



THE INFLUENCE OF DISRUPTIVE LEADERSHIP ON TALENT RETENTION

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INTRODUCTION

Industry 4.0 brought technological innovations and a lot of automation to processes, on the other hand, there was a need for company employees to adapt to situations. Facing this scenario, companies face great challenges in attracting and retaining qualified talent to fill positions in the 4.0 Era. A concept that has been gaining ground in the organizational environment is disruptive leadership, which stimulates adaptability and innovation (Magaldi and Neto, 2022).

The advancement of technology has occurred in all sectors, from basic communication to modern equipment in medical offices, and the business environment has not been left behind in this evolution, this advance has provided innovations and improvements in management processes (Saes, 2012). The innovation of telecommuting, which was not possible before, gained more space after the Covid-19 pandemic, and remote meetings are increasingly being addressed in the business environment and the disruptive leader is increasingly sought after to lead teams in the objective of training high-performance employees (Spencer and Spencer, 1993).

Seeking to achieve the proposed objective of identifying the main barriers and opportunities for the implementation of disruptive leadership models, the exploration of barriers and opportunities is arranged in three paradigms, namely: cultural resilience (Pinto, 2018), organizational uncertainty and technological challenges (Formiga, 2022), paradigms that are composed to expand the understanding of the subject and understand it in the organizational environment. Regarding the contribution to talent retention, its strengthening within the company can be through organizational culture, flexible environment, and continuous development (Oliveira et al., 2024).

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OBJECTIVE

Taking into account talent retention in the 4.0 labor market, the research problem focuses on how disruptive leadership can strengthen talent retention and retention in companies operating under the Industry 4.0 paradigm? Aiming at the objective of identifying the main barriers and opportunities for the implementation of disruptive leadership models and their contribution to talent retention in technological innovation environments.

METHODOLOGY

The research was based on the search methodology in online databases such as: Portal Capes and Scielo Magazine, where the search parameters used were keywords in the English language, the English language was chosen to obtain greater research coverage. The parameters were: digital transformation, Talent Management, Talent Retention, disruptive leadership. The first phase of the research was carried out a literature review on the topic of talent retention in companies operating in the Industry 4.0 paradigm, the second phase consisted of reading the journals found in the research and selecting those that were aligned with the theme and the third phase consisted of responding to the objectives raised in the study.

DEVELOPMENT

Digital transformation can be considered as the optimization of processes in the organization (Salles, 2021), making processes more technological and up-to-date to support the demand for products or services. The constant evolution of the internet has made it possible to solve many tasks via telephone, without necessarily needing a computer (Stefanini, 2020), cloud computing and the Internet of Things are tools that have emerged from digital transformation (Salles, 2021).

Employees in organizations were not always the focus of managers, they generally went unnoticed and were devalued, and they had to fight hard to conquer space in the organization (Nunes et al., 2021), with the advancement of studies by psychologists and philosophers, the conception on the subject improved, an important milestone in history was the Hawthorne Experiment (Chiavenato, 2012), from these studies, employees began to gain more prominence and be considered human capital assets within organizations.

Human capital is the focus to achieve differential in organizations, and the author Chiavenato (2004) proposes three composite elements in human capital, namely: knowledge, skills and attitudes. The three elements are in line with the objectives of talent



management, which is to guide employees to develop their work assertively, correcting average performance and proposing to achieve excellence (Ferrazza et al., 2015).

A terminology that has been highlighted in studies is competency-based management, due to the search for professionals who break the paradigm and aim for high competencies and act in various situations (Nunes et al., 2021). Employees who demonstrate emotional intelligence are highlighted in the organizational sphere, due to their self-control and knowing how to act as adversities arise. In this focus on emotional intelligence, disruptive leadership arises, which consists of a more challenging leadership, because the leader who adopts this modality is not afraid of challenges, and motivates his employees.

When it comes to talent retention, it is composed of several factors such as organizational, communication, compensation, training, but many companies do not want to invest time and money in employees, which provides high employee turnover (Azeredo, 2019). Organizational culture is responsible for retaining talent, as it is an important factor in team performance (Chiavenato, 2012; Barros, 2022) is composed of characteristics that influence the company's climate, providing a suitable environment for work.

FINAL CONSIDERATIONS

The present research sought to understand how disruptive leadership can contribute to the retention of talent in companies inserted in the context of Industry 4.0. As exposed in the literature review, leadership approaches indicate that it is vital for the development of the organizational environment, being innovative and adapted, these characteristics are essential to attract and retain qualified employees. The main barriers to the implementation of disruptive leadership were identified as cultural issues, organizational uncertainty and technological challenges, each of these paradigms being a factor that requires specific strategies to overcome.

Regarding opportunities, good practices are highlighted to promote a dynamic organizational environment, and where innovation and continuous development are encouraged, as well as the appreciation of human capital. Talent retention, in turn, can be greatly strengthened by leadership that is guided by these principles and that fosters the adaptation of employees to new technological demands.

The detailed study of organizational resilience and disruptive leadership in an environment of constant innovation can be considered a research gap, thus suggesting an in-depth exploration of talent management practices.



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