Investigating the Validity Amount of the Talent Management Model based on the Teachings of Nahjolbalagha

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Purpose: Talent management helps to identify the talented forces of the organization for their purposive development. Therefore, the purpose of this study was to investigating the validity amount of the talent management model based on the teachings of Nahjolbalagha.

Methodology: This study was a part of mixed research (qualitative and quantitative). The population of the qualitative part was management experts and proficient in sermons, wisdom and letters of Nahjolbalagha, which according to the principle of theoretical saturation 10 people were selected as a sample with the purposive sampling method. The population of the quantitative part was the employees of the General Department of Social Security of Isfahan province, which according to the Cohen's table 136 people were selected as a sample with the simple random sampling method. In this study, qualitative part data was collected by semi-structured interview method and analyzed by thematic analysis method and quantitative part data was collected by 101-item researcher-made questionnaire method and analyzed by exploratory factor analysis and structural equation modeling methods.

Findings: The findings of the qualitative part showed that the talent management model based on the teachings of Nahjolbalagha had 101 concepts, 23 basic themes and 7 organizing themes including talent acquisition and employment, training and development, preservation and maintenance, influence of talents, mission and value, socialization of talents and dismissal and appointment. Also, the findings of the quantitative part showed that the factor load of all 101 items was confirmed because it was more than 0.50, the average variance extracted of all 7 organizing themes was more than 0.50 indicating appropriate convergent validity, the influence coefficient of all 7 themes because more than 0.15 indicates a medium and higher effect size, the Heterotrait-Monotrait ratio of all 7 themes because less than 0.90 indicates appropriate divergent validity and Cronbach's reliability and combination of all 7 themes because more than 0.60 indicates appropriate reliability. In addition, the effect of the talent management model based on the teachings of Nahjolbalagha on all 7 themes was significant (P<0.001).

Conclusion: Based on the results of this study, the talent management model based on the teachings of Nahjolbalagha was valid and experts and planners, especially religious experts and planners can exploit the mentioned model.

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1. Introduction

The most significant asset of contemporary organizations is their human capital, and in such conditions, organizations that succeed in leveraging talents can acquire a sustainable competitive advantage; such that organizations with more talented human resources will be in a better position compared to their competitors and are more likely to be successful and victorious (Song, Lin, Langjing, Mengdan, and Xiong, 2021). Human capital or force is the most important competitive factor among different organizations, and human resource management, being aware of the importance of this capital, can create a competitive advantage for the future of the organization. Managers and leaders of human resources improve organizational, group, and individual performance through the development of employees, creating a dynamic organization, and providing growth and advancement opportunities for employees, thereby creating and enhancing competitive advantage for the organization (Oppong, 2023). Talent is referred to as the relative degree of an individual's advancement in an activity, and if individuals are placed in the same conditions and situations for acquiring skill in an activity, different individuals will have differences in terms of the extent of acquiring that skill; such that some will have better learning in a field, faster progress, and higher efficiency (Gledhill, Harwood, and Forsdyke, 2017). Talent means the ability to immediately benefit from teaching, training, nurturing, and experience in a specific performance range (Hosseinpour Dallali Niya, Shakibaei, and Kazampour, 2020). The term talent dates back to ancient Greece and was initially used for measuring weight and later referred to the value of a person or his innate ability. Moreover, talent is considered a special ability that is different from normal abilities and above the average level of abilities, and talented individuals in a specific area are different, distinguished, and superior compared to others in the same area (Webb, Dicks, Brown, and O'Gorman, 2020).

One of the important topics in talent identification is talent management, which emerged as a process in the 1990s and is constantly evolving. Indeed, the importance of talent management is because talented employees with strategic capabilities can enhance productivity, efficiency, and competitive advantage of any organization in all areas (Masoumi, Bahloli, Beygzadeh, Nejadhajiali Irani, and Eskandari, 2022). Managers and leaders of organizations usually engage themselves in competition with others to access talents. Therefore, they must have the ability to recognize talented individuals, provide necessary training to them, and maintain valuable employees for the long term (King and Vaiman, 2019). Contemporary organizations need creative, flexible, and responsive forces, but identifying, attracting, and retaining these forces has become more difficult compared to the past, and dynamic organizations in this competitive world are trying to create opportunities for attracting talents, and organizations that fail to properly perform human resource management and talent management are doomed to failure (Saling and Do, 2020). Talent management, also referred to as the war for talent, is one of the most important and valuable challenges of human capital in the third millennium (Crane and Hartwell, 2019). Talent management is used to describe the concept of integrating human resource management activities aimed at attracting and retaining the right people for key positions at the right time (Cascio and Bourdreau, 2016). This construct is a strategic management for a flow of talents in the organization aimed at creating a readily available source of talent for matching the right people with the right jobs at the right time based on the strategic objectives of the business (Krishnan and Scullion, 2017). Talent management is a tool for improving the recruitment process and nurturing individuals to achieve the skills and capabilities required to meet the current needs of the organization, which, in addition to focusing on the organization's current state, has a forward-looking perspective and nurtures individuals according to the present and future needs and desires of the organization (King, Madera, Lee, Murillo, Baum, and Solnet, 2021). Talent management means conducting a series of integrated activities to ensure the attraction, retention, motivation, and development of talented employees needed for the present and future of the organization, which is considered a vital factor in successful organizations (Al Nsour and Abu Tayeh, 2018). Talent management is one of the most significant factors affecting business and maintaining competitive advantage in organizations, and this strategy is part of the fundamental changes of the 21st century and complements organizational change. Therefore, achieving sustainable competitive advantage and having a

developed society depends on the ability of societies to attract, develop, and nurture a rich set of talented individuals (Karimi Arghini, Mojtabazadeh, Davoodi, and Mirzaei, 2020). Talent management in recent decades is considered a management field that has experienced the most growth, and due to its competitive nature, the term talent management has been widely noticed and welcomed by various organizations (Makarius and Srinivasan, 2017). The competitive environment among today's organizations has increased attention to attracting and retaining talents, and the emphasis and focus of contemporary organizations are on attracting suitable individuals for suitable jobs at the right time, which is due to the transition from the industrial age to the knowledge-based era. Therefore, many experts call this era the era of knowledge workers, and this leads organizations towards talent management (Makarem, Metcalfe, and Afiouni, 2019). Talent management is an important and influential factor for organizational success, and various private and public organizations can create competitive advantage for themselves by identifying, developing, and attracting talented employees (Salau, Osibanjo, Adeniji, Oludayo, Falola, Igbinoba, and Ogueyungbo, 2018). The concept of talent management, with a specific and exclusive approach, presents a distinct and separate view from the workforce, where certain talents are distinguished from others (Mahapatra and Dash, 2022). Talent management encompasses all processes, axes, and human resource technologies, including sourcing, selection and recruitment, employment, retention, development, and rejuvenation of talented workforces, what happens in the stages of attraction, development, and the management process can optimize talents (Gardas, Mangla, Raut, Narkhede, and Luthra, 2019).

Designing a talent management model can lead to its development, for which various sources, including Nahj al-Balagha, can be utilized (Karami, Salajeghe, Ranjbar, and Kamali, 2021). Nahj al-Balagha, known as the "Brother of the Quran" after the Holy Quran and the sayings of the Prophet, is considered the richest and most valuable Islamic sources, and this book, authenticated by most hadith scholars, includes many sayings, letters, and wise words of Imam Ali (AS) expressed during his fruitful life to guide human intellects to the divine path (Karimi, Pouriani, and Kheiri, 2022). Nahj al-Balagha, after the Holy Quran, is an unparalleled garden of Islamic culture, this clear source flowing from the waterfall of Imam Ali's (AS) speech into the plains of human life, serves as a treasure of sublime wisdom, genuine political laws, educational system, true mysticism, etc., always a concern for enlightenment for all and a worthy model for the comprehensive advancement of human societies (Farzanefard and Shafiee Taban, 2023). This book, a book for educating us asleep in the bed of egoism and self-conceit, can be considered like a healing potion and a balm for soothing individual and social pains. This valuable treasure is a collection with dimensions as vast as the dimensions of human and human society from the time of its issuance to any time that history proceeds (Mohammadi, Keyhan, and Skandari, 2022). The managerial thought of Imam Ali (AS) is distinguished by its solidity and reliance on solid logical principles from other thoughts and represents a type of human thought that addresses management with a human perspective. Just as in the horizon of management, society is a small community where all social foundations are interconnected (Ahangar, Kheirandish, Ebrahimpour, and Rouhi-Issalou, 2023).

Talent management encompasses three stages: the identification and attraction of talents, the alignment and retention of talents, and the development and enhancement of talents. The following outlines some of the principles of talent management mentioned in Nahj al-Balagha.

Competence and Skill (Sermon 172 of Nahj al-Balagha)

"… O people, the most capable of ruling among you and the most knowledgeable in the matters of God in governance is the most deserving of leadership (The most deserving people in the matter of caliphate and leadership should be the most capable in management and the most knowledgeable in understanding issues) …"

The Precedence of Meritocracy (Sermon 172 of Nahj al-Balagha)

"… Someone said to me: 'O son of Abu Talib, you are very eager for the caliphate.' I said to him: 'By God, you are more eager and farther away, and I am more deserving and closer …' "

Excellence in Guardianship (Letter 55 of Nahj al-Balagha)

"… God has tested me with you and you with me; and made one of us the proof upon the other …"

Selection of the Most Righteous (Letter 53 of Nahj al-Balagha)

"… Assign your tasks to the best among them and entrust your confidential letters, which contain your policies and secrets, to someone who is the most righteous among the scribes …"

Placing Capable Individuals (Letter 53 of Nahj al-Balagha)

"… From the government officials, choose those who are experienced and modest and come from virtuous families and are foremost in Islam, for their morals are nobler, their lineage healthier, their greed lesser, and they are more meticulous in evaluating the consequences of matters. Then provide them with ample sustenance, for this strength in correcting their being is self-sufficient from betrayal in what is under them, and if they disobey your command or betray trust, it is an argument against them …"

Verification in Jobs (Letter 53 of Nahj al-Balagha)

"… For each of your tasks, appoint a chief from the secretaries who will not be overwhelmed by the magnitude of matters and the multiplicity of tasks will not perplex him …"

Observance of Hierarchy (Letter 13 of Nahj al-Balagha)

"I have appointed Malik al-Ashtar over you and all the soldiers under your command. Listen to his words and obey his commands. Make him your shield and armor …"

Division of Labor (Letter 31 of Nahj al-Balagha)

"… Assign a task related to each of your servants and hold them accountable for that task, as this will better compel them to not pass their duties onto one another …"

The following reports research results on talent management based on Nahj al-Balagha. For example, Karami et al. (2021), in a study titled "Factors Affecting Talent Management of Employees at the Social Security Organization of Isfahan Province (Literature Based on Nahj al-Balagha)," concluded that among 230 sources obtained in a three-stage refinement, 40 articles were reviewed, and their results indicated the presence of three categories of factors: individual factors (with components of work enthusiasm, work ethic, self-efficacy, work motivation, and individual skill), job factors (with components of job compatibility with the employee, empowerment, job satisfaction, job enrichment, equal opportunity for work with external individuals, job independence, job security, work-life balance, and opportunities for employee growth), and organizational factors (with components of organizational flexibility, organizational support, having an appropriate vision, organizational reputation, performance-based rewards, transformational leadership, organizational culture, and social responsibility). Mohammadi, Shiri, and Taban (2019), in a study titled "Designing a Talent Management Model Based on Nahj al-Balagha," concluded that for the mentioned model, 25 sub-themes in 7 main themes including selection and appointment (with sub-themes of discovery and identification, skill orientation, meritocracy, and the power of discernment and problem-solving), training and flourishing (with sub-themes of career path, succession planning, and awareness and cunning), retention (with sub-themes of learning from lessons, social and communication skills, knowledge of self-control, justice-seeking, popularity and attractiveness, implementing effective control and supervision, and an effective motivational system), socialization of talents (with sub-themes of pragmatism, perseverance, self-belief, self-development), transfer and dismissal (with sub-themes of talent transfer, dismissal, and expulsion), mission and values (with sub-themes of goal orientation, continuous and flexible planning, time management, and foresight), and the context of talent impact (with the sub-theme of talent development culture) were identified.

The following reports research results on talent management based on sources other than Nahj al-Balagha. For example, Zameni, Ghaiyoomi, Azizabadifarahani, Mirsepassi, and Hajiani (2023), in a study titled "Designing a Talent Management Model for Cultural Organizations Using a Fuzzy Delphi Approach," concluded that the mentioned model for cultural organizations had 43 components in 9 dimensions of internal influencing factors, external influencing factors, creating a dual-core architecture of human capitals, identification, discovery and nurturing of talents, creating a talent pool, nurturing and training of talents, retention and flourishing of talents, individual outcomes, and organizational outcomes. Hajiyan and Danaei (2023), in a study titled "Designing a Structural Model of Employee Talent Management in Public

Universities," concluded that this model included exploration, exploitation, development mechanisms and talent capability, talent attraction mechanisms, and talent retention mechanisms, which were appropriately validated for reliability and validity, and the mentioned model was significant. Soleymani, Abbaspour, Rahimian, and Taheri (2020), in a study titled "Presenting a Talent Management Model in the Iranian Higher Education System: A Model Derived from Grounded Theory," concluded that for the mentioned model, individual factors (with components of psychological empowerment, expansion of motivational space, and demographic factors), work-related factors (with components of job content, work relationships, and flexibility at work), organizational factors (with components of discourse creation, university policies, financial outlook, quality assurance, management of selection and promotion process, knowledge management and communications), management factors (with components of strategic orientation, leadership style, social awareness of managers, performance management as an effective evaluation mechanism, and participation in decision-making, effective strategies for attraction, development, and retention (with components of sourcing, innovation in recruitment, identification and employment management, socialization, professional development in education and research, career path advancement management and succession planning, physical facilities, and differentiated pay, rewards, and compensation system), extra-organizational factors (with components of social and stakeholder factors, economic factors, political factors, and cultural factors), dynamic fit (with components of individual and organizational fit, strategy fit with goals, work-life balance) and outcomes (with components of individual attitudinal outcomes, behavioral outcomes, and organizational results) were identified.

Currently, the main problems and challenges of organizations worldwide are that the demand for talent has surpassed the supply, and organizations have realized that to improve their competencies, they must think of identifying and nurturing deserving and capable individuals. In fact, recognizing and implementing talent management has a positive impact on organizational performance. Therefore, talent management is of great importance for two reasons: first, the effective implementation of talent management strategy leads to successful acquisition and retention of talents, and second, employees are selected and prepared for key positions in the future. This research aims to examine the talent management model from the perspective of Nahj al-Balagha. In the view of Imam Ali (AS), the recognition of human beings and their talents and their status is so important that he has stated: "The wise is the one who knows his own worth, and it is enough ignorance for a man not to know his own worth and value, and the knowledge of oneself and one's values and talents is the highest of knowledge and nothing else suffices a person like it." Furthermore, in his educational will to Imam Hasan Mojtaba (AS), Amir al-Mu'minin has mentioned: "And whoever is content with his lot will be more enduring (Letter 40)." If a person does not have the necessary decision-making, planning, and management, he will undoubtedly face many problems. From the perspective of Imam Ali (AS), human beings are social creatures, and for the life, continuity, and stability of society, it is necessary for each individual to be engaged in work suitable to their talent, ability, and skill. This is because many of the needs and requirements of the people are better and more easily met through the division of labor and job placement management according to the ability and talent of individuals. Imam Ali (AS) said: "Let the people of professions return to their professions, so the people benefit from them like the builder returns to his building, the weaver to his loom, and the baker to his bakery" (Wisdom 2 and 3, p. 199); tradespeople and craftsmen return to their work, and people benefit from their efforts: the builder to building, the weaver to weaving, and the baker to baking. This statement of Imam Ali (AS) clearly embodies the placement and job according to ability and talent. Therefore, considering the growing application of talent management in the management field and the gap in utilizing this concept in this and other fields, based on local conditions and the social and cultural characteristics of Iran, and considering the importance of Nahj al-Balagha as the second religious book of Muslims and one of the most important conceptual and belief sources of Muslims, especially Shiites, the present research seeks to present a talent management model from the perspective of Nahj al-Balagha. Therefore, this research aims to investigate how valid the talent management model is based on the teachings of Nahj al-Balagha.

2. Methodology

This study was a mixed-methods (qualitative and quantitative) research. The qualitative segment comprised experts in management and those well-versed in the sermons, wisdom, and letters of Nahj al-Balagha, from whom 10 individuals were selected as the sample through purposive sampling based on the principle of theoretical saturation. In other words, the population for this segment included professors, scholars, management experts, and experts in religious fields and Nahj al-Balagha, with the sample size determined to be 10 individuals based on the principle of theoretical saturation. In this study, these 10 individuals were selected through purposive sampling, chosen based on criteria such as having sufficient knowledge in the research subject or field, having published books or articles on the topic, agreeing to record interviews, and willingness to participate in the research. Additionally, the quantitative segment's population was employees of the Social Security Organization of Isfahan Province, from whom 136 individuals were selected as the sample through simple random sampling based on the Cohen's table. In other words, the population for this segment included all experts and managers of the Social Security Organization of Isfahan Province, spanning 40 branches across the province, estimated to involve 530 individuals, with the sample size determined to be 136 individuals based on the Cohen's table. In this study, these 136 individuals were selected through simple random sampling, for which a list of all experts and managers was prepared, each assigned a code, and then 136 individuals were randomly selected. It is important to note that for both qualitative and quantitative samples, the importance and necessity of the research were explained, ethical considerations were outlined, researchers committed to adherence, and participants were asked to respond to the research instruments.

In this study, the research tool in the qualitative segment was semi-structured interviews, and in the quantitative segment, it was a researcher-made questionnaire. For the interviews, questions were designed with the help of professors and based on theoretical foundations for interviewing experts. The interviews were conducted individually with each expert, with important and key points noted and the interviews recorded for later review. The duration of each interview with the experts lasted between 30 to 45 minutes. In this research, after interviewing the tenth individual, the research reached saturation, and the sampling and interviewing process with other experts concluded. Furthermore, based on interviews with experts, a questionnaire with 101 items across 23 components and 7 dimensions was designed. For responding to each item, a five-point Likert scale ranging from "very low" to "very high" was used. The score for each dimension or component was calculated by summing the scores of its constituent items, with a higher score indicating a greater presence of that feature.

The implementation stages of the present research were as follows: initially, questions for interviewing experts were designed based on theoretical foundations with the help of guide and advisory professors. Next, experts were identified based on research entry criteria and subjected to semi-structured interviews individually, with concepts and important contents noted during the interviews, and the interviews recorded for re-examination and to prevent accidental loss of information. After each interview, the recorded interviews were reviewed several times with the help of a research colleague, and significant concepts and contents noted. It's noteworthy that the sampling process continued until new samples could not add new information to the previous contents, reaching saturation. After completing the qualitative phase and thanking the participants of this segment, a researcher-made questionnaire was designed based on the interviews. Subsequently, sampling was conducted among the employees of the Social Security Organization of Isfahan Province, explaining the importance and necessity of the research, committing to ethical considerations, and asking the participants of this segment to fully and honestly respond to the researcher-made questionnaire. After the questionnaire responses were collected, the participants were thanked for their participation and responses.

In this study, data obtained from semi-structured interviews were analyzed using thematic analysis, and quantitative data obtained from the researcher-made questionnaire were analyzed using exploratory factor analysis and structural equation modeling.

3. Findings

The findings of the qualitative segment are reported first, followed by the quantitative segment findings. The results of the thematic analysis of the talent management model based on the teachings of Nahj al-Balagha were presented in Table 1, which showed that the talent management model based on Nahj al-Balagha's teachings included 101 concepts, 23 basic themes, and 7 organizing themes comprising talent identification and employment, training and development, retention and preservation, talent influence, mission and value, socialization of talents, and app

ointment and dismissal.

Table 1. Results of the thematic analysis of the talent management model based on the teachings of Nahj al-Balagha

Organizing Theme	Basic Theme	Concept
Talent Identification and Employment	Skill Orientation	Attention to capability, understanding issues, identifying potentials, aligning skills with organizational strategy, and self-perception
	Meritocracy	Prioritizing merit, good governance, choosing the most righteous, placing capable individuals, and focusing on how things are done
	Ability to Identify and Solve Problems	Creativity and innovation, investigative spirit, mastery of affairs, and awareness of matters
Training and Development	Career Path	Observance of hierarchy, division of work principles, job capacity, and job knowledge
	Succession Planning	Satisfactory job future, inclination towards virtues, avoiding vices, nurturing future managers, preparing individuals for next positions, delegation, retirement
	Alertness and Cleverness	Wisdom in speech, experience, thought and planning, knowledge-centric, and respect and decorum
Retention and Preservation	Patience and Self-Control	Control over anger, moderation and balance, enduring difficulties, and avoiding haste and rush
	Learning from Lessons	Transferring experiences, deterring from mistakes, and learning from the past
	Righteousness	Expressing truth and honesty in speech, seeking truth, and just judgment
	Effective Motivational System	Personal respect, making aware of positive traits, generalizing duty and action, facilitating action, rewards and punishments, and appreciation and gratitude
	Popularity and Attractiveness	Uniqueness, authority in leadership, charismatic leadership, consultation, and openness to criticism
Talent Influence	Talent Cultivation Culture	Managerial support, cultivation spirit, cooperation and acceptance, and change management
	Talent Cultivation Thinking	Awareness, steadfastness and avoiding missteps, competency, and expertise
Mission and Value	Foresightedness	Steadfast and pure thought about something, anticipation and future vision, recognizing and understanding the goodness of divine judgment
	Goal Orientation	Long-term vision, having a plan, reviving divine values, and mapping out the future
	Flexible Planning	Flexibility, continuity and persistence, perseverance and effort, implementability, and performance evaluation
	Time Management	Prioritizing tasks, avoiding laziness and idleness, persistence in work, and valuing opportunities
Socialization of Talents	Pragmatism	Sincere intention, responsibility, focusing on the value of action, and care for quality of action
	Self-Belief	Certainty, self-esteem, courage and boldness, positive thinking and optimism, faith, loyalty, obedience, controlling desires, and avoiding arrogance and fault-finding

	Perseverance	Hard work, will and ambition, competition and precedence
Appointment and Dismissal	Self-Improvement	Avoiding greed, humility and modesty, and benevolence
	Talent Transfer	Orderliness, exporting talent, and quality interaction with talents
	Dismissal and Expulsion	Commitment and accountability, warning and reprimand, advice and counsel, consolation, and the necessity of gentleness and severity in management

Considering the identified basic and organizing themes, the thematic model of talent management based on Nahj al-Balagha's teachings was presented in Figure 1.
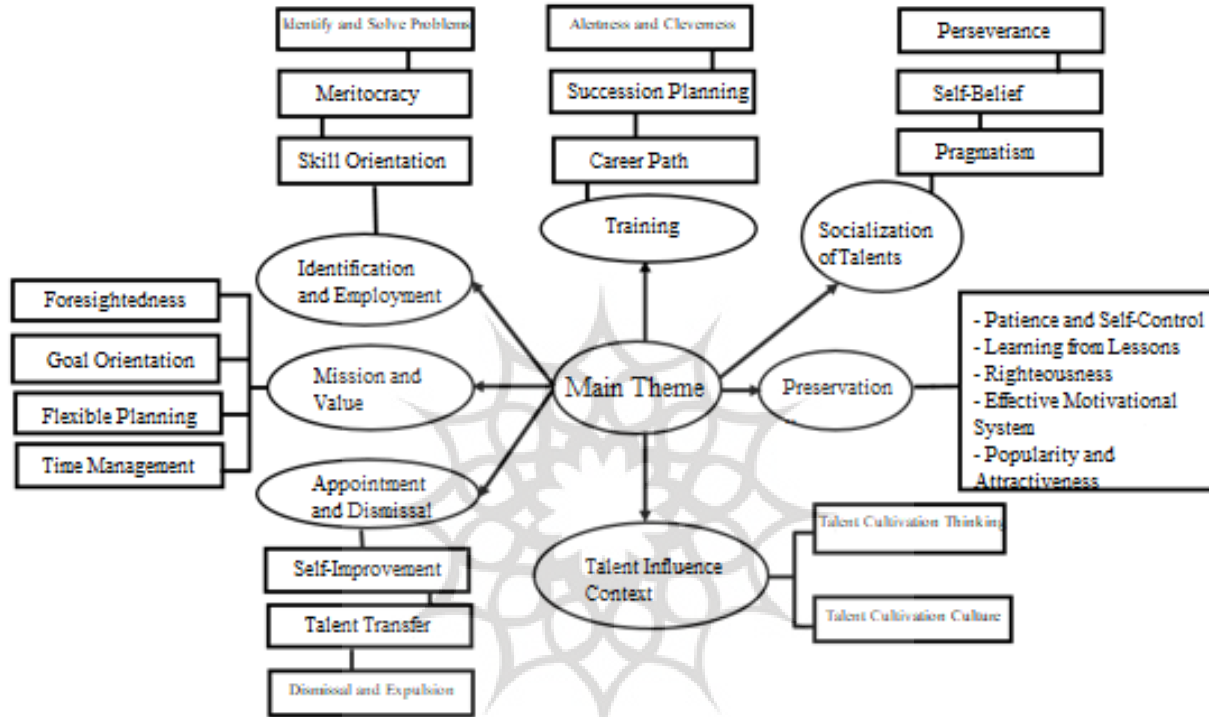

Figure 1. The thematic model of talent management based on the teachings of Nahj al-Balagha

The factor loading results of talent management items based on Nahj al-Balagha's teachings were presented in Table 2, showing that all items had a factor loading greater than 0.50, hence no item was eliminated from the questionnaire.
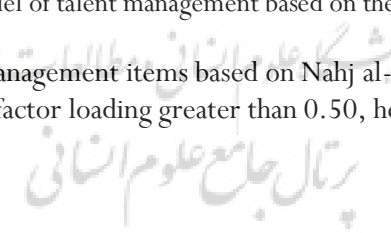
Table 2. Factor loading of the talent management items based on the teachings of Nahj al-Balagha

Organizing theme	Item	Factor Loading	t-value	p
Talent Identification and Employment	1	0.704	13.992	<0.001
	2	0.541	5.649	<0.001
	3	0.708	14.076	<0.001
	4	0.558	8.585	<0.001
	5	0.605	8.025	<0.001
	6	0.649	12.486	<0.001
	7	0.528	6.789	<0.001
	8	0.515	6.144	<0.001
	9	0.593	9.053	<0.001
	10	0.526	6.391	<0.001
	11	0.518	833.7	<0.001
	12	0.606	7.556	<0.001
	13	0.683	10.206	<0.001
	14	0.537	4.291	<0.001
Training and Development	15	0.654	10.583	<0.001
	16	0.530	6.751	<0.001
	17	0.732	14.654	<0.001
	18	0.551	6.937	<0.001
	19	0.664	9.958	<0.001
	20	0.573	6.889	<0.001
	21	0.630	8.276	<0.001
	22	0.586	8.739	<0.001
	23	0.509	5.488	<0.001
	24	0.601	8.325	<0.001
	25	0.693	11.348	<0.001
	26	0.591	6.101	<0.001
	27	0.803	21.146	<0.001
	28	0.767	14.454	<0.001
	29	0.780	20.696	<0.001
	30	0.793	18.763	<0.001
Retention and Preservation	31	0.644	10.297	<0.001
	32	0.662	12.521	<0.001
	33	0.622	9.206	<0.001
	34	0.583	8.159	<0.001
	35	0.538	6.072	<0.001
	36	0.623	7.155	<0.001
	37	0.721	12.746	<0.001
	38	0.578	9.036	<0.001
	39	0.769	16.302	<0.001
	40	0.764	17.015	<0.001

	41	0.686	11.474	<0.001
	42	0.765	17.955	<0.001
	43	0.794	17.140	<0.001
	44	0.648	11.639	<0.001
	45	0.679	8.495	<0.001
	46	0.583	5.960	<0.001
	47	0.545	7.560	<0.001
	48	0.613	8.587	<0.001
	49	0.667	6.840	<0.001
	50	0.577	8.507	<0.001
	51	0.710	16.114	<0.001
	52	0.525	7.306	<0.001
	53	0.664	10.187	<0.001
	54	0.763	19.004	<0.001
Talent Influence	55	0.617	8.926	<0.001
	56	0.618	9.283	<0.001
	57	0.577	6.449	<0.001
	58	0.665	11.711	<0.001
	59	0.536	5.734	<0.001
	60	0.676	8.346	<0.001
	61	0.582	4.913	<0.001
	62	0.617	7.064	<0.001
	63	0.678	10.632	<0.001
	64	0.643	8.960	<0.001
	65	0.817	21.155	<0.001
	66	0.789	20.550	<0.001
	67	0.819	23.715	<0.001
Mission and Value	68	0.795	21.505	<0.001
	69	0.749	16.751	<0.001
	70	0.750	14.729	<0.001
	71	0.761	19.762	<0.001
	72	0.781	17.788	<0.001
	73	0.750	13.203	<0.001
	74	0.698	13.895	<0.001
	75	0.718	15.299	<0.001
	76	0.648	11.055	<0.001
	77	0.596	7.445	<0.001
Socialization of Talents	78	0.548	6.648	<0.001
	79	0.712	13.789	<0.001
	80	0.738	12.386	<0.001
	81	0.640	7.434	<0.001
	82	0.647	7.294	<0.001
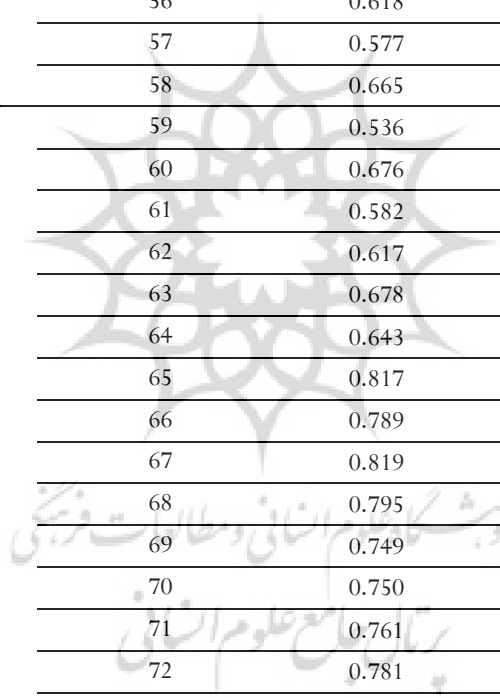
	83	0.591	9.339	<0.001
	84	0.540	6.792	<0.001
	85	0.695	10.541	<0.001
	86	0.678	10.360	<0.001
	87	0.615	8.063	<0.001
	88	0.765	15.628	<0.001
	89	0.751	17.321	<0.001
	90	0.713	9.531	<0.001
	91	0.745	15.923	<0.001
	92	0.787	18.508	<0.001
	93	0.610	6.027	<0.001
	94	0.620	7.921	<0.001
	95	0.696	9.877	<0.001
Appointment and Dismissal	96	0.605	6.883	<0.001
	97	0.652	7.897	<0.001
	98	0.710	11.874	<0.001
	99	0.660	6.543	<0.001
	100	0.688	9.875	<0.001
	101	0.726	11.640	<0.001

The results of the exploratory factor analysis of the talent management questionnaire based on Nahj al-Balagha's teachings were presented in Table 3, indicating that the average variance extracted (AVE) for each of the 7 organizing themes was greater than 0.50, suggesting adequate convergent validity, the impact coefficient of each of the 7 themes being greater than 0.15 indicated a medium and higher effect size, the ratio of communality to uniqueness for each of the 7 themes being less than 0.90 suggested adequate divergent validity, and Cronbach's alpha and composite reliability for each of the 7 themes being greater than 0.60 indicated adequate reliability.

Table 3. Results of the exploratory factor analysis of talent management based on the teachings of Nahj al-Balagha

Variable	AVE	Factor Loading	Cronbach's Alpha	Composite Reliability
Talent Identification and Employment	0.536	0.283	0.811	0.639
Training and Development	0.570	0.507	0.920	0.932
Retention and Preservation	0.528	0.311	0.924	0.935
Talent Influence	0.556	0.234	0.760	0.834
Mission and Value	0.523	0.249	0.934	0.943
Socialization of Talents	0.514	0.164	0.935	0.943
Appointment and Dismissal	0.554	0.474	0.825	0.872

The results of the exploratory factor analysis for the talent management questionnaire based on Nahj al-Balagha's teachings, presented in Table 4, indicated that the ratio of multiple traits to a single trait for each of the 7 themes was less than 0.90. This suggests that there was appropriate divergent validity for each theme.

Table 4. Results of the exploratory factor analysis of talent management based on the teachings of Nahj al-Balagha

Variable	1	2	3	4	5	6	7
1. Talent Identification and Employment	0.791						
2. Training and Development	0.699	0.886					
3. Retention and Preservation	0.746	0.900	0.875				
4. Talent Influence	0.658	0.824	0.877	0.883			
5. Mission and Value	0.722	0.857	0.892	0.876	0.899		
6. Socialization of Talents	0.733	0.846	0.859	0.810	0.888	0.882	
7. Appointment and Dismissal	0.838	0.885	0.846	0.873	0.890	0.850	0.883

Moreover, the structural equation modeling results showed that in the talent management model based on Nahj al-Balagha's teachings, the standardized root mean square residual (SRMR) index was 0.047, indicating a good fit due to being less than 0.05. Additionally, the Q2 value for all seven variables being greater than 0.15 indicated a good fit for the model. The structural equation modeling results of the talent management questionnaire based on Nahj al-Balagha's teachings were presented in Table 5 and Figures 2 and 3, showing that the effect of the talent management model based on Nahj al-Balagha's teachings was significant on all 7 themes ($P<0.001$).

Table 5. Results of the structural equation modeling of the talent management model based on the teachings of Nahj al-Balagha

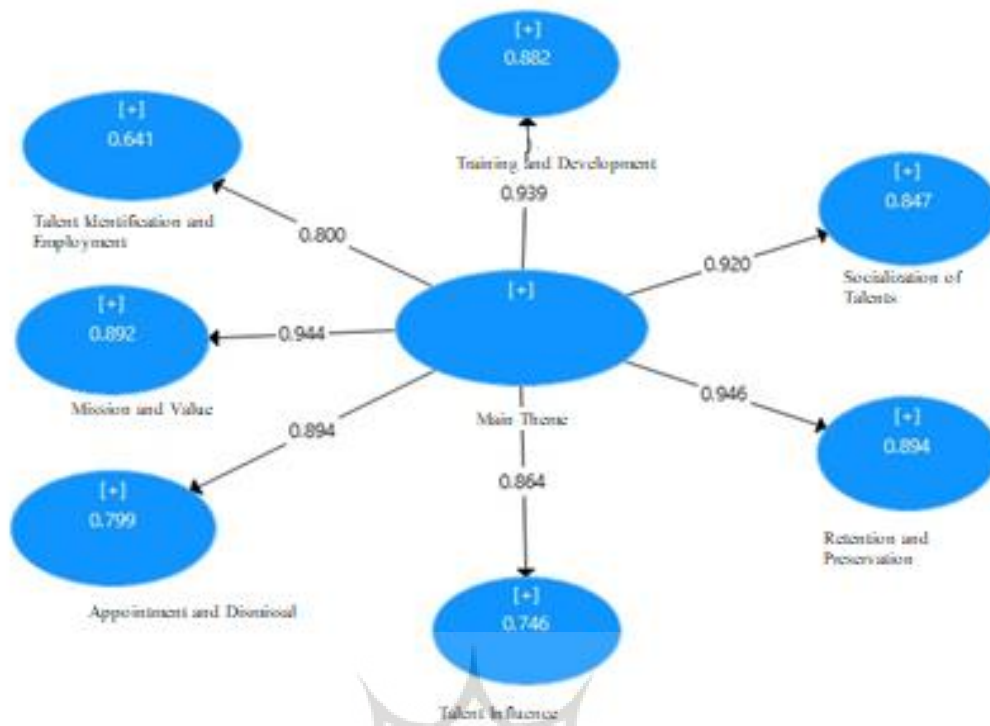| Variable	Path Coefficient	t-value	p
Talent Identification and Employment	0.800	22.252	<0.001
Training and Development	0.939	76.733	<0.001
Retention and Preservation	0.946	82.969	<0.001
Talent Influence	0.864	30.193	<0.001
Mission and Value	0.944	76.595	<0.001
Socialization of Talents	0.920	56.565	<0.001
Appointment and Dismissal	0.894	38.155	<0.001

Figure 2. Results of the structural equation modeling of the talent management model based on the teachings of Nahj al-Balagha in the path coefficient scenario
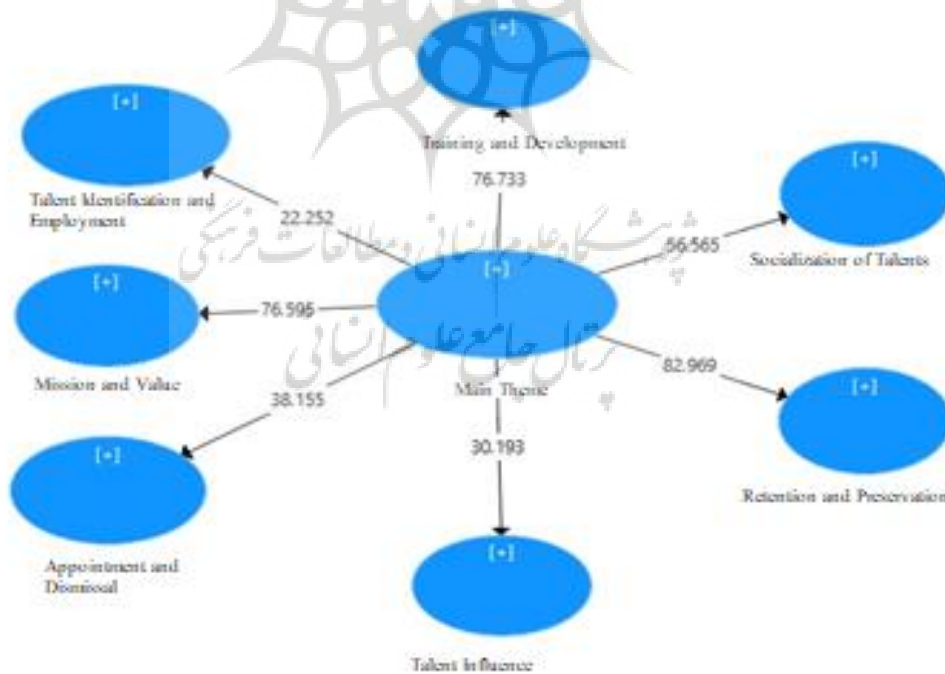

Figure 3. Results of the structural equation modeling of the talent management model based on the teachings of Nahj al-Balagha in the t-statistic scenario

4. Conclusion

Paying attention to the dimensions of talent management is of great importance in organizational performance, and Nahj al-Balagha, being the second religious book of Muslims and one of the most important conceptual and belief sources for Muslims, especially Shiites, holds significant value. Given the prevalence of Shiite jurisprudence and principles in Iran, extracting, expanding, utilizing, and case-studying and adapting Nahj al-Balagha's concepts with contemporary scientific issues in the field of human resources, including talent management based on texts and sources like Nahj al-Balagha, is vital for organizations. Thus, the aim of this study was to examine the validity of the talent management model based on the teachings of Nahj al-Balagha. The findings of the qualitative segment showed that the talent management model based on Nahj al-Balagha's teachings included 101 concepts, 23 basic themes, and 7 organizing themes. Additionally, the quantitative findings confirmed that the factor loading of each of the 101 items, due to being greater than 0.50, was validated, the average variance extracted for each of the 7 organizing themes being greater than 0.50 indicated adequate convergent validity, the impact coefficient of each of the 7 themes being greater than 0.15 indicated a medium and higher effect size, the ratio of communality to uniqueness for each of the 7 themes being less than 0.90 indicated adequate divergent validity, and Cronbach's alpha and composite reliability for each of the 7 themes being greater than 0.60 indicated adequate reliability. Moreover, the effect of the talent management model based on Nahj al-Balagha's teachings was significant on all 7 themes. These findings were consistent with the research of Karami et al. (2021) and Mohammadi et al. (2019) on examining talent management based on Nahj al-Balagha, and with the findings of Zameni et al. (2023), Hajiyan and Danaei (2023), and Soleymani et al. (2020) on examining talent management based on sources other than Nahj al-Balagha.

In elucidating and justifying the findings of this study regarding the concepts and basic and organizing themes for the talent management model based on the teachings of Nahj al-Balagha and the adequate validity of the said model, it can be stated that the most important task of a manager is to make accurate, correct, and timely decisions based on the identified concepts and themes. This enables the optimal use of human resources, materials, equipment, and capital, establishing sensible relationships and coordinating affairs and activities to facilitate the necessary actions and operations towards achieving talent management of employees in the organization. Undoubtedly, managers who utilize the identified concepts and themes in their management will not become perplexed and lost in conducting significant tasks and activities. They can rightly benefit from talented human resources through proper planning and supervision. The most important factors in this regard include 7 factors or themes: talent identification and employment, training and development, retention and preservation, talent influence, mission and value, socialization of talents, and appointment and dismissal. Within the main theme of talent identification and employment, sub-themes or components such as skill orientation, meritocracy, and the ability to identify and solve problems can be utilized. In the main theme of training and development, sub-themes or components such as career path, succession planning, and alertness and cleverness can be utilized. In the main theme of retention and preservation, sub-themes or components such as patience and self-control, learning from lessons, righteousness, effective motivational systems, and popularity and attractiveness can be utilized. In the main theme of talent influence, sub-themes or components such as talent development culture and talent development thinking can be utilized. In the main theme of mission and value, sub-themes or components such as foresight, goal orientation, flexible planning, and time management can be utilized. In the main theme of socialization of talents, sub-themes or components such as pragmatism, self-belief, and perseverance can be utilized. In the main theme of appointment and dismissal, sub-themes or components such as self-improvement, talent transfer, and dismissal and expulsion can be utilized. Therefore, the appropriate and optimal use of the identified themes and components of talent management based on the teachings of Nahj al-Balagha paves the way for organizational advancement and excellence. As a result, they can commit all their efforts to sincerity and expect divine and eternal gifts and consider their management as a divine trust, managing the organization in the best manner, i.e., based on the identified themes and components.

Organizations need to design, establish, and launch a comprehensive and modern system for all aspects of talent management, including the attraction and identification of top talents, evaluation, training and development, retention, and their employment. Having talented and elite human resources is considered a competitive advantage for organizations today, and most organizations invest significantly in this regard. Based on the results of this study, the talent management model based on the teachings of Nahj al-Balagha was found to have adequate validity, and specialists and planners, especially religious experts and planners, can benefit from the said model. Therefore, the findings of this research help managers and decision-makers of organizations to better plan for implementing talent management in their organizations concerning every stage of talent management implementation. Furthermore, the results of this research assist organizations in performing more successfully than competitors in implementing talent management processes. The dimensions and components of the talent management model based on the teachings of Nahj al-Balagha and the indicators related to each of these dimensions and components can more clearly and transparently aid in the implementation of talent management in practice, helping organizational managers to better address emerging challenges and needs. In conclusion, this research posits that, given Iran is an Islamic country, it should identify and apply elements of management and other fields in accordance with Islamic culture. In other words, excellence and talent management is a comprehensive framework of core values, criteria, and sub-criteria across all dimensions of talent management that aids managers in continuously evaluating their talent management activities, processes, and outcomes, identifying their strengths and areas for improvement, and planning for their enhancement.

Ethical Considerations
The importance and necessity of the research were explained, and the adherence to ethical standards was outlined.
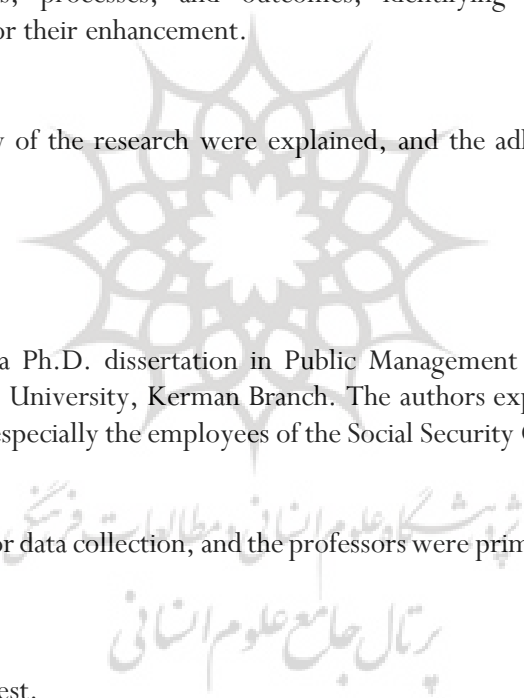
Authors' Contributions
The student was responsible for data collection, and the professors were primarily responsible for data analysis and writing the article.

Conflict of Interest
There was no conflict of interest.

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