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Impact of Work Ethics and Work Environment on Project Success with the Moderating Role of Job Engagement

Muhammad Hayat[*], Muhammad Shakeel, Bo Chen

School of Management Sciences, Riphah International University, Islamabad, Pakistan

Email address:

Hayatafridi85@gmail.com (M. Hayat), shakeelnaama@live.com (M. Shakeel)
[*]Corresponding author

Abstract: There are many projects going on in global business. Work ethics and work environment is very important because employee's behavior strongly contribute to the success of the project in global business. The objective of this study to examine the impact of work ethics work environment with moderating role of job engagement on project success in project-based organization of Pakistan. Survey method is used to collect data from the managers along with their employees from different organizations in Islamabad and Rawalpindi, Pakistan. Managers are selected because they are considered the most knowledgeable personnel of the organizations who can provide reliable data. A structured questionnaire was distributed among 250 targeted individuals' through covariance sampling technique. The questionnaire was followed by the interview to overcome the ambiguities. The response rate was 96.4% which shows the interest of the targeted population and the importance of the study. To check the reliability, we applied internal consistency reliability, correlation. Furthermore, to test the posit hypothesis, was used regression analysis as a statistical analysis technique for measuring the nature and intensity of relationship between work ethics, working environment, work engagement and project success. The study shows that there is a positive direct relation between independent and dependent variables like work ethics, work environment, work engagement and project success. The study concludes that work ethics and work environment is very important for project success. The current study leads to the solid awareness towards the identification of work ethics, working environment, work engagement and their association with the project success.

Keywords: Work Ethics, Work Environment, Job Engagement, Project Success

1. Introduction

Kerzner, H, A, large number of business corporations around the world are implementing their activities through project means achieving the project success [1]. Researchers are aware of work ethics to think and explore new strategies and models of business practices in spiritual and ethical grounds. Being a Muslim country Pakistan has lacks of Islamic practices at businesses and workplaces. Pakistan is an under-developed country where mega projects are in progress. Ali, A. J., & Al-Owaihan, the success of such projects depends upon the employees work on projects [2]. A country, where society is highly bound in religious values, work ethics play the vital role in their routine matters and it gives religious inspirations to employees. AL-ARIMI, A. A, Masrom, M., & Mahmood, Work ethics are practices that are

inevitable for Muslim country [3]. Work ethics determines how an employee behaves in his workplace. This is closely related to the employee's relationship with his employer, colleagues, or corporate guests. The ethics defined by the work are usually related to characteristics, so the professional ethics are related to the morality that is the ethical principle of individuals implanting their basic decision-making processes, which helps to adjust the final results to the standards of their society.

The work ethics began the concept of professional ethics, and the possibility of true motivation, dedication and hard work. Bin, Baharuddin, Abdullah and Osman defined, the concept of Islamic Work ethics comes out from ethics that depends on Islamic instructing and principle which depend

on faith [4]. Rice, G, described, Islam is the only religion that aide**s** its followers in all circle of life [5]. GITONGA, Work is a critical part of our lives while on one hand it can be a reason for stress on the other hand it can likewise contribute to improvement, well-being and great health [6]. to meet the measures of organization, employees require a working situation that enables them to work with freedom without complications that may control them from performing up to the level of their maximum capacity. Raziq, A., & Maulabakhsh, Work environment is a surrounding where employees perform their duties [7]. Khaqan. M, In the event that work environment is great, workers will feel amazing arriving to job and same sense contributes to maintain them for the duration of the day and at last continues to project/task fulfillment [8].

In recent competitive global business atmosphere, in any case, it is clear that the only focus on satisfaction and robustness is not enough to create a key link between personal performance and positive business outcomes; it must grow to be integrated into employee engagement. If the working environment is friendly so the employees can easily share information with each other regarding their assignments. Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, Engaged employees devote their vitality to accomplishing their organization's targets [9]. Ibrahim, M., & Al Falasi, they are committed, energetic, reliable, and eager [10]. Deepa, E., Palaniswamy, R., & Kuppusamy, depicted employees engaged with their work as they are additionally valuing, enjoying and priding of their work, normally they accomplish more exertion in their jobs, and more willing to share information to different employees to help each other and the organization to succeed [11]. Engaged employees who are fully committed to their work and roles in the organization, feel confidence in their work and applying additional efforts to increase the organizational success.

Yongxing, Guo & Du, Hongfei & Xie, Baoguo & Lei, Mo. Job engagement has variety of work-related outcomes such as job performance, role performance and success of project [12]. Job engagement is an important factor that has been under discussion in modern human resource practices. Job engagement means; a person who is involved in his work and focused with all of his attention dedicatedly towards his assignment. Engaged employees will probably inspire engagement from key partners, like their inner and outer clients. Individuals need to be dealt with very much, educated and acknowledged. Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, most of the projects go beyond its schedule and budget due to the reason that employees are not well engaged in their assignments and they don't actively contribute in project [13]. The success of the project means to achieve the goals of organization and to deliver the deliverable on time and budget. Khan, A. S., & Rasheed, the reason that most of the projects fail due to the lack of involvement of employees [14]. Ethics have been viewed as the study of moral judgments right and wrong behavior. According to the project management institute (PMI) **(**2007);

it is vital for project management experts to lead their work in an ethical way. Workers with ethical behavior prioritize organizational broad level organizational objectives over their individual objectives. Mahfoudh, A., Din, M. S. H., & Jusoh, Workers who demonstrate the characteristics of ethical behavior in the Islamic perspective, efficiently carry out business operations which boost up to higher performance and extensive success [15]. Costa, P. L., Passos, A. M., & Bakker, the important part of project success is to keep your employees involve in actions [16]. Involved employees will possibly encourage engagement from key partners, for example, their inner and outer clients. employees need to be dealt with very much, educated and accredited. In Pakistan, this is the main issue with the project-based organizations that there is lack of work ethics and friendly work environment due to which employees don't work with full devotion and ultimately the project fails. Based on this issue the current study is conducted.

This study is conducted, particularly in the project-based organizations of Pakistan. Firstly, it would be helpful for project managers to better understand the way of work ethics practices, work environment and work engagement for enhancement of overall performance of the project-based organizations. The current study significant for the project managers and team members because it helps them to delivering or completing the project by minimizing the cost and within the schedule. Secondly, this research would be a predictor to other sectors as well and will also help out managers, regulatory authorities, and project supervisors to solve the myths and to better understand the impact of work ethics and work environment on project success with the moderating role of work engagement.

2. Literature Review

2.1. Work Ethics and Project Success

The project is used as a means of arranging activities in all economic and non-economic areas, pointing out the goals to achieve. There is a direct relationship between the project, the project portfolio, and the organizational system. Cleland, D., & Gareis, the project serves as a basic method for developing and managing change for implementing strategies [17]. Meskendahl, uses the project as a core component of the implementation strategy, so business success depends on the success of the project [18]. As project management institute (PMI) (2013) points out, aligning projects with strategic goals can add value to the organization.

Due to the discovery of what success is and how important it is, some investigations have been conducted in this area. In this article, we are passionate about project management literature around the success of the project. Due to the very high number of short-term projects, more than 33% of projects ignore the achievement of goals (PMI, 2013), consequently the success of the relationship with the project is very urgent. Mir, F. A., & Pinnington, the success of the project is considered to be a complex multidimensional

concept with many attributes [19]. Müller, R., & Turner, the project is unique in that the project success criteria start from one project to the next [20]. Davis, the concept of project success has been related to the perception of stakeholders [21]. Shenhar, A. J., Dvir, D., Levy, O., & Maltz, recognizing that success means different things to different individuals [22]. Ethics has become a famous theme a decade ago. Because of ethical issues, many international scandals have been explained, and the reason behind this is that there is no obvious directness in the organization in the corporate governance framework. This is why there are different scandals. Researchers are working hard to find strategies to curb ethics when training employees at work. The general population and organizations involved in business agree that the ethical capabilities of employees are central to the organization's ability to maintain strategic distance from emergencies and shocks in the future. Understanding the impact of the work environment on behavior has become a convergence point, focusing on ethical issues in the project work environment Muller et al. The moral dilemma implied a condition that one needed to choose between two choices, which were necessary, and different Walker and Lolyd-Walker. The study thus determined focus on the individuals and backgrounds that determined decisions to maintain a sense of balance between the financial and ethical abilities of decision making, demonstrated that project-based organizations have shown that the types of ethical issues and the skills of project managers responding to problems vary with the governance framework used by the organization. Heugens, design a model to study the impact of professional ethics culture on the rework dynamics in project management [23].

The main research issue was that the system can be used by project managers to balance personnel training, financial and dialect motivation, and the cost of implementation costs to complete projects with more benefits and less rework. In this way, modeling and data analysis are done using system dynamics principles. The results show that by considering professional ethics, the rework in the project has been reduced from 46% to 39%. Despite this, the project had completed a 10% cost reduction and a 26% difference. Through a method similar to an exogenous parameter, the rework problem in the project management field is combined with the professional ethics culture. Padi, M. D. showed that honesty is one of the central ethical values of the US Project Management Association [24]. Ahmad, R. showed that project governance mediated the relationship between high-performance work practices and project success (PS) while Islamic work ethics significantly moderated the relationship between high-performance work practices and PS [25].

Bin Salahudin, S. N., binti Baharuddin, S. S., Abdullah, M. S., & Osman, found that professional ethics had a significant impact on job performance [26]. Msanze, N. S, revealed that employee ethical behavior has added a way or communication to make the organization successful [27]. The close relationship between employee ethical behavior and organizational performance was critical to achieving and maintaining a competitive advantage.

Mishra, P., Dangayach, G., & Mittal, M studied the ethical approach to the success of sustainable projects [28]. Project management had always been an integral part of its development for any country. Zopiatis, A., Constanti, P., & Theocharous, A. L, showed that work contributions had a positive impact on organizational commitment [29]. As Allen, L., Mayer, J., Tu, K., & Feldman, L, pointed out, organizational commitment was a psychological expression that attributed employees to an organization, which reduced the frequency of turnover [30]. Meyer, J. P., Becker, T. E., & Vandenberghe, showed that when they were highly focused on their work, they gradually focus on the goals and targets of the organization and tried to achieve them (PS) [31]. Ali, Mahdi & Chileshe, Nicholas, represented the use of Islamic ethics to convey Muslims to the glory of the fourteenth century, which only came to life by establishing a working union among the workers who brought success [32]. Happy employees were increasingly involved in work and achieve higher job satisfaction. Schaufeli, W. B., Taris, T. W., & Van Rhenen, W, when employees were happy, the workplace will generally be conducive and suggested a positive correlation between employee satisfaction and performance [33]. And Tomaževič, N., Seljak, J., & Aristovnik, [34]. Relationship organization goals (PS). Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R, recommended that employees with higher job satisfaction motivated the project [35]. therefore;

H1: there is positive relation of work ethics with the Project success (PS).

2.2. Work Environment and PS

Mubarak, F., & Mumtaz, S, studied that the actual, psychological and social environment in the work place has a significant impact on employee job satisfaction [36]. More importantly, job satisfaction played an important mediatory role in the relationship between physical environment and PS, psychological environment and PS, and social environment and PS. Studies had shown that there was moderate mediation in all aspects of the work environment and PS, where job satisfaction assumed an approximate mediatory work of employee socioeconomic as a mediator in the organization.

Lankeshwara, P, recognized the impact of the work environment on worker performance [37]. study found that job help, supervisory help, and the physical labor environment had a positive effect on employee performance and job assistance as the most basic indicators. Nanzushi, C, studied the impact of the workplace environment on the performance of portable telecommunications companies in the urban area of Nairobi [38]. The study found that employees were not satisfied with the management style and promotion activities of the organization

Akanni, P., Oke, A., & Akpomiemie, O, the stakeholders recognized the variables under these three groups in order to properly manage and prevent cost and time pressures [39]. The project manager feels the content in a viable and

fulfilling environment. Because the project is very subtle, especially information innovation, the project manager believes that a reasonable environment is the basis of their satisfaction. Oshagbemi, T, a healthy work environment and prosperous effectiveness associated with improved triple constraints are tempting [40]. Akinyele, S, the job satisfaction of employees is a central issue in organizations that are achieving project management goals [41]. In order to maintain a healthy environment, organizations often provide employees with satisfactory content and provide them with a good environment. Riecher-oessler, A, Therefore, given the fact that satisfied project managers began to communicate this fact by coordinating their abilities and tasks, the project ended the profit and rewards [42]. Jain and Kaur, good working conditions, refreshments, welfare and safety facilities, and fun in the workplace increase job satisfaction [43]**.** Bakotic, D., & Babic, T, analyzed that workers working under normal working conditions were more satisfied with working conditions than workers working under poor working conditions [44]**.** Hamid, Ghafoor and Shah, studied that all project managers believed that an adaptable and beneficial work environment was closely related to the three constraints of project management [45].

Brill, M., Margulis, S. T., & Konar, E, pointed out, the manual labor environment was one of the most important factors affecting job performance [46]. Evidence suggested that the physical work environment of individual work affects job performance and job satisfaction. McCoy, J. M., & Evans, G. W, clarified that if employees were disappointed with the work environment, employees gradually work as soon as they became a source of stress in the workplace [47].

Ismail, F., Hashim, A. E., Zuriea, W., Ismail, W., Kamarudin, H., & Baharom, Z. A, argued that conditions in the workplace environment affected the functioning of employees and determined the prosperity of the organization [28]. It included physical work environments including internal and external office design, temperature, safe places, and work environments or game plans. Vischer, Physical workplace environmental factors also included workplace lighting (artificial and natural), turmoil, furniture and space design. Niemelä, R., Hannula, M., Rautio, S., Reijula, K., & Railio, J, concluded that when the temperature was high, the work performance was degraded, and the low temperature was related to the performance of the job [49]. Office configurations urged employees to achieve specific goals

through the way their workstations were manufactured. Al-Anzi, N. M, Space design had made a significant contribution to how employees performed their jobs [50]. Vischer, focused on organizing a favorable work environment because it helped employees to get the job done. Hence our second hypothesis;

H2: Work Environment has a positive effect on Project success.

2.3. Work Engagement as a Moderator

Rodríguez-Muñoz, A., Sanz-Vergel, A. I., Demerouti, E., & Bakker, A. B, participating employees were increasingly profitable and progressively productive were more focused on customers, safer, and more inclined to stay in the organization [51].

Haffer, also believed that work commitments bring a gradual positive attitude to PS and business improvement. Mitonga-Monga, J., Flotman, A.-P., & Cilliers, F, study showed that workplace ethical culture had a significant positive impact on job commitment [52]. further showed that through the mediation of moral leadership, workplace ethics culture had a significant positive impact on the dimensions of work commitments for energy, dedication and absorption.

Bakker, A. B., Demerouti, E., & Lieke, L, also seek some form of employment commitment, which was affirmative for performance and contextual performance of employees with higher scores in terms of responsibility [53]. In this study, the work commitment was as a mediator. If there was a professional ethics and work environment and employee commitment, it had a positive impact on the success of the project. Employees were committed to actively adjusting between ethics, work environment and project success. Employees were committed to actively adjusting between ethics, work environment and project success. Hence our third and fourth hypothesis is;

H3: Job engagement moderates the positive relationship between work ethics and project success such that the relationship will be strengthen when job engagement will be high and vice versa.

H4: Job engagement moderates the positive relationship between work environment and project success such that the relationship will be strengthen when job engagement will be high and vice versa.
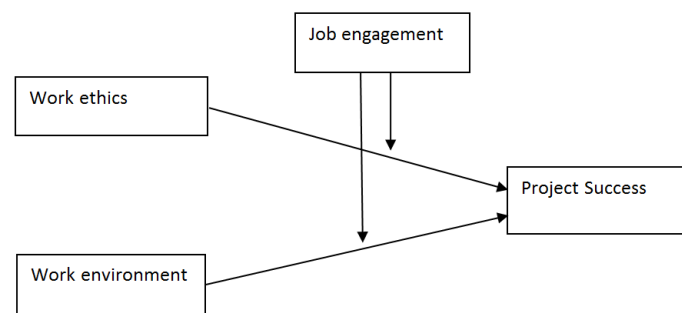

Figure 1. *Conceptual framework.*

3. Methods

3.1. Data

The targeted samples were from Pakistan especially from Islamabad and Rawalpindi in the year 2018. All the organization were specifically project based organizations. The sample size selected for this study is 250. Ethical standards were followed in assembling the data.

Adequate sample frame with the preferred level of precision and confidence is essential to meet the objectives of the study. A rule of thumb for sample suggested by Hair et al. (1998) for multiple regressions is five observations per variable. Therefore, in this study 250 sample size was collected. In this research model, there were three independent variables; work ethics, work environment and job engagement, one dependent variable; project success and also one moderating variable; job engagement. Therefore, considering the variables, valid responses were collected and used for regression analyses.

Questionnaire, which is used to for the data collection, were adopted from different sources and were incorporated of the following information.

Work Ethics was measured by 7 items developed by Ho, R., & Lloyd, J. I, [50] Items are given below; (1) People who work deserve success. (2) Hard work is fulfilling in itself. (3) Nothing is impossible if you work hard enough. (4) If you work hard you will succeed. (5) You should be the best at what you do. (6) By working hard, an individual can overcome most obstacles that life presents and make his or her own way in the world. (7) Hard work is not a key to success.

3.2. Measurement

Working environment was measured by 15 items at 5-Likert scale developed by Ouko (2011). Questions are given below; (1) The amount of privacy is satisfied (2) I am satisfied with the workspace that has been allocated to me. (3) I am satisfied with the physical working conditions I need to work under. (4) I am satisfied with the current safety standards that have been enforced in organization. (5) I am satisfied with the leadership style of my manager. (6) I am satisfied that the tools and resources, I use to do my job allows me to do so in an efficient and effective manner. (7) I am satisfied with the support the department has given me when making suggestion. (8) I am satisfied with the communication that takes place in the department. (9) I am with the level of trust the department has shown towards me. (10) I am satisfied with the teamwork that exists in my department. (11) I am satisfied with the policies and procedures have been imposed in the branch. (12) I'm gratified with the existing structures in the department. (13) The feedback I receive from my senior management on my performance is satisfactory. (14) I'm satisfied with my current job description as it clearly defines what is expected from me. (15) I am satisfied with the financial rewards as a means of recognizing my performance.

Project success scale was measured by 9 items from the study of [17]. Items are given below; (1) Technical requirements specified at the beginning of the execution phase were met. (2) Project schedules were adhered to. (3) Project cost objectives were not met. (4) Project clients and/or product users were satisfied with the project outputs. (5) The project has not perturbed the culture or values of the organization that managed it. (6) The project was not managed so as to satisfy the interests and challenges of the members of the project team. (7) There were no quality problems related to project outputs. (8) Technical problems were successfully identified and resolved. (9) The project output could easily be manufactured and marketed.

Work Engagement scale was developed by Schaufeli, W. B., Bakker, A. B., & Salanova, [51] Number of items are 9 as given below; (1) At my work, I feel bursting with energy. (2) At my job, I feel strong and vigorous. (3) I am enthusiastic about my job. (4) My job inspires me. (5) When I get up in the morning, I feel like going to work. (6) I feel happy when I am working intensely. (7) I am proud of the work that I do. (8) I am immersed in my work. (9) I get carried away when I am working.

The biographical data of questionnaire was comprised of variables like age of the respondents, gender, educational qualification, and years of working experience in the respective project-based organizations. The pilot study was also conducted to find out the reliability of the questionnaire and also intended to identify any possible mistakes

In every research work, the researchers attempt to measure the effect of the independent variable on dependent variable. The variables controlled during this cross- sectional study were age, gender, years of working experience and qualification of the contestants in order to cancel out or neutralize any effect on observed phenomenon and in statistical analysis ANOVA test was also performed to control the variations in dependent variable.

4. Results

4.1. Reliability Analysis

The Cronbach's alpha test is ran for the questionnaire's reliability. Cronbach's alpha measures the covariance among the appropriate responses given by respondents. Value of Cronbach's alpha is between Zero (0) and one (1). Murphy and Davidsholder (1988) explained the rule of thumb for Cronbach alpha. If Cronbach alpha is equal or more than 0.9 then reliability is excellent. If Cronbach alpha is equal or more than 0.8 then reliability is good. If Cronbach alpha is equal and more than 0.7 then reliability is acceptable. But If Cronbach alpha is 0.5 then reliability is unacceptable. Cronbach's Alpha was used to check and analyze the reliability (Internal consistency) of questionnaires items includes work ethics, working environment, work

engagement and project success.

Result of reliability analysis in Table 1 indicate that Cronbach's alpha values of all the variables, individually and collectively are > 0.6 which shows that the data gathered through questionnaire is reliable. PS Cronbach's alpha is 0.772, work ethics Cronbach's alpha is 0.761, working environment Cronbach's alpha is 0.774 and work engagement Cronbach's alpha is 0.701.

Table 1. Reliability and validity constructs.

Variables	Observed variables	Factor loading	Cronbach's	Ave	CR
Work ethics	W-ET1	0.887			
	W-ET2	0.878			
	W-ET3	0.899			
	W-ET4	0.778	0.883	0.742	0.920
	W-ET5	0.915			
	W-ET6	0.888			
	W-ET7	0.838			
Work environment	W-EN1	0.877			
	W-EN2	0.819			
	W-EN3	0.876			
	W-EN4	0.908			
	W-EN5	0.892			
	W-EN6	0.849			
	W-EN7	0.849			
	W-EN8	0.893	0.857	0.776	0.912
	W-EN9	0.855			
	W-EN10	0.878			
	W-EN11	0.876			
	W-EN12	0.752			
	W-EN13	0.700			
	W-EN14	0.835			
	W-EN15	0.837			
Work engagement	W-EG1	0.750			
	W-EG2	0.773			
	W-EG3	0.700			
	W-EG4	0.778			
	W-EG5	0.760	0.776	0.703	0.838
	W-EG6	0.700			
	W-EG7	0.837			
	W-EG8	0.785			
	W-EG9	0.700			
Project success	PS-1	0.780			
	PS-2	0.773			
	PS-3	0.723			
	PS-4	0.700			
	PS-5	0.776	0.868	0.812	0.905
	PS-6	0.700			
	PS-7	0.738			
	PS-8	0.787			
	PS-9	0.750			

4.2. Correlation Analysis

Correlation analysis was used to measure the presence of relationship between variables (work ethics, working environment, work engagement and Project success). Furthermore, Pearson correlation is most commonly used to examine the linear association. And its value lies between -1 and +1 Bluman, A. G, if there is increase in one variable leads to increase in other one, then it is called positive correlation. On the other hand, if there is increase in one variable leads to decrease in other variable then it is called negative correlation.

Whereas, if there is no association among two variables then it is known as zero or no-correlation. To measure the relationship between two or more groups or different variables correlation was used. The correlation values are recorded in the range of -1 to +1. When the value of (r) is 0, it shows that relationship between variables does not exist. When the value of (r) is positive, it indicates that increase in one variable increases the values of other variable or it causes positive change. However, in case of negative (r) value, increase in one variable decreases the value of another variable.

Table 2. Correlation Analysis.

	Mean	SD	1	2	3	4
1. Project success	4.01	0.6389	1			
2. Work ethics	3.96	0.6120	0.327**	1		
3. Working environment	3.83	0.4476	0.211**	0.173**	1	
4. Work engagement	3.87	0.5031	0.343**	0.153*	0.240**	1

**. Correlation is significant at the 0.001 level (2-tailed).

The results of the statistical test of correlation are presented in the table 2 above. Therefore, the correlation is described individually as under:

Correlation analysis provide support for the relation among the variables like work ethics is significantly correlated with the project success ($r = 0.327^{**}$, $p \leq 0.001$). Further, working environment is significantly correlated with the Project success ($r = 0.211^{**}$, $p \leq 0.001$). The moderator (work engagement) is significantly correlated with the Project success ($r = 0.343^{**}$, $p \leq 0.001$). The correlation analysis approves the posit hypothesis are supported.

4.3. Regression Analysis

Regression Analysis enables to assess the strength of a relationship between dependent variable and one or more numerical independent variables. Bluman, A. G, Regression analysis is one of the key statistical method was used to analyze the nature and robustness of association between predictor and outcome variable [52]. Regression analysis was used to measure the association between work ethics, working environment, work engagement and PS of project-based organizations. This study was used regression analysis as a statistical analysis technique for measuring the nature and intensity of relationship between work ethics, working environment, work engagement and PS. The association between work ethics, working environment, work engagement and PS is measure by linear regression analysis.

Table 3. Regression Analysis.

Predictors		Project Success		
	B	R^2	ΔR^2	sig
1. Work ethics	0.342**	.107	.107	.000
2. Working environment	0.301***	.045	.045	.001
3. Work engagement	0.436**	.118	.118	.000

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$

The above table (Table 3) described positive relation of work ethics and its impact on PS as the value indicated in

table (β =0.342, p<.001). The value of R² i.e. goodness of fit suggests that 10.7% variance in PS i.e. dependent variable is caused by Work ethics i.e. independent variable. So it was clear that H1 supported and confirmed.

The above table showed that working environment has positive and significant impact on PS as per shown the tabulated values (β=0.301, p<.001). The value of R² i.e. goodness of fit suggests that 4.5% variance in PS i.e. dependent variable is caused by working environment i.e. independent variable. So, the study hypothesis H2 supported and confirmed.

The above table showed that work engagement has positive and significant impact on PS as per shown the tabulated values (β=0.436, p<.001). The value of R² i.e. goodness of fit suggests that 11.8% variance in PS i.e. dependent variable is caused by work engagement i.e. moderator. So, the study hypothesis H3 and H4 supported and confirmed.

4.4. Moderation Analysis

The research frame work depicted the moderator in the research. Work engagement used as a moderator in this research between work ethics and PS. After examining the direct impact of work ethics, work environment and work engagement on PS and the next step is examine the moderation in the research.

Table 4. Results for Moderation Analyses.

| | Project success | | | |
	Beta	R^2	ΔR^2	P value
Step 1				
Work Ethics	0.294**			.000
Work Engagement	0.381**	0.195	0.195**	.000
Step 2				
Work Ethics XWE	0.401**	0.262	0.067**	.000

Note. N = 241. * p < 0.05; ** p < 0.01; *** p < 0.001

Table 4 demonstrated the moderation analysis. In the present study, the above-mentioned table illustrated the work engagement positively moderates between work ethics and PS.

Table 4 provides the results for the moderation in the

following research. The third hypothesis (H3a) is sustained for interaction term (β =0.401**; ΔR2 = 0.067; P = 0.000). The results discovered that work engagement positively moderates the relationship between Work ethics and PS in the positive direction.

4.5. Work Engagement as a Moderator Between Working Environment and Project Success

The research frame work depicted the moderator in the research. Work engagement used as a moderator in this research between working environment and PS. After examining the direct impact of work ethics, work environment and work engagement on PS and the next step is examine the moderation in the research.

Table 5. Results for Moderation Analyses.

| | PS | | | |
	Beta	R^2	ΔR^2	P value
Step 1				
Working Environment	0.195*			.029
Work Engagement	0.394**	0.135	0.135**	.000
Step 2				
Working Environment XWE	0.368**	0.159	0.024**	.009

Note. N = 241. * p < 0.05; ** p < 0.01; *** p < 0.001

Table 5 demonstrated the moderation analysis. In the present study, the above-mentioned table illustrated the work engagement positively moderates between working environment and PS.

Table 5 provides the results for the moderation in the following research. The H3b is supported by for interaction term (β =0.368**; ΔR2 = 0.024 and P = 0.000). The stated results revealed that work engagement positively moderates the relationship between working environment and PS in the positive direction.

4.6. Summary of Results

In this section, it was clear from the results that work ethics and working environment has positive impact on Project success. It was explored that work engagement positively moderates between work ethics, working environment and PS.

Table 6. Summary of Hypothesis Results.

Serial	Hypothesis	Results
H1	Work ethics has a positive effect on Project success	Confirmed
H2	Working environment has a positive effect on Project success.	Confirmed
H3	Job engagement moderates the positive relationship between work ethics and project success such that the relationship will be strengthen when job engagement will be high and vice versa	Confirmed
H4	Job engagement moderates the positive relationship between work environment and project success such that the relationship will be strengthen when job engagement will be high and vice versa	Confirmed

5. Discussion and Recommendation

5.1. Main Findings of the Study

A positive impact of Work Ethics on Project success is discovered. If there is one-unit increase in Work Ethics then

there will be (0.342) unit increase in the Project success. There is a positive influence of Work Environment on Project success. If there is one-unit increase in Work Environment then there will be (0.301) unit increase in the Project success. Job Engagement moderates the relationship between Work Ethics and Project success. Job Engagement moderates the

relationship between Work Environment and Project success.

5.2. Work Ethics & Project Success

The world's familiarity with professional ethics has prompted researchers to think and describe new models of business practice in a profound and ethical manner. Work ethics is an inevitable practice in Muslim countries such as Pakistan and projects running over there. Morality is the moral standard of recognition of rights and wrong. When the employees are more ethical and stand in stark contrast to individuals who pursue human ethics, ethics is committed to creating all-round reasonable standards and qualities. The ethics defined by the work are usually related to characteristics, so the professional ethics are related to the morality that added ethics is the ethical principle of individuals implanting their basic decision-making processes, which helps to adjust the final results to the standards of their society. It suggests that professional ethics are essential to any company, they can work, and gain benefits and keeps up with them. In any case, when it is conducted a detailed research of the success of the project, it can be found that there was no study on how work ethics can improve the success of the project.

The work ethics discipline the employees and make them feel an environment where they could practice honesty, fairness, unrighteous and integrity. Previously Msanze, N. S, revealed that there was an important link between employee ethical behavior and organizational performance [53]. This relationship was important in unethical behavior, which can lead to poor performance of the organization. In this research the impact of Work Ethics and Work Environment has been studied on PS with moderating role of Job Engagement. It has been observed that work ethics has positive influence on the success of the project. The success of the project increases as the work ethics increases.

5.3. Work Environment & Project Success

Nowadays, the administrators recognize the significance of work environment. Generally, work environment can be defined, a place where an employee is related to his emotions to show some potential connections related to their work. Work environment is described a positive two-way relationship between employees and their organizations; there is employee and employer relationship in organizational working environment. In today's competitive global business environment, in any case, it is clear that the only focus on satisfaction and robustness is not enough to create a key link between personal performance and positive business outcomes; it must grow to be integrated into employee engagement.

The work environment can also be addressed for social interaction at work and interaction with colleagues, managers and workers. Diligent, optimistic and fulfilling employees are among the most important assets of the organization. Employees who are eager to start work every working day are involved, energetic, candid, rational, and energetic about their commitment and work environment.

There are also a number of employees who work for them who have a solid incentive to reliably increase the success of the organization's core goals and give them the best efforts because they value their work and the organizations they own. It has been observed that work environment has positive influence on the success of the project. The success of the project increases as the work environment suitability increases.

5.4. Job Engagement as Moderator

Job Engagement seems to be related to positive employee attitudes, passion and excitement, positive work behavior, enhances organizational performance. Engaged employees who are fully committed to their work and roles in the organization; they feel confidence in their work; applying additional efforts to increase the success of the organization.

Job engagement is an important factor that has been under discussion in modern human resource practices. Job engagement means a person who is involved in his work and focused with all of his attention dedicatedly towards his assignment. The person who is having all these attributes is said to be well involved in his job. The involved worker is the asset of the organization. Organizations are continuously trying to motivate personnel for the projected result regarding their assignments. Previously Haffer and Haffer studied engagement of employees as moderator between work commitments and project success and find out that work engagement positively moderates between the two. In this study Job engagement is taken as moderator between Work Ethics, Work Environment and Project success. It is observed that job engagement positively moderates between Work Ethics and Project success. It is observed that job engagement positively moderates between Work Environment and Project success. It means that a person who is well engaged at job and there is work ethics and good work environment then he will perform in a better way.

6. Conclusion

In this research the impact of Work Ethics and Work Environment has been studied on Project success with moderating role of Job Engagement. It has been observed that work ethics has positive influence on the success of the project. The success of the project increases as the work ethics increases. Previous researchers also conclude from their studies that work ethics has a positive influence on project success.

It has been observed that work environment has positive influence on the success of the project. The success of the project increases as the work environment suitability increases. If organization wishes to enhance success it should inculcate the ability to practice good work environment among the employees.

7. Practical Implications

This research has been aimed to provide outcomes for manager at the project success level. The manager's job description was to guide the workers and thing must be done as per the orders. Recently, their duties are becoming different as they need to emphasis on the potential and brings the best out of them. They must create such a working environment which will be friendly by arranging discussion session with all its team members regarding every new task. As by doing so all the employees will communicate in a friendly way. And the project will run smoothly and will run towards success. Managers must engage its team members in their assignments by not interfering in their decisions and by giving them empowerment as by doing so employees will work with their full hearts and project will be completed in time and budget. A manager must need to understand that they are managing the work of human beings as like they are themselves, so they must take care of the things that may be best for the company for maximum performance; they are the roots of success of the organization.

8. Limitations of the Study

This study has also got some limitations as like many other studies. The population sample of this study is based on Pakistan; therefore, the conclusions were constrained. Investigators can recreate this review in different nations with culture to observe and bolster the generalizability. The results of the current studies cannot be generalized for all the working sectors on multiple fields as the study focused. The other limitation of the research study is that the data collected from well-established organization due to which some results are conflicting. Moreover, other Asian countries may also be examined to know similarity and differences. Researchers can duplicate this survey in various countries with culture or settings not the same as Pakistan to observe and reinforce the generalizability and objectivity of this investigation. The next limitation is that there hasn't been done much work on the relationship between work ethics, work environment and Project success with moderating role of job engagement. Further data is also taken from neighboring variables. Moreover, the review was led in Pakistan. So the findings are restricted. The outcomes may further be checked in different sectors as well.

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