

# Exploring the Influence of Gender and Generations on the Relationship between Work-life Balance and Engagement

Karkoulian, Silva <sup>1</sup>, Halawi, Leila <sup>2</sup>, El Sabeh, Reem <sup>3</sup>, Abi Ammar, Rabih <sup>4</sup>

<sup>1,3,4</sup> Lebanese American University, Beirut – Lebanon Chouran Beirut: 1102-2801, Lebanon

<sup>2</sup> Embry Riddle Aeronautical University, Daytona Beach – USA Aerospace Blvd, Daytona Beach, FL., 32114, USA

<sup>4</sup> IE Business School, Madrid – Lebanon Calle María de Molina, 13. 28006 Madrid

[https://doi.org/10.35609/gcbssproceeding.2023.1\(86\)](https://doi.org/10.35609/gcbssproceeding.2023.1(86))

---

## ABSTRACT

---

The concept of work-life balance has gained significant attention in recent years as organizations recognize the importance of creating a healthy and sustainable work environment for their employees. This study examines the relationship between work-life balance and employee engagement in the MENA region, explicitly emphasizing the moderating effects of gender and generations. The study employed a quantitative analysis approach, using surveys distributed to 508 full-time employees in various sectors across the MENA region. The results revealed a positive correlation between work-life balance and employee engagement, moderated by gender. However, the study did not find that generations moderated the relationship between work-life balance and employee engagement. As a result, the study recommends that organizations in the MENA region consider incorporating work-life balance practices and programs to enhance employee engagement and promote growth.

**Keywords:** Work-life balance, Age, Employee Engagement, Gender, Generations