

The Mediating Effect of Work-Life Balance on the Relationship Between Talent Management and Talent Retention in UAE

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ABSTRACT

Today talents are an important asset of organizations, whereas effective talent management is one of the factors that contribute to talent retentions. Hence work-life balance is a critical factor to maintain talents needs by influencing the effect of talent management on talent retentions. The aim of this study is to examine the relationships between talent management and talent retention, as well as examining the mediating role of work-life balance on this relationship in Dubai Electricity & Water Authority (DEWA). Quantitative methodology was applied to test the hypothesized relationships. Questionnaire was used to collect data from a sample of 389 DEWA employees. Simple random sampling technique was applied in the survey procedure. AMOS software was utilized to conduct data analysis in this study, data analysis is based on Structural Equation Modeling (SEM). The results showed that talent management has a significant effect on talent retention. In addition, work-life balance partially mediates this relationship. Based on the results, it is recommended that DEWA should strengthen its talent management initiatives by aligning them with employee development goals and retention strategies. Offering tailored training programs, clear career progression paths, and leadership opportunities will encourage employees to remain engaged and committed. Moreover, DEWA can improve retention of its employees by fostering a healthy work-life balance. Offering flexible working hours, remote work options, and wellness programs will help employees manage personal and professional responsibilities, reducing burnout and increasing job satisfaction.

Keywords: Talent management, work-life balance, talent retention.

1. Introduction

Excellence and success have become the main objective of modern organizations so that they can continue, grow and progress, be competitive under a changing and evolving global economic system, and investment in human resources has become the main entry point, to increase the

competitiveness of different organization (Al-Waeli, 2019). Talent management is of great importance to ensure the right investment of talent; talent has become one of the greatest challenges facing organizations to meet the demands of business management in this era, which is fast and competitive, and in particular talent has become an important commodity for excellence and demand, making talent management, good staff selection and the discovery and development of their talents an important and sometimes crucial factor (Redwan, 2024).

In today's competitive business landscape, organizations are increasingly recognizing the importance of talent management strategies to attract and retain top talent. Talent management strategies encompass a wide range of practices, including recruitment, training and development, performance management, and succession planning. These strategies are designed to identify, nurture, and retain individuals who possess the skills, knowledge, and abilities necessary for an organization's success. However, despite the implementation of effective talent management strategies, organizations often face challenges in retaining their top talent. This raises the question of whether there are other factors that influence the relationship between talent management strategies and talent retention. One such factor that has gained significant attention in recent years is work-life balance.

To ensure the long-term sustainability and growth of DEWA, it is crucial to address the talent employee retention challenge. Implementing effective strategies retain top talent will not only enhance organizational performance but also foster a culture of continuous learning and innovation within DEWA. Likewise, DEWA is facing challenges in retaining talented employees within the organization. Despite being a leading utility company in the region, DEWA is experiencing a high turnover rate among its top-performing employees, leading to a loss of valuable skills, knowledge, and experience. The main problem facing DEWA is the increasing resignation rate among talent employees in Dubai. To that end, the aim of this study is to investigate the mediation effect of work-life balance between talent management and talent retention.

2. Literature Review

2.1. Talent Management

Talent management is the strategic process of acquiring, developing, and keeping competent employees within a business (Kravariti et al., 2025). This includes identifying key skills and competencies required for success, recruiting people with these characteristics, providing ongoing training and development opportunities, and creating a supportive and engaging work environment to keep top talent motivated and committed to the organization (Jooss et al., 2024). Talent management also encompasses succession planning, performance management, and

career development programs to ensure that workers are prepared for future leadership roles within the organization (Panya & Petchsawang, 2025). Organizations that prioritize personnel management may create a strong and talented staff that fosters innovation and development. Succession planning enables a seamless succession of leadership positions, maintaining continuity and stability within the organization (Tusquellas et al., 2024). Performance management aids in tracking individual and team development while offering vital feedback for growth. Career development activities demonstrate to workers that their growth and success are vital to the business, which fosters employee loyalty and devotion. Overall, good personnel management is critical to long-term success and sustainability in today's competitive corporate climate (Guerra et al., 2023). Examples of talent management include recruitment and selection processes to attract top talent, training and development programs to improve skills and knowledge, succession planning to identify and groom future leaders, and performance appraisal systems to evaluate and reward employee contributions (Touriano et al., 2023). Mentoring and coaching programs may also help people attain their full potential, while diversity and inclusion efforts promote a varied and inclusive workplace atmosphere. Talent management also include developing a favorable work environment that promotes employee engagement and retention (Orea et al., 2025). Companies that cultivate a healthy work environment can enhance employee satisfaction and lower turnover rates. This can result in increased productivity, greater morale, and, ultimately, better business outcomes (Nieto-Aleman et al., 2023). Overall, efficient personnel management is critical for firms to prosper and remain competitive in today's rapidly changing business market. It is not just about acquiring top people, but also about nurturing and developing personnel so that they attain their full potential and contribute to the company's overall success (Sembiring & Damayanti, 2023).

There are several reasons why talent management should be a top priority for utility organizations in the UAE (Singh et al., 2023). First of all, the industry's landscape is changing quickly due to technological advancements and increased competition, which calls for a skilled workforce that is innovative and adaptable. By investing in talent management, companies can ensure that they have the right people in place to drive growth and success. Additionally, in a market where skilled professionals are in high demand, effective talent management can help utility organizations attract and retain top talent, giving them a competitive edge. Furthermore, with the UAE government's focus on sustainability and renewable energy, having a strong talent management strategy in place can help companies align their workforce with the country's long-term goals and objectives (Mohamed et al., 2024). Utility organizations in the UAE will benefit from talent management in many ways, such as improving employee engagement, increasing productivity, and fostering innovation within the workplace (Rashid et al., 2023). By investing in talent management practices, companies can also reduce turnover rates, decrease recruitment costs, and ultimately improve their bottom line. Ultimately, a strategic approach to talent

management can position utility organizations in the UAE for long-term success in a rapidly evolving and competitive market (Rao, 2020). By aligning their workforce with the country's long-term goals and objectives, utility organizations in the UAE can ensure that they have the right talent in place to drive innovation and growth. This proactive approach to talent management will not only benefit the companies themselves but also contribute to the overall economic development of the country. As the demand for energy and utilities continues to grow, investing in talent management will be crucial for maintaining a competitive edge and meeting the needs of customers in the UAE (Tella et al., 2024).

2.2. Work-Life Balance

Work-life balance is the notion of prioritizing and maintaining a good balance between one's work and personal lives (Adah et al., 2025). It entails striking a balance between professional responsibilities and personal hobbies, ensuring that none dominates the other. Achieving work-life balance is critical for overall well-being, as it may lead to enhanced productivity, better mental health, and more pleasure in both professional and personal settings (Franz, 2023). Setting limits and establishing a pattern that allows for work, leisure, and self-care is critical. This might include establishing particular work hours, taking breaks during the day, and disconnecting from electronics during personal time (Isa & Indrayati, 2023). Individuals who make intentional attempts to prioritize both job and personal life can feel more fulfilment and satisfaction in all parts of their lives. Finally, work-life balance is about cultivating a sustainable and rewarding lifestyle that supports overall health and happiness (Casper et al., 2024). Setting limits around work hours and avoiding reading emails or receiving work calls during personal time are some examples of work-life balance, as is including regular exercise or hobbies into the weekly routine, and taking vacations or time off to recover and relax (Michael et al., 2025). Furthermore, practicing mindfulness or meditation, spending quality time with loved ones, and prioritizing self-care activities such as getting enough sleep, eating well, and using stress-reduction strategies can all help to achieve a healthy work-life balance (Bello et al., 2024). It is critical to strike a balance that works for people and helps them to feel content and happy in both their career and personal lives. People may achieve a long-term and meaningful balance that matches with their beliefs and ambitions by regularly re-evaluating and prioritizing what is most important to them. Finally, maintaining balance between work and personal life is critical to overall well-being and performance (Bocean et al., 2023).

Work-life balance will benefit utility organizations in the UAE in a variety of ways, including increased employee morale and satisfaction, lower turnover rates, improved productivity and efficiency, attracting top talent, and improving the organization's market reputation (Albastaki et al., 2024). Furthermore, adopting flexible work arrangements, offering wellness programs, giving parental leave alternatives, and creating a healthy work culture can all help to improve the

work-life balance for UAE utility staff. Furthermore, by promoting work-life balance, UAE utility companies may improve their workers' overall well-being and mental health (Pykäri, 2021). Employee stress and burnout levels can be reduced as a consequence, leading to improved levels of job satisfaction and engagement. As a result, improved employee enthusiasm and dedication can have a positive impact on organizational success. It is critical for utility companies in the UAE to acknowledge that work-life balance is both a personal and corporate responsibility (Raza & Malik, 2023). Organizations may build a supportive atmosphere in which workers feel valued and appreciated both at work and outside of it, resulting in a culture that fosters well-being for all employees. This comprehensive approach to work-life balance management can result in long-term advantages for both individuals and businesses (Yeji & Doobae, 2024). To effectively encourage work-life balance within utility firms in the UAE, executives and managers must provide a good example (Chick, 2023).

Leaders may demonstrate their commitment to employee well-being by modeling healthy behaviors like as taking breaks during the day, establishing boundaries between work and personal life, and promoting time off for vacations or family commitments (Vakoch, 2022). This sort of leadership will contribute to a more inclusive workplace culture in which everyone feels empowered to prioritize their personal well-being while also fulfilling corporate objectives. Overall, investing in policies and activities that promote better work-life balance for employees would benefit not only individual workers, but will also help to ensure sustainability, business continuity, and long-term growth performance (Habimana, 2024). Recognizing the need of building more balanced workplaces gives UAE utility firms a competitive advantage, attracts and retains high-quality individuals, drives innovation, remains resilient, and addresses the industry's current and future difficulties (Mastroianni, 2025).

2.3. Talent Retention

Talent retention is the process of retaining high-performing and competent individuals over an extended period of time (Savandha & Fitriyani, 2025). This includes putting in place methods to create a happy work environment, giving competitive wages and benefits, creating chances for growth and development, and cultivating an appreciation and recognition culture. Finally, talent retention is critical for a company's long-term performance and keeping a high-performing team (Thapa, 2023). Organizations that retain skilled people may minimize turnover costs, increase productivity, and improve overall employee satisfaction. Furthermore, talent retention may assist to develop a strong employer brand and recruit top personnel in the business. Companies that engage in talent retention programs may build a loyal and motivated staff that is dedicated to meeting the organization's goals and objectives. Finally, talent retention entails developing a healthy and sustainable work environment in which people feel appreciated and fulfilled in their positions (Bonneton et al., 2022). Offering competitive salaries and benefits, providing

opportunities for professional development and growth, creating a positive and inclusive work environment, implementing mentorship programs, and recognizing and rewarding employees for their efforts and accomplishments are all examples of talent retention initiatives (El-Sherbeeny et al., 2023). Other examples include providing flexible work arrangements, encouraging work-life balance, and allowing workers to provide input and participate in decision-making processes inside the firm. Companies that execute these efforts may create a work climate that fosters employee loyalty and satisfaction, resulting in greater retention rates and a more engaged workforce (Sindurnata et al., 2024). Employees who feel appreciated and supported by their company are more likely to be motivated and effective in their jobs. This, in turn, can improve work satisfaction and overall performance. Companies that prioritize their employees' well-being and progress may generate a strong feeling of loyalty and devotion among their workforce, resulting in a healthy and vibrant corporate culture. Investing in employee development and well-being benefits not just individual workers, but the company's overall performance and longevity (Mogrovejo et al., 2025).

Talent retention is critical for UAE utility companies to maintain a competitive advantage in the market and provide high-quality services to clients (Henriksen et al., 2023). These firms may profit from improved production, efficiency, and creativity by putting skilled employee retention first. Furthermore, maintaining skilled employees may assist cut recruiting and training expenses while also minimizing operational interruptions caused by high turnover rates. In a fast-changing business-like utility, where technology advances and regulatory changes are frequent, maintaining a steady and skilled staff is critical for adjusting to new problems and opportunities (Humrickhouse & Rowe, 2022). By investing in staff retention and development, UAE utility companies may foster a culture of loyalty, engagement, and continual improvement, resulting in long-term success and growth. This method helps individuals by giving possibilities for growth and progress, but it also improves the organization's overall performance and reputation. Utility companies in the UAE may position themselves as sector employers of choice by creating a work environment that values and invests in their workers. Ultimately, this can lead to increased efficiency, innovation, and customer happiness, all of which are necessary for being competitive in a dynamic market (Komninos et al., 2022).

To summarize, talent retention will benefit UAE utility firms in a variety of ways, including lower recruiting costs, lower attrition rates, and more employee loyalty (Tella et al., 2024). When employees feel appreciated and encouraged in their professional growth, they are more likely to stay with the firm for the long term. This personnel consistency and continuity can contribute to increased operational efficiency and effectiveness, hence contributing to the organization's overall performance (Chatterjee & Lakshmi, 2024). Furthermore, by keeping top personnel, utility companies may establish a solid reputation as a desirable place to work, recruiting

additional qualified people in the future. Overall, investing in employee development helps both individual employees and the firm as a whole (Mohamed et al., 2024). Utility firms may cultivate a culture of development and learning to create a loyal and motivated staff committed to accomplishing company goals. This, in turn, may lead to a more productive and inventive workplace, therefore promoting the organization's long-term success and sustainability. Finally, emphasizing staff development is a strategic investment that may provide both short- and long-term advantages to utility companies (Mishra & Gupta, 2024).

2.4. Hypothesis

Talent management and talent retention are closely intertwined aspects of human resources (Akanda et al., 2021). Talent management that play a crucial role in an organization's success. While talent management focuses on identifying, attracting, and developing top talent within the organization, talent retention is concerned with keeping these valuable employees engaged and motivated to stay with the company for the long term. The two concepts are interconnected, as effective talent management strategies can help enhance talent retention rates by ensuring that employees feel valued, supported, and provided with opportunities for growth and advancement within the organization (Kumar, 2022). This in turn can lead to increased employee satisfaction, productivity, and loyalty, all of which are essential for maintaining a competitive edge in today's fast-paced business environment. By prioritizing both talent management and talent retention, organizations can create a positive work culture that not only attracts top talent but also retains them for the long haul, ultimately driving the company towards achieving its goals and objectives. It is clear that a strong focus on both aspects of human resource management is necessary for sustained success in today's competitive marketplace (Tukiran et al., 2024). In brief, organizations that focus on talent management can improve talent retention by creating a supportive and engaging work environment that values and invests in its employees. This can be achieved through various initiatives such as offering opportunities for professional growth and advancement, providing ongoing training and development programs, and recognizing and rewarding employees for their contributions (Jindal & Shaikh, 2021). In other sense, fostering open communication and feedback channels can help address any issues or concerns that may arise, leading to higher levels of job satisfaction and loyalty among employees (Narayanan et al., 2019). Ultimately, a strong talent management strategy can help organizations attract, retain, and develop top talent, giving them a competitive edge in the marketplace (Thapa, 2023). Based on the following arguments and findings, this study will test the following hypothesis:

Hypothesis (H1):

“There is significant relationship between talent management and talent retention”

Talent management and work-life balance are linked to each other, as the way in which organizations support their employees' personal and professional growth can have a significant impact on their overall well-being and satisfaction (Maurya et al., 2021). Work-life balance indicators and talent management approach; by investing in talent management strategies that prioritize work-life balance, employers can create a more engaged and productive workforce. This can lead to higher retention rates, increased job satisfaction, and ultimately, better business outcomes (Budhiraja et al., 2022). In today's competitive job market, offering flexible work arrangements, opportunities for skill development, and resources for managing work-related stress can help organizations attract and retain top talent. Therefore, exploring the relationship between talent management, work-life balance is critical (Sabrina & Kurniawati, 2024). To that end, providing employees with the tools and support they need to thrive both personally and professionally can result in a positive work environment where individuals feel valued and motivated. Some researchers reported that interconnection between talent management and work life balance to influence employees in the work place (Hartanto & Nawangsari, 2024). Thereby, organizations that prioritize talent development and well-being not only benefit from increased employee loyalty and productivity but also from a stronger reputation as an employer of choice. By acknowledging the importance of work-life balance and investing in the growth and happiness of their workforce, organizations can position themselves for long-term success and sustainability in the market. By recognizing the importance of work-life balance and implementing policies that support it, companies can create a competitive advantage in attracting and retaining top talent in today's job market. In conclusion, investing in talent management practices that prioritize work-life balance is not only beneficial for employees but also crucial for the long-term success and growth of any organization. Based on the following arguments and findings, this study will test the following hypothesis:

Hypothesis (H2):

“There is significant relationship between talent management and work-life”

Achieving a healthy work-life balance is essential for talent retention in any organization. When employees feel overwhelmed and burnt out from excessive work demands, they are more likely to seek opportunities elsewhere. By prioritizing work-life balance, employers can create a more supportive and sustainable work environment that encourages employees to stay and grow within the organization (Rodríguez-Sánchez et al., 2020). In other words, a strong work-life balance can lead to increased job satisfaction, productivity, and overall well-being among employees. This, in turn, can result in higher levels of employee engagement and loyalty, ultimately reducing turnover rates and saving the organization time and resources in recruiting and training new talent. Employers who actively promote work-life balance also demonstrate a commitment to their employees' well-being, which can foster a positive company culture and improve morale

(Rinawati et al., 2024). Work-life balance plays a crucial role in talent retention as employees are more likely to stay with a company that values their well-being and prioritizes their needs. When employees feel supported in achieving a healthy balance between work and personal life, they are less likely to experience burnout and are more likely to remain loyal to their employer. This can result in lower turnover rates, reduced recruitment costs, and a more stable and committed workforce (Syal et al., 2024). Through developing in work-life balance initiatives, organizations can not only attract top talent but also retain their valuable employees for the long term. Employees are also more likely to feel engaged and motivated at work if they believe their employer values their well-being. This can lead to increased productivity, higher job satisfaction, and overall better performance within the organization (Rahdarpour et al., 2025). Additionally, by promoting work-life balance, companies can create a positive company culture that fosters a sense of loyalty and commitment among employees. Ultimately, prioritizing work-life balance can have a significant impact on the success and sustainability of a business in the long run (Ralph, 2023). Ultimately, organizations that prioritize the well-being of their employees are setting themselves up for long-term success and growth in an increasingly competitive business landscape (Rodríguez-Sánchez et al., 2020). Based on the following arguments and findings, this study will test the following hypothesis:

Hypothesis (H3):

“There is significant relationship between working life balance and talent retention”

Work-life balance plays a crucial role in mediating the relationship between talent management and talent retention within an organization. By providing employees with the necessary resources and support to maintain a healthy balance between their work responsibilities and personal lives, organizations can increase employee satisfaction, engagement, and ultimately retention rates (Hassan et al., 2024). When employees feel that their personal well-being is valued and supported by their employer, they are more likely to remain loyal and committed to the organization. Additionally, a strong focus on work-life balance can also help attract top talent to the organization, as job seekers are increasingly prioritizing a healthy work-life balance when considering potential employers. By investing in initiatives such as flexible work schedules, remote work options, wellness programs, and mental health resources, organizations can demonstrate their commitment to promoting work-life balance. This can lead to a more positive work environment, improved productivity, and reduced turnover rates (Deery & Jago, 2015). Ultimately, prioritizing work-life balance not only benefits employees, but also contributes to the overall success and sustainability of the organization. For example, a company could offer flexible work hours to accommodate employees' personal needs, such as allowing parents to adjust their schedules to attend children's activities. Additionally, providing access to mental health resources like counselling services can support employees in managing stress and

maintaining a healthy work-life balance. Based on the following arguments and findings, this study will test the following hypothesis:

Hypothesis H4:

“Work-life balance mediates the relationship between talent management and talent retention”

3. Research Methodology

This study applied quantitative methods to analyze relationships between talent management, work-life balance, and talent retention, with particular attention given to examining the mediating role of work-life balance in these relationships. The research focused on employees working at the Dubai Electricity and Water Authority (DEWA), aiming to provide insights specific to this organizational context. The primary data collection tool was a self-administered questionnaire, carefully designed to capture relevant perceptions and experiences related to the study variables. The data collection was carried out using a sample of 389 respondents, which is considered sufficient to ensure statistical validity and representativeness. A simple random sampling technique was employed to minimize selection bias and ensure that each employee had an equal chance of participation, thereby enhancing the generalizability of the findings. For data analysis, the study utilized AMOS software, a powerful tool for structural equation modeling (SEM) which was adopted as the principal analytical technique due to its capability to test complex relationships among latent variables, assess direct and indirect effects, and validate the proposed research model. The analysis enabled rigorous testing of the study's hypotheses, providing robust evidence regarding the influence of talent management and work-life balance on talent retention within DEWA.

4. Result and discussions

The results of data analysis reveal the findings that answer research questions of this study. Testing the hypotheses should answer the research questions by providing evidence on existence of effects and the strength of such effect. This analysis is conducted in several steps, starting with path analysis to assess the significance of direct relationships between talent management, work-life balance, and talent retention within the proposed framework (Akoglu, 2018). To that end, the unstandardized coefficients are used to validate and accept the hypotheses, while standardized coefficients (Beta) are used to measure the strength interrelationships between the aforementioned constructs within the structural framework (Dhakal, 2024). Reading the output data in Table 4.9 reveals the scale of relationships between talent management and work-life balance (beta = 0.30), talent management and talent retention (beta = 0.25), finally between talent retention and work-life balance (beta = 0.33).

Table-1: Standardized regression coefficients and significance of relationships

Hypothesis Statement	Directions of effects	Beta	C.R	Sig.	Result
H1: Talent management has a significant effect on talent retention	Talent Management → Talent Retention	0.25	5.27	0.00	Supported
H2: Talent management has a significant effect on work-life balance	Talent Management → Work-Life Balance	0.30	4.44	0.00	Supported
H3: Work-life balance has a significant effect on talent retention	Work-Life Balance → Talent Retention	0.33	5.42	0.00	Supported

According to the output in Table-1, Hypothesis (H1) is supported, indicating that "talent management has a significant effect on talent retention" (Sig. = 0.00, C.R = 5.27 ≥ 1.96). people management is critical for an organization's ability to attract and retain outstanding people. Companies that use successful talent management methods may discover and develop high-potential people, resulting in increased employee engagement and job satisfaction. Additionally, talent management may assist firms in creating a pleasant work environment that promotes growth and development, resulting in better levels of talent retention. Overall, talent management is critical for gaining a competitive advantage in today's rapidly changing corporate environment. It not only helps to retain top talent, but it also keeps people motivated to do their best. Organizations that engage in personnel management may create a robust talent pipeline, lower attrition rates, and ultimately achieve long-term success. To summarize, talent management is a strategic requirement for businesses seeking to prosper in a competitive market by attracting, developing, and keeping the finest personnel available. Furthermore, successful personnel management techniques may result in higher employee engagement and satisfaction, which can boost productivity and creativity inside the firm.

The hypothesis (H2) is supported as well, indicating that "talent management has a significant effect on work-life balance" (Sig. = 0.00, C.R = 4.44 ≥ 1.96). Talent management is critical to molding workers' work-life balance within a business. Organizations that successfully discover and nurture people' talents and abilities can offer possibilities for workers to flourish in their professions while also maintaining a healthy balance between their work duties and personal life. This strategy not only improves work happiness and employee engagement, but it also helps to overall organizational performance. Organizations that focus talent management are more likely to recruit and retain top talent because they make employees feel supported and appreciated in their positions. Employees are encouraged to perform to their full potential, which may lead to increased production and creativity.

The hypothesis (H3) is supported indicating that "work-life balance has a significant effect on talent retention" (Sig. = 0.00, C.R = $5.42 \geq 1.96$). One of the most important criteria in talent retention is ensuring that employees can maintain a healthy work-life balance. When employees feel overloaded or overworked, they are more prone to look for other possibilities. This can lead to high turnover rates and greater expenses for businesses, since they are continuously recruiting and training new personnel. As a result, firms must prioritize work-life balance in order to retain top people and foster a good and productive workplace environment. Companies that implement policies that promote flexible work hours, remote work choices, and paid time off may demonstrate their commitment to encouraging a good work-life balance for their workers. Providing stress management services, wellness programs, and mental health assistance may also assist employees in balancing their professional and personal lives.

The final hypothesis (H4) is to assess the indirect (mediating) effects of work-life balance between talent management and talent retention. Bootstrapping is a common and reliable method for investigating mediation effects in empirical investigations. To evaluate work-life balance as a mediation factor, all indirect and total effects must be statistically significant. According to Preacher and Hayes (2008), when the indirect influence of an independent variable on a dependent variable through a mediator does not overlap a 0 in the 95% bootstrapping confidence interval, it suggests a mediation effect. It is found that the indirect (mediated) effect of talent management on talent retention is significant (Sig. = 0.00).

This criterion is essential to consider the indirect path talent management towards talent retention is partially mediated by work-life balance among the employees in DEWA. The same assumption is applied to assess the total effect between the independent and dependent constructs. Thereby, hypotheses H4 which states that "Work-life balance mediate the relationship between talent management and talent retention" is accepted and supported.

5. Conclusions

This study highlights the need for organizations to integrate work-life balance initiatives into their talent management practices to ultimately enhance talent retention and overall organizational success. Through an in-depth literature review, this study provided new empirical evidence to support the hypotheses that have been developed from the literature review. The relationships between talent management, work-life balance, and talent retention have been evaluated and analyzed and found significant based on the results of quantitative methods conducted. After conducting a survey in DEWA, the results also show a significant finding that talent management indirectly influences talent retention through a mediation interaction of work-life balance. Accordingly, this study suggests that organizations should focus on implementing effective talent management strategies that prioritize work-life balance in order to improve talent

retention rates. Based on the results, it is recommended that DEWA should strengthen its talent management initiatives by aligning them with employee development goals and retention strategies. Offering tailored training programs, clear career progression paths, and leadership opportunities will encourage employees to remain engaged and committed. DEWA can improve retention by fostering a healthy work-life balance. Offering flexible working hours, remote work options, and wellness programs will help employees manage personal and professional responsibilities, reducing burnout and increasing job satisfaction.

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