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Analyzing the Relationship between Talent Management, Transformational Leadership, Organizational Commitment, and Emotional Intelligence: An In-Depth Literature Review

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Abstarct

In the quickly changing business environment, maintaining a competitive edge requires effective talent management. This literature review explores the intricate relationship between talent management, transformational leadership, organizational commitment, and emotional intelligence. By analyzing existing research, it sheds light on how aligning talent management strategies with organizational objectives and employee aspirations fosters greater commitment. Emphasizing the role of emotional intelligence, the review highlights its impact on nurturing employee dedication, particularly in terms of affective commitment. However, its influence on continuance commitment is less pronounced. Additionally, visionary leadership is identified as crucial, especially in service-oriented SMEs, for bolstering organizational commitment. Furthermore, the review underscores perceived organizational support as a mediator between talent designation and affective commitment. Overall, this study offers valuable insights into optimizing human capital strategies, enhancing employee engagement, and improving retention in today's competitive business landscape.

Keywords: talent management, transformational leadership, organizational commitment, emotional intelligence

Introduction

In today's complex, diversified, dynamic, highly competitive, and extremely volatile business environment, companies are grappling with unprecedented challenges (Tarique and Schuler, 2010). Organizations must effectively manage their human capital to gain and preserve long-term competitive advantages in order to thrive in this climate (Ghaith, 2020; Dries, 2013).

For firms, gaining a competitive edge through talent management and human resources is a major problem. In their study, Luna-Arocas, Danvila-Del Valle, and Lara (2020) investigate this matter. According to Barney (1991), Teece et al. (1997), and Wright, Dunford, and Snell (2001), the Resource-Based View (RBV) theory promotes that firms use both material and immaterial resources, such human capital, to create successful strategies. As Ghaith, Al-Gharaibeh, and Al-Naseri (2023) and Luna-Arocas et al. (2020) have argued, this competitive edge is strongly tied to the capabilities of skilled people and the effectiveness of talent management methods in attracting, fostering, and maintaining such talent.

In many organizations, a shortage of talent hinders the success of various initiatives (Farndale et al., 2010). Consequently, scholarly research on talent management has increased significantly in recent years (Thunnissen et al., 2013; Sidani and Al Ariss, 2014; Luna-Arocas and Morley, 2015; Gallardo-Gallardo and Thunnissen, 2016; Luna-Arocas et al., 2020). Consequently, organizations are increasingly interested in understanding the implementation of talent management strategies and their influence on organizational performance, recognizing the importance of identifying and retaining key employees (Luna-Arocas et al., 2020).

Talent management strategies focus on ensuring that skilled employees stay dedicated to driving the organization's success. Human Resources (HR) research has placed a strong emphasis on the idea of organizational commitment in this regard (Ghaith & Mutia, 2019; Nam and Lee, 2018; Paul Bamel, Ashta, & Stokes, 2019). and has also been linked to talent management (Malik and Singh, 2014), this is when the so-called “battle for talent”. Thus, companies shift their strategy to include a talent mentality in management competency. According to the literature, the shift to a knowledge-based economy, the need for specialized knowledge, and employees' increasing propensity to switch companies are the three main drivers driving the competition for talent. Because of the constant change, firms must develop loyalty strategies to keep the most exemplary employees (Luna-Arocas et al., 2020).

The review of existing literature highlights a lack of research on mediating variables that explain the development of organizational commitment, as talent management remains an evolving field. Studies suggest that positive emotions are

associated with favorable outcomes, including creativity, resilience, commitment, satisfaction, stress management, motivation, and performance (Milkovich et al., 2014). However, little is known about how emotional intelligence (EI) affects the connection between organizational commitment and personnel management. By investigating the relationship among organizational commitment, EI, and talent management, this study seeks to close this gap. According to AlNawafleh, Al-sharari, Ghaith, Al-Ghalabi, and Hamdan (2022), talent management techniques can improve organizational commitment by fostering organizational meritocracy and justice.

Methodology

The current study used a Systematic Literature Review (SLR) to back up Harrison et al. (2016)'s claim that developing a reliable knowledge base and employing a proof-based procedure is a well-known methodology. The SLR content is a keyword method for determining the scope of the investigation. This position is shared by Tranfield et al. (2003). It reveals an in-depth understanding of both published and unpublished materials. Tranfield et al. suggest a three-stage SLR approach (2003).

Stage I: Planning of the Review

The first stage in launching the SLR is to hold in-depth conversations and meetings with leadership Subject Matter Experts to establish a proper baseline for the review. This stage's goal is to establish the framework for distributed leadership concepts and expertise. The first stage's outputs then comprise determining the SLR's admission requirements for the studies that are included. To finish the review, the following inquiries must be addressed:

1- What is the influence of talent management on organizational commitment in Jordanian commercial banks?
2- What is the influence between emotional intelligence and organizational commitment among employees in Jordanian commercial banks?
3- What is the mediating role of visionary leadership in the relationship between talent management and organizational commitment among employees in the Jordanian commercial banks?
4- What is the mediating role of visionary leadership in the relationship between emotional intelligence and organizational commitment among employees in the Jordanian commercial banks?

The selection of papers is determined by the quality of the literature, based on specific evaluation criteria. The main factors for inclusion and exclusion are outlined below.

The criteria for inclusion

- The articles are peer-reviewed, written in English, and considered significant sources.
- The title or abstract contains references to the terms "transformational leadership," "emotional intelligence," "organizational commitment," and "talent management."The research focuses on the study variables.
- The paper responds to one or more of the review questions.
- The search covers the period from 2012 to 2021.

The criterion for exclusion

- There are not enough references or citations in the articles.
- The paper has not been published in a peer-reviewed journal (such as conference papers).
- The review questions are not addressed in the paper.
- The articles are primarily concerned with leadership ideologies.
- The paper has a closed access policy, which means that the entire text is not available.
- There is a misalignment between the proper citations and the biography in the paper.

Stage 2: Conducting the Review

In the second stage, the researcher identified search strings and keywords. Based on a careful examination of the article titles and abstracts, sources were chosen and honed to remove duplicates and irrelevant findings. This stage also involved identifying relevant databases, including:

- Scopus
- Taylor and Francis

- Wiley Online
- Emerald Insight
- SAGE Publications
- SpringerLink

The search was confined to these six databases due to the availability of many open access papers, their indexing in reputable journals, and their credibility as rated by respected academic institutions (Boell and Cecez-Kecmanovic, 2015). Additionally, numerous previous researchers have frequently cited publications from these databases, particularly in the leadership literature (Jalali and Wohlin, 2012).

Quality of the Studies

The following inquiries served as the basis for assessing the study's quality:
Do the authors provide credible, trustworthy, and reproducible evidence backed by a solid argument?
How reliable are the sources referenced?

Data Extraction, Synthesis and Validation

Microsoft Word Office and Mendeley were used to manage all references. The goal of the validation process was to determine whether each source was sufficiently relevant to be included within the study's scope.

Stage 3: Reporting and Dissemination

By May 6th, 2020, follow up on the final step of the SLR process, a post-conclusion evaluation of the dispersed leadership literature review. In total, 327 items were retrieved, with 131 of them having duplicates eliminated. There is no information to answer the review questions in seven articles out of 156 relevant topics. The remaining 150 articles were then read to determine if they were appropriate for the In-formal paraph: After removing the papers with ambiguous abstracts or no references, the remaining 150 publications were assessed for eligibility. As a result, the surviving publications based their eligibility on citations and references.

A total of 142 pieces of paper were found to substantiate every single in-text citation. Similarly, none of these pieces inquired further into their publication. There were 142 articles mentioned in this chapter.

This section summarises the cited papers (author, publication date, study methods, journal, and keywords), as well as highlighting the most relevant issues. In order to understand the research factors, this paper gives the results of investigations.

Descriptive Analysis of the Studies

The descriptive analysis in this study explores the distribution of research by factors such as country of origin, study type, empirical research type, data collection methods, publication count, and five-year intervals. It also provides details on the number of publications and citations for the sources in the literature. The bar graphs below illustrate various classifications, including geographical origin, publication numbers over five-year periods, and the top five articles based on publication year and citation count. The pie charts present additional descriptive data, highlighting different types of empirical studies and data collection methods.

Study Distribution by Geography

Many of the reviewed publications were from emerging and developing markets, as Figure 1 shows. The US has the most studies (37), followed by the UK (34), Canada (seven), Malaysia (ten), Australia (six), Sweden (three), New Zealand (five), and China (five) . Each country had one study: Turkey, Singapore, Belgium, South Africa, Indonesia, Saudi Arabia, and India. The last two investigations have focused on SLR research. The research that was examined came from both developed and developing countries.

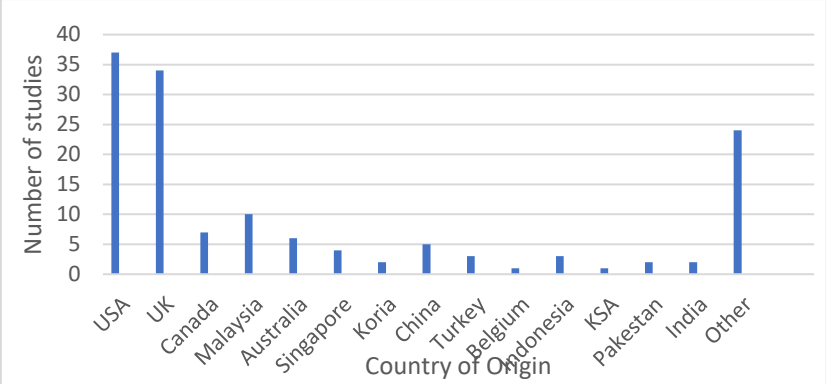

Figure 1: Distribution by Geography

Type of Study

Across the reviewd papers were 1% case study, 37% literature review studies, 52% empirical studies,10% conceptual studies, and one case study paper, respectively *(see figure 2)*.

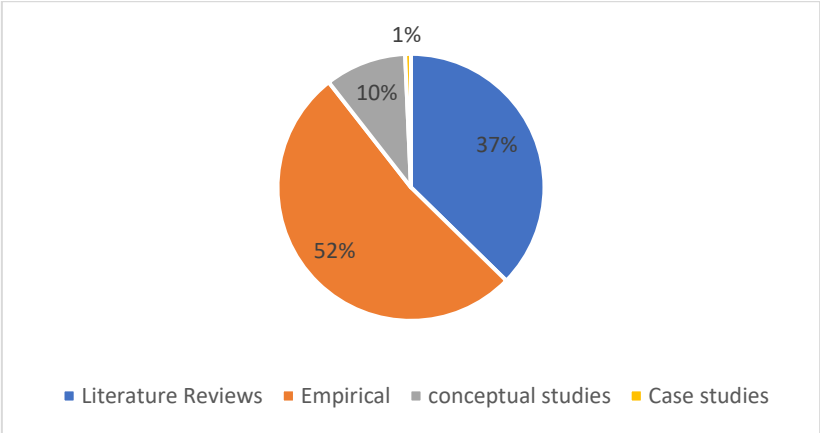

Figure 2: Methods in the Studies

Empirical Studies

The papers show that 48% are quantitative papers, 22% applies the mixed-method, and 30% applies the qualitative method. (see figure 3).

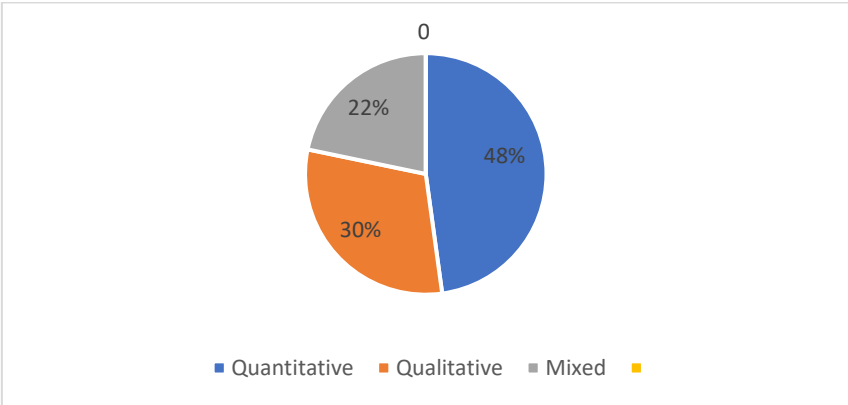

Figure 3: Empirical Studies

Method of Data Collection for Empirical Studies

A total of 72 surveys, 35 questionnaires plus interviews, 14 interviews, and the same number of observations were employed in the research that were analysed. Interviews and observations were also employed by seven of them. Six of them used an SLR camera. At the conclusion of the day, just seven people used observations, semistructured interviews, and documentary analysis (*See figure 4*).

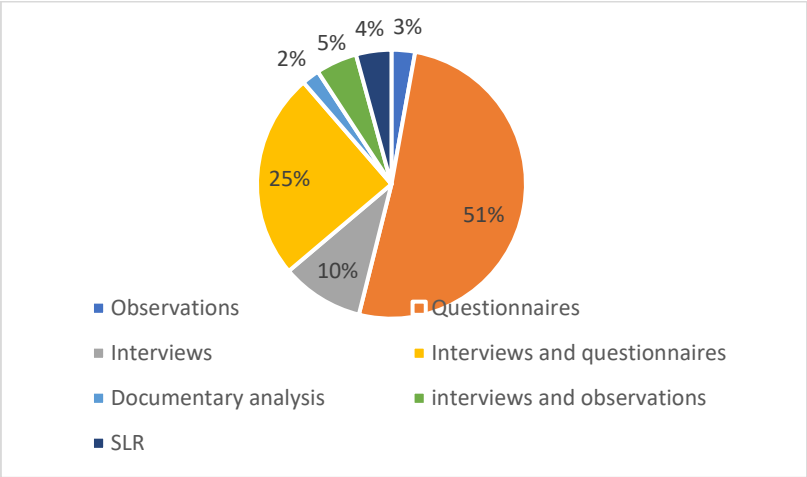

Figure 4: Data Collection Method

Distribution of Papers by Five-Year Period

The research was categorized into five periods based on publication dates. Four papers were published between 1998 and 2002, eleven papers between 2004 and 2008, forty-eight papers between 2009 and 2015, and seventy-eight papers between 2016 and 2021 (see Illustration 5).

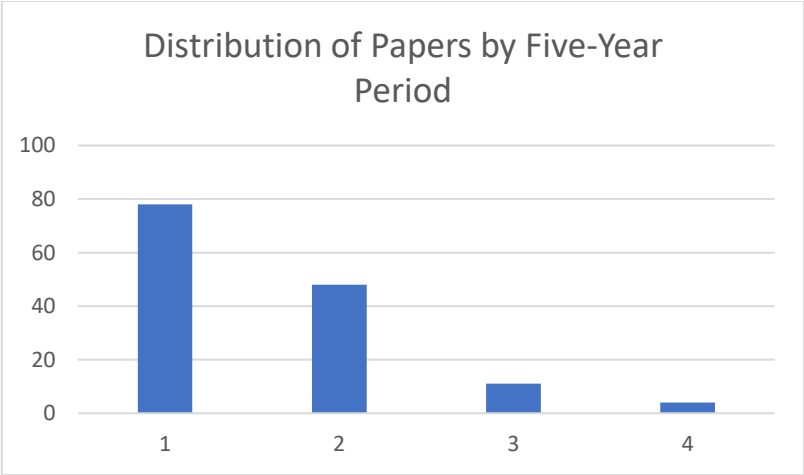

Figure 5: Number of Papers by Five-year Interval

Number of Literature Source Publications

The International Journal of Contemporary Hospitality Management published the most of the 141 reviewed papers, which were published in a variety of journals. The Journal of Business Research, Asia Pacific Journal of Management, and Human Resource Management came next (see Table 1).

Table 1: The Most Published Journals

Type of Journal	Number of articles	Number of citations
International Journal of Contemporary Hospitality Management	3	305
Asia Pacific Journal of Management	2	46
Career Development International	2	21
Human Resource Management	3	160
Personnel Review	3	79
Journal of Business Research	2	56

Citations

The quantity of citations was also used to verify and authenticate the SLR of the publications. With 155 citations, Deery (2008) was the most cited article (see figure 7). The substantial amount of citations can be justified because of the important information. Similarly, many academics debated the concepts and benchmarks that are critical to the knowledge of talent management. Papers like Deery Jago (2015) and Vigoda-Gadot E., Meisler G. (2010), on the other hand, have over 100 citations (see figure 7). Ahad R., Mustafa M.Z., Mohamad S., Abdullah N.H.S., Nordin M.N., Ahad R., Mustafa M.Z., Mohamad S., Abdullah N.H.S., Nordin M.N., Ahad R., Mustafa M.Z., Mohamad S., Abdullah N.H.S., Nordin M.N.

Authors	Title	Year	Source title	Cited by
Deery M.	"Talent management, work-life balance and retention strategies"	2008	"International Journal of Contemporary Hospitality Management"	155
Deery M., Jago L.	"Revisiting talent management, work-life balance and retention strategies"	2015	"International Journal of Contemporary Hospitality Management"	138
Hausknecht J.P., Rodda J., Howard M.J.	"Targeted employee retention: Performance-based and job-related differences in reported reasons for staying"	2009	"Human Resource Management"	130
Vigoda-Gadot E., Meisler G.	"Emotions in management and the management of emotions: The impact of emotional intelligence and organizational politics on public sector employees"	2010	"Public Administration Review"	102
Rivera-Vazquez J.C., Ortiz-Fournier L.V., Flores F.R.	"Overcoming cultural barriers for innovation and knowledge sharing"	2009	"Journal of Knowledge Management"	89
Mallol C.M., Holtom B.C., Lee T.W.	"Job embeddedness in a culturally diverse environment"	2007	"Journal of Business and Psychology'	87
Miao C., Humphrey R.H., Qian S.	"A meta-analysis of emotional intelligence and work attitudes"	2017	"Journal of Occupational and Organizational Psychology"	86
Rozell E.J., Pettijohn C.E., Parker R.S.	"Customer-oriented selling: Exploring the roles of emotional intelligence and organizational commitment"	2004	"Psychology and Marketing"	78
Anari N.N.	"Teachers: Emotional intelligence, job satisfaction, and organizational commitment"	2012	"Journal of Workplace Learning"	76

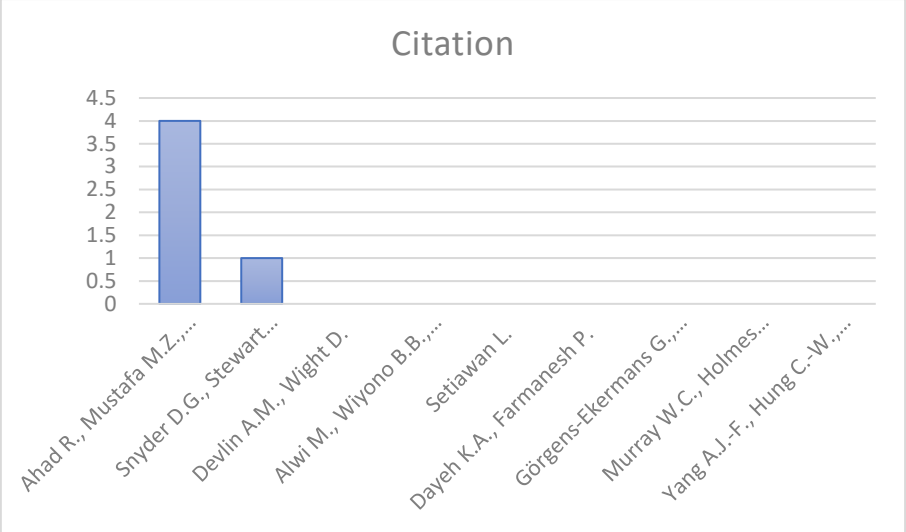

Figure 7: Articles with the Most Citations of Publication

Results

The four review questions intended to direct the systematic literature review will be the main focus of the findings.

Theme 1: Talent management and organizational commitment

Increasing shareholder wealth has been the main objective of talent management research, which has mostly focused on the economic aspects of employment (Aerni Isa, Khan, Jaaffar, Hanapiyah, & Ghaith, 2021; Collings, 2014). However, this perspective has limited the understanding of talent management practices by overlooking non-economic values and employees' interests within organizations (Gallardo-Gallardo and Thunnissen, 2016; Thunnissen, 2016). Aligning talent management with employees' personal goals can boost their motivation and contributions to the company (Collings, 2014). Employees typically work better when they believe their skills are respected and they are treated properly (Bjorkman et al., 2013). Offering both monetary and non-monetary rewards can strengthen employees' engagement with the organization (Boxall, 2013; Kates, 2006). However, differences between employee and organizational views on talent management can result in a misalignment of expected employee behaviors (Sonnenberg et al., 2014).

Moreover, current trends indicate that individuals are increasingly inclined to switch jobs if they find better opportunities that align with their skills and preferences (Bidwell and Briscoe, 2010; Michaels et al., 2001; Oladapo, 2014). Highly talented individuals, in particular, are more prone to exploring external opportunities, resulting in what is known as "dysfunctional turnover." Consequently, fostering employee commitment becomes essential in talent management as a strategy for retention. An important factor in this context is organizational commitment, which is defined as the extent to which workers identify with and participate in the organization (Mowday et al., 1982).

Meyer et al. (2004) have studied the relationship between turnover and retention, emphasizing that employees who are more committed are more likely to contribute significantly to the success of the company (Mowday et al., 1982; Collings and Mellahi, 2009; Tansley, 2011). Retaining top performers is crucial, according to human resource specialists (Sturman et al., 2003). According to Kumar and Raghavendran (2013), when workers understand the importance of their function and how it affects customers, they become more committed to their company. Therefore, organizations should take an active interest in employees' strengths, interests, and their contributions to organizational value. Organizations with talented yet disengaged employees may face a lack of dedication, while those with highly committed but low-value employees may struggle with poor outcomes (Al-Ghalabi, Ghaith, Al-Shamaileh, & Altarawneh, 2024; Luna-Arocas and Morley, 2015). Employees with high potential are less likely to leave if their commitment to the organization is strong (Malik et al., 2017). Higher levels of dedication are also typically displayed by workers who see themselves as important assets to the company (Björkman et al., 2013).

In order to attain outstanding results, talent management (TM) entails luring, choosing, hiring, training, and keeping talented people (Thunnissen et al., 2013; Oladapo, 2014). The need for skilled workers who value independence and deep professional connections has increased due to technological advancements (Kumar and Raghavendran, 2013). Understanding how employees view and assess their jobs is crucial for effective TM practices (Thomas et al., 1993).

Empirical studies emphasize the connection between pay satisfaction, perceived work characteristics, and talent management strategies (Gallardo-Gallardo et al., 2013; Kumar and Raghavendran, 2013). Innovative hiring practices, customized career development plans, job security, competitive pay, unambiguous support at work, and work-life balance options all contribute to effective employee retention (Ghaith, Al-Ghalabi, Altarawneh, & Al-Shamaileh, 2024; Messmer, 2006; Stahl et al., 2012; Oladapo, 2014).

Vural et al. (2012) respond to research on how talent management might improve employee engagement by characterizing it as an essential, all-encompassing procedure that has a big impact on organizational success. They use SPSS software to analyze data from a survey given to mid- and senior-level managers in order to examine the relationship between talent management and organizational commitment (OC). According to their research, OC benefits from integrated HR procedures and talent management tools. Building on this, Mathieu et al. (2016) investigate the ways in which work satisfaction and organizational commitment impact turnover models, emphasizing the role that management leadership styles play in fostering these two factors. 763 workers from a range of SMEs participated in their study, which highlights the importance of person-centered leadership behavior, the impact of organizational commitment on turnover intentions, and the findings' wider generalizability across other firms.

Emotional intelligence and organizational commitment

Emotional intelligence skills like emotion perception and control can be developed and improved in the workplace (Cherniss, 2000; Mayer, Garuso, & Salovey, 2000). Emotional and social competencies like problem-solving, self-management, interpersonal effectiveness, and effective communication during disagreements are crucial in the workplace (Carnavale, Gainer, & Meltzer, 1988; AlNawafleh, Ghaith, Al-Gharaibeh, Alhyasat, & Hamdan, 2023). Enhancing emotional intelligence leads to improved organizational performance and plays a significant role in productivity and effectiveness, making employees with high emotional intelligence highly valuable (Carmeli, 2003).

The purpose of this study is to investigate how emotional intelligence functions in Iranian organizations, especially those in the public sector, when faced with managerial, hierarchical, and economic difficulties. Ashkanasy (2005) asserts that people who are adept at identifying and controlling their emotions, dealing with stress, and controlling negative feelings tend to have better relationships with their supervisors and coworkers, which contributes to increased organizational commitment, job satisfaction, and improved job performance (Kafetsios and Zampetakis, 2008; Sy et al., 2006; Wong and Law, 2002). According to Kafetsios and Zampetakis (2008), there is a high correlation between organizational commitment and specific aspects of emotional intelligence, with the use of emotions in emotional intelligence having a stronger correlation than emotion management or understanding. The significance of emotional intelligence in cultivating organizational commitment is shown by the overall positive correlations found between emotional intelligence and organizational commitment (Carmeli, 2003).

Employees with higher emotional intelligence typically have better emotional attachment and commitment to the company, according to Carmeli's (2003) additional research, which also demonstrates a positive relationship between affective commitment and emotional intelligence. However, there is a negative correlation between continuous commitment and emotional intelligence, suggesting that people with higher emotional intelligence may be less committed due to a need to stay. There was a high positive correlation between emotional intelligence and affective organizational commitment, but not between emotional intelligence and continuation commitment.

HR professionals commonly agree on the significance of employees' commitment, as highlighted by Alkahtani (2015), who conducted research to address gaps in Organizational Commitment (OC) literature, considering it a crucial factor for any organization's endurance in the market. OC is typically categorized into affective, normative, and continuance commitment, with various factors influencing its extent, categorized into organizational factors (e.g., culture, leadership, structure), individual factors (e.g., emotional quotient, spiritual quotient, personality traits), job factors (e.g., job characteristics), and environmental factors (e.g., physical environment). Leadership styles are believed to significantly impact these types of OC, with emotional intelligence of leaders playing a mediating role in enhancing this relationship.

Akudugu (2015) investigated the connection between employees' commitment to change and emotional intelligence, with a special emphasis on the function of rules in Ghana. Employees of the Ghana Revenue Authority participated in surveys and interviews as part of the study's mixed-method methodology. Interview breakdowns demonstrated the critical role that thorough and unambiguous regulations play in fostering commitment to change and igniting the demand for change, even if the study did not find a significant association between emotional intelligence and employees' commitment to change. Despite the

findings on emotional intelligence's relationship with commitment to change, the study emphasized the importance of not neglecting emotional intelligence during change initiatives, advocating for appropriate training and communication strategies before implementing changes to enhance awareness and ensure the success of change projects.

In a related study, Srivastava (2015) introduced the concept of "Coping Intelligence" and created a theoretical framework to explore its relationship with organizational commitment (OC) among boundary-spanning employees. The study, which involved 452 salespeople in boundary-spanning roles, used data from multiple sources. The findings favored a formative rather than a reflective model of coping intelligence, highlighting the part problem-focused coping plays in forming coping intelligence, which is subsequently connected to affective and normative commitment. According to the study, normative and affective commitment are influenced by both negative emotion-focused coping and positive problem-focused coping.

Theme 2: emotional intelligence and Talent management

In recent years, emotional intelligence (EI) has significantly attention due to its crucial role in fostering employees' positive attitudes, engagement, and high performance aligned with organizational goals. Leaders who treat employees with emotional intelligence contribute to them feeling valued, trusted, respected, and appreciated, as observed in Darwin's insights. EI has evolved over time, initially classified by Thorndike into abstract, mechanical, and social intelligence in the 1920s, then expanded by Gardner (1983) into intra-emotions and inter-emotions categories.

Emotional intelligence (EI) is defined by Mayor and Salovey (1990, 1997) as the capacity to understand and control emotions, build relationships, and emotionally adjust to changing circumstances. By emphasizing self-awareness, self-management, social awareness, and relationship management as crucial components of emotional intelligence, Goleman expanded on this. In a similar vein, Wong and Law (2004) focused on emotion control, the use of emotions, self-emotional assessment, and others-emotional appraisal in their EI model.

Since emotionally intelligent leadership is linked to employee engagement and favorable social-mental variables, organizations are realizing the value of EI in talent management strategies (Palmer & Gignac, 2012; Hakkak et al., 2015). Human potential, teamwork, leadership effectiveness, stress reduction, creativity, and invention are all impacted by emotional intelligence (EI), which enhances group performance and staff efficiency (Chopra & Kanji, 2010). Studies have shown that applying talent management strategies, which often integrate EI principles, can significantly impact organizational affiliations and outcomes, as evidenced in research on Jordanian universities (Al Jarrah & Abu-Doleh, 2015).

In summary, EI plays a critical role in shaping organizational culture, enhancing employee performance, and driving strategic success by fostering positive emotions, effective communication, and adaptive behaviors within the workforce.

The emotional intelligence has been widely discussed across literature, for instance Adeyemo et al., (2015), examine the impact of vital organizational aspects including the leadership styles, the organizational climate, and the emotional intelligence on the quality of work life. The researchers target a sample of 250 bankers who work for commercial banks in Ibadan Metropolis. Pearson correlation, multiple regression, and analysis of variance were employed for the data analysis at 0.05 as the significance level.

The main verdicts demonstrations that three independents significantly impact the quality of work life. The outcomes indicate significant differences between democratic, autocratic and laissez-faire leadership behaviors and their impact on the work lifestyle. Based on the findings, experts advise that organizations should take into account how leadership behaviors and the level of emotional intelligence of leaders contribute to the improvement of bankers' work-life balance.

The goals of the current dissertation, which extend the researchers' suggestions by examining the influence of common variables such leadership style and emotional intelligence, are in line with the research of Adeyemo et al. (2015). This is true for the targeted population. On the other hand, the current work will apply SEM for the statistical analysis purposes.

In addition, Harms and Credé (2010), founded empirically to other authors by inspecting in leaders' EI recognized from their abilities to express, understanding and assessing their selves and teams' emotions. It is vital for the determination of coping with environmental and surrounding stressors, and the impact of this sort of inelegance on realizing the crucial features and behaviors of visionary leadership (as one of the critical paradigms in the contemporary leadership schools) that verified its contribution in a few consequences including the effectiveness, the performance, the motivation and the satisfaction. The academics sampled 62 independent samples and 7,145 leaders that included coaches, nurses, principles, ministers, supervisors at work, and student leaders. In contrast with the research of Bono and Judge, 2004, the values were smaller. Finally, it is worthy

to indicate that the personality traits were the highly correlated dimension to the dependent variable. The "management-by-exception behaviors" was not correlated. The researchers justified the insignificant results of the sample size as one of the significant limitations concerning respondents' accessibility, this part of conclusion is conversed with the investigations of (Cavazotte et al., 2011).

Theme 3: Talent management and transformational leadership

As evidenced by Glaister et al. (2018), who investigated the relationship between HRM practices, talent management, and business performance in emerging markets, talent management has been a major topic in HR literature. Out of a sample of 40,000 firms, they obtained data from 198 valid responses (24.75% return rate) using a questionnaire. For data analysis, the study used structural equation modeling (SEM), confirmatory factor analysis (CFA), and exploratory factor analysis (EFA). According to their findings, there is a strong and significant correlation between HRM and talent management, and performance in Turkish organizations is much improved when HRM is in line with business strategy.

Mesu et al. (2015) looked at the impact of visionary leadership styles on Organizational Commitment (OC) in SMEs in the manufacturing and service industries in a related study. Additionally, they looked into the possible moderating impacts of participative and directive leadership philosophies. In order to account for the hierarchical structure of the data, the study used multilevel research modeling to analyze data from 588 employees who evaluated 93 supervisors across 35 SMEs in the Netherlands.

These studies contribute valuable insights into the relationship between HRM practices, talent management, leadership styles, and organizational outcomes, providing a theoretical foundation for understanding how these factors interact to influence firm performance and employee commitment.

The primary conclusions indicated that the visionary leadership positively linked to the OC for the service SMEs. Nevertheless, not for the manufacturing SMEs. Despite the fact, the participative leadership style did not play the moderating role in the relationship between the visionary leadership and the OCin both industries' SMEs. All those findings have positive implications for SMEs to advance employees' commitment by intensifying the visionary leadership behavior. Accordingly, supervisors in the service sector do not need to syndicate visionary leadership behaviors with the leader decision approach, in case they desire to experience more sophisticated extent of effectiveness.

Interestingly, Gelens et al., (2013), scrutinize on how the perceived organizational support influences the relationship between being elected as a talented employee and the level of affective commitment. In order to attain the objectives of the research, the academics conducted two comparative studies in two dissimilar 'talented' populations. In the first study, a questionnaire was adopted as a research instrument in one of the largest organizations among its 203 employees. Thus far, the second study used the same instrument was disseminated within another organization, but this time it was limited only to managerial levels as a control group (N = 195).

The findings of the two research demonstrate that individuals who nominated as talented had far stronger formed discriminations of organizational support. In both instances, the association between an employee's categorization as talented and their level of affective commitment was mediated by perceived organizational support; these findings corroborate the hypothesized findings of the current study. Since they relied on the same source to measure every variable, the researchers mostly face imitation with regard to research design. Accordingly, they suggested to future researchers to adopt a cross-sectional research design as opposed to an experimental methodology.

Gaps Identified

Three distinct gaps were identified through the systematic literature review (SLR): empirical, theoretical, and methodological. The empirical gap refers to the need for further research to empirically validate or evaluate existing research findings or propositions. On the other hand, the theoretical gap highlights areas where the topic of study diverges from existing theories in previous research. The population gap indicates under-researched or under-represented populations, shedding light on groups that are not adequately represented in the evidence base. Lastly, the methodological gap points out discrepancies in data collection methods and analysis, suggesting potential conflicts in research methods from previous studies and proposing new avenues for research methodology.

Empirical gap

The absence of reliable literature on industries other than banking is the most significant empirical constraint. This constraint can be seen in a survey of databases such as Scopus, which reveals a noticeable gap in studies that used questionnaires or interviews in business sectors. Some of the accessible examples also use the SLR methodology to create empirical results rather than quantitative data analysis.

Theoretical gap

The theoretical gap has revealed whether EI plays a similar moderating effect in different sectors. Finally, it has emphasized study on various viewpoints or theories that offer light on visionary leadership and talent management, focusing on the educational setting, where more leadership research has been conducted. Despite its importance in understanding distributed leadership attributes that may affect leaders' performance, the personality view of visionary leadership has not been investigated.

According to Haslam et al. (2003), understanding and exploring the tensions and contradictions is also necessary in order to grasp how leadership develops and the significance of various social identities. To improve people's understanding of leadership in different industries, more study is needed to promote inclusive, visionary leadership. Furthermore, the SLR findings point to the necessity for greater research on the studied factors in industrialized countries outside of Asia.

Population Gap

Analyzing how leaders in firms and schools use distributed leadership, prior research on the topic has mostly focused on educational and general business settings (Angelle, 2010; Göksoy, 2015; Duif et al., 2013; Cope et al., 2011; Harris et al., 2007). Only a small number of studies have been conducted on distributed leadership in other industries, though (Beirne, 2017; Oborn et al., 2013; Supovitz and Tognatta, 2015).

Further research in diverse situations, according to Nonaka and Toyama (2002), could clarify whether distinctions in vocabulary are primarily theatrical or indicate more basic variations in how leadership is performed. As a result, more research is needed to learn how visionary leadership and talent management might help organizations achieve their goals in various industries. Furthermore, research is skewed toward rich countries (Klar et al., 2016). Therefore additional study in poorer countries is needed. It can assist them in overcoming a variety of obstacles in order to improve decision-making and achieve organizational goals in the banking sector.

Conclusion

Organizations depend significantly on human capital to maintain their competitive edge and foster growth. A critical aspect of this is understanding how employees' behaviors and attitudes, influenced by emotional intelligence (EI), contribute to organizational success. EI refers to the ability to manage and express emotions effectively, particularly in complex interpersonal situations (Siegling et al., 2014). It plays an essential role in shaping actions, reactions, commitment, productivity, achievements, and job performance. Positive emotions linked to EI, such as creativity, resilience, commitment, satisfaction, motivation, and performance, are associated with beneficial behaviors and outcomes. Employees with high EI typically demonstrate stronger organizational commitment, while those with lower EI may face challenges in maintaining commitment. Additionally, EI is closely connected to collaborative skills, improving social interactions within the organization and strengthening organizational commitment. With an emphasis on the mediating function of emotional intelligence (EI), this study used a systematic literature review (SLR) to investigate the effects of transformational leadership and talent management on organizational commitment. The study aims to investigate how the relationship between being acknowledged as a talented employee and the degree of affective commitment is influenced by perceived organizational support.

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