

## **A Framework of Talent Management Effect on Talent Retention Through the Influence of Work-Life Balance in Utility Organizations**

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### **ABSTRACT**

*In today's competitive and knowledge-based economy, talented employees represent one of the most critical assets within organizations. As such, effective talent management is increasingly recognized as a key driver of talent retention. This study aims to develop and validate a conceptual framework that links talent management practices directly to talent retention outcomes through the influence of work-life balance, using the Dubai Electricity and Water Authority (DEWA) as a case study in the United Arab Emirates. A quantitative research approach was adopted, with data collected through a structured questionnaire administered to a sample of 389 employees using a simple random sampling technique. Structural Equation Modeling (SEM) was conducted to validate the proposed framework. The results confirm a significant and positive relationship between talent management and talent retention, supporting the proposed framework and its applicability in a public sector context. This research contributes to both theory and practice by providing a structured model that organizations can use to better understand how talent management initiatives can directly influence employee retention while maintaining a high degree of work-life balance. Based on the findings, it is recommended that DEWA further enhance its talent management strategies through focused initiatives such as tailored training programs, clear career advancement pathways, and leadership development opportunities. Implementing such a framework can lead to a more engaged and stable workforce, ultimately supporting the organization's long-term success in talent retention and help its workforce to improve their work-life balance.*

**Keywords:** Talent Management, Work-Life Balance, Talent Retention.

### **1. Introduction**

In today's dynamic and highly competitive global landscape, organizations are under increasing pressure to achieve excellence and sustain long-term success through recruitment of talents in the

workplace (Hartanto & Nawangsari, 2024). As a result, talent management has emerged as a strategic priority, with human capital recognized as a key driver of organizational growth and competitiveness. While work-life balance become one of the primary goals of modern organizations in order for them to continue, grow, and progress while remaining competitive in a changing and evolving global economic system (Hassan & Imran, 2024). Investment in human resources has become the primary entry point for increasing the competitiveness of various organizations (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 fast and competitive era, 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 economic environment, firms are increasingly realizing the value of personnel management techniques in attracting and retaining top people. Talent management techniques cover a wide variety of disciplines, including as recruiting, training and development, performance management, and succession planning. These tactics are intended to find, develop, and retain personnel with the skills, knowledge, and talents required for an organization's success. Despite the deployment of excellent personnel management techniques, businesses frequently experience issues in keeping outstanding talent. This begs the issue of whether there are any more elements that impact the link between talent management practices and talent retention. Work-life balance is one topic that has received a lot of attention in recent years.

To preserve utility services in the United Arab Emirates (UAE), a long-term viability and development is critical for Dubai Electricity and Water Authority (DEWA), the talent management initiatives are essentials to solve the talent retention dilemma. Implementing effective ways to retain top personnel would not only improve organizational performance but also build a culture of continual learning and innovation at DEWA. This organization faces difficulties in keeping competent people inside the business. Despite being the region's premier utility firm, DEWA has a high turnover rate among its best performers, resulting in the loss of key skills, knowledge, and experience. The biggest difficulty faced by DEWA is the increased resignation rate among talented employees in Dubai, which poses a serious threat to operational stability, institutional memory, and service delivery excellence. This persistent issue suggests a growing disconnect between employee expectations and organizational practices, especially in a highly competitive and dynamic labor market like Dubai. While DEWA offers attractive compensation packages and career opportunities, these measures alone may not be sufficient to ensure employee loyalty and long-term engagement. Research has shown that non-financial factors, such as the balance between professional responsibilities and personal life, play a critical role in employee retention. Therefore, a deeper understanding of what drives employees to stay

beyond monetary incentives is needed. To that end, understanding the relationship between talent management and talent retention is important from the lens of work-life balance (Sabrina & Kurniawati, 2024; Syal et al., 2024). Work-life balance can serve as a strategic mediator that connects comprehensive talent management strategies such as mentorship programs, flexible working arrangements, performance recognition, and career advancement opportunities with improved retention outcomes. Employees who experience reduced burnout, increased job satisfaction, and greater personal fulfillment are more likely to remain committed to the organization. Addressing the issue of talent retention is imperative for DEWA's sustainable growth and long-term competitiveness within the utility sector. Although DEWA holds a prestigious position as a leading service provider in the UAE, it continues to face high turnover rates among skilled and high-performing employees. This ongoing challenge undermines the organization's ability to maintain consistency, foster innovation, and preserve talents for the long-term. Hence, the aim of this paper is to validate a framework that links talent management with talent retention through work-life balance, offering a strategic direction for DEWA to build a more resilient and people-centered organizational culture.

## **2. Literature Review**

### **2.1. Talent Management**

As global industries continue to evolve at an accelerated pace, talent management has become a strategic cornerstone for organizations striving to maintain competitiveness and achieve sustainable growth through hiring more talents in the workplace (Tukiran et al., 2024). In particular, utility companies operating in fast-developing regions like the UAE face increasing pressure to attract, develop, and retain skilled personnel capable of driving innovation and supporting national development goals. Studying the role of talent management through a comprehensive scope by ranging from recruitment and performance evaluation to succession planning and employee engagement and highlights its critical role in ensuring organizational resilience, especially within the UAE's dynamic and technology-driven utility sector (Tusquellas et al., 2024). Talent management is the strategic process of hiring, developing, and retaining competent personnel within a company (Kravariti et al., 2025). This includes identifying key skills and competencies needed for success, recruiting people who possess 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 includes succession planning, performance management, and career development programs to ensure that employees are ready for future leadership roles within the firm (Panya & Petchsawang, 2025). Organizations that prioritize human management may establish a strong and capable workforce that promotes innovation and growth. transition planning allows for the seamless transition of leadership positions, ensuring

continuity and stability within the business (Tusquellas et al., 2024). Performance management helps to measure individual and team progress while providing valuable feedback for advancement. Career development activities show employees that their advancement and success are important to the company, which builds employee loyalty and dedication. Overall, effective human management is essential for long-term success and sustainability in today's competitive business environment (Guerra et al., 2023). Talent management practices 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 reach their full potential, while diversity and inclusion initiatives foster a diverse and inclusive workplace environment. Talent management entails creating a positive work environment that encourages employee engagement and retention (Orea et al., 2025). Companies that provide a healthy work environment can increase employee satisfaction and reduce attrition. This can lead to enhanced productivity, improved morale, and, ultimately, better business results (Nieto-Aleman et al., 2023). Overall, efficient people management is vital for businesses to thrive and remain competitive in today's fast-changing corporate environment. It is not just about hiring top talent, but also about nurturing and developing employees to reach their full potential and contribute to the company's overall success (Sembiring & Damayanti, 2023).

There are several reasons why talent management should be a primary focus for UAE electricity companies (Singh et al., 2023). First and foremost, the industry's landscape is rapidly changing as a result of technology breakthroughs and greater rivalry, necessitating a trained workforce that is both imaginative and adaptive. Companies that engage in talent management guarantee that they have the right people in place to drive development and success. Furthermore, in a market where talented individuals are in great demand, efficient talent management may help utility companies recruit and retain top people, providing them a competitive advantage. Furthermore, given the UAE government's emphasis on sustainability and renewable energy, implementing a good talent management strategy may assist businesses in aligning their staff with the country's long-term goals and objectives (Mohamed et al., 2024). Utility firms in the UAE will benefit from people management in a variety of ways, including increased employee engagement, productivity, and workplace innovation (Rashid et al., 2023). Companies that engage in personnel management techniques may minimize attrition, lower recruiting expenses, and ultimately enhance their bottom line. Finally, a strategic approach to personnel management may help utility firms in the UAE achieve long-term success in a continually changing and competitive industry. Utility companies in the UAE may guarantee that they have the appropriate personnel on board to promote innovation and growth by aligning their staff with the country's long-term aims and ambitions. This proactive approach to personnel management will

assist both the firms and the country's overall economic development. As demand for energy and utilities grows, investment in people management will be critical for retaining a competitive advantage and satisfying the expectations of consumers in the UAE (Tella et al., 2024). In brief, talent management is a vital strategy for attracting, developing, and retaining skilled employees, especially in competitive and rapidly evolving sectors like the UAE's utility industry. By investing in recruitment, training, performance management, and employee engagement, organizations can build a capable workforce aligned with national goals. Effective talent management not only boosts innovation and productivity but also reduces turnover, ensuring long-term success and sustainability.

## **2.2. Work-Life Balance**

In an era of increasing workplace demands and evolving employee expectations, achieving work-life balance has become essential for fostering well-being and sustaining high performance (Ralph, 2023). The concept of work-life balance emphasizes maintaining equilibrium between professional responsibilities and personal life, ensuring that neither dominates at the expense of the other (Rinawati et al., 2024). For organizations particularly in high-pressure sectors like the UAE's utility industry prioritizing work-life balance is not only a matter of employee satisfaction but a strategic imperative to enhance retention, morale, and productivity. This section explores how fostering a healthy work-life balance can benefit both individuals and organizations, with a focus on its implications for UAE utility companies. Work-life balance refers to prioritizing and maintaining a healthy balance between one's professional and personal lives (Adah et al., 2025). It requires achieving a balance between professional obligations and personal interests, such that none dominates the other. Achieving work-life balance is crucial for overall well-being since it may lead to increased productivity, improved mental health, and more enjoyment in both professional and personal situations (Franz, 2023). Setting boundaries and creating a schedule that balances work, leisure, and self-care is crucial. This might involve setting certain work hours, taking breaks during the day, and turning off technology during personal time (Isa & Indrayati, 2023). Individuals who make purposeful efforts to prioritize both their professional and personal lives can experience more fulfillment and pleasure in all aspects of their lives. Finally, work-life balance entails developing a sustainable and enjoyable lifestyle that promotes overall health and happiness (Casper et al., 2024). Work-life balance may be achieved by limiting work hours and avoiding reading emails or receiving work calls during personal time, as well as incorporating regular exercise or hobbies into the weekly routine and taking vacations or time off to recuperate 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 employing stress-reduction techniques can all contribute to a good work-life balance (Bello et al., 2024). It is vital to find a balance that allows people to

feel comfortable and happy in both their professional and personal life. People may attain long-term and meaningful balance that aligns with their beliefs and goals by frequently re-evaluating and prioritizing what is most important to them. Finally, establishing a work-life balance is crucial for general well-being and performance (Bocean et al., 2023).

Work-life balance will help UAE utility companies in a variety of ways, including greater employee morale and satisfaction, decreased attrition rates, enhanced productivity and efficiency, recruiting top talent, and strengthening the organization's market reputation (Albastaki et al., 2024). Furthermore, implementing flexible work arrangements, providing wellness programs, providing parental leave options, and cultivating a healthy work culture may all contribute to improved work-life balance for UAE utility employees. Furthermore, by encouraging work-life balance, UAE utility firms can enhance their employees' general well-being and mental health (Pykäri, 2021). Employee stress and burnout can be minimized as a result, resulting to higher levels of job satisfaction and engagement. As a consequence, increased employee excitement and devotion can positively affect organizational success. It is vital for UAE energy businesses to recognize that work-life balance is a personal and corporate responsibility (Raza & Malik, 2023). Organizations may create a supportive environment in which employees feel valued and respected both inside and outside of work, resulting in a culture that promotes well-being for all employees. This holistic approach to work-life balance management can provide long-term benefits to both individuals and enterprises (Yeji & Doobae, 2024). To effectively promote work-life balance within UAE utility companies, leaders and managers must provide a positive example (Chick, 2023).

Leaders may show their commitment to employee well-being by modeling healthy behaviors like as taking breaks during the day, setting boundaries between work and personal life, and encouraging time off for vacations or family obligations (Vakoch, 2022). This type of leadership will help to create a more inclusive workplace culture in which everyone feels empowered to prioritize their own well-being while simultaneously achieving company objectives. Overall, investing in policies and actions that encourage better work-life balance for employees benefits not only individual workers but also ensures sustainability, corporate 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). In sum, Work-life balance is the practice of maintaining a healthy separation and harmony between professional and personal life. It contributes to improved mental health, job satisfaction, and productivity. For UAE utility companies, encouraging work-life balance through flexible policies, wellness programs, and supportive leadership leads to higher employee morale, reduced turnover, and stronger organizational

performance. By promoting a culture of well-being, these firms can attract top talent, boost innovation, and ensure long-term sustainability in a competitive environment.

### **2.3. Talent Retention**

In the face of growing industry demands and talent competition, talent retention has become a strategic priority for organizations seeking long-term sustainability and success. Retaining skilled and high-performing employees goes beyond offering attractive compensation it requires cultivating a supportive work culture, providing growth opportunities, and fostering employee well-being. For UAE utility companies operating in a dynamic and highly regulated sector, talent retention is especially critical to ensure operational continuity, drive innovation, and maintain service excellence. This section delves into the significance of talent retention and highlights how strategic initiatives can create a loyal, motivated workforce aligned with organizational goals. Talent retention is the process of keeping high-performing and competent employees for an extended period of time (Savandha & Fitriyani, 2025). This involves implementing strategies to foster a positive work environment, offering competitive salaries and benefits, providing opportunities for growth and development, and building an appreciation and recognition culture. Finally, talent retention is crucial for a company's long-term success and ability to maintain a high-performing staff (Thapa, 2023). Organizations that retain competent workers may reduce turnover costs, boost productivity, and raise overall employee satisfaction. Furthermore, talent retention may help to build a strong employer brand and attract top people in the organization. Companies that use talent retention initiatives may develop a loyal and motivated workforce that is committed to achieving the organization's goals and objectives. Finally, talent retention requires creating a healthy and sustainable workplace where employees feel valued and happy in their roles (Bonneton et al., 2022). Talent retention initiatives include offering competitive salaries and benefits, 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 (El-Sherbeeney et al., 2023). Other examples include offering flexible work arrangements, supporting work-life balance, and allowing employees to submit feedback and participate in internal decision-making processes. Companies that carry out these initiatives may establish a work environment that promotes employee loyalty and satisfaction, leading in higher retention rates and a more engaged workforce (Sindurnata et al., 2024). Employees who feel valued and supported by their employer are more likely to be motivated and productive in their employment. This, in turn, can boost job satisfaction and performance. Companies that emphasize their employees' well-being and advancement may foster a strong sense of loyalty and commitment among their workforce, resulting in a thriving corporate culture. Investing in employee development and well-being

improves not just individual employees but also the company's overall performance and longevity (Mogrovejo et al., 2025).

Talent retention is crucial for UAE utility businesses to maintain a competitive edge and deliver high-quality services to their customers (Henriksen et al., 2023). These businesses may benefit from increased productivity, efficiency, and innovation if they prioritize skilled employee retention. Furthermore, retaining talented staff may help reduce recruitment and training costs while also limiting operational disruptions caused by high turnover rates. In a fast-changing organization, such as a utility, where technology develops and regulations change often, having a consistent and trained workforce is crucial for adapting to new issues and possibilities. By investing in employee retention and development, UAE utility firms may establish a culture of loyalty, engagement, and continuous improvement, leading to long-term success and growth. This strategy benefits individuals by providing opportunities for growth and advancement, while also improving the organization's overall performance and reputation. Utility firms in the UAE may position themselves as sector employers of choice by fostering a work environment that values and invests in its employees. Finally, this can lead to greater efficiency, innovation, and customer satisfaction, all of which are required to remain competitive in a dynamic market (Komninos et al., 2022). To summarize, talent retention will benefit UAE utility companies in several ways, including cheaper recruitment costs, decreased attrition rates, and increased employee loyalty (Tella et al., 2024). When employees feel valued and supported in their professional development, they are more likely to stay with the company in the long run. Personnel consistency and continuity can lead to greater operational efficiency and effectiveness, which improves the organization's overall performance (Chatterjee & Lakshmi, 2024). Furthermore, by retaining top talent, utility firms may build a strong reputation as a desirable place to work, perhaps attracting more suitable candidates in the future. Overall, investing in employee development benefits both individual employees and the organization (Mohamed et al., 2024). Utility companies may foster a culture of development and learning to build a loyal and motivated workforce dedicated to achieving business goals. This, in turn, may result in a more productive and imaginative workplace, enhancing the organization's long-term performance and sustainability. Finally, promoting staff development is a strategic investment that may give both short- and long-term benefits to utility firms (Mishra & Gupta, 2024). Talent retention involves creating a supportive and rewarding work environment that encourages employees to stay and grow within the organization. For UAE utility companies, effective retention strategies lead to reduced turnover costs, improved productivity, and enhanced innovation. By investing in professional development, work-life balance, and recognition programs, these companies can build a committed and high-performing workforce. Ultimately, fostering employee loyalty and well-being strengthens organizational resilience and positions utility firms as employers of choice in a competitive and evolving market.

### 3. Research Methodology

This study used quantitative approaches to investigate the links between talent management, work-life balance, and talent retention, with a focus on the influence of work-life balance. The study focuses on personnel at the DEWA, with the goal of providing insights unique to this business. The major data collecting instrument was a self-administered questionnaire that was carefully developed to gather pertinent perceptions and experiences about the research variables. Reliability coefficient Cronbach's alpha was used to estimate internal consistency of the statements mentioned in the items of the questionnaire. In addition, to identify the degree of consistency of all item of the questionnaire. A reliability coefficient alpha should be greater than 0.7 for each variable or dimensions to consider the answers of the DEWA employees consistent and obtain a high degree of understandability, such result refers to reliable empirical data (Cronbach, 1951) as shown in Table-1 below.

**Table-1: Reliability Cronbach's Alpha Coefficients**

<b>Construct name</b>	<b># items</b>	<b>Cronbach's Alpha Coefficient</b>	<b>Reliability degree</b>
Talent management	7	0.873	Very Good
Work-life balance	6	0.903	Excellent
Talent retention	6	0.890	Very Good

A sample size of 389 employees in DEWA was used to collect data, which is thought to be sufficient to assure statistical validity and representation. A simple random sample procedure was used to reduce selection bias and guarantee that each employee had an equal chance of participating, increasing the generalizability of the findings. For data analysis, the study used AMOS software, a powerful structural equation modeling (SEM) tool that was chosen as the primary analytical technique due to its ability to test complex relationships among latent variables, assess direct and indirect effects, and validate the research model. The analysis allowed for thorough testing of the study's assumptions, giving strong evidence about the impact of talent management and work-life balance on talent retention within DEWA.

**4. Result and discussions**

Throughout the survey period, the researcher delivered questionnaires to a sample of 400 respondents working for DEWA. Of the 400 questionnaires provided to the study sample, 389 completed questionnaires were used for data analysis. This score indicates a response rate of 97.25%, which is a respectable number. Demographic profiles include the statistics that explain the characteristics of study sample. Hence, this section demonstrates the population dynamics by investigating the main demographic data such as age, gender, academic level, work experience of the employees in DEWA as shown in Table-2. With respect to gender, the number of males is higher than females, while those aged 30-39 years are the highest number of employees, and employee older than 60 years are the lowest group. The data of academic qualification reveals that employees having a Bachelor degree are the highest number, and those holding only PHD are the smallest group in DEWA. In addition, employees who have middle occupational experience represent the highest percentage in the organization, whereas fresh employees (10-15 years) are the lowest number in DEWA.

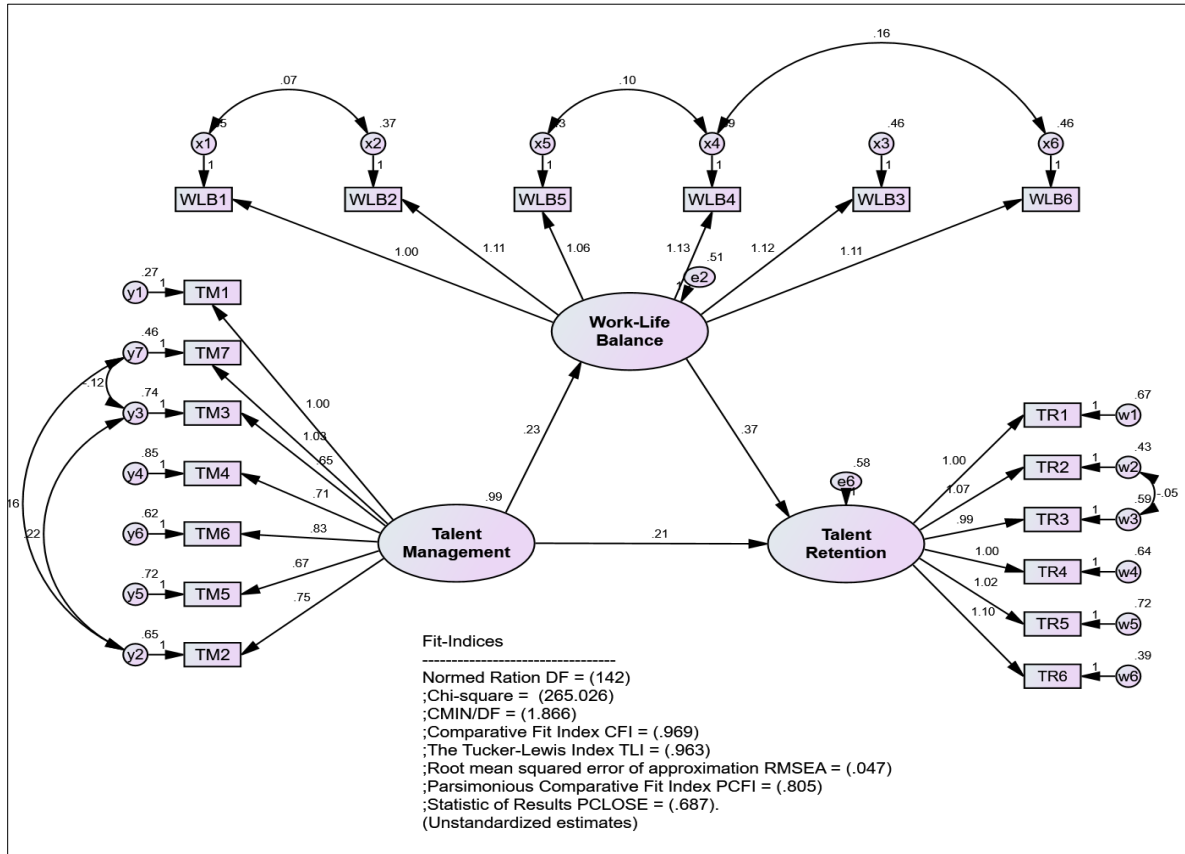
**Table-2: The demographic profile of the respondents**

Demographics	Category	Frequency	Percentage (%)
Gender	Male	223	57
	Female	166	43
Age	20-29 years	74	19
	30-39 years	151	39
	40-49 years	95	24
	50-59 years	61	16
	Older than 60 years	8	2
Academic Qualification	Bachelor	286	74
	Master	71	18
	PHD	32	8
Work Experience	1-5 years	77	20
	6-10 years	60	15
	11-15 years	147	38
	Elder than 15 years	105	27

The framework analysis assessed shown in Figure-1 indicates the strength and magnitude of the interactions between the core components: talent management, work-life balance, and talent retention. SEM is employed as the primary analytical tool to investigate the complex and interrelated pathways among these variables. SEM enables a robust evaluation of the proposed relationships within a single, integrated model, offering insights into how various observable indicators and latent constructs contribute to talent retention. The structural configuration of the suggested framework, as illustrated in Figure 1, demonstrates the logical and theoretical connections among the constructs and validates how they interact to influence employee retention outcomes. This section details how these constructs talent management strategies, employees' work-life balance, and their intent to remain within the organization are statistically connected in a cohesive structural model. The results of the path analysis confirm that all model fit indices fall well within the acceptable thresholds established by SEM standards. Specifically, the PCLOSE value of 0.687 indicates a non-significant p-value, suggesting that the model does not significantly deviate from the data and therefore fits well. The Root Mean Square Error of Approximation (RMSEA) is 0.047, well below the 0.08 cut-off, reflecting a strong degree of model parsimony and goodness of fit. Likewise, the relative chi-square (CMIN/DF) stands at 1.866, which is comfortably below the maximum acceptable value of 3.00, further affirming the model's fitness.

Moreover, the Comparative Fit Index (CFI) and the Tucker-Lewis Index (TLI) are recorded at 0.968 and 0.963 respectively, both exceeding the recommended minimum threshold of 0.80 and approaching the ideal value of 1. These values underscore a very good model fit, consistent with the guidelines provided Hair et al. (2020), such magnitudes are typical of well-specified SEM models and are indicative of theoretical and empirical soundness. The results of these fit indices provide strong empirical support for the validity of the hypothesized framework. They affirm that the conceptualization of talent management, work-life balance, and talent retention as structured in this study is not only theoretically justified but also statistically confirmed. The framework thus stands as a novel and empirically validated model that advances existing literature and provides a practical tool for organizations aiming to address talent retention challenges. The validation of this model highlights its potential applicability in real-world organizational settings, offering a strategic lens through which HR professionals can design, implement, and evaluate policies that nurture and retain top talent. The findings emphasize the relevance of integrated talent strategies and their measurable impact on employee commitment, thereby underscoring the practical and theoretical contributions of this research.

Figure-1: The validated framework output



In a quantitative examination of the dynamics of talent management and their influence on talent retention, the suggested framework presents a unique correlation between two factors in the area of talent management and work-life balance, as well as how these variables promote talent retention. This paradigm posits that work-life balance plays an important role in this connection, with the notion that improved talent management may lead to more work-life balance, which in turn promotes talent retention. Talent management, which includes career development programs and continuing professional growth opportunities, is essential for building an atmosphere in which workers feel valued and motivated. Employee engagement practices, including as recognition, feedback mechanisms, and participatory decision-making, reinforce this atmosphere by instilling a sense of belonging and commitment in employees. These practices are designed to enhance work-life balance by providing employees with the support and flexibility they require to manage their professional and personal lives effectively.

Work-life balance is a vital mediator in this strategy, rather than merely a consequence. It implies that when individuals achieve a harmonious balance between work and home life, their job happiness and organizational commitment improve dramatically. This balance reduces tiredness and turnover intentions, thus contributing to greater talent retention rates. The empirical validation of this approach involves analyzing data with structural equation modeling to assess the strength and importance of the correlations between these variables. Preliminary findings indicate a strong positive association between talent management approaches and improved work-life balance. Furthermore, a well-established work-life balance acts as a link between talent management and talent retention, suggesting that individuals who benefit from effective talent management techniques while maintaining a healthy work-life balance are more likely to stay with the business. Thus, this paradigm emphasizes the importance of work-life balance in retaining talent, urging employers to promote balanced work environments as part of their talent management strategies.

## **5. Conclusion**

The findings of this study emphasize that talent retention cannot be achieved through compensation alone; instead, it requires a more holistic approach that addresses the personal and professional needs of employees such as effective talent management. The developed framework makes a valuable contribution by linking talent management strategies with talent retention outcomes through the influential role of work-life balance. This framework offers a comprehensive understanding of how talent management practices can influence employees' decisions to stay, particularly when those practices are coupled with policies that support work-life balance. Hence, by emphasizing work-life balance as a central mechanism, the framework highlights an often-overlooked but critical factor in employee retention one that speaks directly to employee well-being and emotional commitment to the organization. The impact of applying such a framework to DEWA's human resource strategy is substantial. Employees who perceive that their organization supports their need for balance between work and personal life are more likely to feel valued, respected, and understood. This, in turn, increases their job satisfaction and loyalty, leading to lower turnover intentions and higher retention rates. Moreover, when talent management is executed with a focus on well-being, it enhances organizational reputation, making DEWA an employer of choice in a highly competitive labor market. Beyond its practical implications, the framework also contributes to the academic discourse by offering an integrated model that other researchers and practitioners can adapt to different organizational contexts. It lays the groundwork for future studies that might explore additional mediators or test the model across different industries and cultures. To ensure the effectiveness of this framework, DEWA should embed it within its broader organizational strategy. This involves aligning leadership behavior, HR practices, and corporate policies with the values of employee support and holistic

development. By doing so, DEWA will not only mitigate its retention challenges but also foster a resilient and engaged workforce that is essential for achieving its long-term goals. Through the lens of this study, it becomes evident that organizations that invest in their people beyond the workplace gain a competitive advantage rooted in stability, loyalty, and sustained performance.

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