

THE NEXTGEN LEADERS AND THEIR ORGANIZATIONAL BEHAVIOR.

A CASE STUDY AT UNIVERSAL ALLOY CORPORATION EUROPE

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Abstract

Nowadays, leadership is influenced by constant changes of economic and political uncertainty and technological disruptions. The NextGen leaders must find the key to being successful in most turbulent times and be the masters of change and resilience. Our article focuses on presenting the NextGen leaders of a successful international organization worldwide (UACE).

The first part of the article presents the theoretical aspects regarding the classification of management styles and types of managers.

The second part of the article includes a case study on the analysis of management styles of managers within UACE Dumbravița and future perspectives on NextGen leadership within this organization.

Keywords: *NextGen leaders, organizational behaviour, management styles*



Introduction

- Management styles encompass a variety of approaches that leaders utilize to guide, motivate, and manage their teams. These styles have a profound impact on the organizational culture, productivity, and overall success.
- Effective leaders are those who can adapt their leadership style to meet the specific needs of their team and the challenges they encounter, fostering an environment where employees feel appreciated and empowered.

Approaches to management styles

There are several approaches to leadership styles, we will discuss the following:

1. The two-dimensional approach of R. Blake and G. Mouton

Using an 81-square grid, they outline five managerial styles, based on two principles:

- a. the concern that the manager manifests regarding people

b. the manager's concern about the production, objectives and results

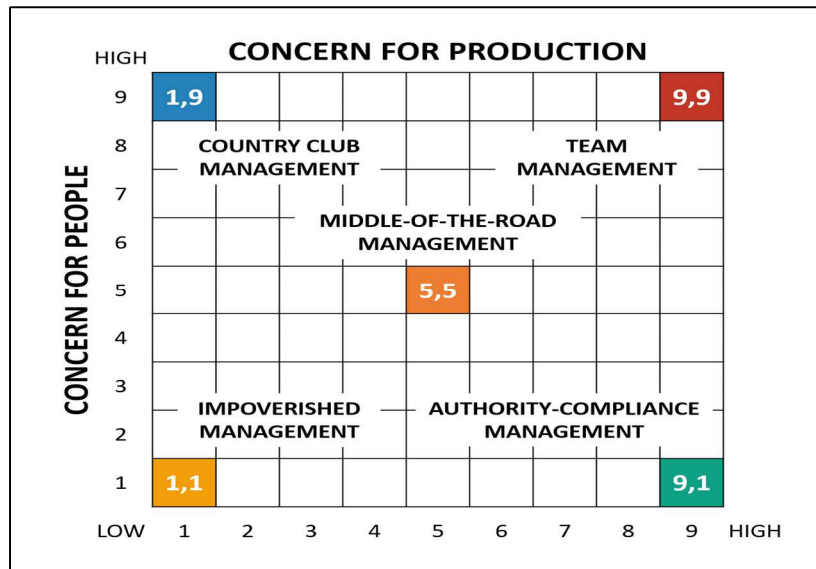


Fig.1 Two-dimensional model of management styles

Significance of symbols

- **Style 1.1** The manager's interest in people and production is minimal, he does not get involved in meeting the organization's objectives.
- **Style 1.9** The manager's interest is high in human relations and low in production.
- **Style 9.1** Manager's interest is low for human relationships but high for production.
- **Style 5.5** The style of the manager is balanced, with an average interest for people and production.
- **Style 9.9** This style characterizes the manager of the future, outlines the profile of the ideal manager who has a special focus on the development of production so that it is efficient and on solving the problems of the subordinates.

2. Classification of Reddin

W.I. Reddin used a three-dimensional approach to management, considering the following aspects:

- interest in tasks
- interest in human relationships
- interest in efficiency

Using this approach, he highlighted eight management styles, suitable for eight types of managers:

1. **Negative** - it is totally uninterested, does not guide, does not get involved in solving the problems of the subordinates. Is not interested in getting maximum yield, and the slogan by which it is guided is: 'if you fail at once, abandon'.
2. **Bureaucrat** - focuses on getting the yield by following strict rules. He does not focus at all on subordinates, on encouraging them, he is not attentive to the fulfillment of duties and is not interested in human relations. Use discipline in dealing with subordinates.
3. **Autocrat** – for it are priority tasks of the moment, which come before everything else. He is not interested in relationships with people he does not trust. It is focused on achieving a higher yield.
4. **The goodwill autocrat** – focuses on production, is ambitious, knows the problems of the company, but also new methods to perform tasks, get what he wants from his subordinates without being harsh.

5. **The altruist** – is not focused only on performing tasks, the first place is solving the problems of the subordinates. He is a person with a good heart, he takes care of creating a cordial and pleasant atmosphere, discusses problems with the subordinate staff. Its yield is weak, and not even with solving staff problems goes all the way.
6. **Hesitant.** – It is hesitant, decisions are made only when faced with the fulfilled, sometimes constrained by circumstances. It does not largely stimulate others. Specifically, it does nothing to get the yield.
7. **The promoter.** – He works a lot, getting others to work. He is convinced that personal example has a great power over the subordinates, being concerned with discovering and increasing the talent of others. It delegates tasks.
8. **The Realizer** – its main purpose is to organize the efforts of those with whom they are in relationships so that they can achieve immediate and forward-looking results. He knows his subordinates; he knows how to work with each one differently.
(O. Nicolescu, I. Verboncu, 2008)

UNIVERSAL ALLOY CORPORATION EUROPE Dumbravița

UACE Dumbravița produces aluminium extruding profiles for the aeronautical industry having the following departments: **cast house, extrusion, machining, surface treatment and assembly**, each of them controlled by the dedicated **Quality teams**.

- The motto of the company is: ' **We do what we say**'.
- The values by which the company is guided are **Quality, Safety, Integrity**.
- The company has customers such as: Airbus, Boeing, Pilatus, Sonaca, Spirit, Leonardo, Bombardier.

[https://www.montana-aerospace.com/en/universal-alloy-corporation/\(15-May-2024\)](https://www.montana-aerospace.com/en/universal-alloy-corporation/(15-May-2024))

THE ECONOMIC-FINANCIAL SITUATION OF UACE

Table 1.: Financial Statements in the period 2013-2022 within UACE

Year	Turnover	Net Profit	Employees
2013	163.450.620	36.137.148	473
2014	164.150.326	30.524.230	631
2015	203.305.776	36.077.621	840
2016	347.130.334	43.135.412	1.023
2017	462.158.949	62.024.869	1.194
2018	494.573.508	83.322.123	1.447
2019	607.871.378	56.817.015	1.971
2020	471.530.102	-84.404.922	1.964
2021	411.298.954	-197.015.474	1.743
2022	892.250.533	10.401.622	2.290

Source: <https://www.listafirme.ro/universal-alloy-corporation-europe-srl-23000336> (15-May-2024)

Analysis of Turnover

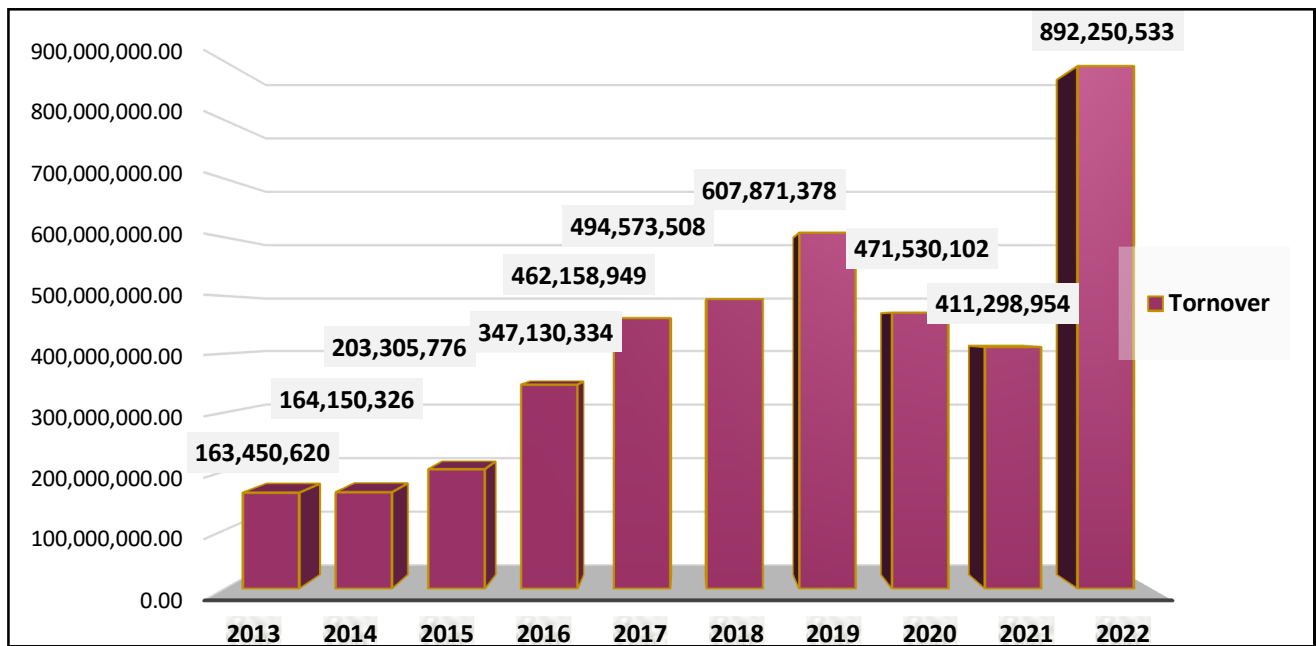


Fig. 2 Analysis of Turnover in the period 2013-2022 within UACE

The turnover had an upward trend, increasing from 163.450.620 lei in 2013 to 892.250.533 lei in 2022, a significant increase. The exception is the period 2020-2021 when the aviation industry was affected by the negative effects of the Covid pandemic and the company registered a decrease in turnover.

Analysis of Net Profit

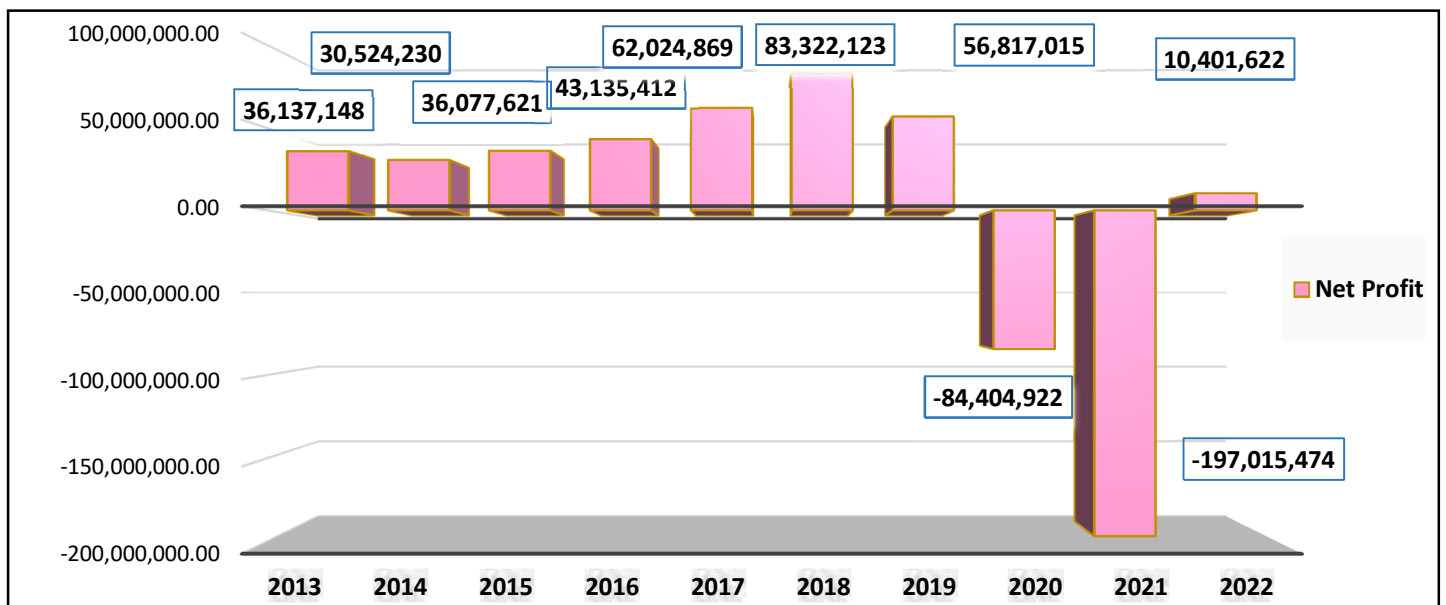


Fig. 3 Analysis of Net Profit in the period 2013-2022 within UACE

The company started from a net profit of 36.137.148 lei in 2013 and had an upward trend until 2019 (56.817.015 lei) when the Covid crisis was felt, that is why in the period 2020-2021, the company suffered financial losses, since 2022, when the net profit recorded positive values again.

Analysis of the Average Number of Employees

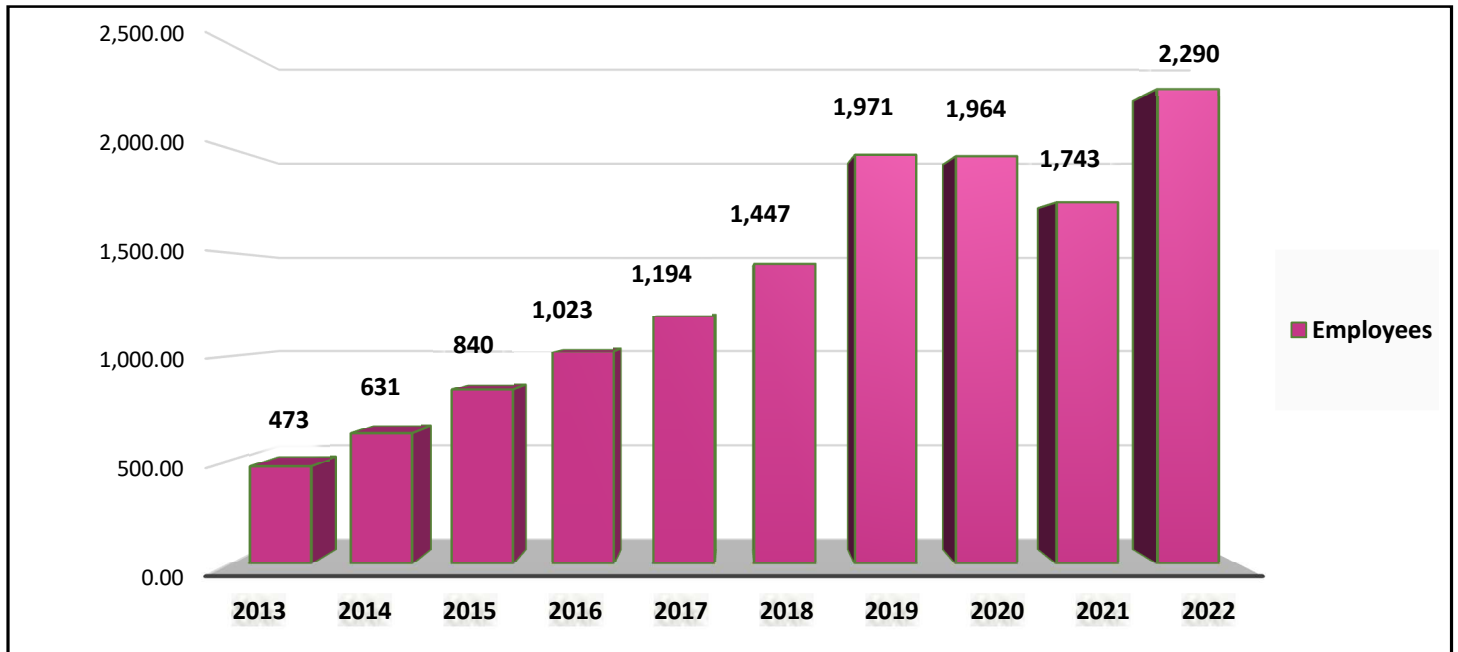


Fig. 4. Analysis of the Average Number of Employees in the period 2013-2022 within UACE

The average number of employees **increased** from **473 employees** in 2013 to **2.290 employees** in 2022. In the period **2020 and 2021**, the Covid crisis was felt because without having so many orders, the company was forced to reduce the number of existing employees and the hiring for that period.

After things began to return to normal, the employees who were made redundant for these reasons were recontacted with a view to proposing a return to the company.

ANALYSIS OF MANAGEMENT STYLES AT UACE DUMBRAVIȚA

To analyze the management styles used in UACE, we did a survey which we apply inside our company. For this purpose, we distributed the **survey to 14 managers** from the **Top Management of the UACE**. Using the Type of Leader questionnaire, from the managerial literature, (T., Constantin, A., Stoica-Constantin, 2002: 184-186) we identified the **democratic, authoritarian, and permissive leadership styles**.

- the questionnaire consists of 12 questions, with 3 answer options, for each question, an answer is chosen that is considered appropriate for the respondent. The variant **A** of each question corresponds to the authoritarian style, the variant **B** to the democratic leadership style and the variant **C** to the permissive leadership style.
- because of the protection of GDPR, their names remain anonymous, they were noted with numbers from 1 to 14.
- we applied for this questionnaire via email, during April 2024.

Observing the figures below, we can say that for the 14 managers, the situation regarding the leadership style is as follows:

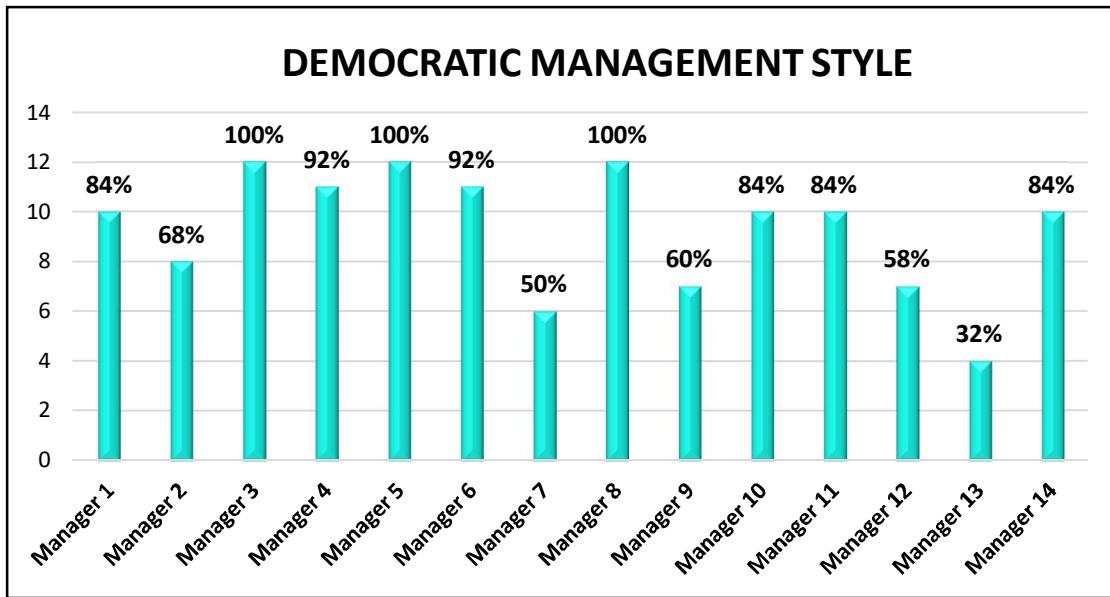


Fig 5. The share of Democratic Management Style among UACE managers

Regarding the **democratic management style**, the situation is: no manager obtained between 0% and 25%, 1 manager obtained between 25% and 50 %, 4 managers obtained between 50% and 75% and 9 Managers obtained between 75% and 100%.

It is worth noting that **3** of them fall **100%** into the **democratic** management style.

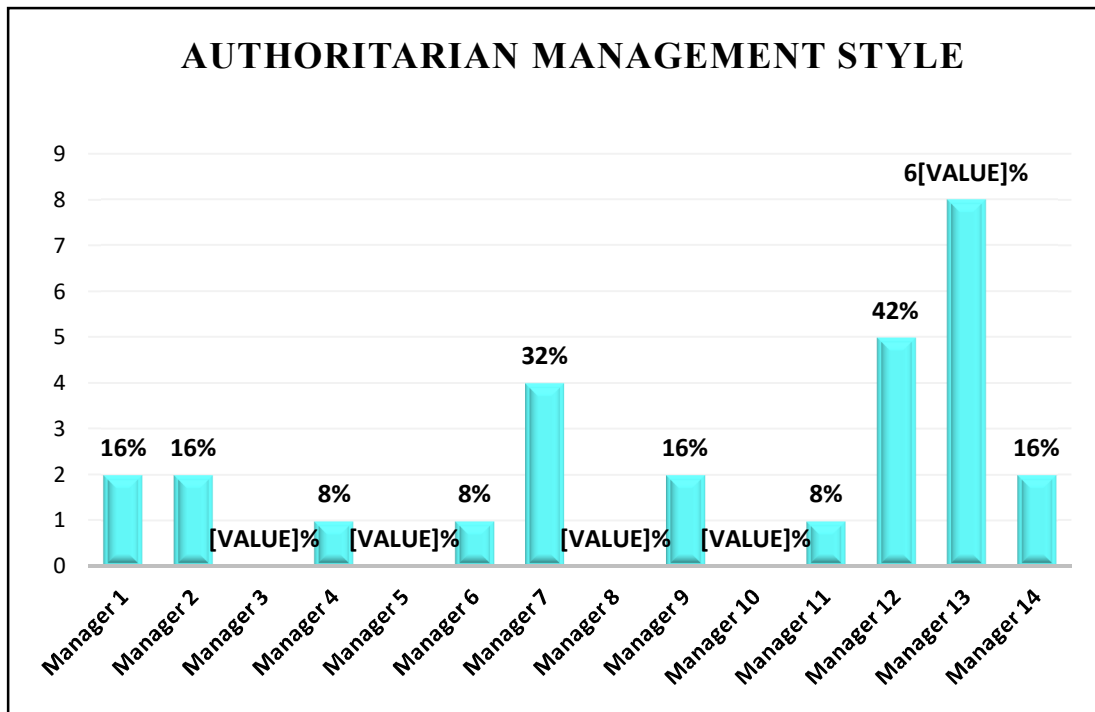


Fig 6. The share of Authoritarian Management Style among UACE managers

As you can see from the chart above, 11 managers obtained between 0% and 25%, 2 managers between 25% and 50% and 1 Manager over 50%.

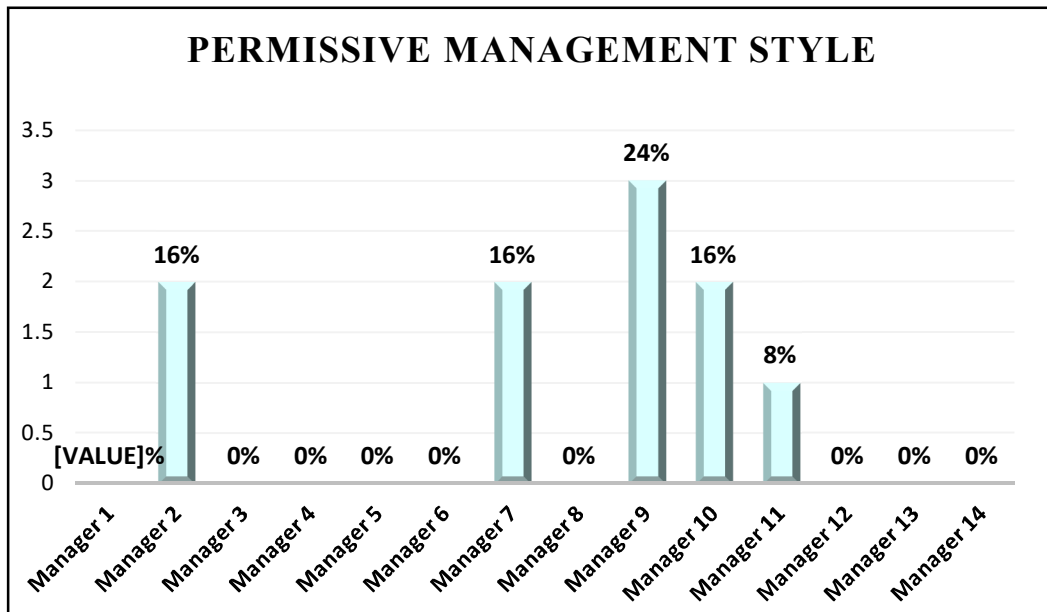


Fig. 7 The share of Permissive Management Style among UACE managers

As for the **permissive style**, we can say that: 9 managers have no influence on permissive leadership style in their leadership style and 5 managers obtained between 0% and 25%.

The overall situation regarding management styles within UACE Dumbravița is as follows:

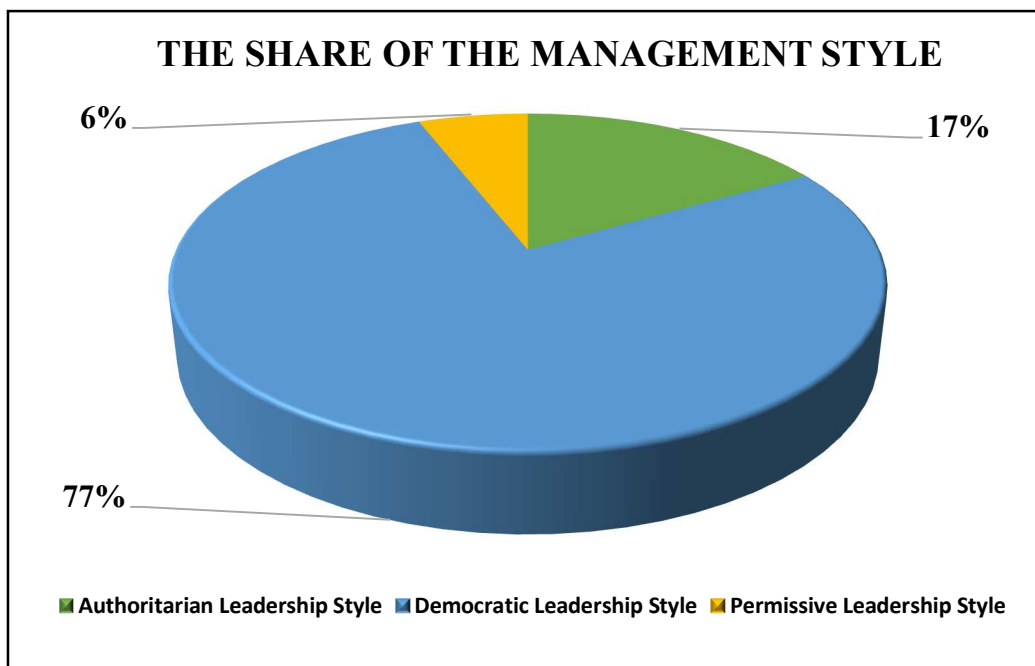


Fig. 8 The share of the Management Style among UACE Managers

We can say that in UACE Dumbravița, the predominant style of management is democratic (77%). The authoritarian style is under 25% (17%) and the influences of the permissive leadership style are weak (6%).

NEXTGEN LEADERS

A **NextGen Leader** is typically characterized by a unique set of skills and qualities that prepare them for future leadership roles. Here are some key traits:

Forward-Thinking Vision: NextGen Leaders are adept at looking ahead, anticipating trends, and strategically planning. They align their actions with long-term objectives.

Innovation and Adaptability: They embrace new technologies and innovative practices, staying flexible and agile in response to disruptions. This adaptability helps them drive transformation within their organizations.

Commitment to Diversity and Inclusion: These leaders prioritize creating inclusive environments. They value diverse perspectives and ensure that their leadership supports a wide range of voices and experiences.

Networking and Collaborative Skills: Building and maintaining professional relationships is a core strength. NextGen Leaders effectively engage with mentors, peers, and industry leaders to enhance their influence and knowledge.

Social Responsibility: They are driven by a desire to make a positive impact on their communities and the world. NextGen Leaders often engage in projects and initiatives that promote social good.

Resilience and Emotional Intelligence: These leaders show resilience in challenging situations and possess high emotional intelligence. They manage their own emotions well and understand others' emotions, fostering strong, empathetic relationships.

Pursuit of Excellence and Lifelong Learning: A commitment to ongoing professional development is key. NextGen Leaders continuously seek growth through education, mentorship, and practical experience, staying at the forefront of their fields.

These attributes enable NextGen Leaders to effectively navigate complex environments, foster innovation, and guide their organizations toward sustainable success.

[https://www.linkedin.com/pulse/next-gen-leadership-traits-mirjana-stojanovska/\(15-May-2024\)](https://www.linkedin.com/pulse/next-gen-leadership-traits-mirjana-stojanovska/(15-May-2024))

NextGen Leader in UACE Dumbravița

To perfect themselves, UACE managers take part in both internal trainings - supported by the Internal Training Center - and external trainings - either trainers come from outside the company, or they are sent to certain courses.

Also, since UACE is part of the Montana Aerospace Group, managers are also sent to certain courses held for Montana group managers in various locations.

Analyzing all the managers from UACE that we questioned, we believe that the **Quality Director** is the one who best fits the category of **Efficient Manager** and **NextGen Leader**.

To outline the profile of the efficient manager, will start with the fact that he fits into the democratic management style, based on the questionnaire mentioned above.

Next, will list some of the qualities it has:

- good capacity to delegate tasks,
- is very attentive to the collaboration with the subordinates,
- it has a good ability to solve problems on time,
- plan and organize the activities efficiently,
- is attentive to details,

- perseverant,
- has the desire to always improve the way of working and himself,
- ability to listen,
- good adaptability to change,
- empathy,
- understand the objectives of the organization,
- he has a risk-based thinking,
- Using the PDCA (Plan, Do, Check, Act) method.

Conclusions

Successful leaders are attuned to the needs of their team members. They can recognize the unique personalities of their employees and understand their attitudes and fears. This awareness helps them make their employees feel heard and valued. When employees feel confident, they are likely to grow alongside their leaders, gaining the energy and motivation needed to perform at higher levels and advance professionally.

Managers are responsible for overseeing performance, planning, and achieving goals. The specific objectives they need to meet on any given day determine the role they take on, whether it be coach, mentor, teacher, administrator, or supervisor. Managers must be versatile and adept at finding the right approach for each situation. They can step into leadership roles when necessary.

Democratic leadership focuses on team members and is effective for maintaining good relationships. Employees under such leadership typically collaborate well, support each other, and seek each other's advice. A democratic leader engages with subordinates, listens to their opinions, and makes decisions based on this input. This type of leader outlines their strategy, shares their plan, and consults with others before making final decisions.

Within **UACE Dumbravița**, the democratic management style prevails, which ensures employees the chance to develop and grow together with their manager. This has positive effects for both the employees and the company.

Managers within **UACE Dumbravița** are lucky and advantaged by the fact that they work in an organization that has a healthy organizational culture and where they can practice a democratic leadership style. This is not possible in all companies.

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