

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Feminine Leadership on
Project Success: Mediating Role
of Project Manager's Passion and
Moderating Role of Project
Manager's Emotional Intelligence**

by

Syeda Aymen Abid

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

2020

Copyright © 2020 by Syeda Aymen Abid

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*I obligate my dissertation work to my mother (late) Fozia Abid and my father
Syed Abid Shah.*

A special feeling of gratitude to my siblings and a very dear friend.

*This Journey would not have been possible without your never-ending support
and unconditional love.*



CERTIFICATE OF APPROVAL

**Impact of Feminine Leadership on Project Success:
Mediating Role of Project Manager's Passion and
Moderating Role of Project Manager's Emotional
Intelligence**

by

Syeda Aymen Abid

(MPM183021)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Khurram Shahzad	RIU, Islamabad
(b)	Internal Examiner	Dr. Samyia Safdar	CUST, Islamabad
(c)	Supervisor	Dr. M. Ishfaq Khan	CUST, Islamabad

Dr. M. Ishfaq Khan
Thesis Supervisor
December, 2020

Dr. Mueen Aizaz Zafar
Head
Dept. of Management Sciences
December, 2020

Dr. Arshad Hassan
Dean
Faculty of Management & Social Sciences
December, 2020

Author's Declaration

I, **Syeda Aymen Abid** hereby state that my MS thesis titled “**Impact of Feminine Leadership on Project Success: Mediating Role of Project Manager's Passion and Moderating Role of Project Manager's Emotional Intelligence**” is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/abroad.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

(Syeda Aymen Abid)

Registration No: MPM183021

Plagiarism Undertaking

I solemnly declare that research work presented in this thesis titled “**Impact of Feminine Leadership on Project Success: Mediating Role of Project Manager’s Passion and Moderating Role of Project Manager’s Emotional Intelligence**” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

(Syeda Aymen Abid)

Registration No: MPM183021

Acknowledgements

Beginning with the name of Almighty Allah the most beneficent and merciful. First of all, I am quite obliged to Allah who gave me the courage and made me capable to accomplish this tiresome task of doing research.

I wish to thanks and deep oblige to my supervisor **Dr. Muhammad Ishfaq Khan** for his deep interest and supervision with his great encouragement. I also pay lots of gratitude to my respectable teacher who guided me a lot and made me able to fulfill the task of research completion.

I am grateful to my beloved parents who always appreciated me and their prayers greatly assist me to bring fruitful results and my friends especially their support, encouragement, and cooperation in every step of my research.

I also wish to exhibit my special appreciation to all those other friends and colleagues who helped me in one or another way in this work.

(Syeda Aymen Abid)

Registration No: MPM183021

Abstract

The research aims to explore the impact of Feminine Leadership on project success, explore the mediating role of the Project manager's passion between feminine leadership and project success, and investigate the moderating effect of the project manager's emotional intelligence on passion and project success/feminine leadership and passion. The current study is descriptive and deductive; the reason for using this kind of research is to discuss the relationship between the research variables.

The current study population is employees of private organizations i.e. Software Industry, in Islamabad, Rawalpindi. In this research sample size selected is 200. In the current study, a convenience sampling technique is used. For this study unit of analysis were individuals' employees of a private company.

In this study cross-sectional study-based research regarding business to employees of private companies. In this study, primary data is gathered with the help of 5 Likert scale questionnaires. In this study, SPSS 24 was used to run tests. The current study showed that feminine leadership and project manager's passion has a significant relationship and project manager's passion and project success also has a positive significant impact. The project manager's passion is the mediator and has an impact on feminine leadership and the project success relationship exhibits a positive significant relationship. The moderation analysis showed negative Results as emotional intelligence exhibits that it's nor strengthening or weakening the impact on feminine leadership and project manager's passion. Similarly, another moderation result depicts negative Results as emotional intelligence exhibits nor strengthening or weakening impact on the project manager's passion and project success.

Keywords: **Feminine leadership, Project manager's passion, Project manager's emotional intelligence, Project success**

Contents

Author’s Declaration	iv
Plagiarism Undertaking	v
Acknowledgements	vi
Abstract	vii
List of Figures	ix
List of Tables	x
1 Introduction	1
1.1 Background of the Study	1
1.2 Research Gap	8
1.3 Problem Statement	10
1.4 Research Questions	12
1.5 Research Objectives	12
1.6 Research Significance	13
1.7 Underpinning Theory	15
1.8 Abbreviated Definitions	18
1.8.1 Feminine Leadership	18
1.8.2 Passion	18
1.8.3 Emotional Intelligence	18
1.8.4 Project Success	18
2 Literature Review	19
2.1 Feminine Leadership	19
2.2 Project Managers Passion	22
2.3 Project Manager’s Emotional Intelligence	25
2.4 Project Success	27
2.5 Feminine Leadership to Project Managers Passion	29
2.6 Project Managers Passion and Project Success	32
2.7 Mediation Between Feminine Leadership and Project Success	34

2.8	Moderation Between Feminine Leadership and Project Managers Passion	37
2.9	Moderation Between Project Manager’s Passion and Project Success	40
2.10	Project Model	42
2.11	Summary of Proposed Hypothesis of the Study	43
3	Methodology	44
3.1	Research Approach	44
3.2	Research Type	44
3.3	Research Design	44
3.4	Unit of Analysis	45
3.5	Population	45
3.6	Sample Size	45
3.7	Sampling Techniques	46
3.8	Data Collection	46
3.9	Ethical Protocol	48
3.10	Sample Characteristics	48
3.11	Measurement Instruments	51
	3.11.1 Leadership (Scale)	51
	3.11.2 Project Passion (Scale)	51
	3.11.3 Emotional Intelligence (Scale)	51
	3.11.4 Project Success (Scale)	52
	3.11.5 Reliability Analysis	52
4	Data Analysis and Results	54
4.1	Data Coding	54
4.2	Descriptive Statistics	54
4.3	Correlation Analysis	55
4.4	Regression Analysis	56
4.5	Mediation Analysis	57
	4.5.1 Total Effect	58
	4.5.2 Direct Effect	58
	4.5.3 Indirect Effect	58
4.6	Moderation Analysis	59
4.7	Summary of Results of Hypothesis Testing	60
5	Discussions and Conclusion	62
5.1	Hypothesis 1	63
5.2	Hypothesis 2	64
5.3	Hypothesis 3	64
5.4	Hypothesis 4	65
5.5	Hypothesis 5	67
5.6	Practical Implications	67
5.7	Limitations and Future Directions	69

5.8 Conclusion	70
Bibliography	71
Questionnaire	76

List of Figures

1.1	Women in S & P Companies.	7
2.1	Research Framework.	42
4.1	Mediation Model.	57

List of Tables

3.1	Age Frequency.	48
3.2	Frequency of Qualification.	48
3.3	Frequency of Gender.	49
3.4	Frequency of Experience.	49
3.5	Frequency of Monthly Income.	50
3.6	Frequency of Employment Status.	50
3.7	Frequency of Designation.	50
3.8	Instruments Sources.	52
3.9	Reliability of Scale Analysis.	52
4.1	Descriptive Statistics.	55
4.2	Correlation Analysis.	55
4.3	Mediation Analysis.	57
4.4	Moderation Analysis (a).	59
4.5	Moderation Analysis (b).	60
4.6	Summary of Results.	60

Chapter 1

Introduction

1.1 Background of the Study

For ages, this world has been considered the world that revolves around a man and the outcome of conventional manliness has now started affecting equality (Aydon Edward, 2015). The influence of traditional male stereotypes has a position of gender-specific impartiality, at a transnational scale, also requires to be pointed out. It is time to educate our male society that there their social roles are impacting gender partiality. Certain manliness looks after and encourage the impartialities experienced between men and women, and to attain gender partiality, they must be knocked down (Aydon Edward, 2015). While analyzing male stereotypes of masculinity it is a part of a big structure. This structure denotes gender. Gender has always been a social phenomenon that includes both males and females and distinguishes them based on characteristics/traits. The basic definition of gender is a culturally structured explanation of women and men. The dissimilarity among women and men is based on age, wealth, background and other elements. The task and association change often quite rapidly of men and women, which is a result of cultural, social and technological style (Wijik and Francis, 1999).

According to Freud, in other words, society, not biology, enclose males and females to specific masculine and feminine character shape. Freud mentions, that our society has now needed to understand that gender is just a biological term it

doesn't define the power an individual has inside. We have entered an era where it is now very important to respect a human presence rather than just sticking to what gender others have. This kind of surroundings has already affecting females. We are living in a time where only a few ladies get a chance to present their selves. The question is that if every single privileged family is raising a strong daughter that can lead just like males why they are not in the front lines. Only a few privileged or lucky females got the chance to showcase and others even after having great skills and degrees left behind somewhere and half of them even disappear into the world of male masculinity (Michele Norris, 2019). This is an age of wrath and split up, but there are well-built causes for positivity. Individuals are observing an age when females can take a stance and address different issues on multiple stages in the United States and sustainably debate that it is also females right to get selected in the sturdiest organization in the world and especially when women have also been elected as the speaker of the house of representatives.

We are talking about the time where women can be selected as an Oscar-winning film director or a four star general in our army (Michele Norris, 2019). There has always been a great debate going on for centuries between masculine and feminine power sometimes it is because of cultural differences, traditional differences but here if we strictly neglect all other sectors and stick to the cooperate. In cooperate, it is not evolving as the world is evolving we have seen in how many of the area's women have talked about equality even started their movement to protect their rights or to protect their individuality. But here in the cooperate we are still in an old era or not evolving or we can say that living the same year again and again with no progress towards female rights or opportunities available in cooperation (Gwynn Guilford,2017). Why people cooperate don't let females get good frontline positions? Why don't they pay them as well as men? Why always in percentage companies release fewer opportunities for females and more for men? Why females are not trusted to lead a project? Why no secure environment is given to females? Why females have to prove capabilities first but men are supposed to be perfect and cable?

As in cooperation, it is observed that for years not all women get the chance

to lead from the frontline which directly means that very few women get the chance to showcase their leadership skills as leadership is always defined as a masculine term (Joy Nash, 2016). Every organization still wants a man to lead a project while there are many of the females getting degrees in the area of project management but because of difference and lack of understanding females are never a priority. The females even after having great abilities still can perform the way they deserve to be. Many of the authors including (Arnold Kahn, 1984) have said earlier that the association between the genders is based on potential; males have great potential to foist on females.

The continuing command by women for partiality is a command for equal power and if these strivings are accomplished, they will mean a loss of power for men (Arnold Kahn, 1984). As through discussing and referencing the point highlighted is very clear that from (Arnold Kahn, 1984 till Michele Norris, 2019) all authors are still on the same page talking about gender power, getting fewer opportunities for females and females still fighting to prove their selves as best an organization can have to lead their projects. If we go back in time and write the traditional and conventional definition of leadership it is defined as a procedure where a leader can motivate their team members to attain a mutual goal (Northose, 2004). According to another author (Tannenbaum, Weschler and Massarik) "Leadership is interpersonal impact, exercised in a circumstance and managed, through the transmission process, toward the achievement of a specified goal or goals". In light of these definitions, it is very clear that the term leadership is not referred to any masculine term rather than its main focus is to find a person/individual who is much capable that he/she can easily pump the team of individuals to attain the specific goal with full passion or a person who has skills to keep other individuals encouraged and positive.

A person with leadership quality is always the one who is closer to the team understands them, communicates well and brings out the best in them (Gordon, Mackay, 2006). Warren Bennis, 2013 said leadership is the capability to interpret the idea into reality. A great leader besides which gender an individual represents always has a great vision but he also can turn that vision into reality. The vision

which turns into a reality has always needed a force (team members) and a leader knows that how to use that force (team members) with great optimism which empowers them and helps to reach the goal. Bill Gates in 2013 in an interview with Forbes once said that “As we look forward into the next century, leaders will be those who strengthen others”. Unfortunately, stereotypes instead of judging an individual based on capabilities have decided that men will always be great leaders even though not every individual has the capability to lead. Common stereotypes associate high-level intellectual ability like being brilliant or genius etc. with men more than women. Kevin Kruse, 2013 said that personality trait attributes or even a title; there are many styles, paths but for effective leadership, it is important that an individual brings end goals effectively. Furthermore, male individuals don’t possess a strong inclination to work under the male leadership style while females possess a strong inclination for both the genders. Ironically, the female leadership style is strongly illustrated by males in Pakistan while in economies like Canada, India and Uk, it is exhibited by female line-managers (Faizan, Hauque, Nair, 2018).

The stereotypes discouraging women’s hounding of many respectable careers this is the reason why women are underrepresented in many of the fields (Sarah-Jane Leslie, 2017). After getting an education from the same universities, professors and polishing their personalities in the same environment without even competition males are decided to be more genius and brilliant having capabilities to lead and females are asked to work under them in their supervision. Half of the females don’t even get the chance to even prove that they also exist. Talking about leadership this term is assumed differently for both genders in the organizational culture instead of considering it as a social interactive term. For example, it is assumed that masculine leadership has the following characteristics like explicit, action-oriented, analytical, aim and the capability to easily exclude emotions and sentiments from work whereas women’s characteristics include creativity, cooperative attitude, compassion, empathy, personalistic perception and sensitivity. All these characteristics simply indicate that Female leaders show equally impressive leadership skills as compared to masculine leaders but females are still belittled in

leadership positions (Ursula Athenstaedt, 2020).

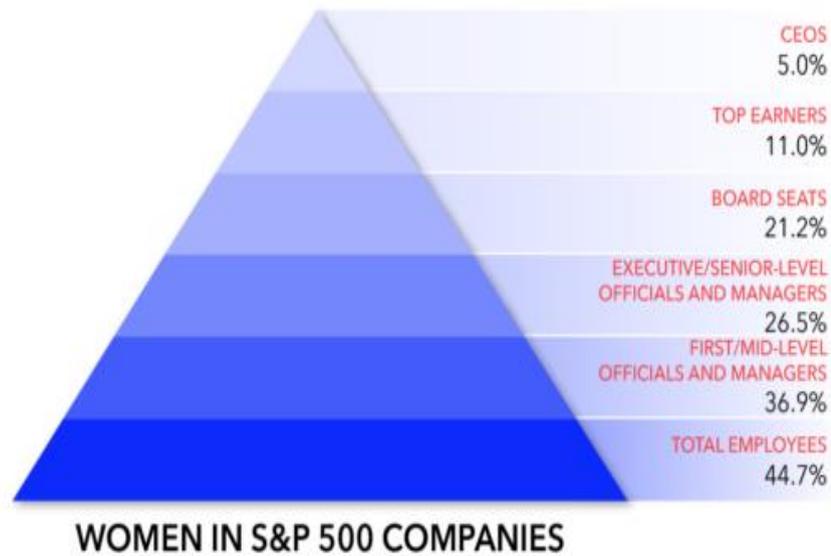
From a viable point of view, this implicit that the organizational level (e.g., gender value system) and individual level (e.g, female career development) both need to be pointed out concurrently (Hans-Joachim Wolfram, 2020). Feminine leadership has always been referred to as using female values in making decisions at the workplace. Feminine leadership has always been controversial and defining leadership as masculine and feminine issue leads one towards stereotyping. Female existence in managerial positions is generally related to a well-built cultural and social engagement and a more inclusive leadership trait (Rachida Justo, 2018). An analysis of women leadership at a community organization which has specified features regarding the organization and propose that female as leaders impacts/-motivate better in terms of getting results or work done. With female leaders at the tiller, enterprises have extra tendencies to establish family-friendly strategies. Now a day's a fresh collaborative entrepreneurial circumstance is more valuable to this type of viewpoint than the conventional business society (Julio De Castro, 2018). With female leaders at the helm, companies have an extra tendency to establish family-friendly strategies. Today's new cooperative entrepreneurial context is more conducive to this sort of viewpoint than the traditional business world. Today's women as managers face the hurdles of finding out how to have an additional palpable impact on mixed-gender leadership teams. Mass provides a great chance for women to attain this goal (Rachida Justo, 2018). Females are also more enthusiastic now than before as they don't leave career after getting married, they are getting more assertive as they obtain more economic freedom and have a higher sense of specification within their field of activity.

Now the society needs to self-realize and ask the stereotypes to stop so that the females can play their part as females' engagement in this procedure is significant for the family and national economy.

According to the Express Tribune report of 2018, in Pakistan, only 3% of women pursue many of the careers and the rest of the women are the ones we have misplaced in-crowd. These are the women working in informal sectors and surviving with the best they can. These females face issues on daily basis like getting low

pay as compared to men, working under male dominating jobs, etc. as compared to males, females get 67% fewer wages which makes the position of females in cooperating quite clear. It is quite clear that not only less wage is an issue but cooperation has always generated fewer positions for females rather than men out of which great positions straightly go to males. After all the researcher's statements and work private sector still generating fewer opportunities for females by doubting their skills and capabilities which is quite shocking. Clerkin Quotes in 2017, that studied 745 executives, examining different leadership styles knowing organizations should have female leaders. Clerkin stated that having more females in a company is related to more contentment, job satisfaction, company engagement and extra creative work. Hoogendom et al, (2013), along with Bald (2015), stated that gender diverse groups and business diverse units produce more profit if we compare to less diverse business units. If organizations while hiring will be stuck to gender the economy will never grow but just stuck they are on genders. It seems like encouraging women managers is barely a problem between manliness and feminism but more of a query to authorities that aren't overlooking the qualities that may help in 21st-century challenges. For many of the decades, masculine approaches have been used to achieve goals and lead on frontlines maybe it's time to flip the coin to achieve which is left till now. It is high time to realize that managerial level females today oversee to ignore these stereotypes and can portrait easily a female point of view to the organization. A hired hand will be more connected if they feel engaged, appreciated & comfortable in their organization (Saks, 2006).

If we look at the statistics of 2019 globally S & P 500 companies, the stats will disturb the individual as only 5% females are CEO's, 11% top management, 21.2% board seats for females, 26.5% senior managerial level, 36.99% middle level managers and total women employees are 44.7% (Catalyst, 2019). According to the World Bank 2018 report, 3.763 billion is the women population and in Pakistan, there are 49.2% females according to 2020 results. The percentage of female employment in Pakistan was started at 17.89% in 2019, according to the World Bank data collection of growth indicators, compiled from officially reliable sources.



Sources

Catalyst, *Women CEOs of the S&P 500* (2019).
 EY Center for Board Matters, 2016 Top Earners in S&P 500 Companies, Unpublished data.
 Catalyst, 2016 Catalyst Census: Women and Men Board Directors (2017).
 U.S. Equal Employment Opportunity Commission (EEOC), Unpublished 2015 S&P 500 EEO-1 data.

S&P 500 is owned by S&P Dow Jones Indices, LLC.
 Updated: 11 July 2019



This work is licensed under a Creative Commons
 Attribution-NonCommercial-NoDerivatives 4.0 International License.

CATALYST.ORG

FIGURE 1.1: Women in S & P Companies.

Therefore, a society that appreciates and strengthens women's perspectives on leadership, as well as male perspectives, is expected to have stronger engagement and keeping female leaders (Koenig et al., 2011). Hwang (2014) in a conference with Janet Crawford (leadership advancement expert) mentioned: "Encouraging feminine leadership is less a problem of male vs. female, but a question of whether we are neglecting attributes that may be difficult to navigating 21st-century business challenges". As the women are performing at their level best and also maintaining their standard of Womanhood, it is required to praise their effort to encourage other women. The increased number of working women will be a sign of good economic growth and prosperity for the nation (Hina Qamar, 2019). The introduction of feminine managerial skills and its impact on project success might be helpful to get better positions in the cooperate world. To check the impact of feminine leadership to outdo the stereotypes and considering leadership as a

gender-neutral approach will be the main idea of this study.

1.2 Research Gap

Feminine leadership is a term which stayed underrepresented in many of the fields; females don't even get the chance to compete with males for front line jobs. According to the World Bank Report 2020 out of 49.2% of females, only 17% are working out of which 11% are entrepreneurs. Our private sector is not generating jobs for females and the jobs they are generating are not front-line or board-level jobs. Even in this era, they are still questioning female capabilities when females have already proved their selves in most of the fields. The point to ponder is if a female can lead a business and call as a successful entrepreneur why that female can't be in CEO or in Board seats to lead.

The stereotypes term leadership is designated to males based on characteristics they carry with them rather than focusing on the end goal. The characteristics of masculine leadership like being explicit, Action-oriented, having objectives and the ability to remove emotions and rationalism from work might be the representation of a good leader but keeping in mind that a good leader must have the capability to influence and move along with the team by sharing the same vision to achieve end goal (Julio De Castro, 2018). If we look into female characteristics like cooperative attitude, compassion, sensitivity and the ability to prove stereotypes wrong is as same as of man. In the leadership definition, it is quite visible that leadership is a quality that has nothing to do with gender but to have passion and courage to make things happen.

Leadership is defined as the procedure of motivating the tasks of an organized group towards goal attainment (Rauch & Behling, 2017). Being a leader, it is always said that the end goal should be achieved rather than thinking about the path which takes you there whether choosing female characteristics or male. A leader can never win on their own but knowing how to take their team along with the journey makes them a good leader, as emotional intelligence is a plus for females which helps to stay connected, engaged and a source of satisfaction towards

employees. (Clerkin, 2017). Today we are in an era where if employees/team members feel connected, happy, satisfied and more involved in the project their productivity will automatically enhance rather than removing emotions and rationalism from the work environment.

These characteristics of feminine leaders like cooperative attitude, sensitivity and emotional intelligence can help in the 21st century to succeed (Rauch & Behling, 2017). Hence, here we address this as females even in today's time by putting great efforts and proving their selves in all fields don't get to lead from front lines or even appreciated. Looking towards female characteristics like passionate, intuitive, emotional tone, compassion, empathy and a bone to prove stereotypes wrong is what being a leader gives them an edge to out-perform in best managing/front line positions (Sarah-Jane Leslie, 2017). The research work will also be addressing that project manager's passion as it is in growing stage stated in literature; the project manager's passion and project success will have great attention from upcoming researches in the following years and according to my knowledge it has never been studied before. Locke & Latham, (2002, 2006) takes us to interrogate that passion can be the one element that takes part in the association between capacity & goal achievement. It is well appreciated that passion in a task or work may guide to much-improved execution because of involvement it brings (Locke and Bryan, 1966; Locke and Latham, 2002; Van Yparen, 2003). This literature in today's time takes us to a point that only passionate and emotionally intelligent leaders can bring the best out of the task.

It is the project manager's passion that makes them a great leader and how they manage emotions and moods of the team which influences team performance and project success (Dan Goleman, 1996). Keeping aside the characteristics attached with gender and focusing only on how competent the individual is based on passion, the capability to lead/influence, how emotionally intelligent the individual is can always help to find a great leader (Riaz Ahmed, 2017). To fill this gap, the current study will highlight the role/impact of feminine leadership by using variables like emotional intelligence and passion for project success. In all these forecasters, feminine leadership impact as project leader is extra visible for project

success (Badewi, 2016; Tabassi, et al, 2016; Baniheshemi, Hosseini, Golizedah and Sankaran, 2017).

1.3 Problem Statement

The examination of feminine leadership in organizations has gotten the consideration of scientists since the 1990s. Any research regarding this still has not been investigated, which is apparent from some ongoing examinations (Karin Weber, 2019). The women as leaders have shown a strong motivational impact in their organizational tasks and proved they are not less than males. These stereotypes discouraged women to pursue many of the careers that are the major reason women left underrepresented in many of the fields. The point to ponder is to state the influence of female leadership and showcase females' other attributes like emotional intelligence and passion regarding work which leads to project success instead of forcing them to adopt masculine traits.

This is an ongoing debate for ages and this has stopped females to lead in the front row. Researchers termed leadership as a process where an employee can impact a team of other employees to attain a common goal' which clearly states that leadership has nothing to do with gender but all it requires is capabilities like passion, emotional intelligence, high intellectual abilities, etc. Unfortunately, the stereotypes associated with high intellectual abilities like being brilliant or genius more with men than women.

It has always been an issue private organizations don't even generate good front-line positions for females to participate. Females even by studying and surviving in the same environment as men still don't get the opportunity to showcase their talent. The reason came out for not providing more opportunities to females as compared to men are their characteristics as well as it is assumed that female's priority is family and at some point, they take a break or leave for their family reasons. Female characteristics including being passionate, concerned, emotionally intelligent, sensitive and able to get required work done by influencing and maintaining good relations with team members have now been considered as a

flaw? Because as long as a researcher of a new era stated this will be the plus point for all leaders because of the changing environment as all employees want their upper hierarchy to be more concerned, engaged and helps them to see one same mission to achieve one same goal. Secondly, organizations have now made it so easy for employees to work whether it's male or female equal advantages and facilities are provided regarding their family issues e.g. females use to enjoy maternity leaves but now males are also facilitated by giving paternity leaves. Family is every employee's priority and an organization facilitating it achieves employees' trust and retention at work.

It seems to be very important to leave gender outside the door while entering to finalize the right person for the right job as the cooperate sector needs those capable individuals who are encouraged, passionate, positive and have the urge to excel more. Almost 11% of women out of 49% of women started their businesses in Pakistan because of not getting opportunities which they deserve and excelling in their career by setting examples. These female entrepreneurs and the presence of females in the team have a significant influence on social motivation and overall organizational achievement. These are those women who were neglected and challenged in cooperation so they started some on their own to prove that females can also have a huge impact on the success of a project. With women, companies seem to be more tendency to establish family-friendly strategies. Now a day's fresh cooperative organizational culture has a better point of view rather than a traditional business. In the area of women empowerment, more growth of capacity advancement could be seen by encouraging female entrepreneurs.

These fresh women as leaders have shown a strong motivational impact in their organizational tasks than they would be able to have in traditional organizations. Today's female has faced many of the challenges of finding out how to create an extra palpable impact on mixed-gender leadership groups. These stereotypes discouraged women to pursue many of the careers that are the major reason women left underrepresented in many of the fields. Also, project success influences the project manager's passion for work/job that may be overcome by the emotional

intelligence of the project manager. There is a need to investigate either feminine leadership has an impact on project success and to what extent the project manager's passion mediates the association through emotional intelligence.

1.4 Research Questions

The queries of the current research are as follow:

- To what extent Feminine Leadership have impact on Project Success?
- To what level Feminine Leadership have impact on Project Managers Passion?
- To what extent Project Managers Passion have impact on project success?
- To what level Project Managers Passion mediates the association between Feminine Leadership and Project Success?
- To what level Emotional intelligence moderates the association between Feminine Leadership and Project Managers Passion?
- To what level Emotional Intelligence moderates the association between Project Managers Passion and Project Success?

1.5 Research Objectives

The aims of the current research are:

- Investigate the impact of Feminine Leadership on Project Success.
- Investigate the impact of Feminine Leadership on Project Managers Passion.
- Investigate the impact of Project Managers Passion on Project Success.
- Investigate the mediation of passion between Feminine Leadership and Project Success.

- Explore the moderating impact of EI between Feminine Leadership and Project Managers Passion.
- Explore the moderating impact of EI between Project Managers Passion and Project Success.

1.6 Research Significance

The aim of this study is significant and adds to the literature in several ways. It gives the insight to point out the issues related to the impact of feminine leadership and how passion and emotional intelligence is playing its part towards project success. Present literature shows feminine leadership has a well-known impact on project success in organizations. There is a paucity of scientific researches including the four variables feminine leadership, project success, emotional intelligence and passion in Pakistan. There is no study up till now specifically according to my knowledge that has included all these variables together. The idea of this study is also to explore the association between emotional intelligence, project success and passion.

If the significant relationship exists in our framework, then we might be able to break the stereotypes that women are too nice & not be able to manage harsh situations (Hwang, 2014). Because of the cultural and typical explanation of leadership female managers may use or act in a manlier method so they can be taken solemnly at a top management position (Basak Denizci Guillet, 2019). There is a need to understand that even if females defeat the stereotypes and easily exhibit a feminine style of leadership. As women executives have identified that stereotype as a necessary obstacle in women's growth. A typical society that ideals and clout female leader style in incorporation to manly style is more likely to possess' stronger involvement and keeping of employees' (Karin Weber, 2019).

This study will be analyzing this visible conflict reveals these feminine leader features like being forgiving and supportive which are viewed as seekable and not necessary or add-ons (Fabienne Eckert, 2017). The idea of this study will be to

research and focus on females with a powerful position in a top-level management role. Leadership styles of females are conclusively not an issue of females being comfortable and involved but also females in top management roles possessing momentous contribution in organization foundation (Gerzema and D'Amtonio, 2013). The contribution of females in senior leader part to an organization's foundation is ignited in the previous researches for decapods (Hoobler et al, 2016).

Promoting women's impact of leadership is not a problem of males and females but it is a business issue. Gerzema D'Amtonio, 2013 interview 64,000 females and males of thirteen countries came out by identifying different features for leadership and success amidst other things and confronted that norms of the female are fundamental leadership features for the future. The present research study boosts consideration as goal achievement by recommending that workers, with the inflated obsession of passion, are capable to accomplish required results that are extra exigent. This portrait, passion is a significant element for employees to get through with and achievement exigent goals (Klein et al, 1999; Locke and Latham, 2002). Manager's passion is a significant element for guiding skilled groups to achieve demanding project outcomes.

In this work, an individual's passion, relaxation and sturdy sentiments are significant and desired in contrast with proficiency to get optimistic results (Vallerand et al, 2007, 2008). Such researches identify why projects decline but yet certain others succeed in achieving their goals (Sarah Thorgren, 2012). We aim to understand in this study is that how come project managers EI adds up to project success? As sentimental happenings transform with passing time and work behavior also fluctuates depending on worker's daily basis interaction or experiences. Sometimes employees feel positive in the work environment and sometimes feelings turn out to be negative (Mayer et al, 2008; Sy et al, 2006). Positive emotions have always enabled employees to perform exceptionally at work (Lindebaumand Jordan, 2014) whereas negative emotions as anger, annoyance and wrath can reduce zeal and decrease the contribution of an employee towards work (Fisher, 2003; Von Glinow et al, 2004).

EI managers are more capable of encountering and revealing emotion optimistically (Peslak, 2005). This likely increases zeal of the project manager and allows the manager to convey beneficially concerning to their groups and to promote innovation towards demanding tasks (Carmeli, 2003). Similarly, managers with strong emotional intelligence should always be extra inspired to have an optimistic influence on their assistants and to suggest a suitable solution to resolve issues and obstacles that a project brings in (Mount, 2006). Our study also adds to the literature by investigating the moderating effect of project manager's emotional intelligence in determining the impact of feminine leadership towards project success. The use of our mediator and moderator might also open new research avenues to better understand the impact of feminine leadership skills.

1.7 Underpinning Theory

Several theoretical perspectives have been presented by different researchers which are used worldwide to underpin this study. Many of the theoretical perspectives have been stated by different researchers which are used globally to predicate this study but the suitable theory is this as leadership is about social interactions between leaders, team members, colleagues, managers, supervisors. Burns (1978) introduced a theory based on behavioral differences and suggested two terms to differentiate two types of leadership transactional and transformational leadership. These styles are open to study gender differences in leadership styles (early et al, 2003). Transactional leadership styles talk about qualities such as competitiveness, control and authority, generally, these traits are considered common in males and are considered as significant features of transactional leadership style. Similarly, if we describe transformational leadership style is about leaders' efforts to bring out the potential in an employee or team member and inspire them which in return helps them to stay motivated and to achieve the end goal more easily set by the company (Burns, 1978). As Kouzes and Posner (2003) stated that five practices exhibit the style of transformational leadership which are the following: first you need to model your way, secondly, inspire the team by sharing your vision,

thirdly always challenge the process you are going through, fourth help others too and participate too and fifth is to motivate them. Klenke (1993) related feminine leadership traits similar to the transformational leadership style more. This theory will help in understanding more of leadership style as well as will prominent feminine side of leadership which has always left underrepresented.

Another supporting theory Goal setting theory is also used to test the relevance of the project manager's passion to know that passion is a source of motivation for project leaders (Locke and Latham, 2002, 2006). This theory leads us to suspect passion may be one of the factors that play a key role in the relationship between feminine leadership and project success. Goal-setting theory is described as the effects of setting goals on the upcoming performance. Researcher Edwin Locke (2002), found that individuals who set specific, difficult goals performed better than those who set general, easy goals. It also explains specifically how the project manager's passion motivates and influences team members. This theory also explains that the passion of the project manager plays a smooth and facilitating role in the achievement of the goal and challenging situations. Similarly, it will help us to understand how smoothly the project manager's passion will mediate the association between feminine leadership and project success.

Another supporting theory of this study is the Affective Event theory. According to (Weissand Corpanzo, 1996), we have concentrated on how individuals' feedback to perceptual work experiences shape their perspective and behavior. As stated by (Weissand Corpanzano, 1996) perspective and behavior are persuaded by emotions and sentimental experiences such as delight, zeal, wrath, pity, humiliation and hatred, e.g. (Ashton James and Ashanasay, 2005) that there is a strong bond between strategic decision making and the sentiments that a manager experiences regarding organizational events. According to (Pirola Merlo et al, 2002) in the study of leadership used in AET to elaborate on the effect of organizational events possess' group members and group performance. AET (Affective Event Theory) is the model to establish by a psychologist named Howard M. Weiss (Georgia institute of technology) and Russell Corpanzano (University of Colorado) to elaborate on how work events lead to sentiments and moods influences team performance

and project success. Large and complicated projects with huge budgets are supposed to have repetitive assertive occasions that encourage affective events theory, which could cause sentimental reactions. The response can be positive or negative for project leaders, managers, stakeholders, contractors, etc. (Lindebaum and Jordan, 2014).

As this model is based on Affective Event Theory principles, attitude and behavior at work are obtained from sentimental responses to events. EI will play a significant role in pointing out issues regarding sentiments at work to manage their own and other's emotions. EI will shape an individual's work position and emotions in an optimistic way impacting project success. (Ashkanasy, 2002) AET model is based on underlying rules that the attitude and behavior of leaders at the workplace are copied from sentiments to events. Pointing emotions at work in so far as emotional management capabilities assist project leaders to recognize and control their own and group member's sentiments (Mignonac and Herrback, 2004). Such leaders shape an individual's work attitude and behaviors in a more optimistic direction therefore motivating project success. Current research leaders especially focus that how a leader can transform or influence their team members by focusing on passion and emotional intelligence that may enhance the relationship of leader and team member to influence project success (Zhao et al, 2007).

These sentiments appear from occasions that produce different sentimental responses in the office environment. This study has exhibited those employees including leaders or upper-level management face sentiments at the workplace multiple studies have stated the suppositions of AET (Mignonac and Herrback, 2004). Surely researchers (Clarke, 2010; Mazur et al, 2014); Muller and Tunner, 2010) have repetitively discovered that leaders EI and passion are the prerequisite of project success. In precise, Muller and Tunner, 2007, 2010) discovered strong proof that leaders EI and passion boost the chance of project success, especially in highly critical environments. Clarke (2010) also increases the significance of the project manager's efficiency and reported that passion and emotional intelligence react as a basic capability that explains the behavioral intricacy of a leader in critical project situations.

1.8 Abbreviated Definitions

1.8.1 Feminine Leadership

Feminine leadership refers to utilizing female values while making decisions in leadership positions (Marshall, 1993). It means mixing feminine characteristics with the characteristics of leadership while making decisions in a leading role or front line. Female values are referred to as interdependence, cooperation, awareness of patterns, emotional tones, being intuitive and personalistic perception (Marshall, 1993).

1.8.2 Passion

Passion is an intense desire or zeal to achieve something (Oxford University Press, 2019). Passion is a firm sentiment of an individual towards something significant preference that influences an individual's intentions and attitude to express that preference (Jachimowicz, Wihler, Bailey and Galinsky, 2018).

1.8.3 Emotional Intelligence

Emotional intelligence is an ability of an individual to monitor other individual's sentiments and feelings to segregate among them and to use this knowledge to guide or help the other person in his actions (Salovey and Mayer, 1990). As it is one of the major managerial skills which influences how managers interact with each other.

1.8.4 Project Success

When a project manager makes sure that the project will meet its objectives under the account and the decided agenda in a specific period (Derrick Chukwuemeke Nwagbogwu MBA, University of Lagos, 2004). Effectiveness is related to how the project manages its limited resources to achieve the goals while maintaining good associations with internal and external stakeholders.

Chapter 2

Literature Review

2.1 Feminine Leadership

One of the most significant topics of discussion around the globe has always been female leadership. The issue of gender impartiality in this era is disturbing researchers as well and attention-seeking for many years especially now. It is becoming intolerable that there are limited roles and positions for females in the industry (Bonebright, Cottledge and Lonquist, 2012; Haslam and Ryan, 2008; Madsen; Danial, 2012; White, 2012) Even with the progression in women advancement women in leadership posts are still underrepresented and likely to face discouragement over different career advancement, personal standing and hidden rules inside an organization (Cook, 2012; Lapovsky, 2014; Madsen, 2012). The underrepresentation of women in administrative leadership roles or even in academic programs is a universal phenomenon (Madsen, 2012; Pyke, 2013; Schneider et al, 2011; Tenssens et al, 2011). Women even after getting an education from the same institute, around the same circumstances, proving herself in every field still stay underrepresented is not because of their incapability but because of the issue in our private sector. Private organizations despite focusing on equality, generating fewer opportunities for women and more for men (Miznah O. Alomair, 2015). Although gender impartiality is wide phenomena there is a demand for female leaders in the upcoming time. With future predictions, females provide

a unique perspective and positive experience and enhance performance. Female leaders bring a unique style of leadership that is more future-oriented (C'ordova, 2011; White, 2012).

Feminine leadership means mixing feminine characteristics with the characteristics of leadership while making decisions in a leading role or front line. Female values are referred to as interdependence, cooperation, awareness of patterns, emotional tones, being, intuition and personalistic perception (Marshall, 1993, p.124). Many people assume that male and female leadership styles are gender-specific and that has might be generating biased opinions regarding it (Tiffany Kelly, 2019). These unconscious biases have prevented us as individuals, unique beings to step genuinely into finding our balance within styles. Both male and female representatives are important as species to survive it is just that masculine focus is on self-whereas females focus is on others and their ability to thrive. It is understandable if a person's focal point is on self, you will not be helpful and collaborative. Whereas females center on others makes other's survival more Important than theirs (Gerry Larsson, 2018).

Women leaders have identified that stereotyping is an issue and a barrier to women's advancement. It holds back women from showcasing their skills and always refers that their characteristics are a flaw like they are considered as too nice and not capable of conducting complex tasks (Catalyst, 2007a; Jonsen et al, 2010). If on the other hand, they display masculine traits they are too harsh and asking the female leader to act in a manlier style to be taken as a professional manager by group members. The NYT (New York times) stated that "no doubts: women are more effective managers". Smith, (2009) since then there is a remarkable increase in women positions in organizations but still, they are not trusted like men for frontline jobs. Is this an issue of men versus females or the private sector is completely neglecting the future requirements of the 21st century as a women leadership style is most suited to modern enterprises (R. Williams, 2012).

There is a need to understand that whether the female start using masculine values to be perfect leaders but employees will only feel valued, included and supported by their organization when they are more involved and feel more encouraged (Sacks,

2006). Women more likely to men are cooperative and empowering leadership style while on the other side males are a disadvantage as masculine leadership style includes extra ordering and controlling behavior and their contention of power (Conlin, 2003; R. Williams, 2012). As companies are becoming a rapid-paced, globalized environment, some companies' intellectuals have presented that more female traits as a leader are required to highlight the involvement and clear reporting is asked for success (e.g., Hitt, Keats and De Marie, 1988; Volberda, 1998). Samantha C (2014) proposed female leaderships are likely to cover the leadership gap than men by creating attributes. Females are heartened to sustain as a part of their femininity together with the significance of cooperation instead of feuding and partiality.

One of the most significant leadership attributes of which a leader can have is passion. If the leader is not passionate about what they are doing, one cannot begin to influence others to do the same. Having a passion for what you are performing also helps to influence you to praise employees when they show enhanced productivity (Jane Adshead-Grant, 2016). It is very significant to acknowledge that researcher termed leadership as "a procedure where the individual influences a team of other individuals to attain a mutual goal" which clearly states that leadership has nothing to do with gender but all it requires is capabilities like passion, empathy and quality to take team members along. Always passionate individuals get to become great leaders as it is high time to break stereotypes and focus should be on individuals' capabilities rather than gender as leadership has always been gender-neutral approach and relating feminine to this term will only make it stronger because of its characteristics. Therefore, the culture which encourages feminine approach is always having more encouragement and retention at work (Koenig et al, 2011; Olsson and Walker, 2004).

Early literature interrogated various features within an organization including modern management, employee participation, group work and easily adjustable attitude enhances (Lee, 1994; Avolio, 2010). The attributes give attentiveness to ethics by relating capabilities with women in terms of culture (Pirola, 2004). (Coleman, 2000, 2001) inspection revealed that female heads are more cooperative

than males. Female's leadership style is more people-oriented and also stated that females at higher positions possess a stronger orientation of people. The study of Faizan and Haque (2016) has displayed that genders tend to execute better under the male approach but female performance automatically enhances significantly under the feminine approach of leadership. In Bill George's article in Harvard business review, "In the 21st century, the most fortunate leaders will focus on sustaining superior execution by aligning people around mission and norms and empowering leaders at all levels, while focusing on serving customers and cooperating throughout the organization" (Bill George, Harvard Business Review).

Feminine leadership is not going to replace other admissible ways of leadership. Feminine leadership is going to balance our life and earth (Andrea Manard, 2019). For maximum Feminine attributes have been rejected, decline and criticize in all angles of male authoritative systems and structure. It is high time to realize that female characters are the demand of modern organizations and simply by neglecting them we are becoming a barrier to economic growth. As female leaders have great empathic capabilities that keep them linked and answerable to their fellow workers. Research on female's profession and gender equality leadership is expanding in social development, partial employment opportunities and worldwide and national economic outcomes (Ellen Ernst Kossek, 2018). The aim to point out this issue that the determined study to practice gap is growing and the implementation of a practical solution for an optimistic change to promote women's career partiality (Nolan, Moran & Kotschwar, 2016).

2.2 Project Managers Passion

Many specialists agree with the point that passion is "at the heart" of entrepreneurship (Baum and Locke, 2004; Cardon et al, 2008, Klaukin and Patzelt, 2008; Chen et al, 2009) because understanding and acting arguably require great passion that fuels energetic, creativity, great courage, aspiration and determination that are needed to get required results. A passion I always important even in social interaction those who seem to have passion are determined as potentially more successful

employees, team members, leaders, or managers (Julia Moeller, 2019). Practice suggests that being capable individuals or groups doesn't assure that challenging results are achieved.

Aubury and Lievre, (2010) debated that how competence contributes to goal attainment as being a project head individual must be competent to know if and but of the project but lacking passion often leads to poor performance. Many works of literature also proved that competence never takes an individual to reach a goal but passion does. For example, project management literature has call attention in many ways that hiring highly capable project leaders fail miserably and does not promise success (Sara Thorgren, 2012). With the present study, we can say that introducing and acknowledging great motivation incorporate in passion construct (Bonne Ville Roussey et al, 2011). The social psychology study on passion defines it as an uncountable desire to take part in a task (Vallerand et al, 2008). This proves that passion expresses something powerful than merely following a task by choice (Stenseng et al, 2011).

Joining passion with the term leadership brings out passionate leader which are great communicators as passion is always discussed when people have a strong understanding towards something and wants to achieve certain measures and has set their own goals to attain in a specific time and feel the pressure to engage everyone with them. Project managers with passion are future-focused and can do more than others something like exemplary. Passion is defined "as a strong propensity towards a task that the employee prefers and values one in which people can infuse time and energy and the one that comes up with defining an employee (Vallerand et al, 2003). According to (Vallerand et al., 2003) it is clearly explained that passion is something that defines an individual's contribution towards the task. The determination to get the described goal and individual's passion also states that how much that person has a grip on the task. The investment of time and energy also reflects one's determination or passion towards the end goal.

According to (Lock and Latham, 2002, 2006; Locke et al, 1981) when individuals are committed towards the task given, set goals for their self-first and then

perform the relationship goal performance is strongest. Their goal setting theory presents that passion can be related to optimal outcomes in a goal-achieving mostly for those who are striving to achieve challenging goals. A previous researcher (Donovan and Redosevich, 1998; Hollenbeck et al., 1989) has shown that individuals always perform well challenging goals depending on goal commitment and individual's will power to attain the goal. This is the reason why passion strengthens the relation of goal challenge and goal attainment.

Passion plays a significant role in establishing whether or not we succeed in our task. If you are passionate about a task, go and hit it. And if you are not, don't misspend your energy on it. That same pertains to project managers, handling multiple types of projects across industries (Dynamic project management, December 2016). If zeal and passion are present, people tend to be more pliable when they encounter hurdles. People who are passionate about what the task they do, rather than just "in it for the money", tend to be people who have more optimistic outlooks and are able to overcome strain through problem-solving. (Joao Alhanati, February 2020) also states, the more passionate someone is about their task, the more willing they are to work hard on self-reformation, enhancing their chances of success. Passion is knowing something new and giving it value. It is the continuous search for knowledge and it is the capability to transmit and create an action (Hamdi Serin, 2017). Being passionate is closely related to learning and experiencing new things. According to Day, passion is identified with expectation, loyalty, protection and zeal which are key traits of a project manager (2004). Passion has always been an influencing factor for project managers to attain goals. Project managers always have a feeling that their mind is strongly influenced by passion in project manager is a guiding, a motivational element that emanates from emotional power (Hamdi Serin, 2017). Passionate managers are not the ones who are only willing to get the work done but they are always engaged, enthusiastic, looking at developing themselves. Moreover, passionate project managers constantly try to investigate, encourage surrounding, transmit good and absorb what they know, work on plans, set strategies and take risks and responsibilities (Rowe, 2003). Project manager's passion always makes a difference in their team

member's lives and achievements. Passionate managers always have better field knowledge. Passionate managers always in the effort of team development because of consistent success care (Mathieu Winand, 2016).

2.3 Project Manager's Emotional Intelligence

Globalization and rapid growth have raised the number of difficult projects across many industries. These projects are tending to be characterized by big budgets and problems linked. Such critical projects typically need smart project managers to tackle all situations. According to (Jordan and Lindebaum, 2015) to deal with such situation emotions, play a wide role as being a central factor for a manager to deal with day to day basis. Shenhar. Et.al, 2002 specifically focused on the leader's executive skills and the effect of the project leader's EI. EI has always been discussed as the capability to be aware of, to utilize, to know and control the sentiments in self and others (Mayer et al, 2004). Clarke, 2010 identified EI as a significant factor in complicated projects. (Muzur et al, 2014) argued particularly about the high emotional intelligence of project managers are capable to resolve new obstacles and problems as well as to transmit better with their peers. Few researchers also suggested emotional intelligence as a solution to managers to resolve many of the issues.

Based on documentation that EI is related to managerial efficiency (O'Boyle et al, 2011), it seems to be reasonable to conclude that effectual project management is not simply set on by technical or difficult skills but also capacities like sentiments (Fisher, 2011). (Mazur et al, 2014; Muller and Turner, 2007) have shown a connection between emotional intelligence as a personal trait and effectiveness as the factors of difficult projects. Moreover, for any manager to be a fortune in reflecting on the experience, interpreting surrounding cues, relating to companions, emotional intelligence competencies are a requisite (Watkins, Earnhardt, Pittenger, Robert Rietsema and Cosma Ross, 2017). Project leaders have too smart in such a way traditional way but there is also this emotionally intelligent component which is equally important (Cary Cherniss, 2018). Leaders with

stronger emotional intelligence, empathy, adaptability and other competencies help to persuade 70% of employees to stay five years or longer (Daniel Goleman, 2018). The main idea of this variable is to explore emotional intelligence at organizations there are several roles an individual is supposed to execute with this they are essential to maintain terms with the people in the surrounding for this they have to develop emotional intelligence. Well-rounded emotional intelligence also empowers managers and leaders to perform effective leadership skills on their employees to motivate them to give their best performance (Dr. Radhika Kapur, 2018). Individuals with strongly developed emotional intelligence are more fortunate at their organization the reason behind that is they are capable to understand the conduct and sentiments of their team members (Fisher, 2011).

Emotions are the sign of what individuals feeling and the body is trying to tell which is used to know accurately another person (Emotional Intelligence, 2010). Emotional intelligence overlaps with our general, intelligence just like understanding emotions, utilizing emotions, interpreting emotions and controlling emotions (Daniel Goleman, 2015). The construct of the project manager's emotional intelligence refers to the individual's differences in realization, development, utilization and controlling of emotional knowledge (Nelis, Quoidbach, Mikolajczak and Hansenne, 2009).

Social and emotional competencies predict success in men and women executives by investigating the relationship between EI and organizational success (Nelis Hopkins & Bilimoria, 2008). EI is an amalgamation of emotional skills and personality dimensions such as assertiveness and positivity. According to the Bar-On model, emotional-social intelligence in a manager is a multi-factorial set of capabilities, skills, coordinators that determine how people exhibit and acknowledge their selves, acknowledge and relate to others and react to daily situations (Raquel Gilar-Corbi 2019). Gardner and Stough, 2017 further explored the association between EI and leadership/managers found that leader's management of positive and negative emotions had a valuable impact on inspiration, optimism, innovation and problem-solving at work. Therefore, emotional intelligent directors and leaders

are expected to be optimistically associated with the employee's work, inspiration and attainment.

Additional emotional intelligence competencies are involved in the following tasks; planning organizational tasks and organizing job activities, maintaining mutual relationships and needing help is significant to reach the end goal (Teresa Pozo-Rico, 2019). In this way, several researchers have shown that emotional intelligence in a manager is a key and optimistically related variable. Thus, this is important for positive effects on job performance and behavior that is required at the workplace (Raquel Gilar-Corbi 2019). Managers with high EI are more competent in regulating their emotions to decrease their workplace stress (Ayman Bhajat Abdullah, 2015). Thus, it is necessary to highlight the importance of EI to fulfill the workplace challenges of the 21st century. Emotional intelligence is the quality a manager should have to run the team members so that the organizations can flourish. Emotionally intelligent project managers always manage to create a positive environment in the workplace and improve job satisfaction in employees (Teresa Pozo-Rico, 2019).

2.4 Project Success

Project success in complex projects has always been discussed as work done in the given time frame for accomplishment is long and the size of the projects is considerable which has always been a challenging problem (Toor and Ogunlana, 2010; Wang and Haung, 2006). In the literature of project management project success has always been defined as on two components: success criteria and critical success elements Muller and Jugdev, 2012). In literature, success criteria have always been defined as the focus objective measures such as completion timelines, quality, cost (Pinto and Selvin, 1987). Such criteria have been criticized especially in describing complex projects because they are made on the grounds of simplistic establish which do not explain the difficult projects (Toor and Ogunlana, 2010; Jugdev and Muller, 2012) stated that such criteria are a big flop to address broad elements that can be examined as success indications such as behavioral, etc.

On the other side critical success factors: focus on light issues such as behavioral skills of project team members because of which they represent a more practical progressive approach in evaluating project success (Toor and Ogunlana, 2010). Turner and Zolin, (2012) stated that success elements apart from impact such as time, cost, quality, can be measured earlier before the end of the project. Instead of long time frames for complex projects this type of measurement has always been proved useful in assessing project success. These factors have been recognized by Jugdev and Muller, (2005) as the most recognized and used measure of success elements.

There are few success factors related to people that have majorly been focused on research such as feminine leadership, passion and emotional intelligence. Emotional intelligence is connected to managerial efficacy (O'Boyle et al, 2011), as it refers to efficacy project management is not simply set by hard skills or technical skills but also with the abilities related to sentiments (Fisher, 2011). In the specific circumstances of project management research has been shown between manager and emotional intelligence as it is nothing but an attribute of a project manager, used to get effective results (Chang et al, 2013). Mazur et al, (2014) tell us that a project manager's capability to understand and to control emotions in self or others produces high standard, effective relationships with both internal and external individuals.

Studies have recommended that influential elements play a significant role in achieving project success. Studies have also indicated that interest level, willpower, customer response seeking and permanent derive will enhance the chance of positive goal results based on motivation level (Elliot et al, 2001; Fedor, 2001). Passion has been defined as time and energy dedicated to a task (Deci and Ryan, 2000), which implicit that passion captures something more than merely follow something by choice. Further other research studies report that setting aim provides individuals a goal with a different command. When individuals are committed to a goal and their motivational mechanism is strong the goal performance is powerful (Locke and Latham, 2006). Feminine leadership means mixing feminine characteristics with the characteristics of leadership while making decisions in a

leading role or front line. Female values are referred to as interdependence, cooperation, awareness of patterns, emotional tones, being, intuition and personalistic perception (Marshall, 1993). As organizations have become fast-moving paced, globalized surrounding, some organizational scholars have suggested that a more female style of leadership is needed to highlight the participative and open transmission needed for success (e.g., Hitt Keats and DeMarie, 1998; Volberda, 1998; Samantha, 2014) proposed female leaderships are more willing to fill this leadership gap than man by drawing features females are encouraged to sustain as part of their femininity including the highlight on cooperation rather than rivalry and quality rather than a superior employee hierarchy.

Conversely lacking any of the following factors towards group members can indicate protective behavior and block the flow of knowledge and stops efficient results (Colquitt et al, 2007). (Atkinson, 2007) further, that lack of any of these factors above mentioned can lead to dysfunctional and unethical group members' behaviors. Such behaviors can cause poor results of performance by managers or team members rather than showing optimistic factors likely to lead project success (Moe and A Smite, 2008).

2.5 Feminine Leadership to Project Managers Passion

Feminine leadership is mixing feminine characteristics with the characteristics of leadership while making decisions in a leading role or front line. Female values are referred to as interdependence, cooperation, awareness of patterns, emotional tones, being, intuition and personalistic perception (Marshall, 1993, p. 124). Whereas if we talk about a leader's work passion, it is a strong tendency that an individual likes and desires to invest money and time in it (Vallerand and Houliort, 2003). Women leaders have identified that stereotyping is an issue and a barrier to women's advancement. It holds back women from showcasing their skills and always refers that their characteristics are a flaw like they are considered as too nice

and not capable of conducting complex tasks (Catalyst, 2007; Janson et al, 2010). If on the other hand, they display masculine traits they are too harsh and asking female leaders to act or behave in a more masculine way to be regarded as a proper leader by team members. There is a need to recognize that a good leader is never the one with masculine characteristics but the one who carries their work with passion, enthusiasm and persistence (Sacks, 2006). One of the most significant leadership attributes of which a leader can have is passion. If you are not passionate about what you are doing, you cannot begin to influence others to do the same. Both organizational researchers and practitioners have stated the significance of work passion (Boyatzis et al, 2002; Mc Daniel et al, 2009). Having a passion for what you are doing also assists you to motivate and commend employees when they show improved productivity (Jane Adshead-Grant, 2016). Project manager's work passion may increase employee's optimistic impact experience (Forest et al, 2011; Donahue et al, 2012) and employee's organizational attitude which may raise employees to work performance (Astakhova, 2015; Burke et al., 2015).

It is very significant to recognize that Researchers termed leadership as a process where an individual leaves an impact on a group of other individuals to attain a common goal' which clearly states that leadership has nothing to do with gender but all it requires is capabilities like passion. Having passion as a manager is one thing; influencing passion in other employees is another thing altogether. Employees will not suddenly be passionate about the task they do. Leaders motivate employees to be passionate by exhibiting genuine zeal (Randy Gresier, 2017). According to the leadership research between leaders and employees (Aryee et al, 2007) which indicates that a leader affects features, cognition, nature and behavior induces the same effects in the team or group members (Wang et al, 2015). A leader's work passion is always the source of an employee's work passion sated by Cardon (2008). Always passionate individuals get to become great leaders as it is high time to break stereotypes and focus should be on individuals' capabilities rather than gender as leadership has always been gender-neutral approach and relating feminine to this term will only make it stronger because of its characteristics. Therefore, the culture which encourages the feminine approach is always

having more encouragement and retention at work (Koenig et al, 2011; Olsson and Walker, 2004). These stereotypes have always found something to discourage females and that is why they left under-represented in many fields (Clerkin, 2017). Joining passion with term leadership always brings out passionate leaders and understanding of this concept is one of an issue for stereotypes (Richard Enag, 2017). Feminine characteristics like interdependence, cooperation, awareness of patterns, emotional tone and intuition do not make females any less of leaders but adding to this list passion does make them a great leader (Mark Turner, 2017). Locke and Latham, 2002 stated that passionate leaders can achieve positive outcomes for goal attainment. It is the project manager's passion that strengthens relation with goal challenge or goal attainment. A leader without passion is not necessary to succeed as the work will be just like every other work but a passionate leader will always find a way to learn, implement and succeed in the task they have invested in (Zigarmi et al., 2011).

In addition to this researcher also stated that no one has ever been motivated by a leader which is not passionate about tasks. The lack of passion at organizations is transmissible and if you want to have a passionate, motivated workforce around you in the organization then the leader despite gender should be the one who is the most passionate worker (Randy Greesier, 2017). According to (Nicole Lipkin, 2019) she stated that once women land in leadership positions they excel and often surpass men. Women are born leaders because they have established soft skills important for efficacious leadership, features like empathy, transmit and listening are the attributes that serve well when women are in leadership posts (Cindy Gallop, 2011). Soft skills in females used to be an excuse for not giving major positions to them but now these soft skills are considered an effective leadership style which is quite ironic. But now the researchers have made it very clear that to lead, you don't need a man to stand up alone and gets the work done, all you need is one passionate leader who knows how to get things done (Joseph Folkman, 2019). Far too many individuals lack passion for their task, employees feel deceive, bored, or simply hate their jobs and the companies they work in only attain more when the morale of the team will be high.

Luisa Fernanda, (2019) suggested that having a passion for a manager is one thing and motivating passion in a team is another. It is not necessary that every leader can inspire passion in the team as it can only be done by showing genuine care, enthusiasm and taking interest in employee's life, these all refer to characteristics of females (Robin J Alley, 2017). Female leaders instead of standing alone as passionate leaders prefer to take every member of the team to move along. The feeling of being involved, understood and participating makes employees more involved in the task and this leads to passion (Nozomi Morgan, 2015). Inspiring passion in a team can only be possible when the leader has soft skills and gives employees' liberty to work and explain their selves in all situations. As women leaders have always been better communicators, their interpersonal skills, emotional intelligence, passion and empathy allows them to not only communicate deeper but have an influence/impact on the team members too (Luisa Fernanda Báez Toro, 2019). Also, women now can relate better with employees because of their listening capabilities.

H₁: There is a significant relationship between Feminine Leadership to Project Managers.

2.6 Project Managers Passion and Project Success

It is suspected that the benefit of passion for the success of a project can be seen in nature claiming that influential mechanism is always significant for the association (Baum et al, 2001; Ferla et al, 2010). The literature signifies the importance of high influence including the project manager's passion when team members face challenges to reach out goals. The level of goal has always been defined by the complexity of the task which is based on the intensity of succeeding (fried and Slowik, 2004). When a project manager is striving to attain goal managers also need to work on employee's passion, persistence and grasp their competence into important task effort.

Attaining high goal ask a certain level of proficiency or individuals' investment of competence required to attain those goals as they will be hard to achieve (Locke et al, 2005). Such a goal has always demanded significant focus and attention. Passion has always been proved as a great mechanism and helped leaders/managers to overcome many issues regarding employees or goal attainment. The project manager's level of passion has always proved that it eases the path of reaching success as shown in early literature which has also acknowledged that reaching a goal manager needs a motivational mechanism (Locke and Latham, 2002, 2006). The fundamental reason for goal attainment or project has always been the project manager's passion or motivational mechanism which irresistible engagement of an employee with the work (Van Yperen, 2003). Furthermore, challenging activities can be attained with willful practice when employees receive immediate helpful feedback exhibiting progress about goal achievement. This proves that the individual has spent more time working on hard things and challenging activities to enhance attaining those goals. Therefore, we expect that project leaders with strong passion may more efficiently reach goals (Anna Wiewiora, 2016). Sometimes we also have a scene early literature arguing about employee attitudes including being bored, annoyed and not taking interest in any of the activity which shapes the degree to which project leaders check the success or otherwise of the projects (Diallo and Thuillier, 2005). Passion always eases the relationship between employee and manager by representing different work equations especially when the project manager motivates the employees in uncertainty or ambiguity in complex projects.

In specific context collaboration, communication, cooperation and motivation between the manager and their team members make critical work easy (Turner and Muller; 2004). Motivational mechanisms always turned into project success. According to (McEvily et al, 2003) beliefs that employees' contribution to project development and product delivery depends on the project manager's motivational mechanism. Conversely, a dearth of the motivational mechanism by project manager towards group members can initiate protective behavior and block the flow

of knowledge that will disturb that maintain a relationship through communication, cooperation and development (Mayer and Gavin, 2005; Moe and Smite, 2008). Atkinson et al, (2006) have stated further that the dearth of motivation or passion can lead to dysfunctional and unethical group member's behavior. Such behavior can result in poor performance rather than making a project successful (Peter J. Jordan, 2016). Passion in a team member and project leader influences the competence to achieve goals. An increased level of motivation can also increase employee's proficiency towards work and similarly assist effort will lead to advisable behavioral results. Adding up to this (fisher, 2003) added that when individuals are more motivated and influenced by the job/task their contribution to the mutual interest of the circumstances in which they execute their work will also increase. The project manager has to be motivated to react more favorably to others, influence others, or show great involvement in activities that inspire employees in all ways (Schaller and Cialdini, 1990). Furthermore (Cheung et al, 2003) found that motivated project leaders are also likely to handle more effective issues resolution and influence team to handle new goals that they have yet not to be achieved (Mayor et al, 2008). Complementing this proof (Fisher, 2003) stated that less passion tends to jeopardize project success. Less passion brings out tasks less effectively because of the low morale of team members or project leaders (Peter J. Jordan, 2016). Pheng and Chaun (2006) stated that satisfied or less passionate project leaders are less capable to place strategies and management with their firm's intention which certainly causes project failure.

H₂: There is a significant relationship between Project Managers' passion for Project Success.

2.7 Mediation Between Feminine Leadership and Project Success

The term passion relates to feminine leadership as well as project success. The term has different meanings for different people but cooperates "passion" has always been defined as the tendency of a person towards a task that a person likes,

finds significant, invests time and energy in and with which the individual associate (Vallerand et al., 2003). The term passion describes a powerful range of emotions and in leadership literature when a leader lacks passion as it is directly associated with loss of creativity, lack of energy, diminished motivation and ultimately burnout (Missio Nexus, 2011). Passion has always been important to leaders for two reasons: first, your one piece of passion is important for self-awareness that will focus on yourself energies and tells you what you are capable of. Secondly, leaders can help others to acknowledge their passion so you can place individuals of your teams in areas of culpability (Collen Ammerman, 2017).

In leadership literature, adding passion and feminine leadership characteristics can never be a wrong mix for a good reason. Being a leader if you see what you want from your team member's then feminine leadership makes you see how to get what a leader wants from the team. No one listens to the leader as long as the leader is passionate about what they are up to (Sharon de Mascia, 2015). It is not necessary that every leader can inspire passion in the team as it can only be done by showing genuine care, enthusiasm and taking interest in employee's life, these all refer to characteristics of females (Robin J Alley, 2017). Female leaders instead of standing alone as a passionate leader prefer to take every member of the team to move along. The feeling of being involved, understood and participating makes employees more involved in the task and this leads to passion (Nozomi Morgan, 2015).

It has always been an issue when females don't get an executive position in big organizations by claiming that their leadership skills are not that strong or impactful as are of men. Researchers termed leadership as a process where an individual motivates a group of other individuals to attain a common goal' which clearly states that leadership has nothing to do with gender but all it requires is capabilities like passion, emotional intelligence, high intellectual abilities, etc. Unfortunately, the stereotypes associated with high intellectual abilities like being brilliant or genius more with men than women (Carmeli, Dutton & Hardin, 2015). These stereotypes discouraged women to pursue many of the careers that are the major reason women left underrepresented in many of the fields.

This study aims to state the influence of female leadership and showcase females' other attributes like emotional intelligence and passion regarding work which leads to project success (Eagly, 2007). Females have always been better communicators than men. Strong communication skills are always helpful in delegating responsibilities and executing a business plan. Female leaders are deep communicators and great listeners, this all helps to leave an influence on team members. Females are more resilient, patient and a deep thinker which does not let them rush into big situations rather than men. Female leaders have always been more collaborative and cooperative which shows a more concerned nature for fairness (Judge et al, 2004). Therefore, women now engage better with employees because of concern for their individual growth. They take pride when seeing their team moving forward. This attitude helps the team members to excel in all possible ways to reach the end goal (Sharon de Mascia, 2015).

The key in feminine leadership is to have a grip on the passion which has always been an important female characteristic as understanding, influencing team members, listening to your team individuals, better communicators always add a plus in achieving your goals and make one a better leader (Pilar Puertas Molero, 2019). Fortunately, passion is something every project manager should have; as it always has a significant impact on project success by enhancing factors like job satisfaction and trust between team members, according to Salovey and Mayer (1990). Female leaders' characteristic passion has always been added up to project success, if zeal and passion are there, people tend to be more adaptable when they encounter hurdles. People who are passionate about what they are doing, rather than just "in it for the money", tend to be people who have more optimistic outlooks and capable to overcome strain through problem-resolving. (Joao Alhanati, February 2020) also states, the more passionate someone is about their job, the more tendencies they have to work hard on self-enhancement, boosting their chances of success.

Fisher (2003) stated when individuals are more content, passionate and motivated with the job and company to contribute in one mutual interest their activity performance automatically enhances. Thus, when project managers are content and

passionate they tend to look out for social interaction, react more enthusiastically and have great participation in tasks (Scaller and Cialdini, 2001).

Accompany this Fisher, 2003 stated that less passionate employee tends to jeopardize project success. This is because leaders who are not passionate or less influenced and therefore put less effort to attain project goals. Consequently, less passionate employees lead to task goes through less effectively (Judge et al, 2001). Leaders are individuals who make tasks happen (Nozomi Morgan, 2015) people want to follow the footsteps of a passionate leader. Someone who fosters not only the reason for which the individual is working but also who is intricate in the effort. Passion for the projects, for the company and the individual involved is the key to fortunate leadership which turns out to be a big project success.

Project success is not something you plan while assigning the task to the project leaders, it is something which a leader achieves through overcoming a lot of obstacles (Joao Alhanati, 2020).

H₃: Project Managers Passion mediates the relationship between Feminine Leadership and Project Success.

2.8 Moderation Between Feminine Leadership and Project Managers Passion

Emotional intelligence refers to the project manager's capability to monitor one's or group member's sentiments and emotions regarding work. Emotional intelligence helps leaders to use this knowledge to guide their team member's actions and thinking (Neal M. Ashkanasay, 2016). Emotional intelligence e has always been proving as an essential set of managerial skills that has a positive impact on how leaders communicate with each other (Joseph and Newman, 2010; Muller and Turner, 2010). Based on assembled proof that emotional intelligence has always been associated with managerial efficacy (O'Boyle et al, 2011), it seems simple to wind up that effective project management is not easily determined by technical

or difficult skills but also by abilities of project manager associated to sentiments (Fisher, 2011).

In the following context of project management, a study by Mazur et al, (2014); Muller and Turner, (2007) have illustrated a connection that emotional is more related to female characteristics and emotional intelligence is a personal trait of female leaders more than male. In particular effectiveness of emotional intelligence will be more impactful in female leaders rather than male leaders. (Peter J. Jordan, 2016) stated that the ability of understanding emotions in females has always been higher and this ability might produce a high-quality effective relationship with team members.

Weiss Cropanzano (1996) pointed out emotional encounter changes with time and individuals behave according to their emotional experiences and because of that mostly their work fluctuates. At workplaces employee often experiences both positive and negative emotions how they are managed and carried out is what matters the most according to (Lindabaum and Jordan, 2014) positive emotions always leave positive marks at a workplace where it helps to perform better but on the other side negative emotions not treated in a well way causes irritation, frustration and anger which decreases the performance of the individual. Here is the key role of emotionally intelligent project managers who express their selves in the most positive way which helps the project leaders to convey with zeal and effectively towards their team and become helping hand to address challenging tasks (Paslak, 2005). (Clarke, 2010; Mazur et al, 2014; Muller and Turner, 2010) frequently mentioned that emotional intelligence is a precondition for project success.

It is mentioned particularly by; (Muller and Turner, 2007, 2010) that EI has enhanced the chances of project success because it outdoes the chances of negative emotions and stress which results in low performance. In complex projects, there is a great chance of misunderstanding and tensions so keeping it sorted by offering positive solutions might have a great chance to overcome challenges. When you're in the occupancy of a passionate leader, your sensory system is restoring your sentiments are blended as you pick up their optimistic, transmissible energy (Michelle Ray, 2019). There is a great difference between leaders who guide with their titles

and those who guide with passion. Being a feminine leader both Emotional intelligence and passion are a part of their characteristics which simply benefits them in goal attainment.

The researcher suspected that passionate project leaders always leave an influence on team members because of their motivational mechanism but meanwhile if a passionate project leader can address employee's emotions it will enhance the effectiveness of the work (Michelle Ray, 2019). Employees feel more connected, involved and satisfied with what they find their manager is not only a good influence but always tries to listen, understand and cooperate with them (Paslak, 2005).

Organizational researchers (Barczak et al, 2010; Christic et al, 2015; Kefcersios and Zampetakis, 2008; Sy et al, 2006) have also transmissibly reported that emotional intelligence positively affects group members in terms of task satisfaction, involvement in task and effectiveness in results. A justification for this might be seen in the proof that female project leaders with strong emotional intelligence are good than low emotional intelligence counterparts managing the emotional variation in an individual's work experience and to facilitate optimistic emotions. Optimistic emotions have linked to better social interactions and also with a higher level of passion (Jordan et al, 2006) while negative emotions are linked with frustration and low passion towards work. Emotional awareness is a component female are well aware of (Mayer and Solvey, 2002), female leaders' impact of emotional intelligence on employees' attitudes towards passion, satisfaction, work involvement showed satisfactory outcomes. Here, also found that perceptions of task satisfaction, the involvement of individuals, productivity and effectiveness in the project is related to female leader's project passion and emotional intelligence which increases when female leader's passion and emotional intelligence increase.

The researcher also said that moderating variable like emotional intelligence which allows the individuals to understand their work emotions. Also, Jordan, Ashkanasy and Härtel (2002) proposed emotionally intelligent leaders moderates' individuals' sentimental reactions associated with tasks and insecurities to cope up with tension. Managers with high emotional intelligence will understand better employee's pessimistic reaction by listening and understanding them (Wong and Law, 2002)

to bring productivity. Based on these arguments, there is an argument that the assistant's high emotional intelligence will describe less extreme (less intense), emotional response to their attributions for the leader's behaviors. High-intensity emotions are the sentiments that cause great spark off, consultation and arousal (Corpanzano, Weiss, Hale and Reb, 2003). Female leaders who are inflated on emotional intelligence will be capable to tackle the emotions of employees so that they don't feel extreme positive or negative emotional reactions at the workplace (Dasborough and Ashkanasy, 2002, 2004).

H₄: Emotional Intelligence of Project Managers Moderates between Feminine Leadership and Passion.

2.9 Moderation Between Project Manager's Passion and Project Success

Lindebaum and Jordan (2014) in functional environments worker encounter many feelings some are great and some of them are awful. The influence of favorable sentiments are believed to authorize team members to fulfill more in work surrounding (Mayer and Solvey, Caruso, 2008), while unfriendly feelings like emotions, stress can reduce zeal which can cause a decline in an activity (Mayer, Solvey and Caruso, 2008), passionate project managers who have strong EI ought to eventually be enhancing enlivened to favorable affect their substitute and to give fitting options to control new problems and difficulty that a demented project conveys (Mount, 2006).

Various researches have been developed that psychological understanding can influence team interaction and social connection developed on task (Malouff, Schutte and Thorsteinsson, 2013; Wolff, Pescosolido and Druskat et al, 2013). Somebody with the probability to appreciate and understand with the sentiments can furthermore have the capability to work with acceptably and delightfully (Northouse, 2015). There is an analytical connection between the project manager's passion and project success with the moderation role of emotional intelligence. The study

of Pryke, Lunic, Badi, (2015) and Sunindijo, (2015) project manager's passion has quite an impact on project success discipline similarity and prompts improved project planning. Being sentimental shrew additionally allows individuals to impact their productive tendency to others (Nagler, Reiter, Furtner and Rauthmann, 2014). Sunindijo, (2015) stated that EI influences project cost implementation and the quality of the project which leads to a manager towards success.

The benefits of having attributes like emotional intelligence and passion for goal achievement can be seen in the literature affirming that influential mechanisms are important for this association (Baum et al, 2001; Ferla et, al., 2010). This literature interestingly states that motivation is always important when it comes to achieving the desired outcome and motivational mechanism can only be strong when their project manager is passionate about the work or like earlier mentioned that passionate leader always finds it a very easy task to keep the team morale high because of high influence to keep facing emerging challenges. The goal challenges are always distinguished by how hard or complex the activity is is (Fried and Slowik, 2004). While working on the task the focus should only be on hard work to bring out competent work without such effort level of performance required to reach on the result will not be easy to attain.

Furthermore, Joan F. Marques, (2006) challenging goals can be achieved when individuals/team members work extra towards a certain goal and work on extra tough things to enhance grip on them. These extra efforts to achieve a certain goal showcase project manager's passion and dedication toward the employee they have invested in by managing employee's emotions to keep them up track. This passion and emotional intelligence of managers may more effectively help the team member to attain goals (Ericsson and Charness, 1994; Ericsson et al, 1993; Krampe and Ericsson, 1996).

Another author (Dan Goleman, 1996) stated in his book that "emotional intelligence is the capability to understand, acknowledge and influence the sentiments of others". In the specific context of project leader's different researchers has developed a link between emotional intelligence of managers and its efficacy in the context of difficult projects (Fouz Ayub, 2019). Complex projects are the

time when real emotional intelligence of managers has been tested as the pressure, workload, stress of team members heightened and to ease them by having the capability to interpret their sentiments and helping them to achieve the best quality and maintaining a relationship within the team (Fried and Slowik, 2004). Project managers' emotional intelligence work revolves around three things including manage, influence and connect with their team individuals (Joan F. Marques, 2006).

Emotional intelligence development is particularly important to maintain personal interactions with leaders and other team members; one may be essential to suppress extreme pessimistic emotions such as wrath (Schaubroeck and Jones, 2000) and extreme optimistic emotions such as warmth. Perceiving an immediate level of optimistic and pessimistic emotions is always more favored than extreme (Schaubroeck & Jones, 2000) for leaders to manage. By influencing employees with passion and tackling the emotions at the right time before an explosion is always a plus in complex projects to be successful (Law, Wong and Song, 2004). It is always necessary to calm an employee's mind to keep focused with full passion to achieve goals while monitoring emotions by the project manager is a must to avoid extreme conditions/reactions.

H₅: Emotional Intelligence of Project Managers moderates the relationship between Project Managers Passion and Project Success.

2.10 Project Model

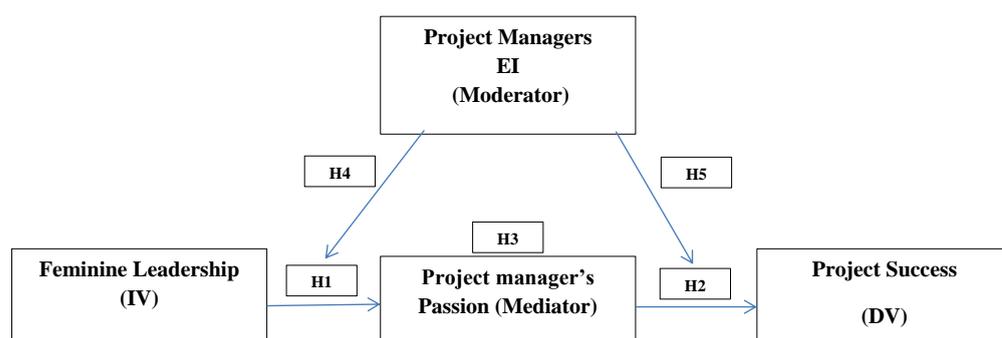


FIGURE 2.1: Research Framework.

2.11 Summary of Proposed Hypothesis of the Study

H₁: There will be a significant association between Feminine Leadership and Project Managers Passion.

H₂: There will be a significant association between Project Managers Passion and Project Success.

H₃: Project managers Passion mediates the association between Feminine Leadership and Project Success.

H₄: Emotional Intelligence of the project manager moderates the associating between Feminine Leadership and Project Managers Passion.

H₅: Emotional Intelligence of the project manager moderates the association between Project Managers Passion and Project Success.

Chapter 3

Methodology

3.1 Research Approach

A deductive research approach was used to process the study as it moves from general to specific. The deductive approach always initiates with an established theory or earlier theoretical information that moves towards creating a theoretical framework, generation of hypotheses, testing hypotheses and thus ends with new information (Spens & Kovacs, 2006).

3.2 Research Type

The research study will be cross-sectional as the statistic/data collection will be done at one time only.

3.3 Research Design

It was quantitative research that used mainly quantitative data to look into the relationship and influence independent, mediator, moderator and dependent variables. Quantitative research is impactful for several reasons. First, it allows the generalization of some aspects of research discoveries. Secondly, it helps in gathering data of a notable sample size for a range of different categories and finally,

the Research Methodology statistical tests and analyses help in the validation of research findings (Giddy & Webb, 2017).

3.4 Unit of Analysis

The unit of analysis mentions “the level of aggregation of the data gathered throughout the following data analysis stage” (Sekaran, 2003). This research unit of analysis will be the employees as there is a need to collect data from male and female cooperate employees under different private organizations i.e. Software industry.

3.5 Population

The population of the study includes both Male & Female participants working under different private organizations i.e. Software industry. Participants who are clinically sound and committed to giving appropriate responses, willing to take part in this.

3.6 Sample Size

The sample size of the research study 350 which was quite suitable as mentioned in the rule of thumb (Sekaran, 2003). By keeping in mind, the responses of an individual’s questionnaire were distributed to 450 people of different organizations as the questionnaires were supposed to submit through social sites due to the pandemic situation 2020. It was expected that out of 450 we might achieve 350 as the sample target, results showed that 352 responses were recorded. Out of 352 questionnaires filled by females were 222 and questionnaires filled by males were 130. Thus, the sample size of the study was 352. The sample size of the research study was appropriate as (Coakes, 2005) stated that sample size minimal responses of 100 are also sustainable for analysis but a sample size of 200+ is

always recommended. Considering this the sample size of 353 respondents was fine for 72 items. Wilson et al, (2017) also suggested that a sample size of more than 250 will always be appropriate to analyze the study of the private sector. (Vasselina, 2009) picked 236 respondents to participate in the study to analyze employees' preferences. In academic research, all the respondents were assured that their information will not be revealed.

3.7 Sampling Techniques

To fulfill the idea of this study, a survey was conducted using a convenience sampling technique. Non-probability sampling design, despite low generalizability, offers suitable and timely information. Purposive sampling is used when there is a purpose to fulfill and the sample is selected by keeping in mind the attributes of informants that can best serve that purpose excluding those who do not have the relevant attributes (Bernard, 2011; Etikan, Musa & Alkassim, 2016). Purposive sampling is an acceptable and practical sampling technique to find the best informant for the study. It is a practical tool to provide "reliable and robust data" (Tongco, 2007). Purposive sampling technique is used to get data from a knowledgeable group of society.

3.8 Data Collection

Data collection was beginning in February 2020 and results were analyzed in July 2020. Data was collected by sharing questionnaires with all individuals e.g. males and females who work in the private sector especially in the software industry. Asking female as well as male employees regarding their viewpoint will give a better understanding of the point raised in the title. As leadership has always been a neutral term and worth time characteristics to be a great leader have changed and need to be adopting (Bazak Denizci Guillet, 2018). Therefore, this study has not only focused on females but also males to make a better understanding of the attributes they carry to get significant results.

To have variance in the data it is collected from multiple locations of Islamabad and Rawalpindi. The idea was to gather information from the employees of the private sector of Islamabad and Rawalpindi because they were a more empowered and knowledgeable group of society. Males have shown encouraging attitudes towards females' positions in the cooperate sector. Whereas it has always been written in the literature that executive leadership has always represented to dominate the masculinity where women have always asked to follow masculine skills (Collinson and Hearn, 2001; Marshall, 1995; Maier, 1999). Karin Weber, (2018) also stated that taking a sample from both genders helps to identify the thinking of society better.

The method to get questionnaire filled was online through social sites because of the pandemic covid'19 it was not safe to visit organizations for responses even after the lockdown. The purpose of this study was conveyed to the participants through a cover letter. It was ensured to the participants that their answers will remain confidential and their participation will only be limited to the educational level to reveal the truth behind the impact of feminine leadership.

At the beginning of the questionnaire, it was made clear that participants will voluntarily participate. A screening question was also added to the questionnaire to know about participants being honest during the survey. Only those participants who were working in the private sector will continue filling the questionnaire. The survey was split up into 4 sections. The first section was of the moderator (project manager's emotional intelligence), the second was of the mediator (project manager passion), the third section was of the dependent variable (project success) and the fourth was of the independent variable (Leadership).

All these sections were denoted as section A, section B, section C and section D. As respondents were asked to answer items associated with these four variables of this research i.e. Leadership, project manager's passion, project leader's EI and project success. In this, there was section E which covered the demographics part during the survey.

3.9 Ethical Protocol

Participants of the study will be ensured that their involvement is fully voluntary and their knowledge will be kept secretive. Anonymity will be observed and data will be used for academic purposes only.

3.10 Sample Characteristics

Demographics include age, education and income level of respondents. The demographics of this study show that the age group from 21-25 responded the most which were the youngest group in the study. 38.4% responded from the age group 21-25 recorded as the highest participants during the survey. 26-30 years age group respondents' participation was 31.1%, 31-35 years age group respondents participated 19.8%, 36-40% year age group respondents participated 5.9% whereas 40 above years age group respondents participated 4.8% found lowest in percentages.

TABLE 3.1: Age Frequency.

Age	Frequency	Percentage
20-25	136	38.6
26-30	109	31.0
31-35	69	19.6
36-40	21	6.0
40 and above	17	4.8
Total	352	100.0

Most of the participants in the study were graduates and represent 49.4% of the participants. About 39.8% of participants were undergraduate, Ph.D. participants were 4.5%, participants who have done intermediate represent 3.7%, doctorate participants were 0.3% and matric participants were 0.8%.

TABLE 3.2: Frequency of Qualification.

Qualification	Frequency	Percentage
Matric	3	0.9
Intermediate	13	3.7

Bachelors	141	40.1
Masters	178	50.6
PhD	17	4.8
Total	352	100.0

Most of the individuals were female representing 63% whereas males few compared to females carrying the number up to 37%.

TABLE 3.3: Frequency of Gender.

Gender	Frequency	Percentage
Male	131	37.2
Female	221	62.8
Total	352	100.0

The maximum experience of employees of the study were 1-2 years representing 28.8% of the participants, similarly, 28% of the employees have the experience of 2-5 years, 19.5% of employees have the experience of 0-1 year, 14.7% have the experience of 5-10 years, 8.2% have the experience of 10 years and above.

TABLE 3.4: Frequency of Experience.

Experience	Frequency	Percentage
0-1 Year	69	19.6
1-2 Years	102	29.0
2-5 Years	98	27.8
5-10 Years	51	14.5
More than 10 years	32	9.1
Total	352	100.0

The income level of majority of the participants recorded was 35.1% which represents (Rs.25,000 – 50,000), 27.8% participants are getting paid (less than Rs.25,000), 25.2% are getting their pay between (Rs.50,000 – 1,00,000), 11.6% participants are paid (above Rs.1,00,000).

TABLE 3.5: Frequency of Monthly Income.

Monthly Income	Frequency	Percentage
Less than 25000	98	27.8
25000-50000	122	34.7
50000-100000	89	25.3
More than 100000	43	12.2
Total	352	100.0

According to the current employment status of employees were 65.8% are full time working whereas 34.2% are part-time employees.

TABLE 3.6: Frequency of Employment Status.

Employment Status	Frequency	Percentage
Part time	120	34.1
Full time	232	65.9
Total	352	100.0

Most of the participants of the study were Assistant Managers' represents 31.4% population, Software Developers were 23.5%, Managers were 22.4%, Graphic Designers 15.9% and Internees were 6.5%.

TABLE 3.7: Frequency of Designation.

Designation	Frequency	Percentage
Manager	79	22.4
Assistant Manager	111	31.4
Software Developer	83	23.5
Graphic Designer	56	15.9
Internee	23	6.5
Total	352	100.0

3.11 Measurement Instruments

3.11.1 Leadership (Scale)

The scale of Feminine leadership will be adopted by Josh Arnorld (2000). It has 38 items. All of the items reflect the style of women as leaders. This scale has been used in the paper “The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors” which describes the construction and empirical evaluation of a new scale for measuring empowering leader behavior. Co-Authors of this paper are Sharon Arad, Jonathan A. Rhoades and Frits Drasgow. The paper was published in (2000).

3.11.2 Project Passion (Scale)

Passion for all participants will be measured by adopting eight items scale developed by Aaron Sigmundsson (2019). One sample item was “I have a burning passion for some areas, themes or skills”. This scale has also been used in the paper “Passion, grit and mindset in young adults: Exploring the relationship and gender differences” which aims to explore the association between passion, grit and mindset difference between female and male. The paper is published in (2020) and Co-Authors of this paper are M. Haga and F. Hermundsdottird.

3.11.3 Emotional Intelligence (Scale)

Emotional intelligence will be measured by adopting a sixteen-item scale, developed by Peter Jordan and Sandra Lawrence (2009). One sample item was “I respect the opinion of team members, even if I think they are wrong”. This scale was used in the paper “Positive affective tone and team performance: The moderating role of collective emotional skills” in which they challenge the conclusion that positive affective tone is always good for team performance, suggesting that the relationship between positive affective tone and team performance is subject to moderating influences. The paper was published in (2015) with Co-Authors Amy L. Collins and Ashlea C. Troth.

3.11.4 Project Success (Scale)

Project success for all participants will be measured by adopting a scale which is developed by Aaron Shenhar (2001). It has ten items. One sample item was “the project outcomes will contribute to the future project”. This scale was used in a paper “An empirical analysis of the relationship between project planning and project success” which examines the relationship between project planning and project success. This paper was published in 2002 and Co-Authors are Dov Dvir and Tzvi Razb.

TABLE 3.8: Instruments Sources.

Variables	Sources	Items
Leadership (IV)	Josh Arnorld (2000)	38
Passion (Med)	Aaron Sigmundsson (2019)	8
Project Success (DV)	Aaron Shenhar & DovDvir (2001)	10
Emotional Intelligence (Mod)	Peter Jordan and Sandra Lawrence (2009)	16

3.11.5 Reliability Analysis

Each variable’s reliability has been calculated separately and the investigation of the study research data was managed to know the internal uniformity of scale many times with considered variables. The table given below shows the reliability (Cronbach Alpha) for all measures.

TABLE 3.9: Reliability of Scale Analysis.

S. No.	Variables	Reliability
1.	Feminine Leadership	0.938
2.	Project Manager’s Passion	0.776
3.	Project Manager’s Emotional intelligence	0.822
4.	Project Success	0.852

The value of Cranach Alpha is 0.70 which is the standard value. If the reliability will be 0.70 or more than 0.70 this will be considered as strong reliability. If

reliability is 0.60 or above it will be considered as slightly lower than the ideal scenario. In the study feminine leadership reliability was 0.938 which is an ideal scenario and represented as strong reliability. The project manager's passion for the reliability of 0.776 and the project manager's emotional intelligence reliability is 0.822 both are more than 0.70 so they will be considered as positive reliability. Lastly, the reliability of project passion is 0.852 which is also above 0.70 and shows ideal reliability.

Thus, it confirms that the internal uniformity of scale which means the scales are reliable to proceed for further analysis of the research.

Chapter 4

Data Analysis and Results

4.1 Data Coding

The research study results were analyzed using SPSS. Before starting the analysis each item of the variable has assigned a specific code for unique and quick identification. For example, items of the project manager's passion are coded as P1, P2, P3, P4, P5, P6, P7 and P8. Similarly, the items of Emotional Intelligence are coded as EIA1, EIA2 and EIA3. Feminine Leadership is coded as ELQ1, ELQ2 and ELQ3. Project Success has been coded as PSE1, PSE2, PSE3, etc. our items had reverse questions to know the accuracy of answers respondents have given.

4.2 Descriptive Statistics

Table 4.1 shows the descriptive statistics for the variable of the research. These descriptive statistics include meaning, minimal, maximal and standard deviation for the variables used in the study. The minimum value of feminine leadership is 2.47 and the maximum value is 4.92. The mean of feminine leadership is 3.908 and the standard deviation is 0.591. The minimum value of project success is 1.8 and the maximum value is 5. The mean of project success is 3.808 and the standard deviation is 0.617. The minimum value of the project manager's passion is 1.75 and the maximum is 5. The mean of project managers Passion is 3.885

and the standard deviation is 0.597. The minimum value of the project manager's emotional intelligence is 1.93 and the maximum value is 4.81. The mean of the project manager's emotional intelligence is 3.293 and the standard deviation is 0.501.

TABLE 4.1: Descriptive Statistics.

Variables	N	Min	Max	Mean	S.D
Feminine Leadership	352	2.47	4.92	3.908	0.591
Project manager's emotional intelligence	352	1.93	4.81	3.293	0.501
Project manager's passion	352	1.75	5	3.885	0.597
Project success	352	1.8	5	3.808	0.617

4.3 Correlation Analysis

Table 4.2 represents the correlation coefficient (r) for the following variables.

TABLE 4.2: Correlation Analysis.

Variable	1	2	3	4
Project manager's Emotional Intelligence	1			
Feminine Leadership	0.385**	1		
Project manager's Passion	0.512**	0.474**	1	
Project Success	0.543**	0.520**	0.683**	1

Correlation means defining the relationship between two variables. The correlation coefficient is denoted by (r) and it has standard values between -1 and +1. The value magnitude shows the relationship between two variables and the significant positive and negative shows that the relationship is direct or inverse. The direct relationship between two variables is shown by a positive sign which means if the variable will enhance the other will also enhance. On the other hand, a negative sign represents the inverse relationship which means if one variable will enhance the other will fall. If the value is close to 1 correlation coefficient will show a strong

relationship, similar if the values will be close to -1 it will represent the inverse relationship.

The analysis results of correlation analysis are moderate (0.2-0.4) and strong relationships are shown when the results are (0.5-0.7) between variables. The results of the project manager's emotional intelligence show a positive relationship with leadership as ($r=0.385$, $p<0.01$) and also shows an optimistic relationship between emotional intelligence and passion ($r=0.512$, $p<0.01$) which support the fourth hypothesis. The results between leadership and passion also show a strong relationship as ($r=0.474$, $p<0.01$) which supports our first hypothesis. The relationship between passion and project success has shown a strong association as ($r=0.683$, $p<0.01$) and also supports our second hypothesis. The relationship between leadership and project success is also strong as ($r=0.520$, $p<0.01$) which proves our third hypothesis as passion and project success relationship has already proved positive.

Emotional intelligence has indicated a positive relationship with both passions ($r=0.512$, $p<0.01$) and project success ($r=0.543$, $p<0.01$) which means it also supports our fifth hypothesis.

4.4 Regression Analysis

To predict the relationship, it is not enough to run a correlation analysis between the variables of the study as it only shows the uniformity between variables. Correlation analysis does not help us to see how the value of one variable foretells the value of another variable. Regression analysis foretells the impact of the independent variable on the dependent variable (conclusion-based variable). Regression investigation explains deeply the relation between two variables. It also tells the percentage of discrepancy in the dependent variable because of the independent variable. This discrepancy allows foretelling to what level independent variable can bring variance independent variable.

4.5 Mediation Analysis

To check the third hypothesis H3 in the research that passion mediates the association between feminine leadership and project success. To analyze the mediation, we used SPSS by Hayes (2013) which helped us establish 3 effects including direct effect, total effect and indirect effect in the model shown below.

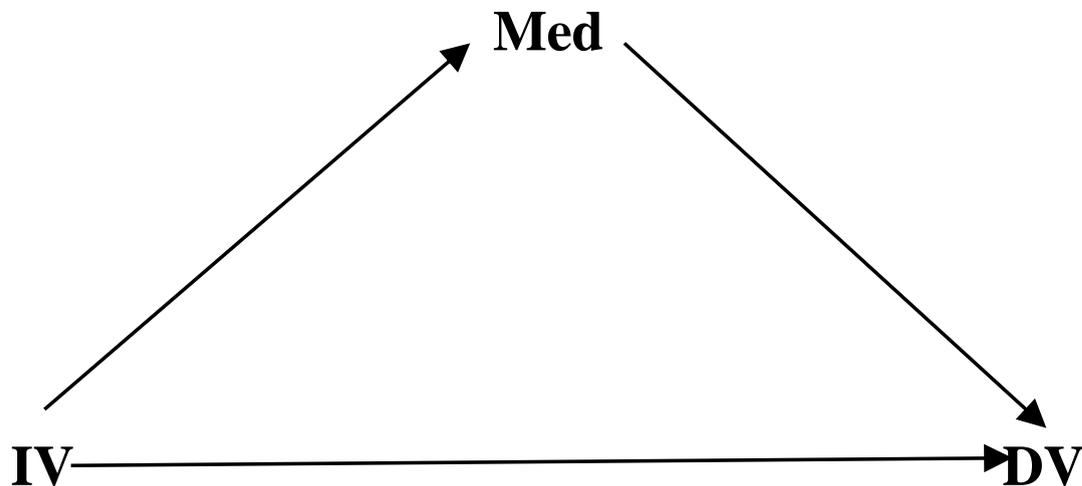


FIGURE 4.1: Mediation Model.

TABLE 4.3: Mediation Analysis.

	B	se	t	p	
IV to med (path a)	0.008	0.0100	10.0712	0.000	
Med to DV (path b)	0.7271	0.0545	13.3339	0.000	
IV to DV (path c)	0.1427	0.0125	11.3888	0.000	
IV to DV (path c')	0.0694	0.0116	5.9824	0.000	
Summary of DV Model	R ²	R	B	T	P
	0.556	0.13	0.694	5.982	0.000

Regression analysis results show that feminine leadership and project success share a positive relationship. The value R in the table exhibits a correlation between two variables which is 0.513. R² shows the variation between two variables (project success) and an independent variable (feminine leadership). Thus, the value of R² is 0.556 which exhibits a 55.6% discrepancy in project success because of feminine

leadership. The value B tells us that changing 1 unit in feminine leadership can lead us to a 69.4% change in project success. The value of significance $p=0.00$ ($p<0.00$), thus it shows that there is a positive association between both the variables.

The T value exhibits a significant relationship between 2 variables and also foretells a remarkable level of relationship between variables. The value of T is 5.982.

4.5.1 Total Effect

The total effect exhibits the influence of feminine leadership (independent variable) on project success (dependent variable) in the presence of a mediating variable (project manager's passion). The value of $B=0.1427$ which means if we change 1 unit in feminine leadership (independent variable) it exhibits a 14% change in project success (dependent variable). The value of $p=0.00$ ($p<0.05$) which displays significant relationship between variables. The lower limit of bootstrap is 0.118 and the upper limit of bootstrap is 0.167, which exhibits that zero value of significance does not divide between them. Thus, the results are significant.

4.5.2 Direct Effect

The direct effect exhibits the influence of feminine leadership (independent variable) on project success (dependent variable) in the presence of a mediating variable (project manager's passion). The value of $B=0.7271$ which means if we change 1 unit in feminine leadership (independent variable) it exhibits a 72% change in project success (dependent variable). The value of $p=0.00$ ($p<0.05$) which displays significant relationship between variables.

4.5.3 Indirect Effect

The indirect effect shows cases of the mediating effect of passion on the association between feminine leadership and project success. The value of $B=0.0694$ which means if we change 1 unit in feminine leadership (independent variable)

it exhibits a 6.9% change in project success (dependent variable). The value of $p=0.00$ ($p<0.005$) which displays significant relationship between variables.

The bootstrap value gives us the estimate that the relationship is significant or not. Thus, the results are significant and prove our hypothesis.

4.6 Moderation Analysis

To check our fourth hypothesis that (a) EI moderates the association between feminine leadership and passion and the fifth hypothesis that (b) EI moderates the association between project manager's passion and project success by working on SPSS Hayes (2013).

The model used here is 21 whereas Y =Project success, X =Feminine Leadership, M =Project Managers Passion, W =Project Managers Emotional Intelligence, V =Project Managers Emotional Intelligence and the sample size used is 352.

TABLE 4.4: Moderation Analysis (a).

	B	se	p	LLCI	ULCI
Constant	0.0259	0.23	0.910	-0.427	0.4796
Emotional Intelligence	0.234	0.041	0.000	0.153	0.315
Feminine Leadership	0.069	0.010	0.000	0.049	0.088
Int_1	-0.0004	0.001	0.842	-0.004	0.003
Model Summary			R^2	R	P
			0.351	0.593	0.0000

The analysis results exhibit that ($p=0.842$) does not meet the significant value criteria. This also exhibits that Emotional intelligence has an insignificant influence on the association between feminine e-leadership and passion. According to the results of the analysis, the LLCI (Lower limit of bootstrap) is -0.004 and ULCI (Upper limit of bootstrap) is 0.003 which means there is zero value between them. The stated values foretell that there is an insignificant moderating effect on the noticed relationship. Thus, as our fourth hypothesis was unable to develop so the hypothesis was not accepted.

TABLE 4.5: Moderation Analysis (b).

	B	se	p	LLCI	ULCI
Constant	38.250	0.252	0.000	37.753	38.746
Emotional Intelligence	0.1634	0.048	0.0008	0.068	0.258
Passion	0.563	0.060	0.000	0.432	0.694
Feminine Leadership	0.063	0.012	0.000	0.039	0.087
Int_2	-0.008	0.006	0.176	-0.021	0.003
Model Summary			R ²	R	P
			0.555	0.745	0.0000

The analysis results exhibit that ($p=0.176$) does not meet the significant value criteria. This also exhibits that Emotional intelligence has an insignificant influence on the association between passion and project success. According to the results of the analysis, the LLCI (Lower limit of bootstrap) is -0.021 and ULCI (Upper limit of bootstrap) is 0.003 which means there is zero value between them. The stated values foretell that there is an insignificant moderating effect on the noticed relationship. Thus, as our fifth hypothesis was unable to develop so the hypothesis was not accepted.

4.7 Summary of Results of Hypothesis Testing

Table 4.6 exhibits the summary of hypothesis, showing that the entire hypothesis are established and also underpin by the exploration of the research study conducted.

TABLE 4.6: Summary of Results.

Hypothesis	Statements	Results
H ₁	Feminine leadership has a significant positive relationship with the project manager's passion.	Supported
H ₂	Project manager's passion and project management have a significant positive relationship with each other.	Supported

H ₃	The project manager's Passion mediates the relationship between feminine leadership and project success.	Supported
H ₄	Emotional Intelligence of the project manager moderates the relationship between feminine leadership and the project manager's passion.	Not Supported
H ₅	Emotional Intelligence of the project manager moderates the relationship between the project manager's passion and project success.	Not Supported

Chapter 5

Discussions and Conclusion

This research study was developed to inspect the factors that impact feminine leadership in private organizations. The main idea of this study was to know that is there any such thing as feminine leadership or still masculine leadership rules the cooperate sector. A new variable was also introduced “project manager’s passion” as a mediator to know that what effects it will leave on feminine leadership and also to exhibit the role it plays in attaining project success. The particular aim of this study was to investigate the impact of feminine leadership to project success, secondly to know the impact of feminine leadership on project manager’s passion, thirdly to investigate the impact of project manager’s passion on project success. The fourth objective was to analyze the mediation of the project manager’s passion for feminine leadership and project success. The fifth objective was set to know the moderating impact of project managers EI between feminine leadership and project manager’s passion and last was to inspect the moderating role of project managers EI impact on the relationship between project manager’s passion and project success. Based on the literature, the hypothesis and data collection are done from the private organizations i.e., the software industry.

All the detections during the study concluded that feminine leadership and project manager’s passion share a positive relationship so our first hypothesis that there is a positive relationship between feminine leadership and project manager’s passion is accepted. 2nd hypothesis that there is a positive relationship between the project manager’s passion and the project manager’s success is also accepted as

it also exhibits a positive relationship with each other. The third hypothesis was the project manager's passion mediates the relationship between feminine leadership and project success which is also approved as there is a significant positive relationship. However, the results did not approve our Fourth hypothesis that the project manager's EI moderates the relationship between feminine leadership and project manager's passion as EI is nor strengthening or weakening the relationship. Likewise, the outcome of the research did not establish that the project manager's EI moderates the relationship between the project manager's passion and project success as EI is nor strengthening or weakening the relationship which is our fifth hypothesis.

Hypotheses in detail are separately discussed below.

5.1 Hypothesis 1

H₁: Feminine leadership has a significant positive relationship with the project manager's passion.

The first hypothesis established a positive relationship between feminine leadership with passion as the result exhibits ($B = 0.474$, $t = 10.071$, $p < 0.005$). The result of the first hypothesis is achieved. The foretold relationship is accepted by both literature and the calculated data of this study. Now it can be stated that the feminine leadership and project manager's passion takes part in an important role in project success in the context of Pakistan. Past literature specifies that executive leadership posts have been represented and commanded by cooperating masculinity and females have always depicted as others and forced to adopt masculine characteristics to get the commanding positions (Collinson and Hearn, 2001). It is always welcome to try new styles and ways in leadership and organizations should always be more supportive in this because it is never the gender, style, or masculine approach but the passion of a project manager to attain success (Koenig et al, 2011; Olsson and Walker, 2004). Understanding that female characteristics include cooperation, compassion, acceptance, receptivity, intuition

and synthesizing all are add-ons in the leadership role and leaves appositive impact (Hoogendoorn et al, 2013; Bald, 2015).

5.2 Hypothesis 2

H₂: The project manager's passion has a significant positive relationship with project success.

The second hypothesis of the research establishes a significant relationship between the project manager and project success as the result exhibits ($B = 0.683$, $t = 17.514$, $p < 0.05$). The results of the second hypothesis are achieved. The foretell relationship is accepted by both literature and the calculated data of this study. Now we can state that the project manager's passion has an impactful relationship with project success in the context of Pakistan. Past literature specifies that project managers passion used as a motivational mechanism by project managers to carry out complex goals individuals are supposed to work hard, stay persistent and actively focused on the task to achieve significant task reports (Fried and Slowik, 2004). Attaining complex goals without a motivational mechanism will be one difficult thing to do and the passion of the project manager has always been taken as a great motivational mechanism (Plaks and Higgins, 2000; Redersdorff and Martinot, 2009).

According to (Van Yperen, 2003) it is understandable that if an individual is interested in things rather they are easy or complex that will always lead them to perform better because of the determination an individual carries in mind while performing the task. Similarly, for project managers, passion is one motivational mechanism that influences determination towards the task and helps to reach the end goal (Vallerand et al, 2007).

5.3 Hypothesis 3

H₃: The project manager's Passion mediates the relationship between feminine leadership and project success.

The third hypothesis of the study establishes that the project leader's passion mediates a positive significant association between feminine leadership and project success. The outcomes of the third hypothesis are achieved. The foretold relationship is accepted by both literature and the calculated data of this study. Project manager's passion has been identified as the major variable between feminine leadership and project success as it is used as a motivational mechanism for leaders as well as team members to carry out complex tasks (Joakim Wincent, 2012). According to (Pilar Puertas Molero, 2019) the key in feminine leadership is to have a grip on the passion which has always been an important female characteristic as understanding, influencing team members, listening to your team individuals, better communicators always adds a plus in achieving your goals and makes one a better leader.

Fisher (2003) stated when individuals are more content, passionate and motivated with the job and organization to contribute in one common interest their work performance automatically enhances. Consequently, when project leaders are content and passionate they tend to look out for social interaction, respond more favorably and have great engagement in tasks (Scaller and Cialdini, 2001). Passion in the projects, for the organizations and the individual involved, is the clue to successful leadership which turns out to be a great project success. Project success is not something you plan while assigning a task to the project leaders, it is something which a leader achieves through overcoming a lot of obstacles (Joao Alhanati, 2020). Thus, our third hypothesis has also been supported through data collection and theory as the project manager's passion establishes a mediating role between feminine leadership and project success in the Pakistani context.

5.4 Hypothesis 4

H₄: Emotional Intelligence of the project manager moderates the relationship between feminine leadership and the project Manager's passion.

While predicting the relation between feminine leadership and project manager's passion, emotional intelligence is that one personality trait that was strongly connected with leadership (Peter Jordan, 2016). However, our study did not depict the same results as was exhibited in the hypothesis. This study results are not significant and deny a moderating relationship between feminine leadership and project manager's passion. It is concluded from the established results that emotional intelligence as a moderator is nor strengthening nor weakening the relationship between feminine leadership and project manager's passion. According to the findings of the established results emotional intelligence influence in moderating the association between feminine leadership and project manager's passion is not established and statistically shows insignificant values.

In past literature, emotional intelligence has always been found as an attribute that adds more job satisfaction, trust and brings positive attitudes in the cooperate environment (Barczak et al., 2010; Christic et al, 2015). Other literature showed that emotional intelligence acts as a capability that simply controls complex behaviors of individuals and helps to support in situations like misunderstandings and tensions (Thomas and Mengel, 2008). In past literature, it was also observed that the emotional intelligence of project managers only moderates those individuals who are low on emotional intelligence (Marie Dasborough, 2019). The findings of (Marie Dasborough, 2019) also states that low emotionally intelligent people report more rather than high emotionally intelligent employees. Researchers (Bozionelos and Singh 2017; O'Boyle, 2015, Wong and Law, 2002) has ignored that fact in stating that emotional intelligence correlation with project success that it only effects or moderate those individuals who are low on emotional intelligence and exhibiting resisting nature towards outcomes of project but those who are already high on emotional intelligence because of an attribute like passion reports less reaction to it (Day and Carroll, 2004).

5.5 Hypothesis 5

H₅: Emotional Intelligence of the project manager moderates the relationship between the project manager's passion and project success.

Our last hypothesis was to identify the moderating influence of emotional intelligence between the project manager's passion and project success. It has always been stated that the project manager's high emotional intelligence shows a high-performance score than those who are low on emotional intelligence (Dwight Frink, 2004). The results of our study show that value of p is 0.6955 which is greater than the significant value. Thus, the impact of moderating variable emotional intelligence is insignificant on the project manager's passion and project success. Incorporation to that the lower limit of bootstrap is -0.011 and upper limit of bootstrap is 0.007 having zero value between them exhibits an insignificant relationship.

Hence the fourth hypothesis is not accepted as the result findings are insignificant which depicts that moderating variable is nor strengthen nor weakening the relationship between the project manager's passion and project success. Douglas, C, Frink, (2004) states that individuals who are more associated with work, an emotional high and stable excel in their job performance. Individuals who are low emotionally, disturbed, unable to focus need to increase morale to increase performance scores. To conclude the hypothesis (Kross and Sanchez-Burks, 2014) in literature stated that an individual's emotional intelligence is an attribute which varies if an individual is already focused passionate and have the vision to succeed in mind they mind not need it but on another hand if an individual is frustrated, having anger issues and going through rough patch his need of emotional intelligence will be extremely high.

5.6 Practical Implications

There are multiple actual implications of this research. First of all, not all females can get executive positions and leading roles in organizations because of

cultural, traditional, or cooperate differences. This exhibits that cooperate culture or individual differences are still relevant. Secondly, age, experience and gender issues still exist in cooperate culture and appear to be explaining more about less feminine positions and more masculine positions. Thirdly, this study states that females even by being more empowered, passionate, focused still asks to follow more masculine traits to survive in the business world. Instead of living today, we are still stuck in the past time where women were asked to hide their authentic side and pretend to be someone else. The image of females is still maintained on past experiences where it was assumed that female's priorities are family and they are unable to manage both at one time. But time has proved that both genders have their roles to play in their personal lives and this is not a reason anymore to leave females in the second row.

The literature has also proved that female attributes are more impactful than males for 21st-century challenges. On the positive side women in the cooperate with no fear still being their selves and not pretending someone else showcasing their skills at best but still the number is quite low than expectations'.

Another implication is that both male and female leadership are strong but their attributes differentiate them but a passionate leader always brings out great work results. This can also enable the females out there to cooperate to just focus on being passionate about what they do rather than focusing on what traits they should adopt to get progress in cooperation. The sixth implication of this study is leaders despite the gender fact should be appointed based on passion as passionate leaders have always turned out to be great influencers and strengthen the project overall. To raise awareness in females the training by the institutes can be introduced suggested by (Spigel, 2018). (MacLellan, 2018) also draws attention to the business schooling institutes and asks them to focus more on gender bias issues than any normal issue which is very important to highlight as in business school many of the students are females and learn the same traits especially leadership traits as business leaders. Thus, they all deserve the same good opportunities rather than strangling in the gender trait war. The 21st century requires more than gender war and needs us to be more productive in all possible directions.

5.7 Limitations and Future Directions

This research has various limitations that it is observed in the private sector that organizations produce opportunities more for males than females. In the 21st century, it has been proved literature (Karin Weber, 2019) that females' traits will be preferable in many of the leadership roles. The biased behavior has not been stopped and continued from ages which have stopped females to lead in front-lines. Future research may explore why women's positions or opportunities are not as of men and why their pay scale is not as much of men. The income level of females should be equal to males as both genders being leaders giving their best for the organization, fulfilling responsibilities and have desirable leadership qualities. Stereotypes are still generation opportunities and pay scales based on gender rather than the knowledge, qualities and traits that bring the desired organizational outcome. Apart from this, another issue can be highlighted that if different institutes are focusing on organizational career management programs or business studies and offering both males and females to train and educate instead of specifically giving training to males why the right of executive positions are directly given to males or made it a masculine approach.

A very low number of females leading positions are generated in the private sector which is not only an issue of male versus female but organizations stereotypical behavior. In the selection of employees for the leading position even in this era biased attitude has been exhibited. This research study has been done to reflect different leadership styles and practices rather than forcing them to implement one with male traits but to reflect one's self and qualities with full power.

Also, our study did not support the moderating association of emotional intelligence between feminine leadership and project manager's passion and project manager's passion and project success. As emotional intelligence is a trait of feminine leadership majorly future studies can find out the possible moderator to better understand the relationship between them.

5.8 Conclusion

The study's main focus was to highlight feminine leadership and its impact on project success by predicting the best suitable mediators and moderators but it turned out the only mediator is positively significant for the study and enhances the results of the project. The main aim of this study was to draw the attention of organizations that leaders should be raised based on characteristics like passion rather than sticking to gender biases. In our industry females are proving their selves in all fields but still facing stereotypical behavior in the private sector. The finding of this study proves that female characteristics are more impactful; women should not be forced to implement masculine traits and hide their selves. A key to becoming a successful leader is to become passionate about work and passion leads towards success which has been proved statistically as well as theoretical in the above-mentioned literature. Feminine leadership and project manager's passion showed a great impact on each other which proved our first hypothesis and the second hypothesis was to know about the association between project manager's passion and project success which was also proved and accepted. The third hypothesis was to know the influence of the project manager's mediation on feminine leadership and project success, the literature also confirms its impact and proved by statistical results. The fourth hypothesis (moderating impact of emotional intelligence between feminine leadership and project manager's passion) and fifth hypothesis (moderating impact of EI between project manager's passion and project success) was rejected as the literature and theory did not support it and nullifies its moderating impact.

Bibliography

- Aaron J. Shenhar, Dov Dvir, Ofer Levy, Alan C. Maltz. (December, 2001). Project success: A multidimensional strategic concept. *Long Range Planning*, 34(6), 699-725.
- Aaron J. Shenhar, Dov Dvir,. (2007). Reinventing project management: The diamond approach to successful growth and innovation. *Project Management*, 68-269.
- Aaron Shenhar, Vered Holzmann. (2017). The three secrets of megaproject success: Clear strategic vision, total alignment, and adapting to complexity. *Journal of Project Management*, 48(6), 29-46.
- Adesuwa Omorede, Sara Thorgen, Joakim Wincent. (n.d.). Obsessive passion, competence & performance in a project management context. *Project Management Journal*, 31(6), 877-888.
- Andrea C. Vial, Jaime L. Napier, Victoria L. Brescoll,. (June 2016,). Bed of thorns: Female leaders and the self-reinforcing cycle of illegitimacy. *27(3)*, 400-414.
- Anita Feher, Gonggu Yan, Donald H. Saklofske, Rachel A. Plouffe and Yan Gao. (2019). An investigation of the psychometric properties of the Chinese trait emotional intelligence questionnaire short form (Chinese TEIQue-SF). *Frontiers in Psychology*, 10, 316-435.
- Arnold Kahn. (March, 1984). The power war: Male response to power loss under equality. *Psychology of Women Quarterly*, 8(3), 234-247.
- Assem Al-Hajj and Mario M. Zraunig,. (January, 2018). The impact of project management implementation on project success. *International Journal of Innovation, Management and Technology*, 9(01).

- Astakhova, Marina N. (2017). Disentangling passion and engagement: An examination of how and when passionate employees become engaged ones. *International Journal of Management*, 71(7), 973-1000.
- Athenstaed, Dorothee Alfermann Ursula. (March, 2020). Gender, gender self-perceptions, and workplace leadership. *Business and Management Studies*, 22(1), 3-319.
- Attiqa shehzadi,. (October, 2019). Impact of temporal leadership on project success, mediating role of project team performance, moderating effect of employee pacing style. *International Journal of Leadership*, 1-103.
- Azadeh Rezvani, Artemis Chang, Anna Wiewiora, Neal M. Ashkanasy. (2016). Manager emotional intelligence & project success: The mediating role of job satisfaction & trust. *International Journal of Project Management*, 34(7), 1112–1122.
- Basak Denizci Guillet, Anna Pvesi, Cathy H.C Hsu & Karin Weber. (2019). Is there such a thing as feminine a leadership? Being a laeder and not a man in the hospitality industry. *International Journal of Project Management*, 31(7), 2970-2993.
- Daniel Goleman and Michele Nevarez,. (2018). Boost your emotional intelligence with these 3 questions. *Harvard Business Review*.
- Dejun Tony Kong,. (Feburary, 2018). The performance implication of obsessive work passion: Unpacking the moderating and mediating mechanisms from a conservation of resources perspective. *European Journal of Work and Organizational Psychology*, 27(2), 269-279.
- Dov Dvir, Tzvi Raz, Aaron J. Shenhar. (2003). An empirical analysis of the relationship between project planning and project success. *United States of America: Harvard Business School Press*.
- En Francis. (2018). Catalyst report on feminine leadership. *Catalyst*.
- Faizan R., Nair S.L.S., Haque A.U. (2018). The effectiveness of feminine and masculine leadership tyles in relation to contrasting gender’s performances. *Journal of Management Studies*, 17(1).

- H. Sigmundsson, M.Haga, F. Hermundsdottir. (December, 2020). Passion, grit and mindset in young adults: Exploring the relationship and gender differences. *New Ideas in Psychology*, 59.
- H. Sigmundssona,. (July, 2019). The passion scale: Aspects of reliability and validity of a new 8-item scale. *International Journal of Project Management*, 56.
- H. Sigmundssona, M. Hagaa, F. Hermundsdottird. (2019). The passion scale: Aspects of reliability and validity of a new 8-item scale. *New Ideas in Psychology*.
- Howard Silverblatt. (2018). S & P 500 companies report.
- Iftikhar Ahmed. (March, 2018). Express Tribune Report on total women population. *Published in The Express Tribune*.
- Isaiah Oino, Adnan ul Haq. (April, 2019). The moderating role of risk management in project planning and project success: Evidence from construction businesses of Pakistan and the UK. *Engineering Management in Production and Services*, 11(1).
- J.Reichardb, Stefanie K .John sona Susan Elaine Murphyb Selamawit Zewdiec Rebecca. (May 2008,). The strong, sensitive type: Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders. *Organizational Behavior and Human Decision Processes*, 106(1), 39-60.
- Jack Zenger and Joseph Folkman,. (2012). Are Women Better Leaders than Men? *Leadership*, 41(3), 278-291.
- Jennifer Hartment, Francis. (19 July 2006). Effective project leadership a combination of project manager skills and competencies in context. *Skill Development*, 10(3), 138-143.
- Jill Nicholson-Crotty Beth Gazley,. (January 2020). Female leaders and board performance in member-serving nonprofit organizations. *Non-profit Management and Leadership*, 30(4).
- Joan Marques,. (2007). Leadership: Emotional intelligence, passion and... What else? *Journal of Management Development*, 26(7), 644-651.

- Josh A. Arnold, Sharon Arad, Jonathan A. Rhoades. (May, 2000). The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249-269.
- Kate Davis,. (August, 2018). Reconciling the views of project success: A multiple stakeholder model. *Project Management Journal*, 49(5), 38-47.
- Katri Harju. (October, 2016). Passionate project managers are more successful.
- Latha Poonamallee, Alex M. Harrington, Manisha Nagpal and Alec Musia. (2018). Improving emotional intelligence through personality development: The effect of the smart phone application based dharma life program on emotional intelligence. *Frontiers in Psychology*, 56-59.
- Mariusz Urbariski. (2019). The moderating role of risk management in project planning and project success: Evidence from construction businesses of Pakistan and the UK.
- Marie Dasborough,. (August 2019). Emotional intelligence as a moderator of emotional responses to leadership. *Emotions and Leadership*, 15(10), 69-88.
- Mohammed Issah,. (2018). Change leadership: The role of emotional intelligence. *Change Leadership*, 8(3), 51-46.
- Nwagbogwu, Derrick Chukwuemeke. (2004). The correlation between project management effectiveness and project success.
- Peter J. Jordan, Amy L. Collins, Sandra A. Lawrence & Ashlea C. Troth. (July, 2015). Positive affective tone and team performance: The moderating role of collective emotional skills. *Cognition and Emotion*, 30(1), 1-16.
- Richard E. Boyatzis,. (August 2018). The behavioral level of emotional intelligence and its measurement. *Organizational Psychology*.
- Riffat Faizan and Adnan ul Haque. (August 2016.). The Relationship between societal attributes, Feminine leadership & management style: Responses from Pakistan's urban region female-owned businesses. *European Journal of Business and Management*, 8(23), 2222-2839.

- Santosa, Izabela Andressa Machado dos. (August 2019). Organizational factors influencing project success: An assessment in the automotive industry. *29(5)*, 1980-5411.
- Szesny, Janine Bosak & Sabine. (2011). Gender bias in leader selection? Evidence from a hiring simulation study. *International Journal of Leadership*, *65(3)*, 234–242.
- Sekou Marouf Magassouba,. (2018). Factors contributing To project success among organizations in Guinea. *Saudi Journal of Business and Management Studies (SJBMS)*, *3(6)*, 617-622.
- Shahzad Naeem, Benish Khanzada, Hajra Sohail. (October, 2018). Impact of project planning on project success with mediating role of risk. 1-118.
- Sharon De Mascia,. (2015). Are women better leaders than men? *Human Resource Management International Digest*, *28(7)*.
- Sylvia Diana, Purba. (September 2018). The effects of work passion, work engagement and job satisfaction on turn over of the mellinials generation. ? *Economics and Business*, *11(2)*, 263-274.
- Vicente Rodriguez Montequin,. (2018). Exploring project complexity through project failure factors: Analysis of cluster patterns using self-organizing maps. *Complexity and Project Management*, *18*, 1-17.
- Wijk and Folkman,. (January, 1999). The Gender distinct approach according to different approaches. *Journal of Business Ethics*, *81(1)*, 83-95.

Questionnaire

Dear Respondent,

I am a postgraduate student of MS Project Management at Capital University of Sciences & Technology, Islamabad. I am conducting a research on the topic: ‘Impact of feminine leadership on project success: mediating role of project manager’s passion and moderating role of project manager’s emotional intelligence’. You can help me by completing the attached questionnaire. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Syeda Aymen Abid,

MS Scholar,

Capital University of Sciences and Technology, Islamabad.

Kindly fill this form only if you have worked with the female project director.

Section A: Demographics

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M. Phil	PhD

	1	2	3	4	5	6
Experience	5 – 10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above

Section B: Leadership

Josh Arnold, Sharon Arad, Jonathan A. Rohades & Fritz Gragow (2000)

In this section, we would like you to answer some questions about how your manager/supervisor behaves at work.

The following statements may or may not describe the behavior of your manager/supervisor. Please think about the behaviors of your manager/supervisor, and circle the number that indicates how often your manager/supervisor performs the behavior described by the item.

Please tick the relevant choices: 1 = Always, 2 = Often, 3 = Sometimes, 4 = Rarely, 5 = Never

S. No.	My Supervisor	1	2	3	4	5
1.	Sets high standards for performance by his/her own behavior.					
2.	Works as hard as he/she can.					
3.	Works as hard as anyone in my work group.					
4.	Sets a good example by the way he/she behave					
5.	Leads by example					
6.	Helps my work group see areas in which we need more training.					
7.	Suggests ways to improve my work group's performance.					

8.	Encourages work group members to solve problems together. When we perform well.					
9.	Encourages work group members to exchange information with one another.					
10.	Provides help to work group members.					
11.	Teaches work group member how to solve problems on their own.					
12.	Pays attention to my work groups effort.					
13.	Supports my work group's efforts.					
14.	Encourages work group members to express ideas/suggestions.					
15.	Listens to my work group's ideas and suggestions.					
16.	Uses my work group's suggestions to make decisions that affect us.					
17.	Gives all work group members a chance to voice their opinions.					
18.	Considers my work group's ideas when he/she disagrees with them.					
19.	Makes decisions that are based only on his/her own ideas.					
20.	Explains company decisions.					
21.	Explains company goals.					
22.	Explains how my work group fits into the company.					
23.	Explains the purpose of the company's policies to my work group.					
24.	Explains rules and expectations to my work group.					
25.	Explains his/her decisions and actions to my work group.					
26.	Cares about work group member's personal problems.					

27.	Shows concern for work group members well-being.					
28.	Treats work group members as equals.					
29.	Takes the time to discuss work group members concerns patiently.					
31.	Shows concern for work group members' success.					
32.	Stays in touch with my work group.					
33.	Gets along with my work group members.					
34.	Gives work group member's honest and fair answers.					
35.	Knows what work is being done in my work group.					
36.	Finds time to chat with work group members.					
37.	Helps my work group focus on our goals.					
38.	Helps develop good relations among work group members.					

Section C: Project Managers Passion

H. Sigmondssona, M. Hagua, F. Hermundssdottird (2019)

Kindly answer each statement by putting a circle around the number that best reflects your answers with the given statement.

1 = not like me at all, 2 = not much like me, 3 = Neutral, 4 = somewhat like me, 5 = very much like me.

S. No.	Passion Scale Items	1	2	3	4	5
1.	I have an area/theme/ skill I am really passionate about.					
2.	I would like to use a lot of time to become good in that area/ theme/ skill.					
3.	I think I could be an expert in one area/theme/ skill.					

4.	I have passion enough to become very good in the area/ theme/ skill.					
5.	I work hard to fulfill my goals.					
6.	I have a burning passion for some area/theme/skill.					
7.	I use a lot of time on project I like.					
8.	My passion is important for me.					

Section D: Project Success

Aaron J. Shenhar Dov Dvir (2007)

Kindly answer each statement by putting a circle around the number that best reflects your answers with the given statement.

1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree, 5 = Not Applicable

S. No.	Success Measure	SD	D	A	SA	N/A
1	Project efficiency					
2	The project was completed on time or earlier					
3	The project was completed within or below budget					
4	Impact on the customers/ users					
5	The customer was satisfied					
6	The product met customers' requirements					
7	The customer is using the product					
8	Business and direct organization success					
9	The project increased the organization profitability					

10	The project contributed to the organization's direct performance					
11	The project was an economic business success					
12	Preparing for the future					
13	The project outcomes will contribute to the future project					
14	The project developed better managerial capabilities					

Section E: Project Manager's Emotional Intelligence

Peter Jordan and Sandra Lawrence (2009) (16 items)

Subscale labels and items factor loadings coefficients. Kindly answer each statement by putting a circle around the number that best reflects your answers with the given statement.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Awareness of Own Emotions (Own Aware)	1	2	3	4	5
1. I can explain the emotions I feel to team members.					
2. I can discuss the emotions I feel with other team members.					
3. If I feel down, I can tell team members what will make me feel better.					
4. I can talk to other members of the team about the emotions I experience.					
Management of Own Emotions (Own Manage)	1	2	3	4	5
5. I respect the opinion of team members, even if I think they are wrong.					

6. When I am frustrated with fellow team members, I can overcome my frustration.					
7. When deciding on a dispute, I try to see all sides of a disagreement before I come to a conclusion					
8. I give fair hearing to fellow team about the emotions I experience					
Awareness of Others' Emotions (Other Aware)	1	2	3	4	5
9. I can read fellow team members 'true' feelings, even if they try to hide them					
10. I am able to describe accurately the way others in the team are feeling.					
11. When I talk to a team member I can gauge their true feelings from their body language.					
12. I can tell when team members don't mean what they say.					
Management of Others' Emotions (Other Manage)	1	2	3	4	5
13. My enthusiasm can be contagious for members of a team.					
14. I am able to cheer team members up when they are feeling down.					
15. I can get fellow team members to share my keenness for project.					
16. I can provide the 'spark' to get fellow team members enthusiastic.					