

## Boosting Project Success: Work Ethics, Climate, And Engagement as Key Drivers of Performance

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### Abstract

This study investigates how work ethics, work climate, and work engagement affect project performance in project-based organizations across Malaysia. Emphasizing Islamic work ethics in a Muslim-majority context, the research collected 310 responses from employees in five Malaysian states. Using regression and moderation analysis, the study found that both work ethics and work climate significantly enhance project performance, with work engagement serving as a key moderating factor. These findings highlight the value of cultivating ethical behavior and a supportive work environment to boost organizational success. Practical implications suggest that project managers should foster a positive climate and align ethical values with organizational goals to improve employee engagement and project outcomes. The study's originality lies in its focus on Islamic work ethics within the Malaysian setting, offering culturally relevant insights for leaders in similar environments. By integrating ethical principles into workplace practices, organizations can drive better performance and employee commitment. This research contributes to the growing body of knowledge on project management and organizational behavior, particularly in culturally specific contexts. Future studies are encouraged to explore these dynamics across different industries and countries to broaden the applicability of the findings and deepen understanding of how ethical and environmental factors shape project success globally.

**Keywords:** *Work Ethics, Work Climate, Work Engagement, Project Performance Success, Decent Jobs.*

### Introduction

A vast number of companies all over the world are conducting their operations by project performance to achieve success. Experts are cognizant of ethical standards to investigate and analyze novel enterprise methodologies and approaches on legal and moral bases. Malaysia, being a Muslim-majority nation, has a deficiency in the implementation of Islamic norms within its enterprises and institutions. Malaysia is a developing market with several megaprojects in the works. The progress of such programs is dependent on the employees who work on them. Work ethics play an important part in daily matters in a world where society is deeply rooted in religious traditions, and it provides religious guidance. Work ethics are activities that are unavoidable in Muslim-majority countries. Work ethics

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defines how a person acts at work (Yeo et al., 2018). This is intricately connected to the staff members' engagement towards their supervisor, coworkers, or corporate visitors. Ethics in business resemble morals, representing amoral framework guiding individuals in their core decisions, which are aimed at aligning outcomes with social standards (Oumlil & Joseph, 2009).

Professional conduct established the principle of professional integrity, as well as the likelihood of genuine inspiration, commitment, and hard work. According to Mohamed et al. (2010), the idea of Islamic work ethics stems from ethics based on Islamic teaching and principles based on religion. Islam is the sole religion that supports its followers in every facet of society. Employment is a significant aspect of our existence, and although it may induce stress, it can also lead to improvement, well-being, and good health (Mohamed et al., 2010). Employees need a working environment that encourages them to work in flexibility and without limitations to achieve operational objectives. Work climate is the atmosphere in which workers carry out their obligations. If the work atmosphere is good, staff will feel better as they arrive at work, and that feeling will help them remain motivated during the day and ultimately lead to project/task completion (Latib et al., 2017).

In either case, in today's dynamic global market climate, concentrating exclusively on happiness and robustness is inadequate to build a vital connection between personal success and favorable earnings from business; it must extend to be incorporated about collaboration among workers (Farid et al., 2017a). If the workplace climate is comfortable, workers can quickly exchange details about their tasks with one another. According to Czerw and Grabowski (2015), committed workers dedicate their energy to achieving their organization's goals. Committed employees are portrayed as involved with their work as they value, love, and take pride in their work, they put in more effort in their careers, and they are more likely to exchange knowledge with other employees to help each other, and the company succeeds. Professionals that are genuinely dedicated to their roles within the organization exhibit confidence in the roles they hold and are prepared to exceed expectations to guarantee the corporation's existence (Farid et al., 2017b).

Work engagement has several work-related effects, including job performance, position performance, and mission progress. Professional loyalty is a crucial element that has been addressed in modern hiring procedures. Professional affiliation refers to an individual who is dedicated to their work and invests all their effort into their responsibilities. Interested personnel are likely to foster enthusiasm among essential collaborators, including customers from the inside out. Individuals must be treated with care, taught, and accepted (Mauno et al., 2016). Most programs go over time and budget because staff are not well involved with their duties and do not effectively contribute to the project. The project's performance is described as achieving the organization's priorities and delivering the deliverables on schedule and under budget. Many programs also stall due to a lack of employee participation. Aesthetics has traditionally been defined as the examination of ethical behaviors and the distinction between proper and improper behaviors (Li & Wolbring, 2019).

The Project Management Institute, Inc. asserts that managerial personnel must conduct their employment appropriately. Employees that demonstrate ethical actions favor corporate broad-level organizational goals over individual objectives. Staff that shows ethical behavior from an Islamic viewpoint, successfully carry out company activities, leading to better efficiency and widespread success (Mitonga-Monga et al., 2016). A significant aspect of project performance is keeping the workers involved in actions. Individuals seeking engagement may facilitate participation from essential consumers, including both internal and external clientele. Professionals must be managed meticulously, equipped, and authorized (Saleem et al., 2020). In Malaysia, the biggest problem with project-based organizations is a lack of job integrity and a comfortable work climate, which causes workers to work less diligently and, as a result, the project suffers. The current research is being conducted in response to this issue.

This research is being carried out in the project-based organizations of Malaysian SMEs. To begin, it will be beneficial for project managers to have a greater understanding of work ethics policies, work climate, and work commitment to improving the overall success of project-based organizations. The present research is essential for leaders of projects along with collaborators as it aids in completing the task while minimising costs while keeping timelines. This research will act as a benchmark for various sectors and aid supervisors, governing bodies, and management of projects in clarifying erroneous and enhancing their consciousness of the impact of ethical behaviours as well as job atmosphere on the achievement of projects, moderated by job participation.

## **Literature review and hypotheses development**

### **Workplace attitude and project achievement outcome**

The initiative is used to organize operations in both economic and non-economic fields, highlighting the objectives to be met. The undertaking, conveying assets, and organizational makeup are all intrinsically connected. The endeavor serves as an efficient approach for creating and overseeing the shift of the strategy's implementation (Saleem et al., 2020). Khan and Rasheed (2015) consider the endeavor an essential element of the executed strategy, as the enterprise's profitability hinges on its accomplishment. According to the Project Management Institute, aligning programs with strategic objectives will bring value to the organization (Khan & Rasheed, 2015).

Any research has been undertaken in this field because of the exploration of what success is and how important it is. This piece highlights project administration publications centered on the achievement of goals. Due to the substantial number of temporary initiatives, over 33% fail to achieve their objectives, so undermining the accomplishments of the association with the client. The progress of the mission is a dynamic multidimensional phenomenon with several attributes. The project is unusual in that the project performance metrics begin with one project and progress to the next. The idea of project performance has been attributed to stakeholders' views and recognize that achievement means different things to different people. Ten years ago, morality emerged as a prominent topic. Numerous international disputes have arisen due to moral dilemmas, primarily attributable to the lack of transparency in business governance procedures. Consequently, numerous conflicts exist. Experts are diligently developing techniques to mitigate ethical concerns in professional training (Nursin et al., 2018).

Public and corporate entities acknowledge that employees' legal competencies are essential for the company's capacity to maintain deliberate distance from imminent emergencies and disruptions. Understanding the effect of the work climate on action has become a source of integration, with Muller et al. concentrating on ethical problems in the project work climate. The moral dilemma suggested a situation in which one had to choose between two required and is distinct. The investigation concluded that task-based organizations exhibit variations in moral dilemmas and managerial skills in addressing issues, distinct from the business's governing framework (Scoleze Ferrer et al.). The primary concern of the study was the technique's utility for team leaders in balancing employee instruction, monetary and motivational factors, and carrying out costs to achieve undertakings with higher advantages and reduced repetition.

Simulations and statistical preparation were executed utilizing principles of system kinetics. The outcomes indicate that by incorporating moral issues, operational downtime was reduced between forty-six percent to 39 percent. Nonetheless, the initiative yielded a ten percent drop in costs and an overall 26 percent variance. The reworked problem in project administration is associated with the application of an extraneous factor through an operation like the implementation of an extrinsic component (Scoleze Ferrer et al.). Zubair and Victor (2015) posited that task administration regulated the association amongst workplace efficiency as well as achievement of goals, whereas Islamic work ethics significantly mitigated this association.

Professional principles significantly influence workplace success, and individual moral conduct fosters collaboration that enhances company productivity. The robust link between personnel, moral conduct and company performance was essential for acquiring and maintaining an edge over rivals. Managing projects has consistently been a fundamental aspect of economic growth for any nation. Job contributions had a positive effect on organizational engagement (Tian et al., 2019; Zubair & Victor, 2015). Institutional patriotism is a mental construct that binds employees to an organization, hence diminishing rates of departure. Organizational loyalty also demonstrated that while they became extremely focused on their job, they gradually focused on the organization's priorities and objectives and attempted to accomplish them. Employees who were happy at work were more engaged in their work and had greater job satisfaction (Schaltegger et al., 2018). When workers were satisfied, the workplace was usually conducive, and there was a strong association between employee happiness and results indicating that workers who were happier with their work inspired the initiative. Hence our first hypothesis.

### **Work Climate and Project Performance Success**

The cognitive and cultural setting in an office setting significantly influences staff fulfilment with work. Work fulfilment served as an essential intermediary in the associations connecting the external

setting as well as project execution fulfilment, the mental atmosphere as well as mission productivity fulfilment, as well as the context of society as well as mission accomplishments (Schaltegger et al., 2018). According to Haarsma et al. (2016), there was modest mediation in all facets of the work climate and project performance success, where fulfilment at work served as a mediating factor for personnel financial standing inside the corporation.

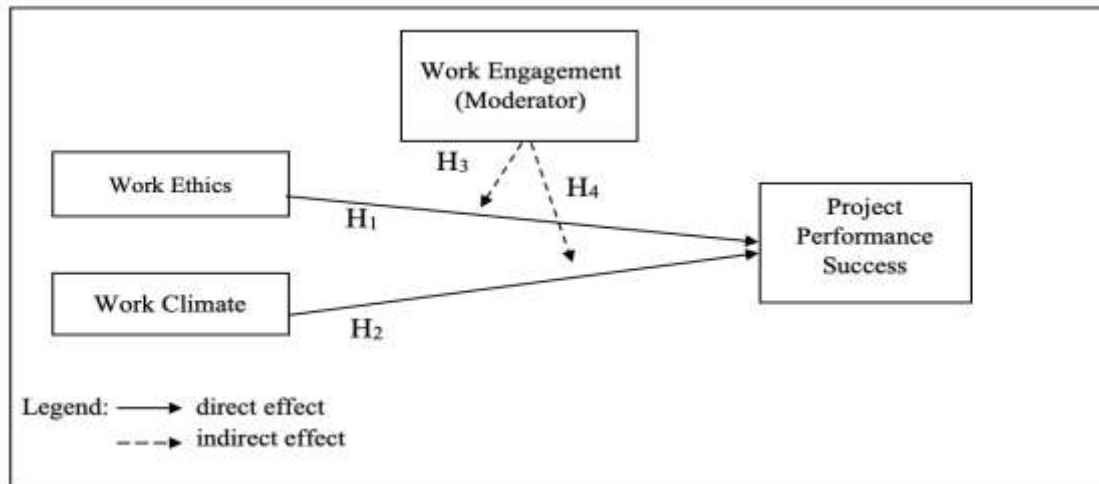
The study on the influence of the work environment on worker effectiveness revealed that work support, managerial guidance, and the physical labor environment positively affected productivity of workers, with job support being the primary predictor. A study examining the influence of the working atmosphere on the profitability of handheld telecoms firms in metropolitan Nairobi indicated that employees were dissatisfied with their company's leadership style and advertising tactics (Sarwar et al., 2020). The stakeholders understood the factors in these three classes to better handle and avoid cost and time constraints. The material is felt by the project manager in a viable and rewarding atmosphere. Since the project is so delicate, particularly in terms of knowledge creation, the project manager assumes that a fair atmosphere is the foundation of their fulfillment.

A secure work environment and enhanced performance linked to reinforced triple limitations contribute positively towards worker happiness on the job. Organizations also provide workers with satisfactory material and a good atmosphere to promote a safe environment. As a result, the project managers started to express this reality by organizing their skills and activities, the project concluded with benefits and incentives (Gao et al., 2016). Optimal productivity, food and beverages, safety and wellness solutions, including occupational delight enhance employee happiness. Ceri-Booms et al. (2017) found that employees in standard working environments reported greater satisfaction with their circumstances compared to those in adverse working environments. According to Latib et al. (2017) research, both project managers agreed that an adaptable and advantageous work climate was directly linked to the three project management constraints.

One of the most significant factors influencing work efficiency is the manual labor setting. According to the facts, the physical work climate of an employee influences job performance and job satisfaction. If employees were dissatisfied with their employment setting, they would ultimately contribute to workplace stress (Aksorn & Hadikusumo, 2008). Physical work circumstances encompassed interior and outdoor job layout, humidity, safety zones, and operational strategies. Assessments of the external working conditions encompassed workplace illumination (both synthetic and ambient), disorder, furnishings, and architectural design, concluding that warmer temperatures affected work productivity, whereas cool temperatures were associated with job execution (Sharma & Gupta, 2012). In the arrangement of their workstations, office designs pushed workers to accomplish unique targets, creating a positive work atmosphere and it assisted workers with getting the job done. Therefore, our following assumption.

### **Work Engagement as a Moderator**

Engaged employees exhibited heightened consumer attention, enhanced safety, increased corporate loyalty, and a belief that labor pledges foster a progressively positive outlook on project outcomes and corporate enhancement (Olateju et al., 2018; Sharma & Gupta, 2012). Investigations into company moral behavior significantly enhance worker involvement. Furthermore, workplace ethics culture has a hugely positive effect on the aspects of job responsibilities for capacity, dedication, and absorption by the mediation of moral leadership. Job dedication acted as a mediator in this report. The involvement of professional integrity, a supportive work atmosphere, and employee engagement all led to the project's progress. Employees were dedicated to consciously balancing integrity, job climate, and mission performance (Balwant, 2019). Employees were dedicated to consciously balancing integrity, job climate, and mission performance. Therefore, our two remaining assumptions are.



**Figure 1. The Conceptual Framework**

### Methodology

Responses were collected from individuals from Malaysia, specifically from the states of Kedah, Penang, Kuala Lumpur, Selangor, and Johor. Many of the organizations were project-based in design. Around 650 questionnaires were distributed to the individuals via email to the targeted states. The data are compiled in compliance with legal principles. To meet the study's objectives, an adequate sample frame with the desired degree of precision and confidence is required. Hair et al. (1998) propose five observations per variable as a sample size for multiple regressions. As a result, 310 samples were obtained for this analysis. There were three independent variables in this study model: work ethics, work climate, one dependent variable, project performance success, and one moderating variable, work engagement. As a result, accurate responses were obtained and used for regression analysis when taking the variables into account. The questionnaires used for data collection were modified from multiple sources and contained the following material.

### Work Ethics

Seven elements produced by Banks (2016), were used to assess work ethics. The following are some of the items: (1) Those who work hard are deserving of achievement. (2) It is rewarding to put in a lot of effort. (3) If you try long enough, it is difficult. (4) You will excel if you try hard. (5) You must be the best in your field. (6) By putting in the effort, a person can solve most life's challenges and carve out a niche for himself in the world. (7) Effort is not the secret to progress.

### Work Climate

Clarke (2010) built a 5-Likert scale of 15 items to determine the work climate (2011). The following questions are provided; (1) I have enough privacy; (2) I am thrilled with the location allocated to me. (3) I am comfortable regarding the bodily demands that I encounter. (4) I am pleased with the new safety requirements in place in the company. (5) I am pleased with my manager's leadership style. (6) I am confident that the apparatus and amenities I utilise for my work facilitate effectiveness and simplicity. (7) I am delighted with the department's help in providing recommendations. (8) I am pleased with the level of contact in the department. (9) I am satisfied with the department's degree of faith in me. (10) I am pleased with the level of collaboration in my department. (11) I am pleased with the protocols and processes that have been introduced in the division. (12) I am pleased with the department's current processes. (13) My senior management has given me positive reviews on my results. (14) I am pleased with my new job description because it describes just what is expected of me. (15) As a way of rewarding my success, I am pleased with financial incentives.

### Work Engagement

The academic involvement scale was created by Schaufeli et al. (2006). The overall amount of components is nine, as detailed below: (1) At my workplace, I experience an abundance of enthusiasm. (2) At my workplace, I feel robust and energetic. (3) I am passionate regarding my profession. (4) My occupation motivates me. (5) Upon rising in the early morning, I experience a desire to engage in work. I experience happiness when I am engaged in laborious tasks. (7) I take pride in my job. (8) I am

engrossed in my assignment. (9) I become overly engrossed in the assignment at hand.**Project Performance Success**

The project performance scale developed by Turner and Zolin (2012) were used to calculate the project performance success scale. The following are some of the items: (1) The technical specifications set out at the start of the execution process were followed. (2) Project timelines were followed. (3) The project's cost targets were not met. (4) The project's outputs were satisfactory to the project's clients and/or product customers. (5) The initiative did not disrupt the management organization's ethos or beliefs. (6) The project was not handled in a way that satisfied the project team's needs and challenges. (7) There were no issues with the project's outputs in terms of consistency. (8) Technical issues were detected and addressed successfully. (9) The project's production is quickly assembled and sold.

The social background of the poll encompassed variables including interviewees' ethnic background, age, educational qualifications, and years of professional service in the relevant project-based organizations. The preliminary research was conducted to assess the credibility of the surveys and identify any potential mistakes. Each research endeavor seeks to measure the impact of an autonomous variable on the factor that is dependent. The parameters observed in this longitudinal research investigation included age, gender, years of employment history, and competing certification to mitigate any influence on the phenomena being studied. A one-way ANOVA was also performed in the statistical determination to account for variances in the variable being studied.

## Results

### Evaluation of Redundancy

The Cronbach's Alpha test is employed to assess the reliability of the inquiry. Cronbach's Alpha assesses the interdependence of panellists' suitable responses. Cronbach's Alpha ranges from 0 to 1. Tavakol and Dennick (2011) elucidated the guideline for Cronbach's Alpha. If Cronbach's Alpha is 0.9 or higher, the validity is considered outstanding. If Cronbach's Alpha is 0.8 or higher, the trustworthiness is considered good. If Cronbach's Alpha is 0.7 or higher, the level of confidence is deemed adequate. However, if Cronbach's Alpha is less than 0.5, reliability is undesirable. Cronbach's Alpha was used to assess and evaluate the internal accuracy (reliability) of questionnaire elements such as work ethics, work climate, work engagement, and project performance success. The assessment of reliability presented in Table 1 indicates that the Cronbach's Alpha scores for every factor, individually as well as jointly, exceed 0.6, signifying that the data obtained through this survey is reliable. Excellence in the project's accomplishment Cronbach's Alpha for overall measurement is 0.772, for professional integrity it is 0.761, for job involvement it is 0.774, and for workplace atmosphere Cronbach's Alpha equals 0.701.

**Table 1.** Models Of Credibility and Legitimacy

Variables	Observed variables	Factor loading	Cronbach's alpha	AVE	CR
Work ethics	W-ES1	0.883	0.883	0.746	0.912
	W-ES2	0.871			
	W-ES3	0.853			
	W-ES4	0.873			
	W-ES5	0.862			
	W-ES6	0.859			
	W-ES7	0.842			
Work climate	W-EC1	0.811	0.871	0.774	0.881
	W-EC2	0.823			
	W-EC3	0.853			
	W-EC4	0.876			
	W-EC5	0.888			
	W-EC6	0.859			
	W-EC7	0.849			
	W-EC8	0.881			
	W-EC9	0.876			
	W-EC10	0.886			

	W-EC11	0.862			
	W-EC12	0.891			
	W-EC13	0.873			
	W-EC14	0.871			
	W-EC15	0.865			
Work engagement	W-EG1	0.863	0.773	0.706	0.837
	W-EG2	0.837			
	W-EG3	0.858			
	W-EG4	0.873			
	W-EG5	0.889			
	W-EG6	0.881			
	W-EG7	0.878			
	W-EG8	0.882			
	W-EG9	0.886			
PPS	PS-E1	0.783	0.865	0.879	0.902
	PS-E2	0.733			
	PS-E3	0.813			
	PS-E4	0.793			
	PS-E5	0.786			
	PS-E6	0.823			
	PS-E7	0.809			
	PS-E8	0.786			
	PS-E9	0.777			

Note: PPS = Project Performance Success.

### Correlation Analysis

Correlation analysis was used to determine whether there was a relationship between variables (work ethics, work climate, work engagement, and project performance success). Furthermore, Pearson Correlations analysis is most widely used to analyze linear correlations (Gajdoš et al., 2014). And its significance ranges from -1 to +1. A significant association occurs when a spike in a single factor is associated with an improvement in an additional factor. An adverse relationship occurs when a boost in one metric results in a decrease in a different one. A lack of any association amongst the two factors is termed negative or no association. The association was employed to evaluate the relationship amongst two or more categories or variables. The ratios of correlation are documented within the range of -1 to +1. A value of (r) equal to zero signifies the absence of a link amongst parameters. A high level of (r) indicates that an enhancement in one variable elevates the significance of the corresponding component or produces a beneficial effect. In the event of an undesirable (r) significance, a spike in a specific factor results in a reduction in an additional factor.

**Table 2.** Pearson Product Moment Correlation Analysis

Variables	Mean	Std. Dev.	1	2	3	4
Project performance success	3.86	0.776	1.00			
Work ethics	3.97	0.712	0.431**	1.00		
Work climate	3.89	0.668	0.389**	0.226**	1.00	
Work engagement	3.77	0.731	0.409**	0.217*	0.221**	1.00

Note: \*\*Correlation is significant at the  $p < 0.001$  level (2-tailed).

The outcomes of the association testing procedure are displayed in Table 2 ahead. Consequently, the association is articulated separately as pearson correlation test indicates a substantial association between professionalism and undertaking achievement ( $r = 0.431^{**}$ ,  $p < 0.001$ ). The workplace culture is significantly connected with the degree of project accomplishment ( $r = 0.389^{**}$ ,  $p < 0.001$ ). The estimator (employment enthusiasm) has a substantial correlation with the achievement of project

accomplishment ( $r = 0.409^{**}$ ,  $p < 0.001$ ). The association investigation confirms that the suggested theories are substantiated.

### Assessment of Regression

The link amongst a variable of dependency and one or more quantitative distinct variables can be quantified by statistical regression. Pierre et al. (2000) assert that regression modelling is a fundamental statistical technique employed to examine the nature and strength of the association amongst prognostic and variables of consequence. The relationship between work ethics, work climate, work engagement, and project performance success in project-based organizations was measured using regression analysis. Regression analysis was used as a predictive analysis tool in this study to assess the essence and complexity of the interaction between work ethics, work climate, work engagement, and project performance success. The association between work ethics, work climate, work engagement, and project performance success are measure by linear regression analysis (Pierre et al., 2000). Table 3 illustrates the favorable correlation between professional conduct as well as project achievement success, as seen by the values presented ( $\beta = 0.339$ ,  $p < .001$ ). The  $R^2$  score, indicating adequacy of fit, implies an 11.6% volatility in how well the project performed accomplishment. It was apparent that H1 was endorsed and validated.

**Table 3.** Evaluation Of Redundancy

Predictors	$\beta$	$R^2$	$\Delta R^2$	Sig.
Work ethics	0.339**	0.116	0.116	0.000
Work climate	0.412**	0.091	0.091	0.000
Work engagement	0.437**	0.124	0.124	0.000

Note: \*\*Correlation is significant at the  $p < 0.001$  level (2-tailed).

The data presented here indicates that the assignment's milieu exerts a favorable and substantial influence on the endeavor's fulfilment, as seen by the reported figures ( $\beta = 0.412$ ,  $p < 0.001$ ). The  $R^2$  score, indicating strength of fit, implies a 9.1% fluctuation in the overall project's success. The investigation's premise H2 is validated and corroborated. The report indicates that staff engagement positively and significantly influences the task's a successful outcome, as evidenced by the information displayed ( $\beta = 0.437$ ,  $p < 0.001$ ). The  $R^2$  score, indicating adequacy of fit, reveals that 12.4% of the volatility in the outcome of the project is attributable to its accomplishment. The empirical hypotheses H3 and H4 have been reinforced as well as corroborated.

### Work Engagement as a Moderator Between Work Ethics and Project Performance Success

The instructor was on hand in the investigation context. This investigation utilized job involvement as a mediator across workplace morals and undertaking accomplishment. After examining the direct impact on professional morality, professional environment, and professional enthusiasm on project efficiency and fulfilment, the next phase involves analyzing the balance of variables inside the investigation. Table 4 illustrated the modulation assessment. The current study demonstrated that professional interaction boosts the relationship amongst workplace values and project execution fulfilment, as represented in the table. Table 4 presents the findings on the mediation in the subsequent studies. The third possibility (H3) is supported by the association feature ( $\beta = 0.427^{**}$ ;  $\Delta R^2 = 0.083$ ;  $P = 0.000$ ). The findings indicate that professional enthusiasm boosts the connection amongst ethical behavior and undertaking accomplishment.

**Table 4.** Moderation Analysis Results

	Project Performance Success			
	$\beta$	$R^2$	$\Delta R^2$	P-value
Work ethics (Step 1)	0.311**			0.000
Work engagement (Step 1)	0.410**	0.208	0.208**	0.000
Work ethics X Work engagement (Step 2)	0.427**	0.291	0.083**	0.000

Note: N= 310, \*\* $p < 0.001$  level (2-tailed).



### Work Engagement as a Moderator Between Work Climate and Project Performance Success

The instructor participated in the investigation's environment. This investigation employed job involvement as a facilitator linking the workplace ambiance along with the achievement of projects accomplishment. After the examination of the immediate consequences on professional integrity, professional environment, and professional enthusiasm on the achievement of project fulfilment, the next phase involves analyzing the balance of factors within the study. The modulation assessment is displayed in Table 5. The table from the most recent survey indicates that employment enthusiasm boosts the association amongst work atmosphere and the achievement of projects accomplishment. Table 5 shows the effects of the following study's moderation. The H4 hypothesis is corroborated by the association ingredient ( $\beta = 0.327^{**}$ ;  $\Delta R^2 = 0.073$ ;  $P = 0.000$ ). The findings indicated that employment enthusiasm contributes to the association amongst work atmosphere and execution of projects accomplishment.

**Table 5.** Moderation Analysis Results

	$\beta$	$R^2$	$\Delta R^2$	P-value
Step 1				
Work climate	0.228**			0.002
Work engagement	0.393**	0.221	0.221**	0.000
Step 2				
Work climate X Work engagement	0.327**	0.191	0.073**	0.003

Note: N= 310, \*\*p<0.001 level (2-tailed).

### Summary Of Results

This segment's observations indicated that professional morality along with work milieu positively influence the completion of projects accomplishment. Work engagement was found to be a constructive moderator of work ethics, work climate, and project performance success.

**Table 6.** Summary Of Hypotheses Results

Hypothesis	Results
H <sub>1</sub> – A beneficial link is present among professional behavior as well as the effectiveness of undertakings.	Supported
H <sub>2</sub> – A favorable work environment correlates positively with undertakings accomplishments.	Supported
H <sub>3</sub> – Employment involvement mitigates the beneficial association amongst workplace morale and the achievement of projects fulfilment, which means the link is intensified at elevated degrees of involvement in work and diminished at low levels.	Supported
H <sub>4</sub> – Employment involvement mitigates the favorable association across work atmosphere and undertaking fulfilment, which means the link is intensified when job involvement is elevated and diminished when it is low.	Supported

### Dialogue And Suggestions

#### Principle Outcomes of the Research

Moral behavior positively influences the achievement of projects accomplishment. A one-unit boost in moral behavior leads to a 0.431-unit enhancement in the likelihood of accomplishment. The work environment positively influences the achievement of project outcomes. An enhancement of a single point in the assignment's milieu would result in a 0.389-unit improvement in the achievement of project accomplishment. The correlation amongst workplace morale along with undertaking success is influenced by dedication to work.

### Work Ethics and Project Performance Success

Experts have drawn inspiration from global experiences with ethical professions to thoroughly and morally analyze contemporary corporate practices. Morality at work is an inescapable reality in Muslim nations like Malaysia, where measures are being implemented. Virtue serves as the ethical standard for determining what is acceptable and unacceptable. When employees exhibit professionalism and distinguish themselves from those adhering to societal norms, ethics is dedicated to fostering comprehensive fairness in expectations and attributes (Khan & Rasheed, 2015). The moralities associated with labor are typically linked to features, whereas technical ethics pertain to morality. Augmented bioethics is a moral idea wherein individuals incorporate their particular ways of making decisions, aiming to align outcomes with the standards of their community. This suggests that moral values are essential for all organizations, enabling them to operate effectively, attain incentives and maintain their standards (Akgün, 2020). In both scenarios, a comprehensive investigation of the project's effectiveness reveals the absence of an examination about the impact of professional conduct on project outcomes.

Work ethics discipline employees and provide an atmosphere in which they can exercise transparency, justice, righteousness, and dignity. Guenter et al. (2017) recently disclosed that there was a substantial correlation between employee ethical behavior and organizational efficiency. This association was significant in inappropriate behavior, which may result in subpar business results. The current study examines the influence of workplace morals and work atmosphere on the achievement of projects success, with employment involvement serving as a controlling variable. Research indicates that a good work spirit positively impacts the achievement of goals (Weaver et al., 2014). The project's accomplishment escalates with the enhancement of morale at work.

### **Work Climate and Project Performance Success**

Managers nowadays understand the importance of the work climate. In general, a work climate may be described as a location where an individual can express his or her feelings to demonstrate any possible relations relevant to their work. A constructive bilateral collaboration between workers and employers is characterized as a workplace atmosphere, encompassing the connection involving workers and their managers within an organizational setting (Weaver et al., 2014). In the contemporary world marketplace, prioritizing only happiness and resilience is inadequate for forging a vital link across individual achievement and favorable business results; it must extend to encompass workforce involvement (Ceri-Booms et al., 2017).

The workplace environment ought to be addressed about social interactions among colleagues, managers and individuals. Dedicated, determined, and satisfactory staffers are arguably the business's primary assets. Employees that are eager to commence work daily exhibit activity, energy, candor, fairness, and enthusiasm over their commitment and work environment. A multitude of individuals work alongside them, possessing a profound aspiration to perpetually enhance the execution of the company's principal objectives and to dedicate themselves fully, driven by their passion for their profession and the organizations they represent (Aksorn & Hadikusumo, 2008). The work setting positively influences program advancement. The achievement of the project increases as the operational environment evolves.

### **Work Engagement as a Moderator**

Work engagement tends to be correlated with optimistic employee behaviors, zeal and excitement, supportive work behavior, and increased organizational efficiency. Individuals that are genuinely dedicated to their roles and responsibilities within the corporation have faith in their work and can go beyond and beyond to ensure the organization's success. Employee participation is a crucial element that has been addressed in modern hiring procedures. Employment involvement refers to an individual who is fully immersed in their employment and dedicates all their energy to their responsibilities (Aksorn & Hadikusumo, 2008). An individual who embodies all these traits is said to be profoundly engaged in his work. The concerned worker is the organization's profit.

Corporations frequently endeavor to incentivize staff to achieve the anticipated results of their assignments. Previously, Aksorn and Hadikusumo (2008) explored employee engagement as a moderator between job obligations and mission performance, finding that work engagement favorably moderates the two. Work involvement serves as a moderating variable in this investigation concerning workplace morale, work atmosphere, and the achievement of project excellence. Research indicates that employment enthusiasm positively moderates the connection amongst ethical conduct and execution of projects achievement. It has been discovered that work engagement favorably moderates the relationship between work climate and project performance success. It means that if a person is

engaged in his or her role and there is a good work climate, he or she can do better and excel in their career (Eguchi et al., 2020; Kulikowski, 2017).

## **Conclusion**

The current study examines the influence of moral standards along with workplace atmosphere on the achievement of projects success, with employment involvement serving as a controlling variable. Efficiency positively influences the achievement of a project. The project's ability to succeed escalates with the enhancement of professionalism. Prior evaluations have also revealed that a solid work morality positively influences the achievement of projects (Eguchi et al., 2020). It has been discovered that work engagement has a positive effect on project performance success. The project's performance grows in direct proportion to the suitability of the work climate. If an organization wants to improve its performance, it should instill the desire to follow a good work climate.

This research aimed to provide managers with project performance success. The manager's job description allowed him to lead the staff and ensure that everything was completed according to the instructions. Their roles have lately shifted when they need to reflect on talent and get the best out of them. They must build a friendly working atmosphere by holding discussions with all their team members on each new mission. As a result, both workers will engage politely. And the project will go smoothly and successfully. Managers must include their staff members with their tasks by not intervening with their actions and by encouraging them, as doing so would result in workers working with their full hearts and projects being done on schedule and under budget. Supervisors must acknowledge that they are supervising the roles of individuals as if they were their very own, necessitating attention to the elements conducive to excellent productivity; they are the foundation of the company's prosperity.

This research, like many others, has certain limitations. Since the demographic sample for this study was based in Malaysia, the conclusions are constrained. To analyze and develop generalizability, researchers can replicate this study in different countries with different cultures. There are some flaws in this report. Since all variables are calculated using single references, one major issue is the importance of common method variance in our results. We may list our possible causes of typical process prejudices as follows, based on Podsakoff (2003) classification. Our survey consists of individual members of the organizations as respondents who scored all the predictor and criterion variables at the same time (common rater effect) (same measurement time effect). It is worth noting that we took some methodological safeguards to avoid traditional process prejudice, such as using pre-determined scales and maintaining confidentiality.

Aside from the usual approach biases, our research may have certain shortcomings, such as its scale (only focusing on people who work in the telecommunications industry) and material (only ethical climate and satisfaction). New and more mature testing environments could be planned considering the above limitations. For example, in future studies, the unit of study may be organizations rather than people, and the sample could be expanded to include other industries. Additional (1) contingent variables, such as organizational engagement, turnover expectation, or organizational success, and (2) influence, moderating, or mediating variables, such as age, gender, attitude, religiosity, or organizational confidence and justice perceptions, may be added to the theoretical model. To observe and improve the generalizability and objectivity of this analysis, researchers can reproduce it in different countries with different cultures or settings than Malaysia.

## **Ethical Approval**

Formal ethical approval has been waived instate this study adhered to the principles of the Declaration of Helsinki following strict ethical standards. Participation was anonymous, confidential, and voluntary, with informed consent obtained from all participants. There were no biomarkers or tissue samples collected for analysis. Participants had the freedom to withdraw from the study at any point. Data availability statement: Data will be made available at reasonable request to the corresponding author.

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## Declarations

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## Competing Interests

The author declares that there are no competing interests.

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