



# Virtuous Leadership Behaviors and their Role in Talent Management Practices: A Survey Study of the Opinions of a Sample of Employees at Al-Noor Private University

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**Abstract.** This research investigates the relationship between virtuous leadership behaviors and talent management practices in business organizations, focusing on the strength and impact of these behaviors on talent management practices. The descriptive approach was used in the research, and a total of 150 questionnaires were distributed to a sample of working individuals represented by (faculty members) at Al-Noor Private University. The Likert scale (three-point) was used to answer the questionnaire paragraphs, and the statistical program represented by (Spss) was used to analyze the research data. The research showed a set of results, the most important of which is the existence of a strong positive relationship between virtuous leadership behaviors and talent management. The results also indicate that after self-control came the strongest association with talent management, followed by courage and humanity in third place, while after justice came in fourth place with a strong association with talent management. Finally, after rationality, it came in last place with the strength of the association with talent management. The research presented a number of proposals, including the formation of a set of precise and direct criteria for selecting academic leaders based on capabilities and intelligence to master extensive knowledge, science and learning, with the necessity and guarantee of a pledge to remain in his position or leadership position for a specific period of time. The formation of a set of precise and direct criteria for selecting academic leaders based on capabilities and intelligence to master extensive knowledge, science and learning, with the necessity and guarantee of a pledge to remain in his position or leadership position for a specific period of time.

**Keywords:** Al Noor Private University; Talent Management Practices; Virtuous Leadership.

## 1. INTRODUCTION

Most business organizations suffer from how to find a mechanism in which they deal with human resources that have expertise and talents in the field of work to enhance these skills and talents and invest them in the work of the functional mechanisms, not all the human resources that the organization has are talented, this case called on researchers and writers to search for practices and strategies that serve as processes used by the organization in dealing with the talents it possesses, as the field of competition and its environment requires organizations to pay more attention to their resources. Talented humanity became the most powerful weapon in the hands of organizations in front of competitors, and in this direction a group of McKinsey consultants coined the phrase war for talent in 1997 (2001; Axelrod, Handfield-Jones, & Michaels, 2002). The topic of talent management has received a remarkable degree of attention from academics. This is due to the rapid transformations that human resources have undergone in the perspective of dealing with human resources as a workforce and passing through them as strategic partners, then human capital, and ending with dealing with them as talents and elites that achieve a competitive advantage for their organizations.

Within the framework of this importance of the human resource, business organizations need contemporary leadership that has the courage to recognize the real value of organizational resources, especially human resources, and is committed to ethical constants through which it deals in achieving organizational goals and enabling the organization to face environmental challenges and keep pace with the developments of the times by securing an effective organizational response to environmental conditions and such characteristics and directions are available in virtuous leadership that is characterized by courage, justice, commitment and wisdom, and therefore the research problem can be framed by raising the main question (how Can you deal with talented human resources in the organization ? Can virtuous leadership guide its behaviors in achieving successful talent management practices) and from this question arise several sub-questions represented in the following:

- What is the availability of virtuous leadership behaviors among administrative leaders in the field researched from the point of view of the faculty at the university studied?
- How is talent management applied practically in the field researched? What are the best practices from the point of view of the respondents?
- Is there a significant correlation between virtuous leadership behaviors and talent management processes in the field researched?
- Do virtuous leadership behaviors exert a moral impact on talent management processes in the field studied?
- Does the impact of virtuous leadership behaviors vary in talent management processes in the field under study?

The importance of the research can be clarified as follows:

**Theoretically** : The importance of research stems from its contribution to adding to the accumulation of knowledge associated with cognitive studies related to the variables of research and complementary to the previous studies in this field, as well as the importance of research stems from the importance of talent management, which has become the focus of attention of specialists in human resources, entrepreneurs and managers of organizations, as it contributes significantly to the development of a group of high talents, which is reflected in achieving the sustainable competitive advantage of the organization.

**In the field** : The importance of research is the importance of applying its variables in the field of research, represented by Al-Noor National University, which is a promising organization founded on strong organizational structures that made it turn from a private college to a university after meeting the requirements of transformation, and this maximizes its role in society by preparing a qualified generation to occupy its position scientifically, educationally

and culturally in various community institutions, and therefore the sustainability of the success of the researched university requires it to focus on adopting contemporary behaviors for its leadership patterns that work to guide Focusing on talented human resources in a way that contributes to securing processes that manage these talents and contribute to achieving the university's goals.

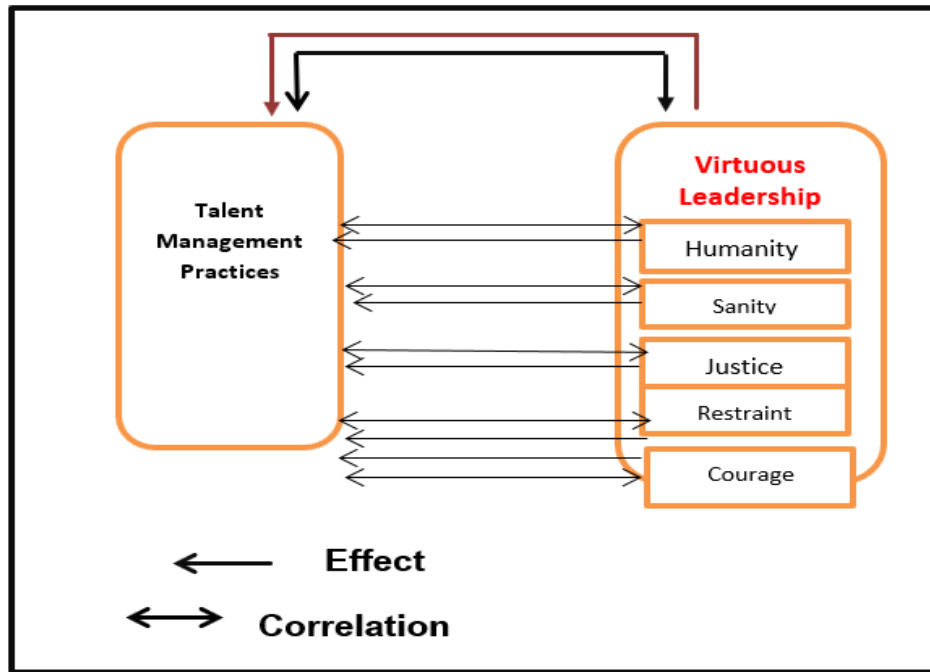
There is a set of goals that the research seeks to achieve as follows: -

- Identify the most important cognitive premises of the two research variables, and diagnose the nature of their presence in the field studied.
- Measuring the availability of virtuous leadership behaviors among administrative leaders in the field researched from the point of view of teachers at the researched university.
- Identify how to apply talent management practically in the field of research, by presenting the best practices that should be focused on as identified by studies and research related to this field.
- Measuring the correlation and influence of virtuous leadership behaviors in talent management practices in the field researched.
- Testing the extent to which virtuous leadership behaviors vary in talent management practices in the field under research.
- Provide a set of conclusions in light of the results to be reached with the aim of submitting some proposals to the management of
- Research field that will enhance talent management practices in it.

For the purpose of clarifying the research variables and the relationship of correlation and influence of the practical side, a hypothetical plan of the research has been prepared showing the research variables and the sub-dimensions of the independent variable as follows Figure (1):

Independent variable: virtuous leadership with its behaviors (humanity, prudence, justice, self-control, courage)

Supported variable: Talent management practices (talent planning, talent attraction, talent development)



**Figure 1. Hypothetical chart of study**

Based on the questions of the research problem, a number of hypotheses were put forward as follows:

- **main hypothesis:** Administrative leaders practice virtuous leadership behaviors from the point of view of employees at the university studied.
- **main hypothesis:** There is a statistically significant correlation between virtuous leadership behaviors and talent management practices, and the following sub-hypotheses emerge from it:
  - There is a statistically significant correlation between the human behavior of virtuous leadership and talent management practices.
  - There is a statistically significant correlation between the rational behavior of virtuous leadership and talent management practices.
  - There is a statistically significant correlation between the justice behavior of virtuous leadership and talent management practices.
  - There is a statistically significant correlation between the self-control behavior of virtuous leadership and talent management practices.
  - There is a statistically significant correlation between the courageous behavior of virtuous leadership and talent management practices.

**Key Hypothesis:** There is a Significant Impact of Virtuous Leadership Behaviors and Talent Management Practices

- **main hypothesis** is branched out by sub-hypotheses as follows:

- There is a significant statistical impact relationship between the human behavior of virtuous leadership and talent management practices.
- There is a significant statistical effect relationship between the rational behavior of virtuous leadership and talent management practices.
- There is a statistically significant impact relationship between the justice behavior of virtuous leadership and talent management practices.
- There is a significant statistical effect relationship between the self-control behavior of virtuous leadership and talent management practices.
- There is a statistically significant impact relationship between the courageous behavior of virtuous leadership and talent management practices.

**Main hypothesis:** The impact of virtuous leadership behaviors on talent management practices varies

The research included a descriptive approach based on what was collected from foreign and Arab sources to describe the research variables and rely on the data collected from the research community and sampled for the purpose of analysis and interpretation, revealing the results of the analysis and standing on the conclusions that can be reached, taking into account that it can be generalized for the purpose of showing the facts on reality.

### **Research Limits**

Spatial boundaries: Al-Noor National University

Time limits: The research started on 3 8 2024 and was completed on 12/1/2025

Human limits: Working individuals represented (faculty members) at Al-Noor National University

### **Research Tools**

**Theoretical aspect:** In order to enhance the theoretical framework, the researcher relied on a group of Arab and foreign sources, which included foreign and Arab references, journals, scientific research, university theses and what was obtained from scientific sites on the World Wide Web related to the subject of research.

**Study questionnaire:** The main tool for research and data collection was the questionnaire and included in its final form in two axes **First:** It includes the data paragraph of the independent variable virtuous leadership, which includes its behavior (humanity, prudence, justice, self-control, courage) **Second:** The approved variable included: Talent management practices (talent planning, talent attraction, talent development) as shown in Table (1), which represents the structure of the questionnaire.

**Table 1. shows the structure of the questionnaire**

| Variable                           | Dimension          | Paragraphs | description | Accredited Study                           |
|------------------------------------|--------------------|------------|-------------|--|
| Virtuous Leadership<br>(X)         | Humanity           | 3          | X1-X3       | Prism, 2021                                |
|                                    | Sanity             | 4          | X4-X7       | Prism, 2021<br>Mohammed and<br>Abadi, 2020 |
|                                    | Justice            | 4          | X8-X11      |  |
|                                    | Self-control       | 4          | X12-X15     |  |
|                                    | Courage            | 4          | X16-X19     |  |
| Talent Management Practices<br>(j) | Talent Planning    | 4          | Y1-Y4       | Ibrahim, 2018                              |
|                                    | Attracting talent  | 4          | Y5-Y8       |  |
|                                    | Talent Development | 4          | Y9-Y12      |  |

*Source: Designed by the researcher*

## 2. THEORETICAL FRAMEWORK

### Virtuous Leadership

#### The concept of virtuous leadership

The concept of virtue comes with that feeling and acting at the right times about the right things towards the right people to reach the right end and in the right way (Balsam, 2021, 33) This is what shapes the personality of the leader from his goals and behavior, which may have a profound impact on the results of the organization, including the results and behaviors of the working individuals. As a result, the personality of the leader is an indispensable element of the organization's performance in the contemporary business world. Virtues are socially acquired and appreciated behaviors that are voluntarily displayed in a person's habitual behavior in context-related situations. Due to their importance, personality and related virtues play roles in different leadership styles, such as ethical leadership, service leadership, and transformational leadership (Hendriks.*et al*,2020,952).

Virtuous leadership as an ethical management in a highly competitive business world, virtue is rarely emphasized in most organizations as organizations struggle to compete for customers and profits, and historically, virtue has its roots in Aristotelian ethics as it included the desire to achieve personal and social ideals and practical results. Aristotle considered virtues enablers of work that enable the individual who carries them to achieve happiness, increase societal well-being, or stimulate human prosperity. Scientists have often looked at virtue in terms of personal strengths. Virtue has a positive bias and focuses on elevating, prospering, and enriching results (Caldwell, *et al*, 2015,2).

As a virtuous leader constantly behaves according to ethical standards because of his moral psychology and virtuous behavior, for example, telling the truth and not harming others emerges from virtuous morals, as once a virtuous leader behaves ethically, he is a virtuous leader and the leader behaves unethically, he is an unvirtuous leader (Bauman, 2018,253).

What Socrates believes that virtue is the belief that knowing what is good and what is evil is necessary, but it is not enough if the leader does not have the behaviors of courage, and justice with prudence is not a virtuous leader, as virtue reveals that the virtuous leader must acquire knowledge of good and justice and their opposite, he pointed out (Joseph, 2022, 30, ) that the word virtue in Latin (Virtus)), which means power or privilege and virtues are habits, desires and actions that produce personal experience as they have a positive trend and focus on raising results, prosperity and enrichment and it is the best characteristic that distinguishes man and embodies the behavior of honor and nobility in human practices.

Virtuous leadership also involves the ability to respect the obligations owed to others, it is obligated to achieve well-being, growth and integration of stakeholders and the pursuit of it, and that the business world today is characterized by great competitiveness and virtue has become a necessity, it is usually focused on in most organizations, being one of the factors that enable the individual to achieve happiness and increase societal well-being, as it is seen as strengths of the leader's personality and achieve a competitive advantage for its human resources. In achieving development and developing its human resources, we are therefore with Aristotle's idea that virtue is seen as an end that must be pursued, not a means to an end (Caidwell.*et al*, 2015, 2).

Clearly understood (Hendriks.*et al*,2020,955) as a leadership style that is aligned with the behaviors of a leader with intrinsically motivated and positive behaviors and that consistently manifests itself in situations relevant to the virtuous contexts of wisdom, moderation, humanity, courage and justice.

It was defined by (Ibrahim and Youssef, 2022, 165) as a set of behavioral phenomena for leaders who possess behaviors that enable them to convince the group and the work team, and influence the personal, mental, administrative and behavioral traits of individuals working at the middle and lower levels of the career ladder and thus seeks to develop their mental and physical abilities in order to reach the goals of the individual and specialized organization, in which organizations are unique from their predecessors in order to achieve good ethical goals to win the competitive advantage that distinguishes them from the rest of the Virtuous leaders are ethical people who seek to create value and maximize wealth for all stakeholders by

establishing relationships and organizational systems that build high trust and gain the commitment of others (Caldwell, *et al*, 2015, 2 ).

If virtuous leadership must be committed to clarity and respond quickly, carefully and fairly to working individuals, as they convey requests and share concerns with each other about their contributions to the performance of the organization and the well-being of their lives among themselves, there is a need for clarity and moderation for the leader to always communicate ethically with working individuals, especially when they do not show enough responsibility and interest in performance, or when working individuals witness negative behaviors and deception of some work or dealing situations and seek to solve them, Temperance, courage and self-control are important to respond to these situations, focusing on integrity and honesty throughout the decision-making process all overturns virtue behavior, since virtue is authentically realized when the individual forgets his own interests and seeks primarily to serve the truth away from his personal feelings that are part of our human condition (Schinkerschinke2023,763&Paioannou).

Accordingly, virtuous leadership can be defined as a set of positive behaviors that carry within it the consideration of the human and moral aspects with participation and cooperation with various individuals working and sympathy with them and dealing with altruism and a sense of responsibility towards their workers with the desire to develop and develop them.

### **The importance of virtuous leadership**

The personality of the leader is formed through his behaviors and has a deep impact on the results and behaviors of the working individuals who are under their supervision, the leader's personality is important and cannot be overlooked and dispensed with in any area of the organization's work being the main motivation towards the high and distinguished performance of the organization and the individuals working alike, as the leader's personality may be associated with his behaviors and practices that may be characterized by virtue from others, the good leader adopts behaviors and practices that tend towards the attributes of virtue with getting used to practicing them, They are behaviors that may be acquired and reflected in the realization of social values that voluntarily manifest in the behavior of the leader accustomed to their practices in situations relevant to the organization and its performance (Newstead.*et al*, 2018,445 ).

As the virtuous behavior of leadership can be directed towards stimulating a more virtuous organizational environment and thus contribute to reducing job burnout and reaching higher performance within the organization, by enhancing trust and stronger relationships between working individuals, and the behaviors of virtuous leaders can also affect workers in



direct ways and to a high degree and one of the ways through the leader's influence on objective job characteristics and employee results that are known to predict work-related well-being, A virtuous leader can enhance the career progress of employees and job security and can also be a high-value influence in the fair distribution of work tasks for working individuals, which takes into account positively the functional content of workers, in addition to that it leads to attention to the well-being of the individual worker and heading towards more flexible and appropriate working hours in proportion to achieving better performance, and virtuous leadership achieves job satisfaction associated with work and high participation in it, Achieving happiness in the workplace and paying attention to positive psychological empowerment while strengthening organizational identity (Hendriks, 2020,964) virtuous leadership generates trust within organizations between leaders and employees specifically, which is essential for organizations to thrive (De Jong et al., 2016).

Caldwell et al. (2015:1184) also explained that the importance of virtuous leadership behaviors, which seek through service delivery, responsibility and excellence, and that they develop long-term strategies for the organization.

### **Advantages of virtuous leadership**

Each style of leadership direction is characterized by possessing characteristics and features that give privacy and make it different from other styles with characteristics, and the researcher (Desmarai, 2015, 18) has identified some axes characterized by virtuous leadership as follows:

- Virtuous leaders have a high tendency towards assuming responsibilities, completing duties, and moving high to achieve the set plans.
- Virtuous leadership has a high sense of confidence and strength of character.
- Has the ability to withstand the consequences of negative and positive decisions.
- Strives with high effort to bring together the ideas and opinions between working individuals.
- The ability to absorb frustration and failure behaviors and its potential to affect the behaviors of working individuals

### **Virtuous leadership behaviors**

Virtuous leadership has multiple behaviors and can not be determined by one specific behavior, each individual carries within him a certain behavior of him benign with the loss of some other benign behaviors, or the rise of a certain benign behavior with weakness in other behavior, as some behaviors of leadership have an impact on creating added value or wealth

for stakeholders and dealers with leadership, has identified each of (Caidwell.*et al*, 2015, 5-7; Adewale,2020,958; Hendriks *et al*, 2020, 954)

### **Virtuous Leadership Behaviors:**

**A. Humanity** : Humanity is considered a virtue behavior of leadership, as it integrates respect and doing the right thing, which is often subjective, and it also reflects the moral duties towards working individuals, so the leader's honesty and integrity in his relations with them seeks and desires individuals working with their leaders, with the need for them to feel interested in the humanitarian aspects that reflect how they are treated with love, care and respect (Adewale, 2020, 5).

We can say that virtuous leadership requires it to commit with individuals working within the organization to the spirit of humanity and go beyond what is self-required of them, which is respect and implementation of the duties due to all internal and external stakeholders while giving a high degree of self-esteem and the spirit of social work based on intimacy, appreciation and human cooperation devoid of ego.

**B. Prudence:** Prudence ensures that leadership has a passion for excellence towards decisions, procedures and the style of dealing with working individuals, as it is a virtuous behavior of leadership, with the desire to make an additional effort to ensure that the organization achieves its potential and attention to detail, which is often very important in the implementation of the organization's activities and achieving superior performance for the organization and working individuals alike (Caidwell.*et al*, 2015, 7).

And virtuous leadership granted to extraordinary organizations, which are at a high level of excellence virtuous leadership in those extraordinary organizations called them (leaders of the fifth level), which are characterized by emotional prudence and strong determination to do everything that is required of them with a high degree of calm and pillar to achieve the success of their organizations, as they enjoy commitment and prudence values and goals that they express to their organizations and defined prudence as the leader's correspondence between words and deeds organizations that have evolved from good to really great She is the one who possesses virtuous, wise and committed leadership (Adewale,2020,6).

Thus, we can say that the prudence of virtuous leadership is the importance of behavior that is identical with the morals, values and principles carried by the leader and through which he deals, and sanity is nothing but excellence and attention to the fine details of each behavior, procedure or decision he takes towards others as keys to the successful and positive implementation of leadership, it reflects the quality of prudent and wise leadership that enables organizations to reach performance and distinguished position successfully.

**C. Justice :** Treating working individuals fairly, regardless of their identity, whether they are distinguished or talented or not, regardless of the location of their jobs, is one of the behaviors of virtuous leadership, as this approach must apply to all levels of work within the organization and to individuals working in general, most of them know each other and often judge the posts submitted by their co-workers, who sometimes deal with them as friends and other times dealing with the presence of tense relationships, Justice is therefore critical to minimizing the effects of any type of functional or organizational conflict, as it achieves satisfaction in various organizational aspects and reduces the effects of bias towards any general stakeholder (Schinkerschinke, 2023,763 & Papaioannou).

Accordingly, we can say that justice in the behaviors of virtuous leadership is reflected in the enjoyment of that leadership with ethical practices and a pattern of equality, justice and transparency, which indicates the extent of the leadership's response to the just human side rich in many virtuous attitudes that give the leadership a lot of enrichment and behavioral completeness.

**D. Self-control (Temperance):** Self-control is a distinct behavior of virtuous leadership, it is the ability to know the reality of the situation and then communicate this reality clearly to others with the ability to control negative or positive emotional behavior, that the behavior of self-control of leadership requires that there be clear goals for everyone within the organization with high levels of participation and commitment to excellence and support for innovation and creativity The leader who has deep knowledge of important goals and decisions with challenges and opportunities, but is He is no better off than a leader who completely lacks knowledge of these things (Hendriks.*et al*,2020,954).

Self-control also involves understanding how to translate values and principles into actions that resonate with others, as it is a basic behavior in emotional and social intelligence, as leaders who prefer service and public interest over interest and self-service realize that they have a duty to communicate clearly and openly with others with the ability to emotional self-control even when their message is (bad news) about the organization and the challenges it faces. Failure of leaders to tell the truth is an act of treason that violates leaders' obligation of care to those they serve as stakeholders. (Caidwell.*et al*, 2015, 11).

Thus, we say that self-control is only the ability of leadership to be patient and endurance and adjust behavioral and verbal emotions, with attention to the means and style of communication with workers and how to deliver information and idea to them, whatever its kind is bad or joyful with the ability to take care of workers and absorb their anger towards any situation , and the behavior of virtuous leadership is heading towards workers with self-control

with appreciation (you) instead of just (he) in the sense of speech directed to the individual worker directly, whether negative or positive Without resorting to a link between them , especially those who seek to achieve the planned goals .

**E. Courage as a** leadership virtue is essential in a world that is constantly changing, courage emerges from the desire to make decisions with some kind of risk in a potentially risky environment to serve the long-term interests of the organization in order to protect its future, although courage is often admired as a fundamental and central virtue of an active society, courage is also equivalent to facing challenges being an informed assessment and courageous decision of choices and opportunities (Adewale, 2020, 6).

Schinkerschinke (2023,763) & Papaioannou) asserts that courage in virtuous leadership lies in their ability to make a decision that greatly serves the organization and individuals, as courage in making decisions is of paramount importance for individuals working to evaluate any situation related to the performance presented correctly.

As we can say that virtuous leadership is nothing but making the right decisions and courage to achieve the right planned goals, and in order to be more courageous must be in line with integrity and strength, which implies that the means and objectives of decisions and judgments of leadership within the organization must be morally sound and transparent and with high courage because virtuous leadership achieves well-being, growth and perfection for working individuals and seeks to obtain their trust and sympathy and access to the success of the organization and this comes In the realization of virtuous leadership that the organization and working individuals work in very complex contexts and uncertain environments, it must be shown that the behavior of self-control and empathy with the working individuals and their appreciation and notice that they are important on the individual and organizational level.

## **Talent Management**

### **The concept of talent management**

The business environment is full of many changes in different aspects such as the nature of work, new forms of work, tasks and duties, foremost of which is new knowledge innovation and new skills required as a result of knowledge progress and information development, which results in increased competition between organizations, and with this progress and development, organizations have focused on their intangible assets such as knowledge and talented workers because the business environment is characterized by uncertainty, complexity and unpredictability, By observing successful organizations, the individual can observe that an organization that recruits, manages and retains high-performing and talented workers has a

high level of organizational success, which explains the increasing demand and competition for workers.

Organizations around the world are remarkably close to talent management as practices to meet high-importance organizational tasks and get rid of the current recession that views working individuals as a tool only to earn profits, so they must be seen as models of competition wisely and ethically if they are taken care of and manage their talents, this fact forces organizations to deal with talented individuals as an important wealth and must be dealt with brilliantly to succeed. The main strategy is to overcome threats in organizations, and talent management has become part of the strategy of most organizations.

Talent management is a concept characterized by its goal and importance in the management of human resources, and has attracted the attention of most researchers as it is one of the concepts that are concerned with distinguishing between human resources in terms of their performance and skills within organizations, so it is a combination of skills, experiences, knowledge and performance abilities, so it is important to identify how attention is paid to managing and controlling the talented human resource, investing in his skills, experiences and knowledge and enhancing Together, organizational talent requires management and improvements due to the uncertainty of being provided within current environments such as a permanent shortage of skills and employee requirements for work-life balance (Van Zyl et al., 2017).

This prompted business organizations to pay attention and work with the talent management of individuals working for them in order to retain technical and administrative specialists in the field of successful careers, and talent management is important for modern organizations due to the emergence of the knowledge economy, and the entry of new generations into the field of work in the business environment, which called for the need for organizations to become more strategic and competitive by finding new practices to manage their human capital.

This is confirmed by Gamama et al., 2018) that most thriving organizations are those that take care of the practices to manage the talents of their employees that are more efficient, and these practices are directly related to the culture and strategy of the organization, although most organizations apply talent management practices, but in the current business environment there is a great demand for talented working individuals within organizations.

Therefore, talent management is gaining greater importance as an important element of the competitive environment of business organizations as it helps in achieving an original competitive advantage, and talent management is critical for organizations to maintain it in the

end and achieve success because human talent is a valuable resource for any organization, and that talent management is only a bridge that derives knowledge from the practice of human resource management (McDonnell et al., 2017) It is not a new concept but has been maintained as a renewed concept and recently has become a vital part of human resources strategies in business organizations, and has recently become a growing interest in the field of human resource management (Al- Dalahmeh, 2020, 116)

After reviewing the literature, there are three main perspectives for the definition of talent management: In **the first perspective of** talent management is a set of functions and practices that are typical practices and functions of the individual worker According to this perspective, it is associated with the same function as human resource management practices such as planning, training, development and retention, and is considered the process of recruiting, developing and retaining talent and is close to the traditional definition of human resource management Schiemann, **The second perspective** says that the organization designs talent pools of working individuals who are called modern people, i.e. people who can make a vital change in the future and current performance of the organization, organizations can follow these individuals through practices associated with human resource planning to develop, and thus linked to working practices (Rothwell, 2011, 5). It is assumed that talent management is associated with specific positions called key positions in organizations or exclusive positions, and this perspective is considered as an approach that begins with identifying critical jobs for those positions that need talented people with high performance (Anlesinya et al., 2019, 11).

Talent management is a science of use to combine human resource planning, acquisition, development, and evaluation in a strategic system (Stevens, 2008, 23) and talent management directly involves human resource planning, recruitment, development and development (Iles et al., 2011, 587). Gümüş.etal states that talent management is a process that involves recruiting, teaching, developing and leveraging individuals working in key roles of an organization. It is an integrated process that contains several specific procedures that contribute significantly to the success of the organization and these procedures are the planning of human resources and the promotion of the acquisition, development and training of working individuals as they are talented, and their sustainability as assets of the organization Al-Dalahmeh, 2020, 117) Talent management is an integrated set of practices, programs and cultural standards in an organization that has been designed and implemented to attract, develop, deploy and retain talent to achieve strategic goals and meet future business needs. (Ribeiro & Gomes,2017,76)

It is considered one of the departments within the organization that depends on the continuity of the organization and its growth in an accelerated environment as it cares about the most important function, which is human resources management and in ways that lead to their advancement towards the top of job performance with its focus on the talented resource in terms of their management and employment in an efficient and appropriate manner while ensuring their continuity in the organization by satisfying all their needs (Daoud, 2020, 23).

Talent management is the process of attracting the right human resource and retaining it in the appropriate work to meet its requirements and requirements, and also includes continuous motivation for workers who are attracted to perform well at work, human resources management plays a vital role in talent management, there is a shift in the organization's priorities from goods based on the knowledge wealth of the organization to cognitive talent management, as talent management has become the biggest challenge for organizations as they compete to retain and shelter talented workers (Sindhura, 2022,3397 ).

The concept of talent management can be given as a combination of practices and procedures that greatly and positively support the individuals working in the organization to acquire distinctive and diverse skills to accomplish a task accurately and quickly while providing opportunities for the development and development of those workers and their sustainability as assets of the organization with the ability to attract talented and qualified workers to benefit from their strengths.

### **The importance of talent management**

The importance of talent management comes from its definition, which involves systematically attracting, selecting, developing, engaging, retaining and deploying those individuals who possess high potential that can create a certain high value for the organization, and talent management plays a major role in influencing the entire organization in its performance and achieving its organizational advantage as it greatly affects the performance of the organization by reducing the costs of the recruitment process for working individuals and reducing the costs of development and initial training to perform tasks as it increases the productivity of the organization In addition to raising its profitability, when the organization applies talent management practices, it creates huge opportunities for competitive advantages, and the organization's position in its industry sector is determined by its ability to attract, recruit and retain talent from working individuals and involve them in decision-making and development, this is what made talent management a factor of failure or success for the organization (Al- Dalahmeh, 2020,118).

In addition, talent management has become an important means to achieve the organization's long-term goals and difficult goals, as through talent management practices, the efficiency of working individuals improves and their commitment, confidence and satisfaction increase, especially if their talents are managed efficiently as it leads to organizational loyalty, and adds to its advantages learning and high-performance job opportunities, as it brings new talents innovative ideas to the organization and this will help the organization to thrive in the future, Therefore, some organizations have faced various difficulties in attracting new talent from individuals and how to retain them (Gümüş.*et al*, 2013, 798).

While (Daoud, 2020, 24-25) stated that the importance of talent management lies in achieving adaptation to external changes, preparing future leaders and achieving competitive advantage.

### **Talent management practices**

And to apply talent management professionally we need some Practices The task by senior management and assisting it within the organization and cooperating with the human resources department, starting from workforce planning through attracting and developing talented workers and ending with the retention of talented people ,Has Between (8 Shrimali and Gidwani, 201) that new environmental characteristics generate emerging problems in retaining high potential as each HR manager faces great difficulties in motivating and retaining the best employees in the organization HR experts recognize that matching the right talent with the right job profile leads to great performance Attracting and retaining talented crews is an urgent dilemma in the workplace, insufficient talented human resources is still remarkably critical because competent workers are the key to high performance. And competition, and to overcome the shortcomings organizations and their leaders must be aware to improve talent while retaining it, and this may pose a great challenge to organizational leaders, as it was noted that some organizations mismatch between the talents of the individual worker and his competence and the job, and this has led to dissatisfaction for the individual worker, moreover, the alignment of leadership behaviors with talent management for the human resource and the goals of the organization is the remedy to face the shortcomings .

The mastery of management in talent management appears in the ability of organizations to promote strategies, policies and programs for attracting, developing and retaining talented working individuals, and this can be achieved by identifying what the organization needs, whether from the current capabilities and talents or the expected talents required, and to apply talent management professionally, human resources management needs the help of senior management of the organization to be very effective and productive, starting



from talented human resources planning and passing through attracting, developing and retaining talented people. (Shrimali & Gidwani, 2012,44).

He stressed that (Daoud, 2020, 26-27) that talent management practices include (talent attraction, talent selection, talent retention, talent development) as indicated by Dalahmeh, 2020, 118-120) that talent management practices include:

### **Planning for talented human resources**

The practice of talented human resources planning comes in the inventory of the required talents within the organization, as it includes the current talents working in the organization and what are their roles with the expectations of the required human resources, as it anticipates the potential needs of future talents, and the development of action plans includes procedures from the moment of appointing the individual worker until the stage of his appointment, and within the planning is control and evaluation, allowing the talented human resources department to monitor the resource planning process Using closed-loop feedback, in conclusion Gifted HR planning aims to allocate specific working individuals with specific talents to the right jobs defined at the right time with the appropriate skills required to accomplish these jobs.

Talent management is only a practice by which the organization implements its strategic plan for the human resource to attract talent, and it is also the mechanism through which the organization adjusts its talent supply based on the organization's changing needs and work. Moreover, one of the analyze, forecasting and planning procedures associated with talent management practices is to ensure that the right people in the organization are in the right places at the right time and at the right costs to implement its business strategy.

### **Attracting talented human resources**

One of the most important practices of talent management is to attract talented individuals and master that practice, and the reputation of the organization is an important factor in attracting talented individuals in addition to financial and moral factors, as it leads to the attraction of talented individuals to a particular organization, and these factors have affected the choices of talented individuals with regard to the opportunity to work in choosing the organization in which they work, and factors such as work-life balance, competitive environment, and difficult work are among the important factors to attract talented individuals, Therefore, organizations must follow specific practices to attract talented individuals by developing a clear strategy to attract talented individuals from outside the organization and improve the skills of talented internal workers, and attracting talent from working individuals also depends on the brand and how it is represented in the market, that is, talented individuals

are enthusiastic about working in the organization that carries a brand that has a distinctive reality in the market, Organizations can also have a selective culture in their own approaches to attracting talented individuals, as all talented workers in various sectors are looking for an organization that offers exciting challenges, wonderful development opportunities and meaningful work in a successful organization, and great leaders in their leadership style and behaviors can be attracted to talented people in line with the same level when high pay is also a great attraction, and talented individuals can usually be more attracted to meaningful work in an environment. Open, reliable and performance-oriented rather than pay alone, the existence of the organization and its growth and prosperity are a reflection in the main degree on the quality of human resources that it possesses.

Thus, there are distinctive practices that make talents with a bottom undiscovered to be talent at the top and vice versa and come through leadership and how to deal with them and what behaviors can raise their level and develop them we may need to develop them through career inspiration, and the strengths and weaknesses that distinguish them and how to direct them, and the capabilities they carry and how to adopt and refine them, Career enrichment can also motivate him more towards developing his talent.

### **Talented human resources development**

Organizations can overcome talent shortages by empowering and encouraging their existing talents by developing them and developing their capabilities (Dajnoki& Heder, 2017, ) Organizations must develop talented workers and leaders in parallel, knowing that there are no common and unified standards that should be applied in all organizations and to all talented individuals and leaders in general, but there are some mutual concepts on how to deal with talented workers who exceed expectations in performance, allowing the organization to have A long-term vision to change its employment policy from (hiring individuals to fill chairs) to (employing individuals and developing them to work to serve future opportunities and needs) as the organization may hire highly qualified and talented workers, but they were not needed at the moment of their employment, but they have the ability to meet the requirements of an upcoming strategy, or that the organization needs future skills, which will give it the advantage of acquiring diverse talents. On the other hand, these organizations will not take into account the factor that Moreover, organizations in general not only hire professional and talented workers, but also employ substandard talented workers and they are united together to be highly qualified workers and according to the organization's standards, and one of the main purposes of talent management practices is to classify workers into categories according to their skills to determine who is highly qualified and who is underperforming.

A talent management practice should therefore be able to take action to determine if an individual is unskilled which will prompt the need for training or that underperformers will be identified and then moved to other places and situations where they can demonstrate their inner skills.

### 3. MATERIAL AND METHODS

#### Description and Diagnosis of Variables and Dimensions of Research

Includes Description and diagnosis For the research variables represented by virtuous leadership (independent variable) With his behaviors (humanity, prudence, justice, self-control, courage) Talent Management Practices (Dependent Variable) Represented by in (Talent Planning, Talent Attraction, Skills Development) Through the arithmetic mean and standard deviation, the results were as follows:

#### Describe and diagnose virtuous leadership behaviors

The values contained in Table (2) indicate that there is a state of availability of virtuous leadership behaviors among officials in the field researched, as all the values of the arithmetic mean of virtuous leadership and its behaviors are greater than the value of the hypothetical mean of (2) and this reflects the adoption of leaders at Al-Noor University for virtuous leadership behaviors from the point of view of the surveyed teachers, and that the most behavioral available to them is humanity, as it obtained the lowest value of the coefficient of difference amounted to (26%) approximately, while courage was the least available behaviors have a coefficient of variation of (45%).

**Table 2. Statistical Indicators of Virtuous Leadership Behaviors**

| # | Virtuous leadership behaviors | Coefficient of variation | Standard deviation | Arithmetic mean |
|---|-------------------------------|--------------------------|--------------------|-----------------|
| 1 | Humanity                      | 25.825                   | 0.519              | 2.306           |
| 3 | Sanity                        | 42.889                   | 0.833              | 1.948           |
| 4 | Justice                       | 44.019                   | 0.819              | 1.859           |
| 2 | Self-control                  | 39.300                   | 0.848              | 2.165           |
| 5 | Courage                       | 45.237                   | 0.896              | 1.981           |
|   | Overall Index                 | 39.454                   | 0.7835             | 2.052           |

*Source: Designed by the researcher*

#### Describe and diagnose talent management processes

The values contained in Table (3) show the lack of talent management practices in the field researched, as all the values of the arithmetic mean of their dimensions are less than the

value of the hypothetical mean of (2), and this indicates to us the need for more attention to talent management practices at Al-Noor University.

Talent planning was the highest practice of practices available in the field researched, as it obtained the lowest value of the coefficient of variation amounted to (43%) approximately, while talent development was the lowest practice available, as the value of the coefficient of variation for it reached (46%)

**Table 3. Statistical Indicators for Talent Management Practices**

| # | Talent Management Practices | Coefficient of variation | Standard deviation | Arithmetic mean |
|---|-----------------------------|--------------------------|--------------------|-----------------|
| 1 | Talent Planning             | 42.502                   | 0.827              | 1.948           |
| 2 | Attracting talent           | 45.389                   | 0.666              | 1.446           |
| 3 | Talent Development          | 46.051                   | 0.617              | 1.336           |
|   | Overall Index               | 44.647                   | 0.703              | 1.577           |

*Source: Designed by the researcher*

### Testing Correlation Hypotheses

For the purpose of testing the hypothesis of the correlation between the independent variable (virtuous leadership) and its behaviors, and the dependent variable (talent management practices), the Pearson correlation coefficient was relied on because the research data follow the normal distribution and therefore it is correct to use parametric methods in analysis, including Pearson's coefficient to test the correlation between the two variables and the results were as shown in Table (4).

**Table 4. Correlation coefficient between virtuous leadership and talent management**

| Independent variable | Dependent variable | Resolution                   | SIG  | Pearson's correlation coefficient |
|----------------------|--------------------|------------------------------|------|-----------------------------------|
| Virtuous Leadership  | Talent Management  | Acceptance of the hypothesis | .000 | 0.649                             |
| Humanity             |                    | Acceptance of the hypothesis | .000 | 0.562                             |
| Sanity               |                    | Acceptance of the hypothesis | .000 | 0.512                             |

|              |  |                              |      |       |
|--------------|--|------------------------------|------|-------|
| Justice      |  | Acceptance of the hypothesis | .000 | 0.547 |
| Self-control |  | Acceptance of the hypothesis | .000 | 0.606 |
| Courage      |  | Acceptance of the hypothesis | .000 | 0.599 |

*Source: Designed by the researcher*

The data of Table (4) indicate the acceptance of the I main research hypothesis and its sub-hypotheses, and the values of correlation relations were as follows:

- Self-control ranked first in the relationship with talent management with a correlation value of 0.606).
- It is followed by courage, which recorded the second rank in correlations (0.599).
- He came after humanity in third place in the strength of the relationship between him and talent management (**0.562**).
- After Justice ranked fourth in the strength of the relationship between him and talent management (**0.547**).
- After prudence, he ranked fifth and last in the strength of the relationship between him and talent management (0.512).

It is noted that all the values of virtuous leadership behaviors were moral in their relationship with talent management, as the **moral value (Sig for each dimension of the dimensions (.000))** and these values indicate the acceptance of all sub-hypotheses stemming from the I main hypothesis of the research.

While the value of the correlation coefficient between virtuous leadership and talent management was (0.649) and a moral value (Sig amounted to (.000)), which reflects the existence of a strong positive relationship between them to indicate that the more leaders in the field in the research field possess virtuous leadership behaviors, the more this leads to more attention to talent management practices.

### **Testing Impact Hypotheses**

For the purpose of testing the hypothesis of influence between the independent variable (virtuous leadership) and its behaviors, and the dependent variable (talent management practices), the regression line was equalized by adopting the statistical software SPSS V24 to test the impact relationship between the two variables and the results were as shown in Table (5).

**Table 5. ANOVA Variance Analysis Table for the Relationship between Loose Leadership Behaviors and Talent Management**

| Total                        | Sig  | Coefficient F | Degree of freedom | R2    | Sig  | T coefficient | Beta  | Hard a |              |
|------------------------------|------|---------------|-------------------|-------|------|---------------|-------|--------|--------------|
| Acceptance of the hypothesis | .000 | 68.92         | 1<br>149<br>150   | 0.316 | .000 | 8.302         | 0.562 | 0.33   | Humanity     |
| Acceptance of the hypothesis | .000 | 52.851        | 1<br>149<br>150   | 0.512 | .000 | 7.270         | 0.512 | 0.2    | Sanity       |
| Acceptance of the hypothesis | .000 | 63.523        | 1<br>149<br>150   | 0.547 | .000 | 7.97          | 0.547 | 0.25   | Justice      |
| Acceptance of the hypothesis | .000 | 86.292        | 1<br>149<br>150   | 0.367 | .000 | 17.879        | 0.367 | 0.23   | Self-control |
| Acceptance of the hypothesis | .000 | 83.470        | 1<br>149<br>150   | 0.359 | .000 | 9.136         | 0.359 | 0.21   | Courage      |
| Acceptance of the hypothesis | .000 | 22.772        | 1<br>149<br>150   | 0.421 | .000 | 10.406        | 0.421 | 0.31   | Virtuous     |

*Source: Designed by the researcher*

**The impact of the human dimension in talent management:** The value of the beta regression coefficient ( $B_1 = 0.562$ ) to represent the amount of the impact of humanity in talent management (Y), and this means that an increase of (1) in the dimension of humanity will lead to a positive increase in talent management by (0.562), and the coefficient of determination recorded a value of ( $R^2 = 0.316$ ) to indicate that the dimension of humanity is explained (32%) Almost from the variation in talent management, and that the remaining variation (68%) of the variation that humanity did not explain is the result of other variables that did not enter the regression model in the current research or that it is due to uncontrollable variables.

The level of significance of the regression model reached (0.000), and that these estimates indicate that talent management (Y) is a function of the real value of the dimension of humanity (X1), and the significance of the regression according to the coefficient ( $t = 8.302$ ) with a significant level (0.000) and on the basis of these indicators accept the first sub-

hypothesis, which states "There is a significant impact relationship between humanity and talent management" and therefore the equation of the regression line is as follows:

$$Y = a + \beta X_1$$

$$\text{Talent Management} = 0.33 + 0.562 \text{ Humanity}$$

**The effect of the dimension of sanity in talent management:** The value of the beta regression coefficient ( $\beta_2 = 0.512$ ) to represent the amount of the effect of prudence in talent management (Y) and this means that an increase of (1) in the dimension of sanity will lead to a positive increase in talent management by (0.512). The coefficient of determination recorded a value of (R Square = 0.512) to indicate that after sanity explains (51%) of the variation in talent management, and that the remaining variance of (49%) of the variance that was not explained by sanity is the result of other variables did not appear in the regression model in the current research or that it is due to variables that cannot be controlled.

The level of significance of the regression model reached (0.000), and that these estimates indicate that talent management (Y) is a function of the real value of the dimension of sanity (X2), and the significance of the regression according to the coefficient ( $t = 7.270$ ) with a significant level (0.000) and on the basis of these indicators accept the second sub-hypothesis, which states "There is a significant impact relationship between sanity and talent management" and therefore the equation of the regression line is as follows:

$$y = a + \beta x_2$$

$$\text{Talent Management} = 0.2 + 0.512 \text{ Sanity}$$

**The impact of the dimension of justice in talent management:** The value of the beta regression coefficient appeared ( $\beta_2 = 0.547$ ) to represent the amount of the impact of justice in talent management (Y) and this means that an increase of (1) in the dimension of justice will lead to a positive increase in talent management by (0.547). The coefficient of determination recorded a value of (R Square = 0.547) to indicate that the dimension of prudence explains (approximately 55%) of the variation in talent management, and that the remaining variation of (45%) of the variation that has not yet been explained by justice is the result of other variables that were not included in the regression model in the current research or that it is due to variables that cannot be controlled.

The level of significance of the regression model reached (0.000), and that these estimates indicate that talent management (Y) is a function of the real value of the dimension of sanity (X3), and the significance of the regression according to the coefficient ( $t = 7.97$ ) with a significant level of (0.000) and on the basis of these indicators accept the third sub-hypothesis,

which states "There is a significant effect relationship between sanity and talent management" and therefore the equation of the regression line is as follows :

$$Y = a + \beta X_3$$

$$\text{Talent Management} = 0.25 + 0.547 \text{ Justice}$$

**The effect of after self-control in talent management :** The value of the beta regression coefficient ( $\beta_4 = 0.367$ ) to represent the amount of the impact of justice in talent management ( Y ) and this means that an increase of (1) in the dimension of self-control will lead to a positive increase in talent management by (0.367 ) The coefficient of determination recorded a value of (R Square = 0.547) to indicate that after sanity explains (36%) of the variation in talent management, and that the remaining variation of (64%) of the variation that has not yet been explained by self-control is the result of other variables not included in the regression model in the current research or that it is due to variables that cannot be controlled.

The level of significance of the regression model reached (0.000), and that these estimates indicate that talent management (Y) is a function of the real value of the dimension of sanity (X4), and the significance of the regression according to the coefficient ( $t = 17.879$ ) **with a** significant level (0.000) and on the basis of these indicators accept the fourth sub-hypothesis, which states "There is a significant impact relationship between self-control and talent management" and therefore the equation of the regression line is as follows:

$$Y = a + \beta X_4$$

$$\text{Talent Management} = 0.23 + 0.367 \text{ Self-control}$$

**The effect of the dimension of courage in talent management:** The value of the beta regression coefficient appeared ( $\beta_5 = 0.359$ ) to represent the amount of the impact of courage in talent management ( Y ) and this means that an increase of (1) in the dimension of courage will lead to a positive increase in talent management by (0.359 ) The coefficient of determination recorded a value of (R Square = 0.359) to indicate that the dimension of courage explains (36%) approximately of the variation in talent management, and that the remaining variation of (64%) of the variation that has not yet been explained by courage is the result of other variables not included in the regression model in the current research or that it is due to variables that cannot be controlled.

The level of significance of the regression model reached (0.000), and that these estimates indicate that talent management (Y) is a function of the real value of the courage dimension (X5), and the significance of the regression according to the coefficient ( $t = 9.136$ ) with a significant level of (0.000) and on the basis of these indicators accept the fifth sub-



hypothesis, which states "There is a significant impact relationship between courage and talent management" and therefore the equation of the regression line is as follows:

$$Y = a + \beta X_5$$

$$\text{Talent Management} = 0.21 + 0.359 \text{ Courage}$$

**Table 6. Results of Stepwise Stepwise Analysis**

| Sig. | F      | Beta                    | Sig.                 | t                       | R Square | Independent variables entering      | Stage      |
|------|--------|-------------------------|----------------------|-------------------------|----------|-------------------------------------|------------|
| .000 | 86.292 | 0.606                   | .000                 | 9.289                   | .367     | Self-control                        | The first  |
| .000 | 51.824 | .0415<br>0.285          | .000<br>.001         | 4.905<br>3.37           | .412     | Self-control<br>Humanity            | The second |
| .000 | 37.191 | 0.309<br>0.244<br>0.196 | .002<br>.005<br>.026 | 3.224<br>2.849<br>2.252 | .431     | Self-control<br>Humanity<br>Justice | Third      |

*Source: Designed by the researcher*

Through the values of R Square shown in Table (6) that after self-control alone explains approximately (37%) of the differences in talent management, and that if the dimension of humanity is included in addition to the dimension of self-control, the explanatory ability of the model will increase from (37%) to (41%). The explanatory power of the model will increase further (43%) if it enters after justice.

We also note that the stepwise model did not include the other dimensions of virtuous leadership (prudence, courage) due to their lack of morale in influence, as well as its low importance in the management of talent in the field researched.

Therefore, we can say that the dimensions (behaviors) of self-control, humanity and justice explain about (43%) of the changes in talent management and that (57%) are due to other variables that were not included in the current study in its model. Thus, we can accept the research hypothesis that states that "the impact of virtuous leadership dimensions in talent management varies".

## 4. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the results of the field research, it can be concluded that leaders at Al-Noor University have implemented wise leadership behavior according to the views of the lecturers surveyed. The most prominent behavior is the humanitarian side, where leaders show concern for employee needs, sympathize, and try to meet their needs to reduce the gap between

management and employees. However, attention to talent management practices is still lacking. However, talent planning is the most dominant aspect, because leaders try to identify the needs of talented workers and map their distribution in the university's administrative units.

A strong positive relationship was also found between wise leadership behavior and talent management, indicating that the higher the wise leadership behavior possessed, the greater the attention to talent management practices. The self-control dimension showed the strongest correlation to talent management, followed by courage and humanity. The justice dimension is in fourth place, while prudence is in last place. This finding reflects that the leadership in the studied organization acts selflessly for the benefit of the organization and applies it in talent management strategies to support employee development.

In addition, there is a significant influence between wise leadership behavior and talent management practices. The self-control dimension is independently able to explain variations in talent management. However, if the human dimension is included in the model, the explanatory power increases. The addition of the justice dimension further increases the strength of the model. This shows that the greater the leader's attention to human behavior, such as empathy and concern for the interests of others, the stronger the relationship with talent management practices will be.

### **Recommendations**

Based on the results of statistical analysis of field data, there are a number of recommendations that can be used as references for development in the research environment. First, it is important to pay attention to and develop wise leadership behavior in the process of forming leaders who support collaboration, self-awareness, and understanding of the needs and thinking styles of employees. This can be realized by increasing the presence of leaders in the workplace, listening to employee opinions, and following up on their input seriously.

Second, it is necessary to formulate more precise and direct academic leader selection criteria based on ability and intelligence in mastering science and knowledge. It is also necessary to commit to establishing a limited leadership term. Leaders in private universities should formulate clear, honest, and innovative strategies in supporting talent management practices. Third, academic leaders should be more open to criticism and encourage discussion and dialogue among lecturers, with the aim of forming wise characters, being able to evaluate actions reflectively, and being able to respond to situations maturely.

Furthermore, the continuity of the talent management approach needs to be maintained at all levels of the organization, by paying attention to individual development in each position. Talent management plays an important role in retaining employees and improving

performance, so a systematic training and development program is needed to transform implicit knowledge into explicit knowledge that can be shared with colleagues. In addition, universities and colleges need to revive the talent management method by organizing seminars and training focused on developing employee potential. Finally, it is necessary to establish clear and objective academic leader selection criteria, based on ability and broad insight, as well as a commitment to a specified term of office to ensure the sustainability and effectiveness of leadership.

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