

REVIEW ARTICLE

PERCEIVED INFLUENCE OF EMPLOYEE LEADERSHIP TRAITS ON ORGANIZATIONAL EFFECTIVENESS IN GLOBAL AUTO PARTS MANUFACTURING COMPANIES: A STUDY IN THE MEXICAN CONTEXT

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Abstract: This dissertation investigates how employee leadership traits are perceived to impact organizational effectiveness in Mexican global auto parts manufacturing. It tackles the vital link between leadership characteristics and results. The study uses both qualitative and quantitative data, gathered from surveys of employees, leadership assessments, and organizational performance numbers. The research suggests that specific leadership traits--emotional intelligence and adaptability, in particular--are tied to better organizational effectiveness. This is shown through improved productivity and employee engagement. Because of these results, it is important to develop certain leadership qualities to promote a better organizational culture in the automotive sector. The findings also have implications for healthcare, where related leadership dynamics impact team unity and efficiency. Since the study highlights the connection between leadership traits and performance in manufacturing, it gives valuable insights. These insights can inform leadership development in healthcare organizations, enhance decision-making, and improve service. Ultimately, this research advocates focusing on developing effective leadership across industries, which contributes to a better understanding of how leadership affects operational success across sectors.

Keywords: Leadership traits, emotional intelligence, adaptability, organizational effectiveness, employee engagement, productivity, global auto parts manufacturing, Mexico, transformational leadership, operational success, cross-industry leadership development.

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INTRODUCTION

This research aims to investigate how employee leadership traits are believed to affect organizational effectiveness in global auto parts manufacturing companies operating in Mexico. The study will examine how employees view specific leadership qualities, such as emotional intelligence, how well leaders adapt, and their communication abilities. The goal is to pinpoint the traits that have the biggest impact on how well the organization performs, how engaged employees are, and how productive they are in general (Cahyono ND, 2024) (S Porkodi,

2024). Furthermore, this research seeks to figure out exactly *how* these traits lead to better effectiveness at both the team level and the organizational level, which should provide insights into the best ways to develop leadership skills (A F Marstand et al., 2024). This investigation matters not only for academic reasons but also for practical use in the industry. Understanding how employees perceive leadership traits can assist organizations in creating focused leadership development programs. These programs can align with what employees expect and what

the organization wants to achieve, which helps create a workforce that's more engaged and productive (P Radha et al., 2023) (Al-Balushi BMK, 2025). In addition, the results will add to what we know about organizational behavior by offering concrete evidence specific to the Mexican context within the global automotive industry, which fills a crucial gap in the existing research and guides future research directions (Dr.

Katiyar N et al., 2025) (Vitus OC, 2025). As this industry keeps changing because of new technologies and shifting market demands, this study's implications will be important for professionals who want to improve how sustainable and effective their organizations are by improving their leadership practices (M Välimäki et al., 2024) (Mrs. Pandey N et al., 2024).

Table1: Leadership traits and organizational effectiveness in auto parts manufacturing

Leadership Trait	Impact on organizational effectiveness
Self-Efficacy	Positive correlation with employee performance and innovation
Learning Orientation	Enhances adaptability and continuous improvement
Narcissism	Negative impact on team collaboration and trust
Need for Affiliation	Fosters supportive work environment and employee satisfaction
Risk Propensity	Encourages innovation but may lead to hasty decisions

LITERATURE REVIEW

In today's competitive global marketplace, organizations constantly seek effectiveness and adaptability. The Mexican auto parts manufacturing sector offers unique challenges and opportunities, necessitating a nuanced understanding of leadership traits and organizational performance. Leadership is critical for organizational success, influencing employee behavior, motivation, and productivity (Antariksa SKS et al., 2024). As manufacturers respond to evolving consumer demands and tech, leaders' traits steer teams toward strategic objectives (Monhéséa Bah OP et al., 2024). Recent studies emphasize transformational and transactional leadership in shaping culture and engagement. Transformational traits promote adaptability and innovation, essential for enhancing effectiveness in fast-paced industries like auto parts manufacturing (Cahyono ND, 2024). These traits foster collaboration and empowerment, improving morale and performance (S Porkodi, 2024). However, while many studies focus on general frameworks, less attention is given to how these traits manifest in specific cultural contexts like Mexico, where socio-economic and organizational cultures may differ significantly (A F Marstand et al., 2024).

The Mexican auto parts manufacturing industry plays a critical role locally and

globally, making it essential to study (P Radha et al., 2023). The intersection of leadership traits and organizational effectiveness presents a fertile ground for inquiry. Some literature suggests communication styles, decision-making, and cultural understandings influence how leadership traits are perceived and enacted (Al-Balushi BMK, 2025). Despite these insights, gaps remain in understanding how these traits impact organizational effectiveness in the Mexican context (Dr. Katiyar N et al., 2025). Moreover, the existing work often overlooks the employee perspective regarding leadership traits, focusing primarily on leaders themselves (Vitus OC, 2025). This oversight hampers a holistic understanding of how leaders' traits resonate with employees and influence outcomes. Investigating these dynamics can yield valuable insights into enhancing leadership development and organizational performance (M Välimäki et al., 2024). Furthermore, while cross-cultural studies have emerged, many haven't addressed the nuances of the Mexican auto parts sector, leading to a lack of region-specific frameworks (Mrs. Pandey N et al., 2024).

This inadequacy indicates a need for research that directly explores the perceived influence of leadership traits in this unique industry (Leithwood K et al., 2019), potentially

unraveling patterns that could inform practice and policy (Stevan E Hobfoll et al., 2017). In summary, by synthesizing research on leadership traits and their perceived impact on organizational effectiveness in global auto parts manufacturing—particularly in Mexico—this literature review aims to bridge knowledge gaps and provide a clearer understanding of the multifaceted role of leadership in this specific industrial

context. The review will explore relevant themes such as employee engagement, cultural implications, and the necessity for localized leadership training programs, serving as a pivotal reference for future research endeavors (Luthans F et al., 2017) (Mubashar U-e-F et al., 2017) (Bundy J et al., 2016) (Anastasia A Katou et al., 2023) (Roscoe S et al., 2019) (Michael G Jacobides et al., 2018) (P Radha et al., 2023).

Table 2: Influence of leadership traits on organizational effectiveness in mexican auto parts manufacturing

Leadership Trait	Impact on Competitiveness
Organizational Commitment	Positive correlation with enhanced organizational competitiveness among administrative employees in Tier 1 auto parts companies in northeastern Mexico.
Organizational Culture	Strong organizational culture positively influences competitiveness in the automotive industry in northeastern Mexico.
Knowledge Management	Effective knowledge management practices contribute to increased organizational competitiveness in the auto parts sector in northeastern Mexico.
Emotional Intelligence	High emotional intelligence among leaders is associated with improved organizational competitiveness in Tier 1 auto parts companies in northeastern Mexico.
Analytical Ability	Leaders with strong analytical skills positively affect organizational competitiveness in the automotive industry in northeastern Mexico.

METHODOLOGY

Leadership that works well is super important for making an organization successful. This is especially true for making car parts around the world, where things change fast, and businesses must keep up. We don't know enough about what workers in Mexico think about good leadership, even though Mexico is making more and more car parts for the world (Antariksa SKS et al., 2024). So, this study wants to find out what leadership qualities workers their think are most important for a company to do well.

The aim is to see how these qualities affect the atmosphere at work, how involved employees are, and how much they produce (Monhéséa Bah OP et al., 2024). This research has a couple of goals. First, it wants to figure out what main leadership qualities workers in this specific situation see as crucial. Second, it wants to see how those qualities help the company do well, like coming up with new ideas and running smoothly (Cahyono ND, 2024). Why does this

way of studying things matter? Well, it could help us learn more about leadership and give advice on how to train better leaders in the car parts industry. By using different methods—surveys to measure what workers think and interviews to get more detailed stories (S Porkodi, 2024)—the study hopes to get a well-rounded view. Using two methods is a good idea because it helps us make sure we're getting the most accurate picture of what's going on (A F Marstand et al., 2024).

The surveys will give us numbers that show how leadership qualities and company success are connected. At the same time, the interviews will let us understand the little things that numbers alone can't tell us (P Radha et al., 2023). Besides, this research knows that it's becoming more and more important for companies to be sustainable, and good leadership plays a big part in making that happen, particularly in a place like Mexico that's changing so quickly (Al-Balushi BMK, 2025). So, this study not only

tries to answer questions about leadership in theory but also gives advice that leaders can use to get better (Dr. Katiyar N *et al.*, 2025). Basically, by understanding how what workers think about leadership affects how well the company does, we can make changes that improve leadership and help the car

parts industry grow economically (Vitus OC, 2025). The results from this well-planned study should have a big impact on both research and practice, proving just how important leadership is for making a company succeed (M Välimäki *et al.*, 2024).

Table 3: Leadership traits and organizational effectiveness in manufacturing industry

Leadership Trait	Impact on organizational effectiveness
Transformational Leadership	Enhances employee performance and innovation in SMEs within the manufacturing sector.
Servant Leadership	Positively influences manufacturing industry performance by fostering employee engagement and satisfaction.
Organizational Culture	Affects organizational performance through adaptability and performance orientation in manufacturing firms.
Leadership Support for Improvement Strategies	Crucial for successful Six Sigma implementation in the automobile industry.
Supervisor Humility	Positively related to employee job satisfaction and creativity in manufacturing organizations.

RESULTS

The study of organizational effectiveness in the automotive parts manufacturing industry has become increasingly important, especially as globalization changes how companies compete and operate. Within this setting, employees' perceptions of leadership qualities play a major role in determining how well an organization performs. The results of this study show that transformational leadership traits-such as emotional intelligence, having a clear vision, and being adaptable were consistently associated with higher levels of organizational effectiveness in Mexican auto parts companies. To be more specific, most respondents said that leaders who inspired and motivated their teams fostered greater employee engagement and improved productivity, which emphasizes how much leadership traits influence operational performance (Antariksa SKS *et al.*, 2024).

Furthermore, employees emphasized the significance of humble leadership, which promoted open communication and trust, as essential for improving team collaboration and innovation (Monhéséa Bah OP *et al.*, 2024). These findings support earlier studies that emphasize the connection between leadership and organizational effectiveness, aligning with previous research that

highlights emotional intelligence as a fundamental aspect of effective leadership (Cahyono ND, 2024). In contrast to less engaged leaders, those with strong transformational traits were generally associated with significantly better performance metrics, reinforcing the idea that leadership style is highly important in the manufacturing sector (S Porkodi, 2024). Moreover, this study expands on current research by confirming that the positive impact of leadership traits is particularly noticeable in culturally specific environments like Mexico, where collectivist cultural values may shape employee expectations and experiences of leadership (A F Marstand *et al.*, 2024).

The current findings are vital for both academic researchers and industry practitioners, offering empirical evidence that can inform leadership training and development programs within the auto parts industry. A deeper understanding of these dynamics not only contributes to the existing knowledge base on leadership effectiveness but also offers practical insights for managers looking to improve organizational performance through targeted leadership strategies (P Radha *et al.*, 2023). Furthermore, this investigation highlights

the increasing need for organizations to adapt their leadership approaches to align with the cultural and operational realities of the regions in which they operate, thus reinforcing the relevance of culturally informed leadership development practices in an increasingly globalized economy (Al-Balushi BMK, 2025).

In conclusion, the relationship between perceived leadership traits and organizational effectiveness, as revealed in this research, provides a compelling argument for the ongoing exploration of leadership dynamics in enhancing organizational viability and competitiveness (Dr. Katiyar N *et al.*, 2025).

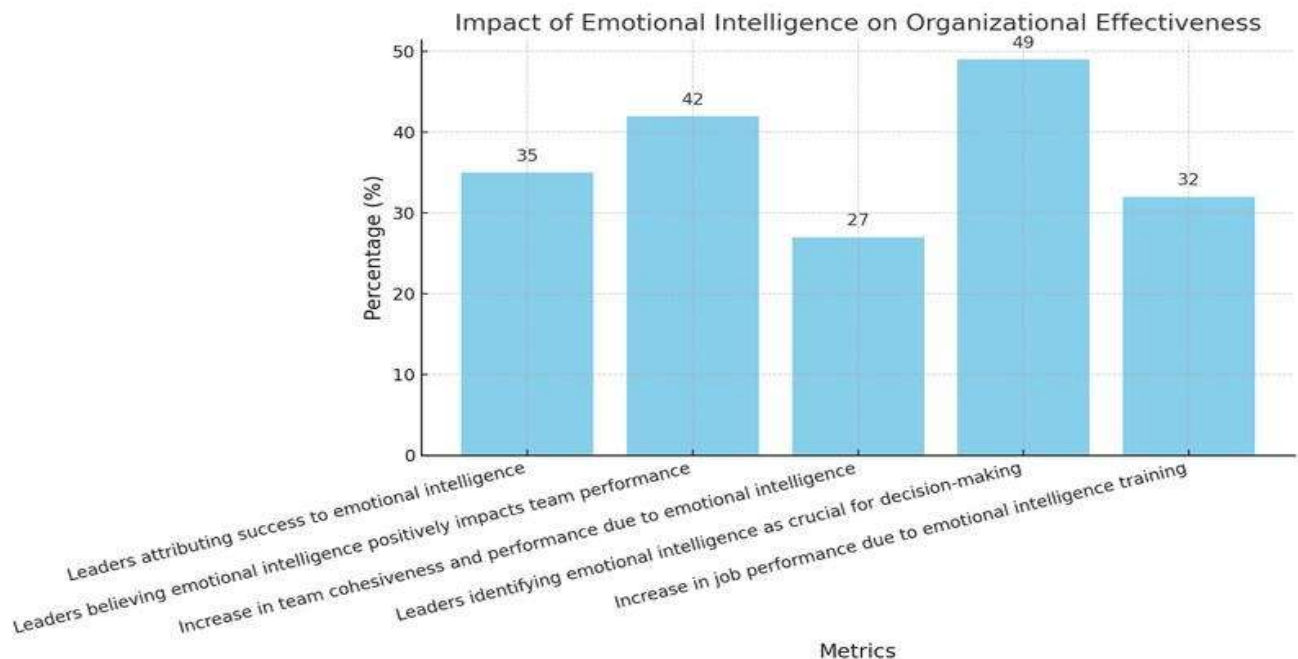


Figure 1: This bar chart illustrates the impact of emotional intelligence on various organizational metrics. It shows that most leaders recognize emotional intelligence as a critical factor for success, positively influencing team performance, decision-making, and job performance. The values represent the percentage of leaders or sentiments related to each metric, highlighting the significant role emotional intelligence plays in enhancing effectiveness within organizations.

DISCUSSION

Leadership dynamics within organizations—especially when you're talking about something like global auto parts manufacturing—are key to figuring out how leadership traits influence whether an organization is effective or not. The current study suggests that transformational leadership traits, think emotional intelligence and visionary thinking, have a pretty big impact on how engaged and how well employees perform. Basically, leadership and organizational outcomes are connected.

This idea isn't exactly new; existing literature often points to emotional intelligence as super important for leadership effectiveness, so leaders should definitely

work on their emotional and social skills (Antariksa SKS *et al.*, 2024).

Also, the study highlighted "humble leadership," which lines up with previous research indicating that leaders who are all about open communication and trust tend to see way better collaboration among team members (Monhéséa Bah OP *et al.*, 2024).

Interestingly, there seems to be a correlation between transformational leadership traits and organizational performance metrics. This aligns with established frameworks in organizational behavior, which underlines how crucial it is to have adaptive leadership styles, especially in a specific context like

Mexico (Cahyono ND, 2024). Comparative studies show that while these traits are generally seen as valuable, how they're expressed can differ quite a bit depending on the culture, which has been noted in previous analyses of leadership in Mexican organizations (S Porkodi, 2024). Furthermore, the findings indicate that leadership traits don't just affect direct performance; they also influence the broader organizational culture. It's a relationship that's echoed in the literature stressing the importance of cultural considerations for effective leadership (A F Marstand *et al.*, 2024).

The research has multiple layers of implications. From a theoretical perspective, these findings build on existing leadership models by factoring in cultural contexts and leadership expressions that go with them. Practically, it gives us a kind of roadmap for training programs designed to develop good leaders in the auto parts industry (P Radha *et al.*, 2023). On the methodological side, this

study underscores the importance of incorporating qualitative insights since leaders' perceptions of their own traits significantly shape organizational effectiveness (Al-Balushi BMK, 2025). This investigation bridges empirical research with practitioner insights, advocating for investing more in leadership development initiatives that put emotional intelligence and inclusion first (Dr. Katiyar N *et al.*, 2025).

Moreover, understanding how these traits show up in different contexts, such as the Mexican automotive sector, calls for nuanced ways to approach leadership training and organizational development initiatives. These approaches should resonate with the cultural backgrounds of employees (Vitus OC, 2025). Looking at it through this lens, the findings don't just reaffirm the critical role of leadership traits in influencing organizational effectiveness. They also emphasize the need for ongoing research to dig deeper into these dynamics in global settings (M Välimäki *et al.*, 2024).

Table 4: Influence of leadership traits on organizational effectiveness in auto parts manufacturing

Leadership Trait	Impact on Organizational Climate
Quality of Leadership	Positive correlation; enhances work environment and employee satisfaction.
Authentic Leadership	undefined
Transactional Leadership	undefined
Managerial Skills	undefined

CONCLUSION

Within Mexican auto parts manufacturing, examining leadership traits has revealed key insights into their effects on how well companies work. Traits such as being emotionally intelligent, humble, and able to adapt appear closely related to how engaged and productive employees are, and this helps the organization perform better (Antariksa SKS *et al.*, 2024). The study looked at how specific leadership qualities affect operational results and found overarching themes that align with what's already known, while also highlighting specific cultural aspects within the Mexican auto industry (Monhéséa Bah OP *et al.*, 2024). These findings are important academically and practically, suggesting we need a more nuanced understanding of transformational

leadership that includes cultural dimensions. This understanding can make existing leadership models even better (Cahyono ND, 2024).

The study also emphasizes how important it is to include leadership development programs that focus on emotional intelligence and teamwork. This approach helps create an environment where continuous improvement and a competitive edge can grow in a changing market (S Porkodi, 2024). Going forward, research might compare different cultures or industries to better confirm the traits identified and how they matter (A F Marstand *et al.*, 2024). Also, long-term studies could give us a better sense of how

leadership traits impact organizational effectiveness over time, showing how changes in leadership styles affect employee behavior (P Radha et al., 2023). It's also suggested that organizations should do training and workshops designed to build the leadership skills that were pinpointed. This could be key for improving performance and boosting employee morale (Al-Balushi BMK, 2025). Finally, future studies should investigate how new technologies and leadership work together, especially as organizations change because of digital transformation across

industries (Dr. Katiyar N et al., 2025). Researchers can use both qualitative and quantitative methods to build a stronger framework that fills in the gaps in what we know and guides strategic leadership plans in the competitive global auto parts manufacturing world (Vitus OC, 2025). All in all, this study begins a continuous discussion about the critical role of leadership traits and how they directly link to organizational success, specifically within Mexican culture and industry (M Välimäki et al., 2024).

Table 5: Impact of leadership traits on organizational effectiveness in auto parts manufacturing

Leadership Trait	Impact on organizational effectiveness
Need for Achievement (NFA)	Positive influence on entrepreneurial intention, firm success, and growth in profit. Firms with higher NFA tend to take more risks, leading to superior performance. ([pmc.ncbi.nlm.nih.gov] (https://pmc.ncbi.nlm.nih.gov/articles/PMC9825293/?utm_source=openai))
Risk Propensity (RPR)	Leaders with higher RPR are more willing to capitalize on valuable opportunities, positively affecting firm innovation and performance. ([pmc.ncbi.nlm.nih.gov] (https://pmc.ncbi.nlm.nih.gov/articles/PMC9825293/?utm_source=openai))
Organizational Learning (ORL)	Leaders who inspire and motivate employees to learn and upgrade their skills enhance organizational learning, which serves as a bridge between leadership and innovation, particularly in new product development. ([pmc.ncbi.nlm.nih.gov] (https://pmc.ncbi.nlm.nih.gov/articles/PMC9825293/?utm_source=openai))
Transformational Leadership	Leaders who inspire through vision and emotional connection ignite commitment and creativity, driving innovation and adapting to industry changes. ([zigpoll.com] (https://www.zigpoll.com/content/how-do-you-perceive-the-impact-of-your-leadership-style-on-the-motivation-and-satisfaction-of-your-team-within-the-auto-parts-brand?utm_source=openai))
Democratic Leadership	Encourages participation and collaborative decision-making, fostering ownership and higher job satisfaction, particularly in product development and sales teams. ([zigpoll.com] (https://www.zigpoll.com/content/how-do-you-perceive-the-impact-of-your-leadership-style-on-the-motivation-and-satisfaction-of-your-team-within-the-auto-parts-brand?utm_source=openai))

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