

Review of: "The Impact of Leadership and Talent Management: The Case of Generation Z in The Lebanese Retail Sector"

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Potential competing interests: No potential competing interests to declare.

I would like first to express my solidarity with the researchers. In social science research, any effort aiming to add to knowledge and progress the discussion in the favor of theory development, is welcomed.

This work can be further developed to be a true addition to knowledge. However, in its current format, it falls behind an original contribution.

I hope you find my feedback helpful in developing your interesting work further.

Abstract

- Abstract is not written in compliance with the accepted standards. Refer Q1 journals to better understand how to write a well-structured abstract.
- It's not clear throughout the abstract what is the adopted approach, strategy, methodology and methods.
- Results are not obvious as well.

Introduction:

- The Introduction is not written in compliance with the accepted standards, or giving the full picture of what it is supposed to provide the reader with (e.g., present the topic, attract readers' interest, provide research background and context (retail industry in Lebanon), position the approach, detail the research problem and problem statement, provide an overview of the paper's structure... etc.)
- The introduction is under cited, many statements are mentioned without referring to any reference (e.g., "Parallel to this, many of the existing leadership models were developed at a time when economic conditions were more stable, growth followed predictable patterns, producers had more power than consumers to shape markets, and the employer-employee relationship was one-sided" ... "The literature review emphasizes the fact that Generation Z would be able to perform several tasks at the same time, which would expand the field of possibilities in terms of project management."
- There is a mix of too many concepts in the introduction without clarifying how do they relate to each other, and they are not part of the research main constructs (or variables) (e.g., loyalty, flat structures, adaptation to environment, climate of trust ... among others).

Literature Review

- The LR section is under cited. The purpose of LR is to tell the reader what other researchers found in relation to the research topic (state of the art). However, this is critically not available. LR section keeps repeating itself in different wording and revolves only about different generations adding too little to the reader.
- Some theories/frameworks are mentioned but not elaborated or linked with the purpose of the study (e.g., aging model of the American Dream; salaried entrepreneurship; integrational leadership; constructive leaders; talent management ... etc.)
- LR is too generic.
- Again, too many concepts are discussed, not linked to each other, and not reviewed critically in a standard format, rather, it is discussed in an essay format.
- Talent management as a main research variable hasn't been reviewed.
- Hypotheses development section is missing. Neither developed throughout the LR section.

Procedures and Methodology

- No theoretical framework was discussed in LR. No hypotheses were deducted based on a known theoretical framework. It is insufficient to use terminology (such as theoretical framework) without truly explaining how the theoretical framework was employed to put forward such hypotheses. The conceptual framework is missing as well.

Findings

- Results are not reported in standard format. Making it difficult to give constructive feedback.
- There is no discussion of findings in the research context. In other words, how does this work apply to the context of retail in Lebanon? What does it mean? How it is helpful?