

The Moderating Role of Generational Cohorts on the Work-Life Balance and Employee Loyalty

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Abstract

The modern workplace is characterized by the coexistence of multiple generations, creating the need to understand how employees from different age groups perceive work-life balance and employee loyalty. This study examined the generational differences in work-life balance and employee loyalty among Generation X, Millennials (Generation Y), and Generation Z employees. It also investigated the relationship between work-life balance and employee loyalty and determined whether generational cohort moderates this relationship. The study employed a quantitative, non-experimental, cross-sectional comparative design involving 197 employed professionals selected through convenience sampling. Data were collected using a structured questionnaire consisting of demographic information, a work-life balance scale, and an employee loyalty scale. Mean, standard deviation, one-way analysis of variance (ANOVA), correlation, and moderation analyses were performed using jamovi. The findings revealed no significant differences in work-life balance across the three generational cohorts. However, significant differences were found in employee loyalty, with Generation X reporting the highest level of loyalty. Work-life balance was found to be a significant positive predictor of employee loyalty, indicating that employees who experience better balance between work and personal life tend to demonstrate stronger organizational loyalty. Furthermore, generational cohort did not significantly moderate the relationship between work-life balance and employee loyalty. The findings highlight the importance of promoting work-life balance as a strategy for enhancing employee loyalty across a multigenerational workforce.

Keywords: *Work-Life Balance, Employee Loyalty, Generational Cohort, Multigenerational Workforce, Organizational Behavior*

