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**Assessing whether emotional capital matters in the automotive
manufacturing industry**

By

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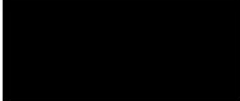
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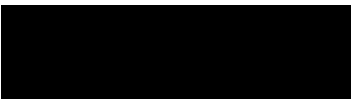
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Abstract

The ability of organisations to adapt to constant change determines their long-term viability. Organisations that recognise the importance of strong leadership in organisational performance will achieve growth and sustained profitability. This research was based on the Automotive industry in Isipingo, Durban in KwaZulu-Natal. This Industry plays a major role in supporting the economy and are leaders in the market in South Africa. To thrive and remain competitive, the automotive industry must adjust to new circumstances, be effective, and react quickly to external influences. Managers are frequently confronted with reconciling the frustrations of conflicting interest groups within the industry; to be competent and successful leaders; and to drive the organisation on the right path. Therefore, these managers will need interpersonal and intrapersonal skills amongst their employees. A vital resource for people is their emotional competence. They must think of emotional competencies as having emotional capital.

The purpose of this study was to assess whether emotional capital matters in the Automotive Manufacturing Industry. Moreover, the objective of the study was to investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry, and to ascertain whether a connection exists between the leader's style and employee performance. Extensive research analysed literature related to aspects that impact leaders' emotional capability. The questions for inquisition were: what is the role of leaders' emotions and how do leaders influence employee performance? These questions were addressed through a review and discussion of pertinent literature on emotional capital, leadership, leadership theory, emotions and leadership, and employee performance. The results and conclusions of the analysis of the findings showed how they affected the employees, and the recommendations provided insightful guidance on how to select strategies that would provide the desired results for the organisation.

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List of Acronyms

TSAM Toyota South African Motors

UKZN University of KwaZulu-Natal

1. CHAPTER 1: INTRODUCTION

1.1. Introduction and Background to the study

The ability of organisations to adapt to constant change determines their long-term viability. Organisations that recognise the importance of strong leadership in organisational performance will achieve growth and sustained profitability. The complexity of business environments in today's fast-paced world, mainly in the Automotive Manufacturing industry necessitates businesses to hire leaders with good management skills as well as strong intrapersonal and interpersonal skills (Goleman, 1998). Effective leadership now heavily relies on interpersonal abilities. Managerial abilities, knowledge and attitudes change as businesses change. Managers must re-think both the duties they perform and the results they produce. Leaders who cannot distinguish and measure their emotions may miss critical signals from co-workers or subordinates. Similarly, managers who exhibit poor emotional management could let their feelings affect their leadership effectiveness. For example, they might escape giving a critical speech when they are nervous, or improperly lash out at a co-worker when upset. Due to the potential impact on employees' attitudes and behaviour, it is crucial that managers propose and implement change in the right way.

The significance of emotions at work has long been under-valued. Traditionally, it has been believed that a working environment operates on a rational, emotion-free basis, according to Payne and Cooper (2004). Additionally, showing any emotion at the workplace was viewed as undesirable and disrespectful conduct (Ginsberg & Davies, 2007). According to Mangham (in Ginsberg & Davies, 2007), the explanation for this lack of interest in emotions was the widely held belief that there ought to not be any 'feelings' at work and in research linked to it since emotions have the potential to 'cloud issues' in organisations. Ginsberg and Davies (2007) state that companies with a service orientation are now especially interested in understanding the function and relevance of

Employees' job-related and work-caused emotions because their labor force is expanding at the fastest rate.

1.2. Problem Statement

This research is based on the Automotive industry in Isipingo, Durban in KwaZulu-Natal. This Industry designs and manufactures vehicles and sells these to South African consumers, in addition to exporting the cars to African countries and overseas. Toyota South African Motors plays a major role in supporting the economy and are leaders on the market in South Africa. The Company also has a worldwide approach that prioritises efficiency, as well as a framework that allows for varied levels of plan and process co-ordination. It aims to develop effective and dependable innovation procedures as part of the roadmap for viable beneficial growth so that the product may be consistently upgraded to maximise customer value. Managers must constantly build successful structures that offer a foundation for co-ordination and activity management as the automotive markets change because of globalisation.

To thrive and remain competitive, the Automotive industry must adjust to the new circumstances, be effective and react quickly to external influences. For a business to be successful, it must address the demands of its clients, which necessitates being locally relevant. Hence, the Automotive industry must be flexible and adapt to changes rapidly if they are to thrive and remain competitive in this rapidly changing environment. When an industry culture is excessively rigid, it is hard for its leaders to adjust or evolve, which often leads to conflict. Task abilities and technical knowledge are not enough for managers, who are frequently confronted with reconciling the frustrations of conflicting interest groups within the industries. To be competent and successful leaders and to drive the organisation on the right path, these managers will need interpersonal and intrapersonal skills amongst their employees (Tyagi, 2013). Balanced and thorough leadership are the most important descriptions for effective leadership. Effective leaders have a keen sense of what needs to be done, how, and when. Furthermore, the significance of emotional capital for those in leadership roles must not be overlooked (Waters & Marzano, 2003). Emotional capital is the individual's input into the internal resources that influence his or

her ability to form relationships and connections with other people. It is also the individual's capacity to profit from the social capital that a particular group will eventually develop. This idea links the psychoanalytic ideas concerned with people's psychological state with sociology and anthropology, which primarily concentrates on groups (Garland et al., 2002). A vital resource for people is their emotional competence. They must think of emotional competencies as having emotional capital, which is explained as "the set of resources (emotional competencies) inherent to an individual that are useful for personal, professional and organisational development, that contributes to social cohesion, and that can result in personal, economic and social returns" (Gendron, 2013, p. 24).

1.3. Research objectives of this study

Thereby, the objectives of this research are:

- i. To investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry; and
- ii. To ascertain whether a connection exists between the leader's style and employee performance.

1.4. Research Questions

The research questions of this study are:

- i. What is the role of the leaders' emotions in employee performance in the company?
- ii. How does leader's style influence employee performance?

1.5. Justification for the research study

Many of the Toyota South African Motors achievements and failures have grown to depend/rely on the talents and capabilities of managers. As a result, it is possible that managers combine leadership standards and emotional capital to deal with the day-to-day problems of their jobs.

An analysis of the literature revealed a considerable gap in studies linking the concepts of emotional capital and their significance in managers' efficient functioning in the automotive industry (Dannells, 1997). Despite researchers emphasising the significance of the capacity to comprehend and manage emotions as a leader, there is a note-worthy

vacuum in the existing studies on emotional capital in the Automotive industry due to the major shortage of emotional capital studies that try to bring the field together with the role of managers within the Automotive industry. In terms of the numerous abilities to make decisions required to efficiently manage a plant in TSAM, the goal of this research is to determine the level to which emotional capital matters in the Automotive Manufacturing Industry.

1.6.Dissertation composition

This study comprises 6 chapters. Chapter One introduces the study, Chapter Two provides a review of extant literature, Chapter Three outlines the methodology of this study, Chapter Four presents the results and the interpretation thereof, Chapter Five provides the results discussion and Chapter Six draws the Conclusions and proffers Recommendations.

1.7.Chapter conclusion

This chapter looked specifically at Setting out the research aim, objectives, the problem statement, and justification of the study. The theoretical ideas of emotional capital, the role of emotion in leadership, and leadership styles were investigated. A review of the literature on emotional capital, leadership, leadership theory, emotions and leadership, and employee performance is presented in the next chapter.

2. CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The aim of this study is to assess whether emotional capital matters in the automotive manufacturing industry. Moreover, the objective of the study is to investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry, as well as to ascertain whether a connection exists between the leader's style and employee performance. This chapter analyses literature related to aspects that impact leaders' emotional capability. The questions for this inquisition are: what is the role of leaders' emotions and how do leaders influence employee performance? There will be an evaluation and discussion of pertinent literature on emotional capital, leadership, leadership theory, emotions and leadership, and employee performance.

2.2. Emotional Capital

The term 'capital' comes from economic discourse and describes a supply of capital that can be traced back to its origins and returns (Gendron, 2013). Capital was traditionally thought of as tangible goods that were utilised and useful during the production process, according to traditional economic theory. However, the idea of capital has evolved into a more general method of thought, especially in cases where some elements of its definition offer a helpful framework for thinking in a different field (Gendron et al., 2016).

Emotional capital is explained as the skills or routines that translate the control of emotions into numerous social advantages (Froyum, 2010). Moreover, emotional capital refers to the sources that are advantageous for the development of an individual's career, personal, and organisational (Gendron, 2004). The idea of emotional capital was created by Nowotny (1981). As a result of relationships, social and cultural elements known as emotional capital have formed (Reay, 2004). A person's behaviour, relationships, key decisions, and even their economic activities are all influenced by their emotions, which are unique and stem from their personal feelings (Newman, 2008).

According to Gendron (2004), the individual and social abilities that allow a person to benefit economically and socially through connections with others have not been fully theorised in earlier conceptions of human capital. The author refers to this as knowing how

to be, which includes understanding social norms and how to behave in public settings, as well as knowing how to successfully communicate and resolve conflicts. Froyum (2010) expands on this notion of emotional capital as an interpersonal resource that recognises emotions and how they are managed as behaviours that lead to social advantages.

The ability to manage emotions is complemented by knowledge of emotionally acceptable experiences and expressions. According to Thoits (2004), emotional capital includes both knowledge and abilities that are based on feelings as well as the ability to feel 'social emotions' that are based on taking on roles. Nowotny (1981) and Liu (2015), argues that women have more emotional capital than men due to their parental duties, and that emotional capital is best understood in the context of the existing division of the public and private spheres. In line with this reasoning, investigations of education and family have seen the most use of emotional capital (Colley, 2006).

Although emotional capital has been replaced by cultural capital in recent years, the number of jobs that require behavioural skills has improved. This capital type is favoured in fields like politics and research that disproportionately benefit men (Cottingham, 2016). Due to scholars' rising interest in studying emotions and the 'emotionalisation' of society, both the definition and function of emotional capital have changed (Holmes, 2020), whereby emotion is now recognised as a resource (Illouz, 2007) and an essential tool for exercising authority (Heaney, 2019).

Moreover, it can be stated that emotional capital is a type of strategic asset that supports people in their careers and affects people's positive emotions like success, belonging and participation. It also has a good impact on people's relationships, which in turn improves performance (Newman, 2008). According to Gendron (2004), since emotional capital and emotional competences have different qualities and have a substantial impact on people's personal, professional and social lives, these ideas should be seen as a form of capital (Froyum, 2009).

2.2.1. Emotional Capital of Organisations

According to Thomson (1998) and Carmeli (2003), there has been a growing understanding of emotions' role in an organisation's success. Furthermore, it is expected that more firms would value their emotional capital on par with their physical assets because of this

increased 'emotional awareness'. Lashley (2001) argued that emotional capital is separated into two categories: internal emotional capital and external emotional capital. Customers, partners, shareholders, community and all other significant external stakeholders' emotions toward an organisation are referred to as external emotional capital. Moreover, each relates to the organisation's reputation and 'brand value'. Thomson (1998) and Johnson (2008), however, argues that internal emotional capital includes everyone 'working' in the firm, including employees' emotions, as well as their opinions, beliefs and ideals.

The organisation's intellectual and physical resources are fuelled by the organisation's emotional capital, which is also the centre of the mind's essential functioning (Thompson, 2001). Through an employee-customer service interaction, service firms try to improve internal emotional capital, the state of which will thereafter influence external emotional capital as well (Lashely, 2001). According to Aziz (2008), the nature of the service encounter where the customer's perceptions of the product rely on the additional value of the service provided determines the link between these two crucial elements of an organisation's emotional capital. Moreover, Jain and Jain (2005) and Aziz (2008) contend that service-oriented businesses might benefit from the emotional bonds that exist between their staff and clients.

One of the following methods can be used to enhance employees' internal emotional capital, often known as their work-related emotions, as proposed by Lashley (2001). In the first strategy, managers encourage their staff to display specific 'friendly' feelings toward consumers without truly feeling them. The drawback of this strategy is that it can be challenging for employees to consistently convey these feelings over time, especially when they are fatigued or their current emotions are the exact opposite of what they are required to express. Another strategy focuses on getting the employee to truly produce the feeling or emotion required for the task by having him or her think back on a previous 'positive experience' or 'imagine how it would feel to have these experiences'. Additionally, Lashley (2001) claims that the greatest approach to getting an employee to 'treat the customer as a guest in employee's own home' is for them to imagine themselves 'in the customer's place', which is another technique frequently used by service providers.

However, Mann (1999) and Zembylas (2007) stated that both the methods mentioned above call for some emotional work, which can result in one of three possible emotional states for an employee. Emotional deviance, emotional dissonance and emotional harmony are amongst these states. Emotional harmony, according to Mann (1999) and Zembylas (2007), occurs when a worker genuinely experiences and communicates the necessary emotion; emotional dissonance, on the other hand, refers to circumstances in which the employee does not actually feel the required emotion to be displayed; and emotional deviance occurs when an emotion is shown, yet it is not the same as the one that is desired. Therefore, it follows that an emotional state of harmony is the most ideal for the use of both the individual and the organisation they work for because it avoids emotional labour while still allowing for the expression of necessary emotions at work. The notions of emotions, emotional effort, and emotional labour will be discussed in greater detail in addition to this emotional condition.

2.3. Leadership

The idea of leadership is complex and constantly changing. According to Robertson (2007), Benmira and Agboola (2021), leadership includes the deliberate acts that have an impact on the ongoing improvement of teaching and learning. Leadership allows managers to encourage their team members to achieve tasks that are given well and enthusiastically. Leadership is elusive and unrelated to desire. Some people seem to emit a field of influence that others will react to in a similar way to how iron filings align in a magnetic field (Northouse, 1997; Bennis, 2009). A leader is always determined by self-interest—not by any specific goal, nor by the desire to pursue personal perfection (Northouse, 2007). The longing to thrive drives the best leaders as it is a desire and a source of great personal fulfillment. According to Northouse (2007), effective leadership is the process of motivating a team of individuals to strive towards a shared goal.

The success of the organisation hinges heavily on the leader's capability to utilise the organisation's people resources. A successful leader understands how important employees are to the success of the company and understands how important it is to motivate them to strive toward those goals. Effective and motivating relationships amongst the organisation's participants are necessary for having an effective organisation (Paulus et al.,

1996). According to Bass (1997) and Froiland (2019), leaders have a major influence on both the performance of their subordinates and the success or failure of their organisations, and most research has shown this in the modern corporate environment. Job performance is defined as the actions and outcomes that individuals display at work and are intimately related to their goals (Rich et al., 2010). Emotion plays a major role in the interactive process of leadership, which involves leaders interacting with their subordinates (Gooty et al., 2010). Both a leader's and a subordinate's emotions have an impact on performance. A leader's emotions can have an unconscious or conscious impact on subordinates (Bhullar, 2012).

2.3.1 Leadership Theories

For a very long time, disagreements have surrounded leadership. However, in recent years, experts have focused on a leader's psychological and charismatic qualities. Early studies on leadership frequently saw a leader as a strategist rather than as an inspirational person (Arnold et al., 2005). Leaders were viewed as those who could encourage their subordinates and help the organisation succeed by motivating teams to work towards shared objectives. This is supported by the definition of leadership provided by Yulk and Van (1992, p.149) and Ahmed and Nawaz (2016), who define it as a process that affects an organisation's task objectives and strategies; motivates employees to carry out the strategies and objectives; and shapes the organisation's culture.

Many theories have been proposed about leadership and leaders' attributes since it became clear that leadership involves more than the application of reasoning and practical skills. For instance, it is said that leadership entails the capacity to shape the behaviour of others; the possession of a range of abilities, such as strong conceptual and analytical abilities to shape the goals and strategies of a task; and interpersonal and persuasion abilities to persuade others to carry out plans and strategies (Jex & Britt, 2008). Leadership is sometimes viewed as a process rather than an end-product. To make sure the team works together efficiently, leaders have a number of responsibilities. For instance, leaders must set team goals, create strategies to reach those goals, put those strategies into practice and maintain them, and ensure that the team adheres to the organisation's culture. Leaders

therefore play a critical role as change agents in organisations because they are best positioned to facilitate cultural shifts.

2.3.2. Leadership Styles

Leadership style is determined by how leaders act and interact with others at work (Khan, Nawaz, & Khan, 2016). The way a leader motivates people, carries out strategies, and issues directives is known as their leadership style. A leader must consciously assess their own level of competence using a variety of techniques and learn to adapt to them based on the situation if they are to be effective with their followers. Individual leaders' task and interpersonal conduct are important to the notion of leadership style, and their performance is subject to how they apply their styles to the issue (Bruno, 2013). Leadership styles in an organisation can have both favourable and unfavourable impacts on the employees. Leadership style also has its own effects on employee behaviour in terms of approach and inspiration, which in turn affects the effectiveness of the organisation.

Transformational and transactional leadership styles are amongst the few that were discovered. The transformational leadership style entails instilling team members with inspiration, nurturing interest amongst co-workers, promoting fresh perspectives on the job, making sure employees understand the goal of the organisation, assisting in enhancing employee capabilities, and letting them know what the company's objectives are (Bass & Avolio, 1994; McGregor, 2003). Furthermore, the transactional leadership style rewards or punishes staff members based on their performance. Transactional executives prioritise adherence to work standards, task accomplishment, and employee compliance. To maximise employee productivity, they manage their staff through rewards and punishments (Bass & Avolio, 1994 & McGregor, 2003).

2.3.2.1. Transactional Leadership

The distinctive perspectives of the leader, the leadership context and the follower were no longer the primary focus of leadership studies. Instead, practices that were centred on interconnection between leaders and employees were examined. Transactional leadership theory looks at how followers and leaders trade desires. Transactional leaders require their team members to follow specific work behaviours, and they reward them with both

financial and non-financial advantages for doing so. Power and influence are also present in the transactional leadership style, which is more appropriate for how corporate management functions.

The most often used definition of transactional leadership is that it involves leaders and followers engaging in a cost-benefit trade (Kuhnert, 1994; Purwanto et al., 2020). There is an exchange or transaction involving anything of value between what the follower wants and what the leader has or oversees as compensation for the services of the follower (VanFleet & Yukl, 1992; Alrowwad et al., 2019). For this kind of leader-follower dynamic to succeed, the ability to tolerate hierarchical differences and steer this method of engagement are essential. Transactional leadership is predicated on the premise that there should be a clear chain of command. Regardless of the shortcomings of this strategy being emphasised by several leadership studies, transactional leadership is still favoured by managers and leaders. There is no denying that this strategy definitely leans more towards management than leadership (MacKenzie, Podsakoff & Rich, 2001).

The leadership traits displayed by transactional leaders include getting things done, controlling through systems and procedures, handling difficulties, organising, and planning, and operating within the limits of the organisation. Since the transactional style of leadership is focused on the establishment and administration of a contract, negotiation skills are essential. The transaction will only be successful when there is efficient and effective communication. Leaders must offer clear job descriptions and task allocations, but staff members must also be capable of carrying out their responsibilities and upholding standards.

If transactional is the sole leadership style employed, it can be rather restrictive. Most bosses today agree that incentivising employees with cash bonuses and the risk of penalising may not be the perfect strategy. Because transactional leadership encourages unambiguous transactions and a clear relationship between objectives and incentives, employees are rarely coerced into providing more than what is specifically stated in their contract (Hamelmal, 2019).

2.3.2.2 Transformational Leadership

The leader inspires and encourages followers to work toward reaching organisational goals, which promotes intellectual growth, team confidence and passion (Aydin et al., 2013). These leaders emphasise the need for fostering shared organisational values and objectives amongst followers and motivate them to put the organisation's needs ahead of their own. Such followers may improve their work based on their readiness.

The connections created between leaders and followers are the main emphasis of transformation theories. These viewpoints contend that interpersonal interaction and the ability to create a bond that increases the motivation and morale of the leader and the followers are the key components of good leadership. Relationship theories are frequently associated with theories of charismatic leadership, which suggest that specific traits are needed for leaders in order to persuade followers to follow them, which implies that they must exhibit qualities like certainty, extroversion and clearly stated values (Lamb, 2013).

Transformational or relationship leaders help their people see the bigger picture and the significance of the work at hand, which inspires and motivates them. These leaders value each person's individual potential as well as the results of the group. These people typically uphold high moral and ethical standards (Charry, 2012).

2.3.3. Emotions and Leadership

Over time, researchers have come to understand that there are other qualities that make for good leaders, in addition to intelligence. For leaders, especially when working with others, the ability to handle emotions wisely is crucial (Goleman et al., 2002). Early theories of leadership viewed a leader's activities as a defined set of characteristics. Prior leadership theorists believed that certain behaviours, independent of the situation, were necessary for leaders to exhibit in order to be effective (Arnold et al., 2005). In contrast, leaders who can adjust to a diversity of circumstances in the actual world are required. The authorities must be adaptable in this situation. To address this weakness, Fiedler (1967) and Yusof et al. (2013), suggested a contingency theory of leadership, stating that a leader's success is measured by the circumstances in which they find themselves and how their personal traits respond. He also mentioned that depending on the situation, a leader is required to adjust accordingly.

Later, Fiedler (1995) and Siebert-Adzic (2012) made known a new resource, suggesting that some cases will require a leader to use experience rather than intellect to address any situation at a workplace. He thought that leaders might use their proficiency as a guide to handle a variety of scenarios that arise in the workplace, which could be solved better when using emotional capital. Vroom and Yetton (1998) and Karakus et al. (2021) argued that it is crucial for a leader to be flexible in decision-making. In 1998, their theory proposed that leaders must be able to adjust to any situation at work. They affirm that a variety of factors, including time restraints, clearly defined decision parameters and subordinates' approaches, can affect the nature of a scenario. All these should be considered by leaders when making decisions, and leaders need to use emotions as a skill to judge a situation. Leaders who are emotionally capable respond better to difficult situations, and their decisions are not based on emotions.

Many years later, researchers acknowledge that the skill of using emotions is a must for good leadership. For instance, Goleman (2001) underlined that a leader's emotional capability determines the success of a company. Two-thirds of the skills required for effective performance in the workplace, according to his investigation on the competencies needed for such functioning, involve managing emotions. In light of this, Goleman (2001) stated that excellent managers ought to be able to keep sway over their personnel by promoting a positive work environment and developing goodwill. A competent leader must be capable of controlling their personal feelings whilst also being able to understand others' perspectives and persevere in the face of difficulties. These characteristics will assist leaders in gaining the respect and confidence of their followers. It is normal for the team to be affected about the way the leader shows his/ her emotions when addressing the team. Employees' morale and eagerness may be affected by a leader that always shows negative expressions.

On the other hand, making followers feel comfortable and hence more motivated at work using friendly body language and facial expressions shows that managing one's emotional view is just as important for leaders as managing one's interior emotions (Yusof, 2013). According to a study by Thiel et al. (2012), followers rate leaders who display rage and doubt in stressful situations as less effective. This outcome showed that followers think

that leaders who control their emotions are worthy of respect and are effective. On the other hand, employees can stay motivated if a leader constantly shows a positive attitude when communicating and/or addressing the team. This proves that emotional outlook is as important for leaders to manage as internal emotions (Yusof, Kadir, & Mahfar, 2013).

This idea is supported by a study conducted by Connelly and Ruark (2010). Their findings revealed that people rated leaders as more effective when they displayed positive emotional behaviours like pride, challenge and responsibility. Similar to this, a study by Byron (2007) found that followers give leaders who are better at recognising emotions higher ratings for their leadership effectiveness. Higher emotional competencies are associated with more effective leaders. Leaders with positive emotional traits are viewed as more trustworthy by employees than those with negative emotional traits. It is true that people have the propensity to view emotional control as a strong human quality, while individuals without it are viewed as 'weak'.

Even while emotions change quickly, they are strong and show reactions to a certain incident. They perform a variety of functional activities, including planning actions, directing attention, honing memory, modifying behaviour in accordance with duties and objectives, ensuring adaptability to shifting social requirements, influencing other people's behaviour, and assisting decision-making processes (Reilly & Seibert, 2003). Leaders frequently use their feelings to respond to issues that are too complex to fully understand.

2.4. Organisational Performance

It is widely understood that strong leadership is a prerequisite for effective organisations, and that if this requirement is disregarded, the organisation's performance will suffer (Fatma & Adiguzel, 2020). High-performing businesses are able to deliver a number of benefits for their businesses and society, including resource attraction, income development and employment creation, according to Madrid-Guijarro et al. (2007). Employee potential is transformed into reality by leadership. Effective leadership is typically seen to be an essential component of successful change. Leadership has an impact on behaviour and the outcomes of organisational change. Leadership in transition is more challenging than anticipated and involves a variety of approaches, concepts and strategies, only some of which are successful (Jeffrey & Laurie, 2012).

Charismatic people are regularly sought after by organisations in need of strategic transformation in order to lead change initiatives. Leadership is always supportive of fostering innovation through culture, which leads to better results (Dissanayake, Norsanina, & Hamid, 2017). Team-based strategic change approaches are becoming more and more common in the workplace because of democratisation. Strategic teams may be a better option for organisational transformation than full of personality leaders (Landrum, Howell, & Lori, 2000).

Creating a common vision for the company; managing personnel and activities across divisions; disseminating information throughout the entire organisation; identifying and correcting activity deviations; and inspiring workers to work harder are just a few of the managerial tasks carried out by the leadership. Stakeholder agency or relationships are necessary for the corporation to perform (Kahandawaarachchi, Dissanayake, & Maitra, 2016).

2.4.1. Employee Performance

Performance in an organisational setting is frequently determined by how much a member of the organisation contributes to attaining its goals. Employees are the primary source of competitive advantage for organisations that specialise in providing services. Employee performance is the essential component of every business and the most crucial aspect for the profitability and effectiveness of the business (Sabir et al., 2012). Both the employee's actions and inactions are used to assess performance. Employee performance comprises output quantity and quality, attendance at work, courtesy and adaptability, and milestones of output. Individual performance was the subject of Yang's (2008) study, and the results showed that it was difficult to confirm an individual's performance. In a similar vein, he claims that corporations may apply merits depending on individual success (Yang, 2008). Bishop (1987) and Ullah (2022), looked at employee performance and determined that individual employee acknowledgment is what causes discrimination in employee productivity. Employee morale and productivity are strongly impacted by how well an organisation manages its performance and rewards (Yazıcı, 2008).

Most organisations rely on their employees. However, the goals of the company cannot be reached by just one or two individuals. To reach the goals and objectives of the

organisation, all employees, including leaders, must give their best performance, effort and make the best use of their skills. Organisations have certain demands on both their leadership and employees. Employees therefore strive to meet these expectations in many circumstances, but occasionally they are reliant on their leaders for direction (Sabir et al., 2012). As a result, it is important to provide employees with the proper training so they can show performance by carrying out their duties and activities in an artistic manner. In this situation, the question of how an employee may be competent and effective in enhancing the modernity, performance and productivity of an organisation arises. An effective leadership strategy can be a powerful tool for finding and refining leadership qualities amongst the organisation's staff.

Performance and leadership are sometimes directly correlated, which demonstrates that individuals can strengthen their leadership skills through leadership development programs (Gadot, 2007). Recent studies have shown that investing in human resource development helps firms keep up with the times and improve employee performance and efficiency by modernising workforce competencies and skills. In this day and age, leadership is well known and has been shown via studies to be a crucial component of an organisation's success. Leadership is now utilised to motivate and influence people for improved performance (Popper, 2005). According to Draft (1988) and Weidenstedt (2020), it is the responsibility of organisational leaders to ensure that their organisations aim for and eventually achieve high performance levels. Therefore, managers must decide on the intended performance standards for any pertinent milestones.

2.4.2. Leader's Role and Employee Performance

There is an adverse relationship between job satisfaction and transformational leadership, according to several empirical studies (Draft, 1988; Pacasila, 2020). The concept develops into a shared vision as subordinates work to make it a reality. It is also meant to make a leader more visionary. Stated differently, many transformational leadership behaviours, such as assigned full of personality, idealised impact, inspirational motivation, stimulating thoughts, and individualised concern, can be used to identify the transformational process

(Bass and Avolio, 2003). To achieve organisational objectives, a leader who employs transformational leadership offers his team members the freedom and trust to execute their functions in accordance with his philosophy.

Butler (1999), Farooqui & Nagendra (2014), mentioned that a transformational leader motivates followers to have a vision, a mission and organisational goals. Additionally, they inspire them to give their best efforts; challenge them to think critically and come up with advanced solutions to problems; and respect each person as an individual. In other words, transformative leadership has the potential to increase employee happiness more than indifferent or uninterested leadership. According to professionals, leadership that is solely concerned with employee output and ignores the opinions of its followers will not be successful in obtaining the best performance from its workforce (Cummings, 2010).

According to Hongnou et al. (2014), transactional leadership and job satisfaction are significantly and favourably correlated. Achievement, acknowledgement, compensation, advancement, working conditions and interpersonal relationships all have an effect. Bass and Avolio (2003) state that the two key elements of transactional leadership characteristics are dependent compensation and exception management. When leaders set requirements for their followers to follow in order to receive a reward that will be granted after the goal has been reached, this is known as a dependent reward. The leader is responsible for exception management, which involves identifying departures from established norms and taking corrective action to achieve organisational objectives.

According to Northouse (2004), leadership is the capacity of one individual to exert influence over another group of people to reach an align objective. Moreover, a powerful leader can persuade followers to embrace the organisation's objectives. Managerial and leadership roles are significantly distinct from one another. While a manager establishes stability and rules, a leader motivates his or her team to change. In order to establish a connection in which the followers are ready to give their time and talents to the accomplishment of common goals, the leader must show admiration for the followers' unique ideals.

2.5. Chapter conclusion

A thorough analysis of the literature by numerous academics on the following topics was covered in this chapter: emotional capital; leadership; leadership theories and styles; organisational performance; employee performance; and the impact of leader's role on employee performance. The ability to lead effectively in social situations is known as emotional intelligence, and research on leadership suggests that emotional capital plays a major role in effective leadership.

3. CHAPTER 3: METHODOLOGY

3.1. Introduction

This study's research objectives are to determine whether emotional capital influences the leadership style used in the Automotive Manufacturing Industry, and whether there is a relationship between leaders' emotional capital and employee performance. This chapter discusses the research's methodology. It describes the research design, data sources, types and target population, as well as data sampling methods and sample sizes, data collection tools, and, finally, data presentation and analysis.

Research gives one the power to ascertain the causes of a series of events, as well as the effects of those events. The same data showing up repeatedly allows the researcher to reach conclusive conclusions and establish reliable generalisations (Sutton & Austin, 2015). When a researcher needs to come up with an analytical solution to an issue, a research methodology is applied. There is a need for process documentation, justifications for the study and problem identification. Finally, a summary of the procedure for gathering data and doing the analysis should be included.

3.2. Study design

Coldwell and Herbst (2004) mentioned that the research design serves as the strategy of this particular study and the plan it must carry out. The techniques and procedures for gathering, measuring and analysing the data must be specified in the research design, according to the authors. Bhattacharjee (2012) states that a study design may be exploratory, explanatory or descriptive in character. When there is no prior knowledge of the study of interest, an exploratory research design is used. It is frequently done to construct a rough concept of an interesting phenomenon. The 'what', 'where' and 'when' of explanatory research design provides answers to questions that direct the study of interest and explains the phenomenon of interest. The following approach was taken to meet the study's objectives:

A quantitative research methodology was used as a method of research, sample planning and collecting of data. To collect data, a questionnaire design, distribution of questionnaire,

capturing of data, analysis of data and processing and data interpretation were taken into consideration.

To give a thorough description of a phenomenon, a descriptive study design is used. The properties of the various study variables are determined and described. In addition, descriptive study concentrates on explaining the crucial component of the relevant variables in actual life circumstances. The descriptive research approach allowed the researcher to clearly understand the elements connected, despite the lack of control over the various variables that served as the basis for the investigation.

According to Leedy and Ormrod (2010), the goal of adopting a quantitative research approach is to confirm, validate and test theory, as well as to explain and anticipate. Creswell (2003) describes the significance of a quantitative focus on the survey as follows: a survey design can quantitatively or numerically depict the developments, opinions of a population by looking at a sample of that population. The researcher makes generalisations or statements about the population based on sample results. This method was chosen because it assists the researcher to translate the identified variables into numerical form, facilitating a wider application of the study's findings. For this investigation, information was acquired via a survey questionnaire (a quantitative data collection tool).

In accordance with the theoretical framework described in the sections above, various studies have been conducted on the relationship between manager's attempts to emotionally engage staff members and the emotions of leaders at work, and how well such efforts perform. Additionally, based on the earlier research in the literature mentioned above, certain theories have been developed regarding the connection between a leader's emotional state at work and their ability to influence subordinates. However, most of those theories were founded on research either pertaining to the perspectives, beliefs and attitudes of a particular organisation's employees regarding their work, or were viewed from the perspective of the employers.

Since this research is based on information gathered from managers in the automotive industry who lead more than 10 people, this made it possible to examine a larger range of perspectives and observe the phenomenon through the eyes of individuals who had first-hand experience with it. The aim of the study is to evaluate whether emotional capital

matters in the Automotive Manufacturing Industry. In other words, how do the participants develop the skill and translate it into actions that affect employee performance in the automotive manufacturing industry? The researcher and participant interactions should lead to an understanding of what constitutes knowledge or what the participant considers to be knowledge.

3.3. Study Population

The total group of persons the researcher wants to study is known as a population (Sekaran, 2000). According to Taylor et al. (2015), a study's population is a group of things or individuals who have the particularity that the researcher wants to look at in order to fully comprehend the phenomenon being examined. The group of factors that make up the population includes individuals, activities and items that the study is focused on. In this research, the target population was employees from the Automotive Manufacturing Industry in KZN. The company in this study has more than 8000 employees. Moreover, the company has 170 managers who have more than 10 people reporting to them under their structure.

3.4. Sample Size

A sample is a group of people chosen randomly from a larger population for research (Herbst & Codwell, 2004). According to Krejcie and Morgan (1970), a key factor in the research study is the sample size from the target population because it affects how generalisable the research findings are. Krejcie and Morgan's (1970) table as shown on table 3.1, states that the needed sample size for a population between 160 and 170 is 120. Thus, a sample size of 120 managers was selected for this study from the 170 managers that made up the target group.

The study sample involves employees (Managers) employed in the automotive manufacturing industry in KZN who participated in the data collection procedure for this project. Rather than being chosen at random, managers were requested to participate in the survey by email, which was sent on the 11th of July 2023. A total of 120 invitations were emailed to managers, and the participation was strictly voluntary. The targeted response was at least 100 managers.

Table 3.1: Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Adapted from Krejcie & Morgan (1970,p.4)

3.5. Sampling Strategy

Sampling is a technique that chooses a portion of a population's constituents and uses the data collected to make inferences about the full population (Cooper & Emory, 1995). According to Anon (2011), the sampling methods are either probability or non-probability-based, as described. Non-probability sampling is when a portion of the population is selected in a non-random manner, with the components that have no possibility of being chosen for the sample (Taylor et al., 2015).

Non-probability samples cannot be justified by the principles of probability theory since they do not entail random selection. Even though random sampling techniques are thought to be more precise, they may not always be possible and practical (Trochim, 2002). Every member of the public has an equal likelihood of getting selected for the study when employing this method. In this study, the raters for each leader were chosen using systematic probability sampling. After determining the required sample size, each record was randomly selected from a list of sample participants (Thomson, 2005).

3.6. Recruitment

The recruitment of the sample was done through email, whereby an invitation letter was emailed to 120 managers of the company after the manager sample was identified and selected. After being emailed information about the research aim, the managers were requested to complete a questionnaire (Survey). For everyone who wanted to participate in the study, the requirement was for the participants to sign a consent form before beginning the questionnaire.

3.7. Data Collection Method

According to Saunders et al. (2002), it is necessary to examine the methods for collecting data before selecting the appropriate one. The questions and research objectives sampling criteria were applied while selecting surveyors, which will be the primary determining factors in this selection, but other elements including the level of precision needed, the researcher's experience, costs and resources will also affect the approach used. The meaning is that every participant had first-hand knowledge of the phenomenon such as employee performance, emotional capital and leader's emotions.

The research topic, anonymity, estimated time of the survey and potential contributions from each participant were all explained to them in advance. Depending on the participants' pace, experience and level of emotional involvement, the survey took anywhere between 4 and 10 minutes to complete. A total of 98 sample respondents completed the survey and all responses were valid. These were then examined and reported on.

A survey was used in this study and a questionnaire was sent to 120 managers on the 11th of July 2023 and participants had until the 1st of August to complete the survey. This approach to data collecting was selected because it best fulfilled the goals of the study. The

method used is also influenced by time restraints and cost-effectiveness. The measurement tool was a structured, self-administered questionnaire with closed-ended questions.

3.7.1. Primary data analysis

Leedy and Ormrod (2010) define primary data as information that comes straight from the analysis's source. However, while it may not always be accurate, it is the closest thing to the facts. The present study utilised a quantitative, cross-sectional survey methodology, utilising the questionnaire method to gather primary data from a representative and targeted sample of managerial staff within the Automotive Manufacturing Industry. Descriptive and inferential statistics were used to analyse the questionnaire results, producing graphs frequency tables, and draw results. Key relationships were identified, and this information was summarised.

3.7.2. The Pilot Study

The tool was piloted in the company by 3 managers and one senior manager. An email with the draft survey questions was sent to the four managers on the 27th of June 2023. The aim of this study's test run was to fine-tune the research instrument and reduce subjectivity, bias and ambiguity. The pilot study also tested the clarity of the communication's language and the planned arrangement of the questions.

Through this exercise, the survey questions were tested. Additionally, piloting in this study ensured that all the questions and instructions will be understood. The questions that were corrected are number 5,9,11 and 17. This enabled the researcher to delete certain items that may not necessarily produce data that was useful, as recommended by the pilot team.

3.8. Questionnaire Design

A questionnaire served as the research instrument in this study. One of the most popular methods for gathering survey data is the questionnaire. This method is particularly effective since standardised questions will guarantee that responders interpret it in the same way (Saunders et al., 2002).

There were 30 questions in this survey, and the respondents had to choose one of the response options from a list of options. The questionnaire employed the Likert scale, often

known as a summated instrument scale (Pimentel, 2010). Each question was given a number between 1 and 4, therefore the answers to the questions can be added up to create a total score. Strongly disagree (1) to Strongly agree (4) were the options given to the participants for response options. The link that was sent for the participants to respond: <https://forms.gle/gar6HvhRnetmFH9R7>. A letter of consent accompanied the questionnaire, which also included the ethical clearance protocol number.

3.9. Reliability and Validity

According to Drost (2011), Reliability is the degree to that tests may be repeated by various individuals under different circumstances, on different occasions, and ostensibly using different instruments that assess the same concept or ability. Blumberg and Cooper (2008), indicated that a research study is deemed more reliable if it consistently yields the same results; on the other hand, a study that yields different results each time it is undertaken is deemed less reliable. The degree to which a measure accurately captures the fundamental idea that it is meant to quantify. The degree to which a measure accurately captures the underlying construct that it is intended to measure is known as its validity (Drost, 2011). Sekaran and Bougie (2013), indicated that posing questions about the subject of interest and analysing the answers received to get a broad conclusion is an effective way to assess the validity of the data. The Cronbach's Alpha Coefficient was utilised to evaluate the validity and reliability of the questionnaire.

3.10. Ethical considerations

The University of KwaZulu-Natal (UKZN) granted permission for this study by issuing an Ethical Clearance Protocol number: HSSREC/00005569/2023. A Gatekeeper Permission Letter was issued by the Company granting permission to collect primary data from the organisation. The participants received an Informed Consent Letter to participate in the study.

The objective was to introduce the research topic to the participants, provide them a detailed description of the study's issue, and entice their willing and voluntary involvement

in the investigation. The freedom to leave the study at any moment was made clear to the participants. Participants were always treated with respect, and the researcher respected their right to respond and refuse to participate. Furthermore, the researcher will protect the participants' right to privacy as well as the information's confidentiality.

3.11. Chapter conclusion

The research approach utilised to address the research objectives was discussed in this chapter. The study's setting, demographics, sample size, method of data collecting and data analysis were all discussed. There were also explanations on why different research design elements should be used.

Chapter Four follows. The presentation of the data collected and prompted by the various instruments will be the main goal of the following chapter. The conclusions reached after scrutinising the data supplied through the literature studied and the chosen theoretical frameworks will then be explained.

4. CHAPTER 4: PRESENTATION AND ANALYSIS OF PRIMARY DATA FINDINGS

4.1. Introduction

The research methodology was covered in detail in the preceding chapter. The chapters that came before it reviewed the literature on leadership, organisational performance and emotional capital. By investigating the relationship between employee performance, leadership and emotional capital in the Automotive Manufacturing Industry, the idea put forth in the preceding chapters is put to the test.

This study aimed to assess whether emotional capital matters in the Automotive Manufacturing Industry. The following were the study's objectives:

- i. To investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry; and
- ii. To ascertain whether a connection exists between the leader's style and employee performance.

4.2. Consistency and Reliability

The Cronbach alpha test was used to gauge the consistency of the managers' responses in the data collected. This test was deemed crucial since it helps establish whether the data are trustworthy and appropriate enough to produce dependable results. According to Tavakol and Dennick (2011), the validity of data collecting techniques is determined by the reliability coefficient (Cronbach alpha), which is based on inter-item relationships. Therefore, a Cronbach alpha value larger than 0.7 denotes strong instrument dependability. Higher response reliability and a greater likelihood of achieving high internal consistency are associated with Cronbach alpha values that are closer to 1 (Green et al., 2016).

Through an Excel reliability test, the consistency and reliability of the items used in this study were established. The formula used is shown in Figure 1. The study's Cronbach value was 0.9138, as shown in Table 4.1, indicating that the questions and replies in the data collection tool were reliable and consistent.

Figure 4.1: Cronbach's alpha formula

$$\alpha = \left(\frac{k}{(k-1)} \right) * \left(1 - \left(\frac{\sum S_i^2}{S_t^2} \right) \right)$$

Where, k = number of items (question/statement) in questionnaire

S_i = SD of i^{th} item

S_t = SD of sum score k

Source : Shaikat (2017)

Table 4.1: Cronbach's alpha coefficient

Cronbach's Alpha (α)	No. of Questions
0,913825063	30

4.3. Response Rate

The participants for this research were managers from the Automotive Manufacturing Industry in Isipingo, who have more than 5 people reporting to their structure or as subordinates. An email invitation to participate in the study was sent to managers. A total of 120 invitations were emailed to managers, and participation was strictly voluntary. Therefore, the targeted response was at least 100 managers. A total of 93 participants completed the survey and submitted it using the Google Forms platform. The outcome of the survey pertaining to the participant summary, and response rate to average time to complete the survey is provided in Table 4.2. Every employee in the manufacturing department was provided with the relevant details regarding the study and informed that participation was completely voluntary.

Table 4.2: Summary of Participants

Description	Count
Number of invitation sent to Automotive Manufacturing employees(Managers)	120
Total Number of Employees accepted the Invitation	98
Total Number of Employees participated	93
Response Rate (93/120*100%)	77.50%
Approximate average time to complete the questionnaire	5minutes

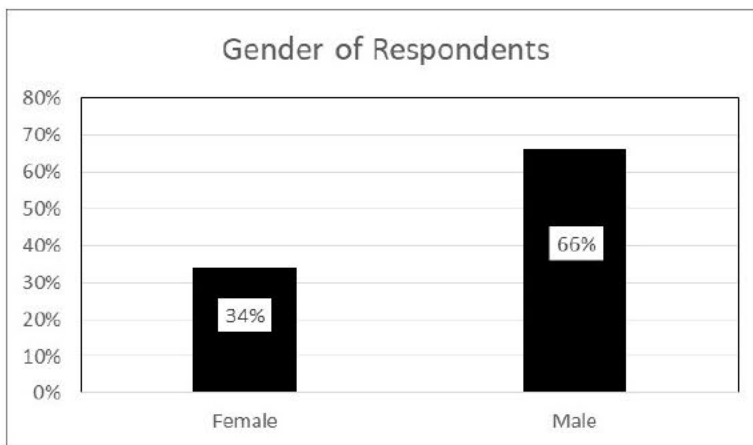
4.4. Biographical Data

Managers were requested to provide biographical information before attempting the questionnaire. The respondents' biographical information was examined in terms of gender, age, race, and length of service.

4.4.1. Gender

As shown in Figure 4.2, 66% of the respondents were male while 34% were female. Indicating that more male managers than females participated in this survey.

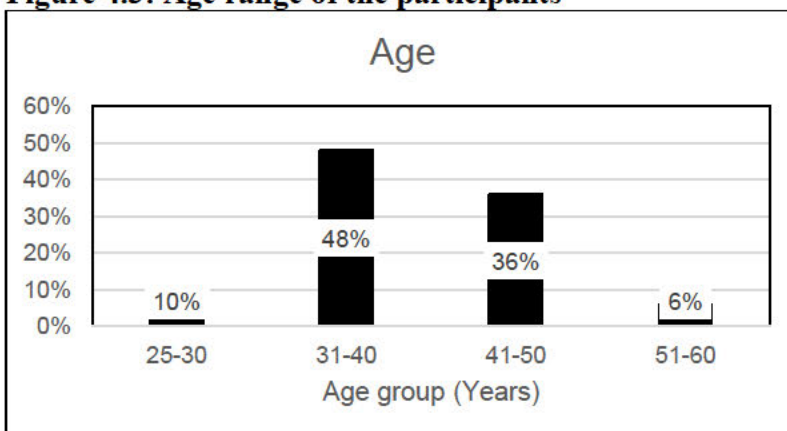
Figure 4.2: Distribution of respondents' gender



4.4.2. Age

The age range of 31 to 40 years old accounted for most participants (48%), followed by 41 to 50 years old (36%), as illustrated in Figure 4.3.

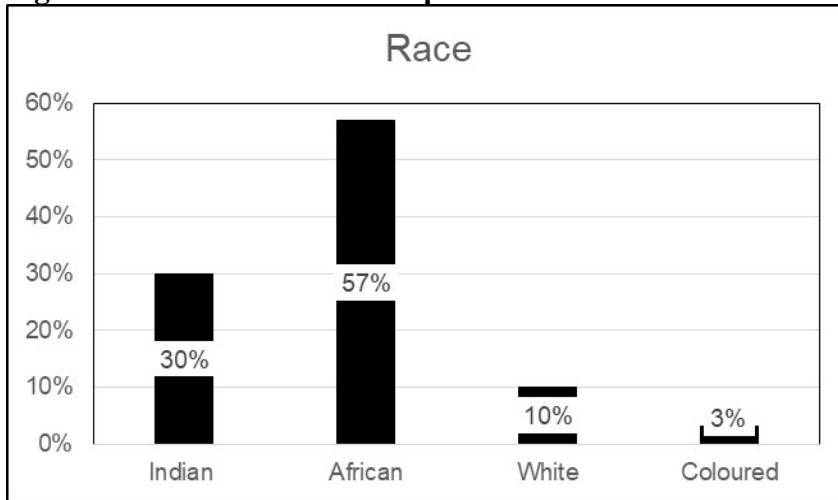
Figure 4.3: Age range of the participants



4.4.3. Race

Africans made up most study participants, followed by Indians, Whites and Coloured people.

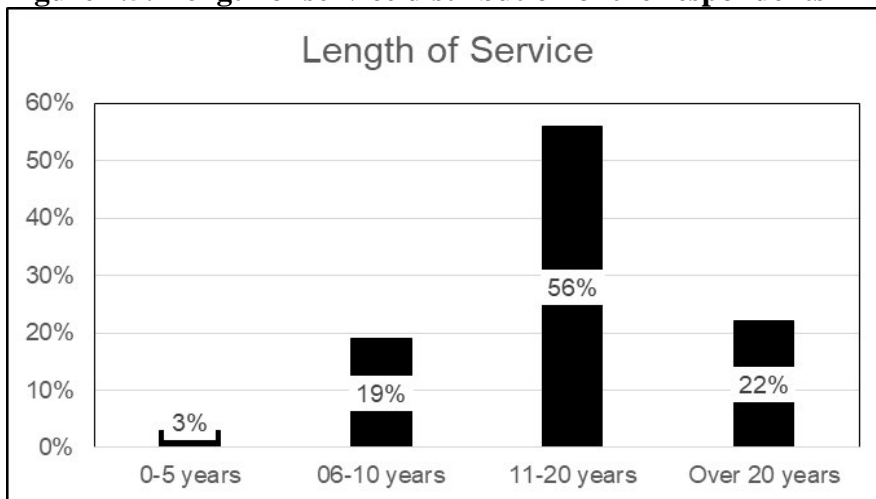
Figure 4.4: Distribution of Respondents' Race



4.4.4. Length of Service

For this study, the majority of the participants were managers with between 11-20 years of experience, followed by over 20 years of experience, and then less than 10 years of experience and over.

Figure 4.5: Length of service distribution of the respondents



4.5. Results

A total of 30 Likert-type questions were posed to the participants to ascertain whether emotional capital influences the leadership style used in the Automotive Manufacturing Industry, and whether there is a relationship between leaders' emotional capital and workforce performance.

Research objective 1:

To investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry. A total of 15 Likert-type questions were posed to participants to address this objective. Every statement received a response scale between 1 for strongly disagree and 4 for strongly agree. Table 4.3 summarises all the questions regarding the Leaders' emotions. All the statements were determined to have a mean score of 2.9 or higher. For example, the majority of participants (59.14%) stated that they can regulate disruptive emotions; Set aside emotions to complete a task (50.54%); be aware of which emotions they are experiencing and why (53.76%) and be conscious of your moods (55.91%).

Table 4.3: Leaders' emotional capital

Statements	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
1. Control your distressing emotions.	3.23%	11.83%	51.61%	33.33%	3.15	1.7749366
2. Help others feel better when they are down.	3.23%	10.75%	46.23%	39.78%	3.23	1.7959399
3. Control your anger.	2.15%	16.13%	39.78%	41.94%	3.22	1.79307
4. Be aware which emotions you are experiencing and why.	1.08%	13.98%	53.76%	31.18%	3.15	1.7749366
5. Understand why people feel the way they do.	3.23%	20.43%	59.14%	17.20%	2.90	1.7038486
6. Understand the effects your emotions have on others.	1.08%	20.43%	48.39%	29.03%	3.03	1.7413501
7. Be aware of your moods.	1.08%	15.05%	55.91%	27.96%	3.11	1.7628103
8. Confront problems without demeaning the members of the team.	1.08%	15.05%	45.16%	38.71%	3.22	1.7930421
9. Not allow negative feelings of others to inhibit collaboration.	1.08%	17.20%	48.39%	33.33%	3.14	1.7719199
10. Set aside emotion in order to complete a task.	0.00%	17.20%	50.54%	32.26%	3.15	1.7749754
11. Recognise the external factors influencing the organization.	2.15%	15.05%	59.14%	23.66%	3.04	1.7444228
12. Be aware of non-verbal messages that are sent to others.	2.15%	21.51%	53.76%	22.58%	2.97	1.7227135
13. Provide emotional support to others during stressful times.	1.08%	17.20%	47.31%	33.33%	3.11	1.7628179
14. Control disruptive emotions.	1.08%	16.13%	59.14%	23.66%	3.05	1.7475021

Due to the non-normal distribution of the data, Spearman's rho correlation analysis was used to determine whether leadership emotions affect employee performance. Results indicated a strong correlation between a leader's emotion and workforce performance ($r=0.71855$, $p<0.01$). The Spearman's rho correlation table is shown below (Table 4.4).

Table 4.4: Spearman's rho correlation analysis output

		emotions of leadership	Employee performance
emotions of leadership	Correlation Coefficient	1.00	0.718552984
	Sig. (2-tailed)	.	0
Employee performance	Correlation Coefficient	0.718552984	1.00
	Sig. (2-tailed)	0	.

Leaders benefit from the use of emotional capital because they can better manage their teams and the workplace by having the capacity to detect, synthesise, comprehend and control emotions. Leaders that use more thorough methods have a higher chance of making the workplace better. Moreover, followers respond favourably to and have a higher opinion of highly intelligent leaders. Employees will feel at home and motivated at work with emotionally intelligent leaders, and they will provide their best effort to achieve the company goals.

Research objective 2:

To ascertain whether a connection exists between the leader's style and employee performance, a total of 16 Likert-type questions were posed to participants to address this objective. Every statement received a response scale between 1 for strongly disagree and 4 for strongly agree. Table 4.5 summarises all questions regarding the Leader's style. All the statements were determined to have a mean score of 3.0 or higher. For example, most leaders Manage task-related conflicts effectively (66.67%); They are self-disciplined and do the right thing even when it is unpopular (61.29%); Understand the link between team members' emotions and their reactions to certain situations (62.37%); and Accept rapid change to attain the goals of the organisation (63.44%).

Table 4.5: Leaders' influence on performance

Statements	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
15. Have a strong drive to attain organization goals.	1.08%	7.53%	52.69%	38.71%	3.29	1.8139246
16. Have high motivation levels to set and attain challenging goals.	1.08%	8.60%	56.99%	33.33%	3.23	1.796053
17. Maintain composure irrespective of the situation.	1.08%	10.75%	67.74%	20.43%	3.08	1.7536444
18. Understand the link between team members emotions and their reactions to certain situations.	0.00%	16.13%	62.37%	21.51%	3.05	1.7475021
19. Take responsibility for your own performance.	1.08%	5.38%	52.69%	40.86%	3.33	1.8257419
20. Inspire and guide team members to improve work performance.	0.00%	6.45%	51.61%	41.94%	3.35	1.8316219
21. Handle emotional conflicts with tact and diplomacy.	0.00%	16.13%	56.99%	26.88%	3.11	1.7628179
22. Stay focused on goals despite setbacks.	0.00%	10.75%	58.06%	31.18%	3.20	1.7900562
23. Manage task-related conflicts effectively.	0.00%	8.60%	66.67%	24.73%	3.16	1.7780018
24. Be aware of your limitations.	0.00%	11.83%	63.44%	24.73%	3.13	1.7689071
25. Stay positive and generates innovative solutions to problems.	1.08%	12.90%	50.54%	35.48%	3.20	1.7900562
26. Manage stress well.	0.00%	19.35%	52.69%	27.96%	3.09	1.7567076
27. Be self-disciplined and do the right thing even when it is unpopular.	1.08%	7.53%	61.29%	30.11%	3.20	1.7900562
28. Understand emotional cues from others.	0.00%	18.28%	63.44%	18.28%	3.00	1.7320508
29. Accept rapid change to attain the goals of the organisation.	1.08%	8.60%	63.44%	26.88%	3.16	1.7780018
30. Not interrupt others when they talk and I understand them well.	3.23%	19.35%	44.09%	33.33%	3.08	1.7536444

Regression is utilised in this study's analysis of the effects of leadership styles on worker performance, with an emphasis on the automotive manufacturing sector. A Durbin-Watson number of 2 denotes the absence of autocorrelation, while a value near 0 denotes a positive correlation and a value near 4 denotes a negative correlation. According to the general rule, a "good fit" model predicts a dependent variable's variance by at least 60 percent, hence the research model's value of Adjusted R Square is greater than 60%, and it is well-fit. The

autocorrelation of the residual from the regression analysis is determined by the Durbin-Watson test, and the acceptable range for this test is reported to be between 1.5 and 2.5.

Table 4.6 demonstrates that with an R square value of 0.563, the dependent variables can be predicted by independent factors in 56.3 percent of situations. The corrected R square of 0.558, which is below the 0.60 rule of thumb, suggests that the model is not well fitted. Given that the significant value is less than 0.01 (0.0000) and the coefficient value is 0.750, it is evident that the leadership style has a favourable impact on employee performance. Based on the regression analysis results, a connection exists between leadership style and employee performance.

Table 4.6: Regression analysis

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.7502145							
R Square	0.5628218							
Adjusted R Square	0.5580176							
Standard Error	0.2911531							
Observations	93							
ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	9.931081214	9.93108121	117.1531	4.92546E-18			
Residual	91	7.714080076	0.08477011					
Total	92	17.64516129						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.8578217	0.219005473	3.91689633	0.000173	0.422794266	1.2928492	0.422794266	1.292849204
Leadership style	0.7506578	0.069352975	10.8237285	4.93E-18	0.612896605	0.88841893	0.612896605	0.888418933

4.6. Summary

The study's results and analysis were summed up in this chapter. The data was translated into information across several categories throughout the questionnaire, from demographic data to the factors of relevance to this study. Based on the objectives incorporated into the design of questions in the survey instrument, the data are evaluated using tables or bar graphs when appropriate. The discussion that follows in Chapter Five is based on the data from this chapter as well as secondary information discovered during the literature study in Chapter Two.

5. CHAPTER 5: DISCUSSION OF THE RESULTS

5.1. Introduction

The analysis of the responses and the descriptive and inferential statistics derived from the review of the collected data were covered in the previous chapter. This chapter presents a discussion of the analysis relative to the study's objectives. Additionally, this chapter demonstrates how, considering the literature, the aim of this study has been met. The chapter also presents the interpretations and implications of the analysis's findings considering the study's objective.

The objectives of this study will be briefly re-iterated in this chapter. Most of the chapter will be devoted to examining the findings from the previous chapter. This chapter will also discuss the triangulation of the results with the relevant academic literature. The pertinent findings will be summarised at the end of the chapter.

5.2. Research objectives

The objectives of this research were:

- i. To investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry; and
- ii. To ascertain whether a connection exists between the leader's style and employee performance.

Objective One

To investigate if the emotions of leadership influence employee performance in the Automotive Manufacturing Industry. The theoretical analysis on the emotions of leadership was based on several authors from different journals. In order to determine the relationship between employee performance and leadership emotions, correlation statistical analysis was used. The study's findings can be utilised to highlight the organisation's advantages and disadvantages. Discussions on suggestions for enhancing leadership emotions can then be constructed.

Table 4.1 from the previous chapter demonstrates that the variable items have Cronbach's Alpha values larger than 0.7, indicating that participants response pass Internals' rule-of-thumb reliability test for consistency. As a result, these objects are regarded as trustworthy and suitable for additional analysis. Cooper and Schindler (2006) deemed data with a Cronbach's Alpha value greater than 0.7 acceptable for internal consistency.

The data analysis presented suggests that fifty-nine percent of respondents can regulate disruptive emotions and set aside emotions to complete a task; whilst fifty-one percent are aware of which emotions they are experiencing and why; and fifty-six percent are conscious of their moods, as seen in Table 4.3. The current analysis reveals that, at the very least, emotions and emotional capital are important factors to consider when evaluating leadership. The two major categories of human emotions are as follows: Positive and negative are two categories that should be seen as opposites or polarities. Negative emotions are fuelled by a deep-seated dread of the unknown or the actions of others, and a desire to restrain or prevent them to prevent harm (Watson & Clark, 1984). Positive emotions, however in contrast, are propelled by a hidden yearning for harmony and pleasure.

The results demonstrated a strong correlation between employee performance and the leader's overall emotions ($r= 0.71855$, $p< 0.01$). There are several ways that emotions impact organisational behaviour. The impact might be immediate, such as behaviour brought on by various emotions; or indirect, such as performance-affecting mediating mechanisms, namely motivation and perception. Although organisational procedures can also change emotions, organisational behaviour is not the only thing that is impacted by emotions.

Emotions are undoubtedly there in both those who lead and those who are led, but up until recently, research, theory and possibly even practice have ignored the emotions of leaders. However, as they have a direct impact on not just the performance of their subordinates but also that of the entire business, leaders must continually control their emotions to act in the manner expected of them. Emotions have been shown to affect how subordinates view their leaders (Newcombe & Ashkanasy, 2022). The authors discovered that followers tended to attach more credence to leaders' emotive displays than to the messages

themselves. Leaders' emotional expressions are crucial in helping followers determine their genuineness (Humphrey, 2002).

For example, leaders that constantly have antagonistic expressions on their face will encourage an unfriendly setting, which could affect the follower's morale and zeal. However, making followers feel at ease and inspired at work using nice body language and facial gestures displays that leaders must control their emotions on both a personal and a professional level. The emotions of a leader have a big impact on those of others. In the same way that leaders who are themselves joyful, excited and energising are likely to positively stimulate their followers, so are leaders who are themselves troubled and antagonistic. According to Glaso et al. (2006), a leader's melancholy emotional responses can make them appear less effective and cause followers to lose interest.

These results imply that leaders who have better emotional competence are viewed as being more effective. Leaders with positive emotional traits are viewed as more trustworthy by followers than those with negative emotional traits. The ability to regulate one's feelings is in fact seen by humans as a strong human quality, whilst individuals who lack such capacity are viewed as weak. According to Jin et al. (2022), strong empathetic leaders are more likely to connect with their team members, comprehend their emotional states, and spread their own emotions to their subordinates by controlling their own emotions. Furthermore, the way that subordinates perform on the work can be impacted by their emotions.

Studying the emotional facets of leaders has numerous ramifications. Firstly, leaders can gain from research demonstrating the value of emotional capital to them. Leaders could improve their efficiency in dealing with tough co-workers and assignments by developing their emotional capital. As a result, leaders emotional as well as cognitive traits are crucial. In the workplace, leaders would be more effective and have a higher likelihood of success if they used both emotional and cognitive skills equally. Secondly, leaders who have high emotionally capital are more capable of identifying their followers' needs and build strong relationships with them.

In the workplace, social interaction between leaders and followers is crucial. For their team to accomplish the objectives of the organisation, leaders can give instructions and direction by developing strong leader-follower relationships. Leaders could create this connection

by using emotions in the right way. Leaders would be able to deal with the difficult events they encounter in the workplace by learning effective emotional management techniques. It might be a tool to help individuals manage their stress, thus boosting their efficiency and productivity at work.

The results presented in the previous chapter on correlational analysis show a positive correlation between leaders' relationship management and followers. Thus, it can be said that connections exist between the follower's performance and the leader's ability to manage relationships. Relationships and assertiveness have statistically been shown to be associated with subordinate performance, whereas empathy and adaptability have not been found to be related. This research's findings concur with Ngirande and Timothy's (2014) research findings, which also indicated a strong positive correlation between employee work satisfaction and a leader's emotional intelligence. The correlation analysis's ($r=0.62$) conclusions suggest that higher levels of emotional capital in leaders may increase worker job satisfaction. Emotional capital leaders are more likely to make wise judgments at work, which will increase their employees' level of job satisfaction.

Research objective Two

To ascertain whether a connection exists between the leader's style and employee performance, the following question was asked: how do leaders influence employee performance? An analysis of Leadership theory, Leadership style and employee performance was discussed as part of the literature. There will also be a discussion of how the various categories compare in terms of employee performance and types of leadership style. In-depth discussions on these relationships will be expanded upon below.

The data analysis presented suggests that sixty-seven percent of respondents can manage task-related conflicts; sixty-one presented that they are self-disciplined and do the right thing even when it is unpopular; and sixty-three accept rapid change to attain the goals of the organisation, as seen in Table 4.5. The findings showed that transactional leadership improves employee performance. Leadership greatly impacts how well employees work, and participative leadership methods help employees perform better. When effective leadership is present, goals will be accomplished, employees will act professionally, and

both the leader and employees will ultimately be satisfied. Moreover, if leaders can manage conflict effectively, they can achieve any goals set for the organisation.

The typical leader's degree of conformity or divergence with the leadership approach of their immediate supervisor can be calculated using the mean, standard deviation, and correlation of variance of the replies for each leadership style and employee performance. Additionally, these descriptive statistical data were generated to assist the researcher in comprehending the variety of answers that the employees had to provide. Regression analysis was used by the researcher to ascertain the importance and relationship between each leadership style and worker performance.

Researchers have examined several leadership ideologies to discover strategies for raising employee satisfaction and productivity while effectively overseeing all operations and activities. In the contemporary world, transformational leadership is the style of leadership that is most prevalent. It is the responsibility of leaders to pique the interest of their staff in the expansion of the company. It has been determined that this is one of the most crucial leadership philosophies since it encourages and stimulates people to develop fresh concepts and developments, both of which will assist to define and expand the organisation's future success (Barling & Slater, 200).

The results demonstrate a robust positive correlation between staff performance and leadership style. This backs up Iqbal et al. (2015) assertion that people who are under the influence of leadership have some discretionary authority to take actions that improve performance. Therefore, leadership results in more motivated workers who ultimately create higher performance.

The finest type of leadership has been determined to be transactional leadership because transactional leadership focuses primarily on the performance of the organisation and its employees (MacKenzie, Podsakoff, & Rich, 2001). Giving employees incentives and prizes encourages them to put in more effort, which aids the company in achieving its goals and objectives in the Automotive Manufacturing Industry. In the context of an organisation, effective leadership and management entail carrying out procedures and tasks in accordance with planning and ensuring that they are completed in a manner that aids the organisation in achieving its objectives.

Research by Ko and Kang (2019) demonstrates the significant differences between managers and leaders. Most of the traits that managers and leaders have in common have been recognised. This increases the likelihood that managers who possess great leadership qualities will be able to optimise the management process. Due to the various modifications that have made the domestic or international market more unpredictable, organisations are now more open to implementing changes more regularly. Additionally, they are aware of the need for more regular modifications.

According to Nguyen et al. (2017), the transformational leadership style places a strong emphasis on the growth and fulfilment of employees, which will aid in the organisation's advancement. Strong leadership can also boost employees' motivation. It facilitates communication between lower-level employees and higher-level personnel. Employees that are aware of the company's objectives feel valued and benefit the company (Jones, 2019). This enables employees to focus on what the company needs. Change-making leaders can inspire their followers and meet their emotional demands. Additionally, it stimulates the desire of the staff to learn more.

Each person has a different set of motivational objectives, according to research by Guhr, Lebek and Breitner (2019). This is particularly true if managers in the automotive manufacturing sector believe that effort, performance and job happiness are all closely related. Given that in this industry more performance translates into higher pay, managers may assume that effort, work satisfaction and performance are all related. Additionally, the rewards that are given to employees can be changed to suit their specific needs. This may be sufficient to motivate them to put in extra effort and provide the business with a competitive edge in the manufacturing market.

Leaders that behave in a way that hurts and hinders their followers, assume that one's staff members find it difficult to assess their own performance and find strategies to increase their effectiveness by putting strategic objectives into practice. Given the situation, they would prefer that their leaders provide them with the required instructions and direction to follow. It is simpler to prevent employees from quitting when one applies transformative leadership techniques and strategies. According to research, the strongest impact on how content employees are with their jobs and the quality of the work they produce is exerted

by transformational leadership styles. Everyone benefits from transformational leadership since it enhances working circumstances, makes it simpler for employees to complete tasks, and boosts their success.

The type of leadership style used by a company has an impact on its output, according to respondents who shared their thoughts on the function of leadership in affecting organisational performance. The perspectives of the respondents included a wide range of subjects, such as the role that leadership plays in providing employees with autonomy and space to work, setting performance objectives, providing opportunities for staff development, training future leaders through mentorship programs, and boosting employee participation in decision-making. In general, all respondents agreed that effective leadership is essential to an organisation's success.

It is well accepted that putting in place a highly effective leadership strategy is a great approach to grow management and give a solid competitive advantage. Most studies have found a strong connection between leadership style and employee performance. Academics believe that different management and leadership philosophies may have a good or negative impact on how well a workforce performs. The proposed results indicate that the only way to increase the performance of the organisation is to employ a leadership style sensibly.

5.3. Chapter conclusion

The discussion of the results was covered in this chapter in relation to the study's research objectives. Additionally, the chapter demonstrated how the aim of the study were met by analysing the data. Based on the results of this investigation, it was constituted that the role of the leader's emotion on employee performance can have a positive and negative impact on employee performance. In addition, the results showed that leadership style has a meaningful impact on employee performance. It has been established that emotional capital is a crucial sub-factor in leadership and that those who possess it are more effective. According to research, those with more emotional capital have an edge and are in a better position than those with lower levels of emotional capital.

6. CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

The study's results were examined in connection with the research goals in the previous chapter. Additionally, it demonstrated how data analysis helped to meet the research goals. The important findings are highlighted in this chapter's conclusion and summary. The chapter also offers comments and suggestions for additional study.

This study's aim is to evaluate whether emotional capital matters in the Automotive Manufacturing Industry. Therefore, to fulfil the study's aim, the following primary research questions and objectives were applied.

Research objectives:

- i. To investigate whether the emotions of leadership influence employee performance in the Automotive Manufacturing Industry; and
- ii. To ascertain whether a connection exists between the leader's style and employee performance.

Research questions:

- i. What is the role of the leaders' emotions?
- ii. How do leaders influence employee performance?

6.2. Conclusion of the study

The main aim of the research study was to assess whether emotional capital matters in the Automotive Manufacturing Industry. Based on the analysis presented, it can be concluded that emotional capital is unquestionably a key component of effective leadership, in summary. Emotional capital is a skill that leaders may use to better manage their teams and the workplace environment. Leaders need to be able to notice, assimilate, comprehend and manage emotions in order to effectively lead their teams. Leaders who used more thorough methods were more likely to enhance the working environment. The effect of emotions on leadership should be thoroughly studied and understood to optimise its value.

The correlation analysis showed that there is a correlation between leaders with high emotional capital and employee performance, and they can improve employees' emotional state and motivate employees to want to achieve more in their work. Developing an environment that is regarded as just and assisting employees in becoming more empathic in their interactions with employees' clients are two crucial steps in reaching this objective. The findings indicate that leaders must develop their leadership abilities to motivate others to follow them and assist them in bringing about beneficial changes in the organisation by raising employee satisfaction and productivity. Thus, to maintain a high degree of employee performance amongst the employees, leaders must possess a high degree of emotional capital. Doing so will help the organisation achieve both its short- and long-term objectives.

The study also concluded that a relationship exists between leadership style and employee performance. Regression analysis showed that leadership style has a positive and significant impact on employee performance. Therefore, it is anticipated that the company's leadership would be able to further improve the application of a better leadership style in terms of the capacity to move or as an employee motivator and be more assertive in upholding any existing regulations. Employee performance is affected by leadership style. Therefore, in order to positively affect employee performance, the current leadership style needs to be identified and even enhanced. These results can also assist managers and supervisors in identifying the most effective leadership approach to employ, as well as how to modify their own leadership philosophies to become more effective and goal oriented.

To summarise the findings of this research study, the results indicates that emotional capital matters in the Automotive manufacturing industry. Furthermore, the objectives of the study were achieved, the emotions of leadership have an influence on employee performance; and a connection exists between the leader's style and employee performance.

6.3. Recommendations

Based on the results and conclusions, the following recommendations are provided in the hopes that they will help the organisation's leadership practices to improve:

6.3.1. Recommendations for the organisation

It is encouraged that leaders cultivate good relationships with both their followers and employees:

- It is recommended that the company provide managers with training to improve their emotional capital. This will give managers with low emotional capital the chance to improve their drive and self-confidence, enabling them to manage their staff more skilfully.
- According to the findings, a connection exists between a leader's emotion and employee's performance. As a result, it is advised that leaders be aware of all circumstances, be able to diagnose problems, and recognise the proper behaviours. Additionally, they must understand how to employ various actions with skill.
- It is advised that leaders consider each employee's individuality and growth in the workplace because they understand that each person's performance contributes to the success of the entire team. Employees should be treated with respect because properly managed emotions can foster trust, loyalty and commitment whilst also boosting productivity.
- Leaders should have a clear vision and instil that vision in their followers. They should also take care of their employees' personal and professional issues, acting as a mentor while doing so, and giving them the chance to fly on their own, developing leadership qualities in the process.
- Based on the findings of the study, it is possible to suggest that the organisation's leaders should use the Transactional and/or Transformational leadership approach to improve teamwork and job satisfaction. To achieve improved performance, the policy for ensuring job satisfaction must be put into practice. The best way to obtain higher performance improvements is to apply the proper leadership style, which is backed up by the fulfilment of job happiness.

6.3.2. Recommendations for future study

- It is recommended that the connection between emotional capital, leadership and the effect it has on corporate culture be researched in other Provinces, in the South African Automotive Manufacturing industries, to get a more thorough comparison of the relationship.
- It is recommended that future studies employ several research tools such as the quantitative method of Delphi Method; as well as the qualitative methods of Interviews and Focus Groups on order to assess emotional capital and leadership styles, as these techniques can yield various conclusions.
- It is recommended that to better comprehend the various variables being researched, it would be fascinating to mix qualitative, quantitative and triangulation methodologies in future studies. Future studies should include employees from various organisational levels, such as leaders, senior managers and executives. According to the research, high-level employees' self-ratings and raters' ratings differ, although this disparity is typically not noticeable when evaluating low-level employees. This hypothesis could be tested by additional research. Even though the study's findings might be industry- and environment-specific, they could be a useful source of data for future research. To increase the applicability of the findings on the connection between the emotional capital and employee performance of leaders, comparable studies should be carried out in economic sectors besides the Automotive Manufacturing industry.

6.4. Limitations of the study

The research investigation was conducted without any issues. All respondents were contacted via email. Despite many reminders, a tiny percentage of responders (twenty-three percent) did not respond. According to research by Leedy (1997), the findings of the results should be based on the rate attained, extracting the research findings from respondents to non-respondents. If the respondents' rate of response was less than 100 percent. Given that this study's response rate was high, at seventy-seven percent, it is reasonable to conclude that there are no biases present and that there were enough respondents to guarantee the validity of the data presented.

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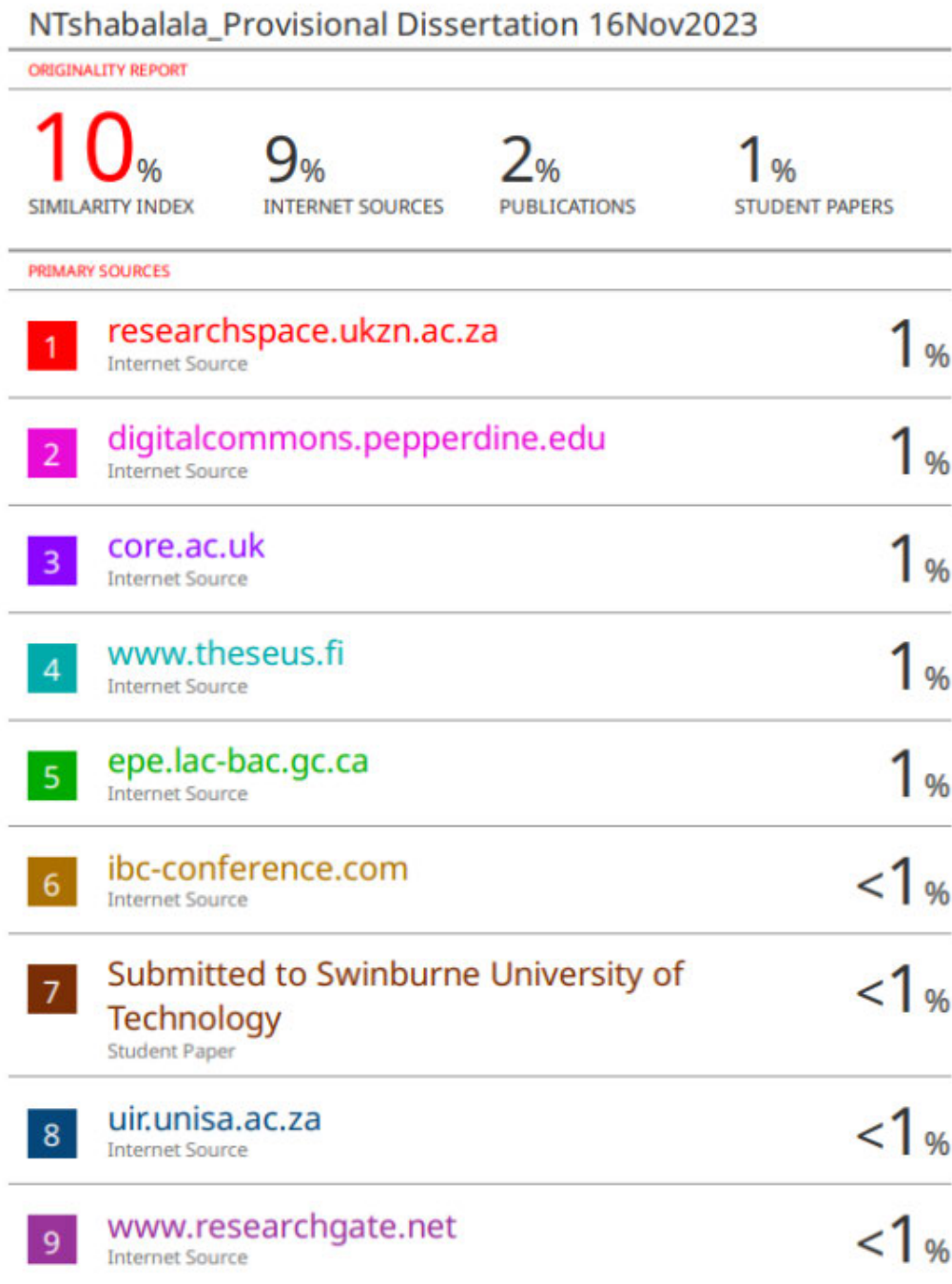
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APPENDICES

APPENDIX 1: Turnitin Report



APPENDIX 2: Ethical Clearance Protocol



11 May 2023

Nompumelelo Tshabalala (221121389)
Grad School Of Bus & Leadership
Westville Campus

Dear N Tshabalala,

Protocol reference number: HSSREC/00005569/2023

Project title: Assessing whether emotional capital matters in the automotive manufacturing industry

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 28 April 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 11 May 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS

APPENDIX 3: Language Editing Letter

EDITING LETTER

[REDACTED]
Care Estate
Durban
4091
10 November 2023

To: Whom it may concern

Editing of Thesis: NA Tshabalala

**Assessing whether Emotional Capital matters in the Automotive
Manufacturing Industry**

This letter serves as confirmation that the aforementioned Master's thesis has been language edited. The requisite grammatical conventions have been met.

Any queries may be directed to the author of this letter.

Regards

[REDACTED]

MP MATHEWS

Lecturer and Language Editor

[REDACTED]

APPENDIX 4: Gatekeeper Permission Letter



TOYOTA SOUTH AFRICA MOTORS (PTY) LTD
PO Box 481 Bergvlei 2012, Gauteng, South Africa
Tel +27 (0) 11 809 9111
Fax +27 (0) 11 809 2940

PLEASE RESPOND TO:
P O Box 25070 Inyanga Beach 4115
Kwa Zulu Natal, South Africa
Tel +27 (0) 31 510 2911
Fax +27 (0) 31 510 5153

8 May 2023

Name : NA Tshabalala
Co. NO : 195279
Email : 221121389@Stu.ukzn.ac.za

Dear Miss NA Tshabalala

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at Toyota South African Motors plant, towards your postgraduate studies, provided Ethical clearance has been obtained. We note that the title of your research project is:

"Assessing whether emotional capital matters in the automotive manufacturing industry"

You are authorized to contact Toyota Managers using "Microsoft Outlook" address book for your Questionnaire.

Yours Sincerely



TOYOTA SA MOTORS
MERVIN GOVENDER
HIACE SENIOR MANAGER
Co. No: 171
EXT. 32760 S/DIAL 11732

Reg. No. 1965/00176707
Waste Tyre Regulators, 2009 Registration Number: TPREG00210AU123

Chairman: A Kirby, President & CEO: A Kirby, Executive Vice-Presidents: N Ward
Directors: D Finch, B Wipatrick, S Moodley, L Thomson, D Seneff, R Tsunak
Secretary: Toyota South Africa (Pty) Ltd represented by Ns-PC Ruddy
#Japanese

APPENDIX 5: Informed Consent Form

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL
For research with human participants

INFORMED CONSENT RESOURCE TEMPLATE

Note to researchers: Notwithstanding the need for scientific and legal accuracy, every effort should be made to produce a consent document that is as linguistically clear and simple as possible, without omitting important details as outlined below. Certified translated versions will be required once the original version is approved.

There are specific circumstances where witnessed verbal consent might be acceptable, and circumstances where individual informed consent may be waived by HSSREC.

Information Sheet and Consent to Participate in Research

Date: 06/04/2023

Greeting: Dear Sir/ Madam

My name is Nompumelelo Angel Tshabalala from UKZN Graduate School of Business and Leadership, currently studying toward my master's degree in business administration. My contact details are: [REDACTED], email: 221121389@stu.ukzn.ac.za.

You are being invited to consider participating in a study that involves, Assessing whether emotional capital matters in the automotive manufacturing Industry. The aim and purpose of this research is to assess if emotional capital plays a role in the style that leaders adopt in the Automotive Manufacturing Industry, and to ascertain whether there is a link between leaders' emotional capital and employee performance. The study is expected to enroll 120 Managers from Toyota manufacturing, 100 will be from Production and the other 20 doing Office work. It will involve the following procedure questionnaire. The duration of your participation, if you choose to enroll and remain in the study, is expected to be 10 minutes. The study is funded by myself.

The study does not involve any risk or discomfort, and it will not provide direct benefits.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at [REDACTED] or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000

KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Participation in this research is voluntary and participants may withdraw participation at any point, and in the event of refusal/withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled. There are no costs to be incurred by participants as a result of participation in the study. There are no incentives or reimbursements for participation in the study.

An invitation letter will be e-mailed to 120 managers of the company after the manager sample has been identified and selected. The managers will be informed via e-mail about the purpose of the study and asked to fill in a self-report questionnaire. Prior to completing the questionnaire, all the participants will be asked to sign a consent form. The data will be uploaded on shared Drive MS Teams for the Supervisor to access and stored in accordance with the UKZN Research Policy.

CONSENT (Edit as required)

I (Name) have been informed about the study entitled (provide details) by (provide name of researcher/fieldworker).

I understand the purpose and procedures of the study (add these again if appropriate).

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study, I understand that I may contact the researcher at (provide details).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

Signature of Witness

Date

APPENDIX 6: Questionnaire

Section A: Biographical Data

NB: Please Indicate by clicking the appropriate box.

1. Gender

Female	Male

2. Age

25-30	31-40	41-50	51-60

3. Race

Indian	African	White	Colored

4. Length of Service

0-5	06-10	11-20	Over 20 years

Section B:

You are requested to respond by choosing the appropriate response from the Likert Rating Scale: 1) Strongly disagree, 2) Disagree, 3) Agree and (4) Strongly disagree.

Are you, as a Manager/Supervisor able to	1	2	3	4
1. Control your distressing emotions	1	2	3	4
2.Help others feel better when they are down	1	2	3	4
3. Control your anger	1	2	3	4
4. Be aware which emotions you are experiencing and why	1	2	3	4
5. Understand the reasons behind people's emotions	1	2	3	4
6. Understands the effects your emotions have on others	1	2	3	4
7. Be aware of your moods	1	2	3	4
8. Confront problems without demeaning the members of the team	1	2	3	4
9. Do not let other people's negative mindsets prevent you from collaborating effectively	1	2	3	4
10. Set aside emotion to complete a task	1	2	3	4
11. Recognise the external factors influencing the organisation	1	2	3	4
12. Be aware of non-verbal messages that are sent to others	1	2	3	4
13. Provide emotional support to others during stressful times.	1	2	3	4
14. Control disruptive emotions	1	2	3	4
15. Have a strong drive to attain organization goals	1	2	3	4
16. Possess a strong sense of motivation to establish and meet difficult goals.	1	2	3	4
17. Maintain composure irrespective of the situation	1	2	3	4
18. Understand the link between team members emotions and their reactions to certain situations	1	2	3	4
19. Take responsibility for your own performance	1	2	3	4
20. Inspire and guide team members to improve work performance	1	2	3	4
21. Resolve emotional disputes professionally and tactfully	1	2	3	4
22. Remain goal-focused in spite of obstacles.	1	2	3	4
23. Effectively handle conflicts pertaining to tasks	1	2	3	4
24. Be aware of your limitations	1	2	3	4
25. Remain upbeat and come up with creative solutions to issues.	1	2	3	4
26. Manage stress well	1	2	3	4
27. Maintain discipline and act morally even when it is controversial.	1	2	3	4
28. Understand emotional cues from others	1	2	3	4
29. Accept change quickly in order to achieve the organization's objectives.	1	2	3	4
30. Not interrupt others when they talk and I understand them well.	1	2	3	4

APPENDIX 7: Language Editing Letter

*** PROTECTED INFORMATION ***

EDITING LETTER

[REDACTED]

[REDACTED]

Durban

4091

01 March 2024

To: Whom it may concern

Editing of Thesis: NA Tshabalala

**Assessing whether Emotional Capital matters in the Automotive
Manufacturing Industry**

This letter serves as confirmation that the aforementioned Master's thesis has been language edited. The requisite grammatical conventions have been met.

Any queries may be directed to the author of this letter.

Regards

[REDACTED]

MP MATHEWS

Lecturer and Language Editor

[REDACTED]