

Influence of Ethical Standard Practices on the Relationship between Project Managers' Competency and Building Performance in Lagos State of Nigeria

¹Odukoya, Abdul Jubreel Babatunde, ²Sakdan, Mohd. Fo'ad, ³Azmin, Adi Anuar, ⁴Ibrahim, Fazdliel Aswad

¹Faculty of Applied & Human Sciences, Universiti Malaysia Perlis (UniMAP), Perlis, Malaysia. Tel: +6016-430-3267
*Corresponding author email: tundeodukoya@yahoo.com

²Deputy Vice Chancellery, Students Affairs & Alumni, Universiti Malaysia Perlis (UniMAP), Malaysia Tel: +6019-456-1666 Email: mfs@unimap.edu.my

³Faculty of Applied & Human Sciences, Universiti Malaysia Perlis (UniMAP), Malaysia Tel: +6019-448-5074 Email: adianuar@unimap.edu.my

⁴Faculty of Engineering Technology, Universiti Malaysia Perlis (UniMAP), Malaysia Tel: +6019-346--7064 Email: fazdliel@unimap.edu.my

Abstract: The primary purpose of this research work is to examine the mediating influence of Ethical Standard Practice (ESP) on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM). A total number of 500 structured questionnaires were distributed amid professionals such as builders, civil engineers, quantity surveyors and town planners involved in the processes of building construction and project management in Lagos State Nigeria. The collected data were analyzed using SPSS Version 26. This study found significance evidence on the mediating influence of Ethical Standard Practice (ESP) on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM). The result of this study however provides significant contributions to managers, builders, civil engineers, quantity surveyors, town planners, researchers, and stakeholders on further understanding on the significance and benefits of Ethical Practices (EP) being followed by Project Manager and Team Members in achieving a better Building Performance (BPM). As such, policy makers and stakeholders should be encouraged to exhibit these identified responsibilities for better Building Performance (BPM) most especially in Lagos State of Nigeria.

Keywords: Ethical Standard Practice, Project Managers and Team Members' Competency, Building Performance.

1. INTRODUCTION

Building construction around the world make up one of the most valued assets of mankind. It provides improvement for various purposes to humankind. In addition to the importance that buildings provide people with abundant accommodation such as offices, houses, churches, mosques, schools, hospital, etc., they also procure employment to proficient and unskilled multitude (Odediran et al., 2012).

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Building industry in the country Nigeria is considered almost 70% of the nation's fixed capital formation, 1.4% GDP (Odediran et al., 2012) and engages roughly 8 million citizenries, which symbolizes roughly 25% of Nigeria's workforce and the largest employer of construction labor in Africa (Oyedele et al., 2015; Ibrahim & Musa- Haddary, 2010). Ali, Shahir and Bin (2014) posits that building industry is important to sustainable and socio-economic improvement of both developed and developing countries. However, building industry performance in Nigeria is poor (Oyedele et al., 2015). These poor performances have continually threatened its value to humankind.

2. PROBLEM STATEMENT

Building construction dereliction and collapses are not new happenings in the building industry all over the globe but the alarming rate at which structures fail or crash, peculiarly in the developing countries is what is worrisome (Fagbenele & Oluwunmi, 2010). Information has indicated that the oftenness of the occurrences make up a leading source of concern, not exclusively to the government but to all stakeholders in the building industry (Truman & King, 2018).

Building development practices around the world, including Nigeria, is legally binded by laws and regulations through authorized operations administered by incumbent government agencies and construction professionals. Nevertheless, these laws and procedures are often ignored or adjusted resulting to substandard practices in building construction (Truman & King, 2018; Oloke, Ogunde & Joshua, 2017; Chendo & Obi, 2015).

Additional factor affecting building industry harmfully is poor project management (Truman & King, 2018). Literature is full of different established assertions and counter assertions of poor management practices among construction industry stakeholders (Truman & King, 2018; Oloke, Ogunde & Joshua, 2017; Chendo & Obi, 2015). Some studies have even revealed that these construction industry stakeholders are the major contributors to building failures and collapses (Sanjuan & Froese, 2013; Truman & King, 2018; Oloke, Ogunde & Joshua, 2017; Chendo & Obi, 2015; Oyedele et al. 2015).

Poor project management in the building industry involves Project Manager and Team Members' incompetency and inefficient Project Related Factors (Truman & King, 2018). Also, Mahamid (2016) posits that poor construction project management results to poor construction project performance vis-a-vis good construction project management improve construction project performance.

Other destructive factor confronting building construction performance is unethical professional practices. Different studies have discovered that unethical practices may negatively affect building construction performance (Oloke, Ogunde & Joshua, 2017; Chendo & Obi, 2015; Oyewobi, Ganiyu & Oke, 2011). Unethical professional practices in building industry include lack of standard services, lawlessness, lack of honesty, irresponsibility, and lack of accountability (Oloke, Ogunde & Joshua, 2017; Chendo & Obi, 2015; Oyewobi, Ganiyu & Oke, 2011; Ede, 2010; Osei-Tutu, Badu & Owusu-Manu, 2009; Rahman et al., 2010; Vee & Skitmore, 2003).

Furthermore, International Ethics Standards (2016) publicized ethical standards that can improve ethical behavior and improve building project performance. The ethical standards published by International Ethics Standards (IES) include the detailed tenets of standard practice, lawfulness, honesty, responsibility, and accountability (IES, 2016).

This work intends to fill the research gap as it will analyze and broaden project management process framework by integrating Ethical Practices (EP) to middle the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM). Therefore, this study is important and timely as it can help in improving building performances in Lagos state, Nigeria and in general.

3. RESEARCH QUESTIONS

Based on the above problem, this study intends to provide answer to the following research questions.

- 1) Is there any significant relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria?
- 2) Is there any significant relationship between Project Manager and Team Members' Competency (PMTMC) and Ethical Practices (EP) towards Building Performance (BPM) in Lagos State of Nigeria?
- 3) Does Ethical Practices (EP) mediate the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria?

4. RESEARCH OBJECTIVES

The primary objective of this research is to study the influence of ethical practices on the relationship between Project Manager and Team Members' Competency and Building Performance in Lagos state of Nigeria. Particularly, the research objectives are:

1. To examine the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria.
2. To examine the relationship between Project Manager and Team Members' Competency (PMTMC) and Ethical Practices (EP) towards Building Performance (BPM) in Lagos State of Nigeria.
3. To examine the mediating role of Ethical Practices (EP) on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria.

5. LITERATURE REVIEW

5.1 Building Performance (BPM)

The dictionary of management sciences defines performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed (Al-Dhaafri et al., 2016; Sorooshian et al., 2016). Building performance, therefore, is the efficient functioning of buildings and its impact on natural environment, urban environment and its users. It is achieved through such means as architectural design values, building science, architectural engineering, efficient energy use and sustainability (Al-Dhaafri et al., 2016; Sorooshian et al., 2016)

Traditionally, the term 'Building Performance' has been used in the framework of fire safety, indoor air quality, thermal efficiency, and noise control. Each of these "micro-level" criteria are important to facilitate understanding on how well the building is fulfilling the users' or functional requirements. However, to assess how well the building is behaving overall and in the long term, a more holistic approach is needed. This is where total building performance can play an important role (Chendo & Obi, 2015; Oyedele et al. 2015). Most of the early studies have concentrated on measuring and assessing the performance of building products rather than whole buildings. However, total Building Performance (BPM) is currently taking a higher profile, and this can be attributed to the following reasons. Firstly, the expectations and requirements of building users have increased due to advances in technology and also changes in economic conditions. People demand more from the buildings thus resulting in the increased expectations of building performance. The property occupiers and owners want their facilities to be comfortable to occupy, cost-effective and efficient to run and will remain as added-value assets (Chendo & Obi, 2015; Oyedele et al. 2015; Sorooshian et al., 2016). In addition, users are also becoming less tolerant of deficient and unsuitable buildings. Hence despite explicit quality control, a considerable amount of dissatisfaction can occur because many reasons for under-performance are related to the total building performance rather than to the components and materials (Sorooshian et al., 2016).

5.2 Project Manager and Team members' Competency (PMTMC)

Project managers are defined as the key stakeholders in the building project and their competency is an important factor influencing project scheduling, planning and communication (Dziekoński, 2017; Ahmed & Anantatmula, 2017). While project team members according to Ahmed & Anantatmula, (2017) is defined as the important stakeholders which include the clients, contractors, subcontractors, consultants, suppliers, and manufacturers. The knowledge and skills of the project team are vital as they can work together according to their professional training in each area (Dziekoński, 2017; Ahmed & Anantatmula, 2017). Competency is defined as the actual demonstration of performance. It also denotes the ability to perform work roles in accordance to a defined standard with reference to real working environment (Ahmi & Popoola, 2021). In essence, competence is explained as ability to perform relevant roles to the required or defined standard.

Several literatures have showed that Project Manager and Team Members' Competency improve project especially construction project. On this note, Rezende and Blackwell (2019) said both researchers and practitioners confirmed that Project Manager and Team Members' Competency improve project performances.

In continuation, Rezende and Blackwell (2019) synthesized Project Managers Competency into cognitive skills, communication, knowledge and experience, emotional, professional, contextual, project management knowledge,

management and personal skills and attributes. According to them, these competency attributes of Project Manager enhance project performance (Sadeghi, et al. 2014) Vitalievich, et al., (2018) who emphasized on the roles of project team members' competency in project performance posit that team members' creativity and professionalism determine their performance and project as well. Zdonek, Podgórska, and Hysa (2017) stated that success of every project depends on experts with different knowledge from various field required for such project. Thus, Project Team Members' Competency is critical for success and performance of project. Juras (2019) asserts that project manager and project team members need to possess adequate knowledge, experience, methodological expertise, and leadership behavior.

5.3 Relationship between Project Manager and Team Members' Competency (PMTMC) and Ethical Standard Practices (ESP)

Ethical Practices are actions and attitudes held and performed by a trained professionals and employees that are considered professionally and morally responsible. These types of practices typically seek to promote the goals of the company without sacrificing the common good of its employees, customers, and even competitors. Ethical practices often include standard practice, lawfulness, honesty, responsibility, and accountability. Standard practice is required from construction professionals for qualitative construction project.

Therefore, Ethical-Standard Practice requires qualified workforce, willingness to execute standard construction work and standard materials. Gargate & Momaya, (2018) attributed the collapse of various structures in Nigeria to the ignorance of building managers and the lack of awareness among construction professionals in the proper management of construction projects.

According to IES (2016) services provide by practitioners, employees and assistants shall be based on their competency and are qualified to provide such services. Practitioners are required to exhibit professional leadership in their team. Gargate & Momaya, (2018) opined that building projects gain trust when the building designer or the foreman demonstrate competence as reflected on their work which is commensurate with the amount of payment for their services. Contractors must utilize quality building materials according to specifications, while the site manager should strictly implement or enforce quality standard required of workers. According to Juras (2019) poor building performance is caused by employing unqualified professionals and workforce. Some prospective building owners tend to avoid the right professionals because of unwillingness to pay consultancy fees. This study intends to employ standard service as professional ethical practice to improve building performance in other to reduce building collapse in Lagos state of Nigeria.

Standard practice is required from building professionals for qualitative construction project. Standard services required qualified workforce, willingness to execute standard construction work and standard materials. Gargate & Momaya, (2018) attributed the collapse of various structures in Nigeria to the ignorance of building managers and the lack of awareness among construction professionals in the proper management of construction projects. Sadeghi, et al. (2014) suggested that the skill, experience and personal ability of the construction professionals are necessary to ensure building integrity. It should be noted that during construction, many contractors, mostly on the directive of the client or in a bid to cut corners to maximize profit, modify/amend approved building plans without a corresponding amendment to structural drawings to the detriment of the structure. Therefore, this study hypothesizes the following

- Hypothesis 1:** There is a significant effect of Project Manager and Team Members' Competency (PMTMC) on Building Performance (BPM).
- Hypothesis 2:** There is a significant effect of Project Manager and Team Members' Competency (PMTMC) on Ethical Standard Practice (ESP).
- Hypothesis 3:** Ethical Standard Practice (ESP) significantly mediate the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM).

6. METHODOLOGY

This study aims to empirically test hypotheses about the relationships among the variables in the theoretical model developed from the findings of the relevant existing literature review. Hence, this study intends to employ quantitative research with the intentions to employ survey method of research design for data collection.

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Structural questionnaire will be employed as a tool in conducting the survey. The questionnaire will be used to elicit information on: (1) the relationship between Project Manager and Team Members’ Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria, (2) mediating role of Ethical Practices (EP) on the relationship between Project Manager and Team Members’ Competency (PMTMC) in Lagos State of Nigeria. This study believes that the professionals in the building industry such as builders, civil engineers, quantity surveyors and town planners are involved in the processes of building construction and project management in Lagos State Nigeria. Therefore, for this study, data were collected from building construction professionals. The professionals are members of: (1) Nigerian institute Builders, (2) Nigerian institute of Civil Engineers, (3) Nigerian institute of Quantity Surveyors and (4) Nigerian institute of Town Planners. Primary data was employed through questionnaire for this study. Thus, questionnaires were administered face to face to the building construction professionals in their respective Lagos state branch secretariats within the month of June-July 2020 and were collated between the months of August-September 2020.

There is a total of eight thousand five hundred and nineteen (8,519) building construction professionals who are Builders, Civil Engineers, Quantity Surveyors and Town Planners living in Lagos State of Nigeria. Details of the population for this study is presented in Table 1

Table 1: Building Professionals (Managers) Categories in Lagos State

S/N	Professional Categories	Population
1	Builders	1243
2	Civil Engineers	2160
3	Quantity Surveyors	4045
4	Town Planners	1071
	Total	8519

According to Krejcie and Morgan (1970) a sample size of 367 is recommended for a population of 8,000 and above while 368 is recommended for a population size of 9000 and above. Therefore, a sample size of **367** is regarded as suitable for the purpose of this study. Sample Size and Proportion Distribution is presented in Table 2.

Table 2: Sample Size and Proportion Distribution

S/N	Professional Categories	Population	Percentage of Sample Size	Proportion Distributed
1	Builders	1243	14.6	54
2	Civil Engineers	2160	25.35	93
3	Quantity Surveyors	4045	47.48	174
4	Town Planners	1071	12.57	46
	Total	8519	100	367

6.1 Operational Definition and Measurement of Variables

The variables for this study consist of one dependent variable, one independent variable and one mediating variable. Thus, dependent variable is Building Performance (BPM). Independent variable is Project Manager and Team Members’ Competency (PMTMC) Mediating variable is Ethical Practices (EP). This study adopted the questionnaire items from existing literatures and scholars (Belassi & Tukul 1996; Chua et al., 1999; Bayliss et al., 2002; Cox et al., 2003; Nnaji, 2015; Chua et al. (1999), Bayliss (2002), Chan & Kumaraswamy (1997), Dissanayaka & Kumaraswamy (1999), Pinto (1986), Kerzner (1987), Belassi and Tukul (1996)) after an in-depth literature review. All these variables were measured on a Likert type scale rating from 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree).

6.2 Method of Data Analysis

In this study Statistical Package for Social Sciences (SPSS) Version 26 was used for all the analyses. The data gotten from this research study was subjected to both descriptive and inferential statistics.

Preliminary Data Analysis: Response Rate, Missing Data, Treatment of outliers

A total number of 500 questionnaires were distributed. The decision to increase the estimated 367 to 500 was made following the advice made by Adam (2020), who states that, researcher could make room for missing data and unreturned questionnaires by slightly increasing the numbers of distributed questionnaires. For this study, 500 questionnaires were distributed out of which 402 were collected. Out of this, 27 questionnaires were excluded from the data analysis because of incompleteness i.e., large number of missing data and outliers. Therefore, the remaining questionnaires used for the analysis was 375. This research study had a missing data of less than 5% and it was treated using the replacement with the mean value of k-nearest data neighbors (Liu & Palen, 2010; Little & Rubin, 1987; Tabachnick & Fidell, 2007). A test was conducted to detect if outlying values were present in the collected data set (Pallant, 2011). Mahalanobi's distance was used to test for the presence of outliers in this study. It was revealed that about 27 out of 402 cases were outliers because their Mahalanobi's outputs were greater than the set Chi-square in this study. Hence, the 27 cases were removed from further analysis. The summary of these test was presented in Table 3.

Table 3: Response Rate, Missing Data, and Treatment of outliers

Item	Frequency	Percentage (%)
Questionnaires Distributed	500	100
Questionnaires Returned	402	80.4
Questionnaires Rejected	27	5.4
Questionnaires Retained	375	75

6.3 Demographic Characteristics of the Respondents

The demographic analysis enhancing the understanding of the background information of the respondents was presented in this section. This includes the age, gender, education, profession, professional body, professional body status and years of working experience. These demographic features were measured using nominal and ordinal scales as presented in Table 4.

Table 4: Demographic Features of the Respondents

S/N	Variable	Frequency	Percent
1	Gender		
	Male	332	88.5
	Female	43	11.5
2	Age		
	31-40	105	28.0
	41-50	135	36.0
	51 and above	135	36.0
3	Education		
	Diploma/NCE	38	10.1
	BSc/HND Degree	228	60.8
	MSc/MBA Degree	109	29.1
4	Profession		
	Builders	55	14.67
	Civil Engineers	95	25.33
	Town Planners	47	12.53
	Quantity Surveyors	178	47.47
5	Professional Body		
	Nigerian Institute of Building	55	14.67
	Nigerian Institute of Civil Engineers	95	25.33
	Nigerian Institute of Town Planners	47	12.53
	Nigerian Institute of Quantity Surveyors	178	47.47
6	Professional Body Status		
	Student member	116	30.9
	Associate member	96	25.6
	Fellow	123	32.8

	Others, please specify	40	10.7
7	Work Experience		
	Less than 1 year	24	6.4
	1 – 2 years	41	10.9
	3 – 5 years	20	5.3
	6 – 10 years	203	54.1
	More than 10 years	87	23.2

6.4 Fundamental Assumptions of Statistics: Normality Test and Common Method Bias

Normality test is a test used in determining if a data set follows a normal distribution and to figure how possible it is for a random variable underlying the data set to be normally distributed (Hair et al., 2013). In this study, the skewness and Kurtosis normality test was used to check the distribution of the data. The threshold for skewness and Kurtosis normality test is between -2 to +2.

The normality test of the data as shown in Table 5 indicate that the data follows the assumption of normal distribution. Hence, non-normality distribution is not a threat to this study.

Table 5: Normality Test

		PMTMC	PRF	ESP	EHA	BPM
N	Valid	375	375	375	375	375
	Missing	0	0	0	0	0
Mean		3.4366	3.2520	3.2179	3.2661	3.1982
Median		3.2857	3.1667	3.2857	3.3000	3.2500
Skewness		0.311	0.473	-1.603	0.297	-0.354
Std. Error of Skewness		0.126	0.126	0.126	0.126	0.126
Kurtosis		-1.449	-0.790	5.409	-0.534	-1.047
Std. Error of Kurtosis		0.251	0.251	0.251	0.251	0.251

Additionally, this research study employed a statistical method of SPSS known as Harman’s single factor test to spot if there’s existence of **common method bias**. The exploratory factor analysis in this study revealed that 14 components were extracted and have a total cumulative of 18.57% variance explained. Therefore, common method bias is not a threat in this research study.

6.5 Measurement Model Evaluation using SPSS: Reliability and Convergent Validity

Convergent Validity explains the positive connections between alternative measures of the same variables. In examining this, the items loadings, average variance extracted (AVE), and composite reliability (CR) are assessed in this research study using SPSS Version 26. The items loadings for each construct were assessed using Cronbach’s alpha. Table 6 showing reliability test using Cronbach’s alpha

Table 6: Reliability Test using Cronbach’s Alpha

No	Constructs	Cronbach Alpha
1	Project Manager and Team Members’ Competency (PMTMC)	0.832
2	Project Related Factors (PRF)	0.798
3	Ethical Standard Practices (ESP)	0.788
4	Ethical Honesty and Accountability (EHA)	0.840
5	Building Performance (BPM)	0.798

The assessment of **Average Variance Extracted (AVE)** was done to determine the convergent validity. The AVE shows the average variance shared between a variable and its items. It is defined as the sum of the square loadings divided by numbers of the items of each variable (Hair et al., 2013). The acceptable AVE value of 0.5 and above shows that the variables explain more than half of the variance of its items. Table 7 therefore shows that all the AVE values are more than 0.5. Also, convergent validity of a study is achieved if the measurement of the items has a high factor loading on their associated variables (i.e. > 0.5) and the **loadings of the items** measuring the variables are lesser than the **CR value**. Therefore, as shown in Table 11 below, shows that convergent validity was achieved

Table 7: Convergence and Reliability Analysis

Variable	Items	Loadings	CR	AVE
Project Manager and Team Members' Competency (PMTMC)	PMTMC3	0.741	0.822	0.537
	PMTMC4	0.678		
	PMTMC5	0.735		
	PMTMC6	0.774		
	PRF3	0.654		
	PRF5	0.641		
	PRF6	0.809		
	PRF7	0.866		
	PRF8	0.861		
	PRF11	0.860		
	PRF12	0.720		
	Ethical Standard Practices (ESP)	ESP1		
ESP4		0.884		
ESP5		0.784		
ESP6		0.822		
EHA2		0.825		
EHA3		0.724		
EHA4		0.752		
EHA6		0.798		
EHA7		0.738		
EHA8		0.558		
EHA9		0.883		
EHA10		0.750		
Building Performance (BPM)	BPM5	0.919	0.969	0.757
	BPM6	0.853		
	BPM7	0.911		
	BPM8	0.951		
	BPM9	0.867		
	BPM10	0.793		
	BPM11	0.743		
	BPM12	0.903		
	BPM13	0.902		
	BPM14	0.837		

7. HYPOTHESES TESTING

The first set of this articulated hypotheses are hypothesis 1 and 2 which encompass (i) the relationship between Project Manager and Team Members' Competency (PMTMC) as independent variable on Building Performance (BPM) as the dependent variable and (2) the relationship between Project Manager and Team Members' Competency (PMTMC) as independent variable and Ethical-Standard Practice (ESP). On the other hand, hypotheses 3 was formulated/ conveyed to evaluate the mediating effect of Ethical Standard Practice on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM). These hypotheses are described as:

- Hypothesis 1:** There is a significant effect of Project Manager and Team Members' Competency (PMTMC) on Building Performance (BPM).
- Hypothesis 2:** There is a significant effect of Project Manager and Team Members' Competency (PMTMC) on Ethical Standard Practice (ESP).
- Hypothesis 3:** There is a significant mediating effect of Ethical Standard Practice (ESP) on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM).

The bi-variate regression model was used to test direct effect of initial two hypotheses, whilst multiple regression analysis was used to determine the effects of the mediating variable on the relationship between Project Manager and Team Members' Competency (PMTMC) and Building Performance (BPM). The beta values, t-statistics and the decisions based on the p-values were presented in Table 8.

Table 8: Summary of Hypothesis Testing

Hypothesis	Path Coefficient	Beta	Std. Error	T-Statistics	Decision
H ₁	PMTMC – BPM	0.389	0.041	9.546	Significant
H ₂	PMTMC – ESP	0.286	0.043	6.584	Significant
H ₃	PMTMC & ESP - BPM	-0.161	0.048	-3.357	Significant

7.1 Sobel Test as Alternative Mediating Analysis Tool

The Sobel test is a significant alternative method to assess the mediating hypothesized path of this study. Essentially, this is a specialized method of test that determines whether there is a reduction in the effect of independent variables (IV) on the dependent variable (DV) after including the mediator in the model. Sobel test calculator was further used to confirm whether the indirect effect of the independent variable on the dependent variable via the mediator is significantly different or not. Table 9 shows the results of the Sobel Test for this study.

Table 9: Sobel Test

Path Coefficient	T-Statistics	Std. Error	P-Value	Decision
PMTMC & ESP – BPM	-2.9948	0.0153	0.0027	Significant

8. DISCUSSION OF FINDINGS, CONTRIBUTION AND RECOMMENDATION FOR FUTURE WORK

This research study investigated the concept of “Examining the influence of Ethical Standard Practices on the relationship between Project Managers’ Competency and Building Performance” in Lagos state of Nigeria with emphasis on evaluating the mediating role of Ethical Practices (EP). This study found evidence of all hypotheses significant.

The first and second objectives of this study is to examine the direct effect of Project Manager and Team Members’ Competency (PMTMC) on Building Performance (BPM) and to examine the direct effect of Project Manager and Team Members’ Competency (PMTMC) on Ethical Standard Practices (ESP). This study found that there is significant total effect of the Project Manager and Team Members’ Competency (PMTMC) on Building Performance (BPM) and that there is significant total effect of the Project Manager and Team Members’ Competency (PMTMC) on Ethical Standard Practices (ESP). This in agreement with Rezende and Blackwell (2019) who reported that Project Manager and Team Members’ Competency (PMTMC) enhance building performance (BPM). In addition, Vitalievich, et al. (2018) emphasized on the roles of Project Team Members’ Competency in establishing their professionalism by following Ethical Standard Practices (ESP). They posit that team members’ creativity and professionalism regulate their performance and project as well. Therefore, Project Managers and Team Members’ Competency and Ethical Standard Practices (ESP) are essential to the success and performance of every building projects.

Additionally, the third objective is to examine the mediating role of Ethical Standard Practices (ESP) on the relationship between Project Manager and Team Members’ Competency (PMTMC) and Building Performance (BPM) in Lagos State of Nigeria. In the pursuit of realizing this objective, two hypotheses were developed and tested. This study found that there is significant direct mediating effect of Ethical Standard Practices (ESP) on the relationship between Project Manager and Team Members’ Competency (PMTMC) and Building Performance (BPM). Following the recommendation of IES (2016), services provided by practitioners, employees and assistants shall be based on their competency before they are qualified to provide building services. According to Vitalievich, et al., (2018) poor building performance is a consequence of employing unqualified professionals and workforce. Therefore, following Ethical Standard Practice will enhance the relationship between Project Manager and Team Members’ Competency (PMTMC) and Building Performance (BPM).

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This research study has theoretically added to knowledge by conducting its assessment in a country like Nigeria where poor building related issues are common. It has added mainly to knowledge by producing evidence in theorizing optimization of ethical standard practice in enhancing the relationship between project manager and team members' competency and building performance (BPM). Hence, this study in respect of improvement of Building Performances (BPM) will inform stakeholders such as, the government, the professionals in charge of building projects and citizens on how to employ the competencies of Project Manager and Team Members' Competency (PMTMC), Ethical Standard Practice and Project Related Factors (PRF) towards effective building performances (BPM).

This study was only able to focus on building related issues in south-western part of Nigeria alone, that is, Lagos State to be precise. Hence, other states of the country were not included in the scope of the study. The basis of the directions for future studies in this study is obtained from the highlighted limitations mentioned above. Firstly, future research should be conducted to expand the scope to accommodate other parts of the country such that samples will be obtained from building related professional residing in other states of Nigeria.

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- 5). The management of the Nigerian Institute of Town Planners, Lagos State Branch.

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