0.0)	0(0.0)	12(12.0)	88(88.0)	4.88	.32
Project clients and/or product users were satisfied with the project outputs.	100	0(0.0)	0(0.0)	0(0.0)	12(12.0)	88(88.0)	4.88	.32
The project has not perturbed the culture or values of the project that managed it.	100	0(0.0)	0(0.0)	0(0.0)	18(18.0)	82(82.0)	4.82	.38
The project was managed so as to satisfy the interests and challenges of the members of the project team.	100	0(0.0)	0(0.0)	0(0.0)	16(16.0)	84(84.0)	4.84	.36
There were no quality problems related to project outputs	100	0(0.0)	0(0.0)	0(0.0)	19(19.0)	19(19.0)	4.81	.39

**Source: Primary Data, 2023**

The table provides mean and standard deviation values for statements related to project performance. Here's the interpretation: The mean score of 4.83 suggests a high level of agreement that technical requirements were successfully met as initially specified. The standard deviation of 0.37 indicates a moderate level of variability in responses. Respondents generally agree (mean = 4.82) that technical problems were identified and resolved effectively. The standard deviation of 0.38 suggests moderate variability in responses. The mean score of 4.88 reflects a high level of agreement that project cost objectives were achieved. The standard deviation of 0.32 indicates a moderate level of variability in responses. Respondents strongly agree (mean = 4.88) that project clients and users were satisfied with the project's outcomes. The standard deviation of 0.32 suggests consistent responses. The mean score of 4.82 suggests general agreement that the project did not disrupt the culture or values of the managing organization. The standard deviation of 0.38 indicates moderate variability in responses. Respondents generally agree (mean = 4.84) that the project was managed to address the interests and challenges of the project team members. The standard deviation of 0.36 suggests moderate variability in responses. The mean score of 4.81 suggests agreement that there were no quality issues with project outputs. The standard deviation of 0.39 indicates moderate variability in responses. In summary, the table illustrates the means and standard deviations for statements related to various aspects of project performance and the responses reflect positive project performance, with moderate variability in agreement levels among respondents.

**4.6 Relationship between Team Ethical Behavior and Project Performance**

To determine the nature of the relationships between variables, the Pearson correlation coefficient was employed, and it adheres to the following guidelines: If the Pearson correlation value is positive, it indicates a positive relationship, while a negative value suggests a negative relationship. A Pearson correlation of 0 indicates the absence of a correlation.

Table 4. 6 Correlations between Team Ethical Behavior and Project Performance

Team ethical behaviors		Project Performance
Responsibility and Project Performance	Pearson Correlation	.756**
	Sig. (2-tailed)	.000
	N	100
Team honesty and Project Performance	Pearson Correlation	.751**
	Sig. (2-tailed)	.000
	N	100
Respect and Project Performance	Pearson Correlation	.767**
	Sig. (2-tailed)	.000
	N	100
Fairness and Project Performance	Pearson Correlation	.829**
	Sig. (2-tailed)	.000
	N	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Source: Primary Data, 2023

The Pearson Correlation coefficient between responsibility and project performance is 0.756. This indicates a strong positive correlation, suggesting that as responsibility within the team ethical behaviors increases, project performance tends to increase as well. The p-value (Sig.) is very low (0.000), which means this correlation is statistically significant at the 0.01 level (2-tailed). In other words, this relationship is highly likely not due to random chance in a two-tailed The Pearson Correlation between team honesty and project performance is 0.751, which indicates a strong positive correlation. This means that as team honesty increases, project performance tends to increase as well. Similar to the first correlation, the p-value (Sig.) is very low (0.000), signifying that this correlation is statistically significant at the 0.01 level (2-tailed) The Pearson Correlation coefficient between respect and project performance is 0.767, suggesting a strong positive correlation. As respect within the team ethical behaviors increases, project performance is likely to increase. The low p-value (0.000) indicates that this correlation is statistically significant at the 0.01 level (2-tailed).

The Pearson Correlation between fairness and project performance is 0.829, indicating a very strong positive correlation. This suggests that as fairness within the team ethical behaviors increases, project performance is highly likely to increase as well. The very low p-value (0.000) confirms that this correlation is statistically significant at the 0.01 level (2-tailed). In summary, the table shows very strong positive correlations between each of the team ethical behaviors (responsibility, honesty, respect, and fairness) and project performance. These correlations are highly statistically significant, implying that there is a substantial relationship between ethical behaviors and project performance in the study's context.

#### 5.0 Discussion of Findings

##### 5.1 Influence of Project Team Responsibility on Projects Performance

The paper finding did not contradict the work of Shukla and Mwajabu (2017), studied effect of project team responsibilities on performance of Poverty Reduction Projects in Rwanda: A Case Study of Rural Sector Support Project. The study concluded that fulfilling team responsibilities have an effect on performance of Rural Sector Support Project. The team responsibilities influence performance of Rural Sector Support Project at the level of 62.3% hence a significant relationship between team responsibilities and performance of Rural Sector Support Project. Therefore there is a significant relationship between team responsibility planning and performance of Rural Sector support project.

##### 5.2. Effects of Project Team Honesty on Projects Performance

In was done in the context of a research done In Nageria, Karanam (2018), did the study on the impact of motivation on project teams' performance in information technology. The study is dictated towards the evaluation of the main factors that influence the level of motivation portrayed by team members of information technology project teams. Through a comprehensive literature review, the research was able to uncover insightful trends in motivation patterns among project team members that might be useful to project managers. The findings of this research conclude that a project team manager can improve the motivation of his or her subordinates through building team honesty and trust, provision of training, and through setting proper expectations. A survey conducted also indicated that 66.67% of employees feel motivated by being trusted and rewarded for their good efforts.

In Rwanda, Ntaganda et al. (2019) in their research about the effect of internal teamwork practices on performance of projects in Rwanda by focusing on Cornerstone Development Project. The study was guided by three specific objectives including determining the effect of internal accountability on performance of Cornerstone Development Project, to assess the effect of internal cohesiveness on performance of Cornerstone Development Project and to establish the relationship between team honesty on performance of Cornerstone Development Project. The researcher used descriptive research design where quantitative methods of data collection and analysis were used. The target population of this study was fifty eight (58) employees of Cornerstone Development Project. The study concluded that internal team accountability have an effect on performance of Cornerstone Development Project. The research findings revealed that there is presence of self-assessment practices that enable the team to work accordingly. Furthermore research findings revealed that there is strong team honesty among members that enable the project team to implement the project accordingly.

##### 5.3 Contribution of Project Team Respect on Project Performance

Habibalia and Mwikya (2018), conducted the study on the effect of team development and respect on Project performance: a case study of tile and carpet centre in Kenya. The researcher conducted simple regression analysis in order to find out the relationship between respect and teamwork development and project performance of T&C. The inferential results on effect of respect and teamwork development on project performance show  $R=0.623$  indicating a strong positive correlation and  $R^2=0.389$  and there was a significant

effect between respect and teamwork development and project performance ( $t=7.522$ ,  $p<0.05$ ). The study established and provided evidence that Project performance depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals thus having a positive influence on Project performance. In Rwanda Mugabo, (2020) in his research about the influence of Project culture on project team performance in NGOs using a specific reference of Living Water Rwanda. The majority of the respondents indicated that they were strongly agreed with; "In my project team respect culture foster team performance" which was reported by 50% of the respondents and represented by a mean of 3.82 whilst 47.7% of the respondents indicated that "In Living Water Rwanda managers same opinion of team respect with team members supports high team performance.it was found out that all of the respondents were in support of the opinion that team respect is totally related to project performance in Living Water Rwanda. For instance, one of the project managers in Living Water Rwanda was quoted saying, —In our project, we have a team respect strategy which has helped so much our teams to be efficient and effective in their services or work.

#### 5.4 Effect of Project Team Fairness on Project Performance

In the research by Nicasio and Rugendo (2019), studied on the influence of team management practices on Performance of Community-Based Projects in Embu County, Kenya. The results suggest that at  $F(1,156) = 4.934$ ,  $P=0.000<0.05$  implying that at 95% the relationship was statistically significant. The correlation coefficient ( $R=0.653$ ) showed that there exists strong positive correlation between team management practices and performance community-based projects. In Rwanda, the study of Uwimana Esperance,( 2022)about the effect of project team Management on the performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District.The findings revealed that team motivation practices; project team communication management; and team fairness had significant positive effect on performance of RESSP project as indicated by ( $\beta_2= 0.477$ ,  $p\text{-value}=0.0000.05$ ) which implies that an increase of one unit in team development practices; team motivation practices; project team communication management; team fairness would lead to an increase of 0.048; 0.477; 0.316 and 0.188 units in performance of RESSP project..

#### 6 Conclusions and Recommendations

As conclusion, the regression analysis reveals that all four predictor variables (Team responsibility, Team honesty, Team respect, and Team fairness) have statistically significant and positive impacts on Project Performance. Team fairness is the most influential predictor in this context, while Team responsibility, Team honesty, and Team respect also contribute positively to Project Performance. These findings suggest that fostering these ethical behaviors within the team can enhance Project Performance.

Based on the findings of the study and in line with the research objectives, the following recommendations are outlined to help improve organizational team ethical behaviors and performance of organizations: The study recommends that project management should promote team building; this would influence success of project performance and provide quality service to the customers and meet their expectations. Ethical behavior trainings must be conducted regularly to ensure that all staff operate within the project organizations comply with rules and regulations of the organization; Decision-makers should set-up the use of team ethical behavior as a priority towards improving organization performance by setting aside adequate resources and commitment to achieve these ends. The researcher recommends the project managers and superiors to strengthen and facilitate the communication channels within and out of the organization to make the communication of team ethical behaviors effective. In this study small sample size was taken, future studies can take large sample size and use probability sampling for more accurate outcomes on the same topic. Although this study has shown the importance of employee's ethical conducts for organizational performance, it does have its limitations; hence the findings and conclusions drawn from this research are representative of the non-profit and non-governmental organizations context only, it is recommended in future to study the government sector. The study was limited to one non-governmental organization; future studies can then use a larger sample to boost the generalization of results.

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