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

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Good job, it a good paper and good info and new direction. It best if you can consider the below suggestions.

1. Subtheme your segment in your Literature review

For example, you have

   i. two distinct behavioural model
  ii. 5 generations
 iii. Generations Z

I suggest it best to have separation or subtheme it to ease the audience to read.

2.No references/ in text citation

For example, from your article: This study, which is part of the Generations project, explores aspects such as the perception of different generations about leadership, the most important barriers when accessing leadership positions, or the conception of how to exercise it. The research reveals that all of these difficulties are unique and depend on generational behavior in such a way that their significance differs significantly when the variables of generation, gender, and desire in leadership positions are combined. Leadership impacts their human capital through the implementation of three strategies: behavior-based strategies, positive thinking strategies and intrinsic motivation strategies. Relational skill nourishes the social capital by developing and mobilizing the four capabilities: social insight and intuition, interpersonal influence, networking skills and sincerity. The integration of Generation Z into local and globalized networks seems to be a catalyst for the emergence of young leaders through exposure, visibility, personal branding, and building an 'impressive management'. As it has been stated before, generational diversity is a reality in today's organizations and this diversity, as we already know, can be a double-edged sword that can provide competitive advantages if they are well led. But if, on the other hand, leaders and managers do not deal with designing intergenerational cooperation and integration strategies, this diversity can be a source of constant conflict, causing the productivity and effectiveness of the workforce to be lower. Therefore, intergenerational leadership is a basic skill for every today's leader. The fact that the organization manages to effectively lead this multigenerational workforce, to a greater or lesser extent, can bring several benefits to the organization: *Improvement in the organizational culture*. If leaders take care to work on understanding between

generations, it will in turn improve respect among employees, integration, and productivity. *Improvement in competitiveness*, favoring integration and avoiding brain drain when the older generations leave the organization. A well-integrated young generation will learn from their eldest one's experiences and knowledge that won't constitute a gap when older employees will retire. *Better staff retention*. Organizations that have managed to lead the multi-generational workforce will find themselves with happier and, as mentioned before, more engaged ones, and this will naturally result in a better retention strategy. Any company that aspires to operate in a global and diverse world have, as its primary objective, to know the situation of intergenerational talent at work to apply more effective management that allows improving the attraction, retention and collaboration of talent between companies. For this, it is necessary to investigate about intergenerational differences and how generations perceive each other in the work context and specifically with respect to leaders. All along the literature review analysis, the leadership determinants revolved around four determinants that could probably enhance Generation Z talent management. The first one is related to the construction of thought pattern strategies by the leader. The second one centers on behavioral strategies. The third one is related more for the improvement of intrinsic motivation of young employees. Finally, the fourth one energizes all the three previously stated dimensions and considers the leader interpersonal influence on talent management. Loyalty to companies is increasingly fragile, compounded, in part, by the turbulent modernity in which Generation Z grew up. Generation Z grew up in a society where individuals must make their own decisions in isolation and with little guidance from the system. In addition, this Generation has lost the fear of changing companies, unlike other generations, such as Baby Boomers one, who were in the same company their entire professional career, despite often having very precarious conditions. This has also been reflected in the attitudes in the business world where Generation Z has attitudes typical of the 21st century consumer society, such as the lack of patience to obtain consumer goods at the moment, which is also seen reflected in the workplace, demanding wage increases or job growth opportunities in a shorter period of time. From that point of view, talent management consists on retaining Generation Z employees while focusing on a collaborative way for achieving defined tasks and objectives. In other words, a constructive leader encourages and motivates others to approach their work in ways that help them meet their higher-order needs for growth and satisfaction, while also inspiring people to manage their time effectively and take on difficult tasks. To make an organizational strategy operational, it is necessary, among other issues, to present challenges, with a vision projected towards the future. The ideal combination of a situational condition, the available resources and the capabilities that are put into play is what makes it possible for the vision to become an effective action. Baby boomers bring experience and insight to the business. They have learned to understand the political dimension of the company, to have a strategic vision and to guide projects towards long-term value. They are committed to the company, and their responsibility and discipline make them necessary in any project. For its part, Generation Z suffers from the pressure of short-termism, which is the value of their time; the immediacy of results sometimes replaces the absence of a strategic vision. One of the factors that reinforce this weakness of the young generations is the non-existence of adequate transfer models for the know-how and experience of previous generations. These different conceptions regarding the use of time have a direct impact on the work environment and the perception of the quality of work and collective enjoyment. New generations have a different relationship to authority, based not on formal legitimacy (a priori principles resulting from the protocol) but on substantive legitimacy (leadership, skills) which notably involves the development of horizontal and cooperatives relations. This implies on the part of managers a change

in their behavior, traditionally focused on establishing a relationship of subordination. With regard to the younger generation, the approach must, in order to succeed, take an orientation based on fairness and sharing, both of ideas and responsibilities, but also of the value created (result). On an operational level, the nature of the command must also change and cannot take the form of a management of resources, where the Generation Z sees herself managed, controlled, guided according to a preformatted rhythm and harmonious relationships. On the contrary, the latter must have the impression that it can act and move with relative autonomy. Management exists but no longer operates at the same level: it is not a question of being interested in the rhythm of work and the follow-up of tasks, but of ensuring that the employee has fully grasped the challenges and objectives of the mission, and has the cognitive (motivation) and conative (working conditions) capacity to assume this responsibility. The result is a new perception of roleplay and influence in organizations. Ambitions for power are attenuated and the effectiveness of the "organizational constraint" versus "economic interest" relationship is less relevant than for previous generations. From a Generation Z view, work is no longer just an element to strengthen its social and economic power at the cost of a natural submission to authority. The younger generations here take another look at the work to be done, whether in its content (interest/usefulness) or in the way of implementing it (climate/atmosphere).To conclude, nowadays, organizations are witnessing a labor context that is constantly changing, in constant movement, which forces organizational leaders and managers to adapt and be flexible, so as not to be left behind and be able to retain talent. This change is due to three factors mainly; the first factor is the demographic factor. The second factor that marks the change in the corporate field is the technological progress. Technology is developing at a frenetic pace, generating important changes in the way people work and even in the way they live with it, which means that the way of managing and leading workers also has to adapt. The third factor that is promoting change is the emergence of new generations in the labor market, with different visions and needs than previous generations in the workplace. The work context that is being generated due to these factors of change is very diverse, with people from up to five different generations coming together in the same workspace. This situation is presented as a great challenge for organizations, since there are some intergenerational differences, which can generate conflicts in turn, harming the productivity and efficiency of organizations. Therefore, organizations need leaders who are capable of leading and managing multigenerational workforces with what this entails and, moreover, doing so in a constantly changing work context. Since the role, that organizational leaders have to play today, is so important, it has begun to define what organizational leadership is. This is a complex concept that is still under development as there are approaches that focus more on the strategic aspect of what a leader is in an organization and others that focus more on a relational aspect. It is difficult to fairly collect the impact that leaders have in an organization, but we have been able to conclude that organizational leadership is a process of influence in which the main objective is to achieve the voluntary involvement of Generation Z employees to achieve organizational goals. A leader has several functions within an organization, such as: directing towards success, achieving objectives, optimizing resources, involving people by aligning their objectives and values with those of the organization, guaranteeing the possibility of professional development and updating and improving organizational culture. A leader has several functions within an organization, such as: directing towards success, achieving objectives, optimizing resources, involving people by aligning their objectives and values with those of the organization, guaranteeing the possibility of professional development and updating and improving organizational culture. The corporate world is constantly changing; in addition, the workforce in organizations is

increasingly heterogeneous in terms of age and multigenerational workforces' management. Diversity represents a competitive advantage for the organization and a great challenge that is presented to leaders of today. It is a challenge because these templates can represent a great competitive advantage and bring a lot of benefit to the organization if they are well managed and led, but if instead this diversity is not managed properly, it can greatly affect productivity and effectiveness of the organization, even assuming a disadvantage. Leaders must design their strategies by focusing on aspects that all generations have in common, such as working aspirations, motivation, and professional development expectations, etc. Although this does not mean that intergenerational differences should not be considered. In fact, it is important to know how to take advantage of these differences, since they can add value both in terms of knowledge and opportunities to the organization. With this in mind, there are several things that organizational leaders can do to create strategies that create cooperation, integration, and cohesion of multi-generational workforces. Some examples include: fostering cooperation by encouraging multigenerational teams to prioritize learning and teamwork, fostering effective communication by adapting to each generation's preferred method of communication, understanding that the success of leadership, in today's world, depends on the ability to be adaptable and flexible, developing innovative commitment plans like professional development ones or providing working flexibility, and facilitating the ability to combine work and private time. All along the literature review analysis, it has been highlighted, through a multifaceted way, that leadership capabilities and their impact over employees, belonging to Generation Z, enhance talent management. Moreover, the added value, from a literature review perspective, refers for leadership dynamics interpretations and talent management outcomes as for the reflections on an organizational development and performance. In other words, the literature review emphasized, frequently, on variables that consolidate leadership as exchanging of information and knowledge, coaching employees by putting into play what makes it possible for the vision to become an effective action, and helping employees of Generation Z fulfilling their intrinsic motivation determinants and finally leaders' influence by ensuring that the employee has fully grasped the challenges and objectives. As it can be deduced from the literature review, all stated determinants help meeting Generation Z expectation and consolidate their will to enhance a better talent management. In sum, the present study will help managers' understanding Generation Z and estimating their expectations at work. In a way, by improving talent management, a win-win situation can be realized: leaders' can achieve their organizational objectives on the one hand, and employees belonging for Generation Z can improve their competencies and skills on the other.

3.Not clear, which statement refers to..

For example, from your article,

 "Building leaders for the next decade" stand out in the Anglo-Saxon and American context (Bresman, H., & Rao, V., 2018). This study, which is part of the Generations project, explores aspects such as the perception of different generations about

*** Refer to? refer to bresman ? or the audience will get confused

Overall, it's a good paper, just need some brushing to ensure the audience/reader can go along with you. All the best!!