

Peer Review

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

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Thematic Relevance and Contemporary Importance

The article addresses a **critical HR and leadership issue**: managing and developing Generation Z talent in dynamic business environments.

It connects leadership evolution, organizational adaptability, and generational values effectively.

2. Robust Literature Base

The research draws on a wide array of reputable sources, such as the Boston Consulting Group, ManpowerGroup, Schuler, Cappelli & Keller, Chillakuri & Mahanandia, etc.

Combines **macro-level HR studies** with **micro-level generational behaviour research**.

3. Clear Thematic Link

It moves from a strategic HR challenge (talent scarcity) to leadership and generational behaviour—a logical, research-oriented transition.

4. Conceptual Integration

Incorporates **behavioural complexity theory**, **trust-building leadership**, and **intergenerational dynamics**, which enrich theoretical discussion.

◆ Weaknesses and Areas for Improvement

1. *Structure and Flow*

The *introduction* is overly long and contains material better suited to the *literature review* (e.g., detailed generational descriptions).

A clear sentence does not state the problem or objective.

🔧 *Suggestion:* End the introduction with a concise **research gap** and **purpose statement**, e.g.:

“However, limited research explores how leadership behaviour and talent management practices can be adapted to effectively engage Generation Z employees in contemporary organizations. This paper aims to analyze the evolving leader–employee relationship through the lens of behavioral complexity and generational values.”

2. *Clarity and Redundancy*

Many sentences repeat similar ideas (e.g., the need for new leadership metrics and the importance of adaptability).

🔧 *Suggestion:* Condense repetitive phrases and ensure each paragraph adds a distinct conceptual contribution.

3. *Theoretical Anchoring*

Although behavioural complexity theory and leadership trust are mentioned, they are **not yet fully explained or applied**.

🔧 *Suggestion:* Expand briefly on the theory’s key principles and link them to how leaders can manage Gen Z’s expectations (e.g., adaptability, empowerment, authenticity).

4. *Generational Overview – Too Descriptive*

The *literature review* devotes extensive space to historical generational profiles (Traditionalists, Boomers, X, Y, Z).

🔧 *Suggestion:* Summarise older generations in one comparative paragraph or a concise table, and **focus analytical depth** on Gen Z attitudes, motivations, and implications for leadership.

5. Language and Academic Tone

The paper mixes academic phrasing with conversational tone (“whatever one may say,” “it can be noticed”).

 *Suggestion:* Use consistent **formal academic English**. Replace informal phrasing with precise terminology (e.g., “It is evident that...” or “Empirical studies indicate...”).

6. Citation Consistency

References appear in APA style but are inconsistently formatted (missing years or inconsistent punctuation).

 *Suggestion:* Standardise to APA 7th edition throughout (e.g., *Author, A. A., & Author, B. B. (Year). Title. Journal, volume (issue), pages.*

7. Empirical Link Missing

The work currently reads as a conceptual review. If intended as research, specify the **methodological approach** (qualitative, literature-based, conceptual framework).

 *Suggestion:* Add a short *Methodology or Conceptual Approach* section explaining how sources were selected and analysed.

◆ Suggested Revised Version of Introduction (Condensed and Focused)

Introduction (Refined Draft)

In an increasingly volatile business environment, organizations recognize that effective talent management and leadership development are decisive sources of competitive advantage. A global study by the Boston Consulting Group (2012), involving 4,288 professionals across 102 countries, identified recruitment, onboarding, talent management, employer branding, and performance and rewards as the human resource practices most critical to business success. Subsequent findings by the Manpower Group (2013) revealed that 35 percent of employers worldwide struggled to fill vacancies due to a shortage of qualified talent, underscoring the urgency of developing robust leadership and talent pipelines.

Traditional leadership models were largely conceived during eras of stability, hierarchical structures, and predictable growth, conditions that differ markedly from today's dynamic, digitalized, and interdependent economy. Contemporary organizations require leaders who can adapt to uncertainty, foster innovation, and mobilize multigenerational teams around shared objectives (Schuler et al., 2011). Among these generational cohorts, Generation Z—digital natives entering the workforce—presents new challenges and opportunities for organizational leadership. Research suggests that this cohort values autonomy, authenticity, and alignment between individual and organizational purpose, while demonstrating limited long-term loyalty to employers (Chillakuri & Mahanandia, 2018).

As organizations strive to retain and develop emerging talent, leadership effectiveness must increasingly be measured by a leader's capacity to nurture employee growth and engagement rather than solely by financial outcomes (Collings & Mellahi, 2009). This shift requires integrating behavioural and cognitive leadership strategies that build trust, adaptability, and shared identity within teams. The present study examines how leadership styles can evolve to effectively manage and motivate Generation Z employees, focusing on behavioural complexity and the alignment of corporate values with generational expectations.

Declarations

Potential competing interests: No potential competing interests to declare.