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# The Role of High-Performance Working System in Moderating the Relationship Between Work Life Balance and Employee Innovative Work Behaviour in the Context of EPC Companies in the Sultanate of Oman

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This study evaluates the impact of work-life balance on employees' innovative work behaviour. The purpose of the analysis is to assess the high-performance work system (HPWS) moderating impact on the relationship between work-life balance (WLB) and employee innovative work behaviour (IWB). This paper focuses on the quantitative analysis method on 4 hypotheses, 252 respondents and the Structural Equation Modelling (SEM) as the technique of analysis. The two factors: Blending and Flexibility of WLB are found to be the WLB's major effect on innovative behaviour of employees. The study also observed the moderating effect of HPWS on the relationship between work-life balance and innovative behaviour among the subject employees. In this regards, innovative work behaviour of the employees working for Engineering, Procurement and Construction (EPC) companies operating in the Sultanate of Oman as observed by this study can be further fine-tuned and employers are recommended to look into and concentrate on the discussed factors of WLB along with HPWS.

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# The Role of High-Performance Working System in Moderating the Relationship between Work Life Balance and Employee Innovative Work Behaviour in the Context of EPC Companies in the Sultanate of Oman

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*This study evaluates the impact of work-life balance on employees' innovative work behaviour. The purpose of the analysis is to assess the high-performance work system (HPWS) moderating impact on the relationship between work-life balance (WLB) and employee innovative work behaviour (IWB). This paper focuses on the quantitative analysis method on 4 hypotheses, 252 respondents and the Structural Equation Modelling (SEM) as the technique of analysis. The two factors: Blending and Flexibility of WLB are found to be the WLB's major effect on innovative behaviour of employees. The study also observed the moderating effect of HPWS on the relationship between work-life balance and innovative behaviour among the subject employees. In this regards, innovative work behaviour of the employees working for Engineering, Procurement and Construction (EPC) companies operating in the Sultanate of Oman as observed by this study can be further fine-tuned and employers are recommended to look into and concentrate on the discussed factors of WLB along with HPWS. The research emphasizes the significance of the relationship between work and life and suggests that employees can be encouraged to develop innovative behaviour when the WLB is offered.*

**Keywords:** high-performance working system, work-life balance, flexibility, blending, employee innovative work innovative behaviour.

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## I. INTRODUCTION

The high-performance work system has been deliberately used to establish organisational work and life management systems and activities that minimize friction among the workforce in an organisation and enable its staff members to become highly effective in their assigned roles and tasks (Ainapur et al., 2016). However, multi-faceted and competing demands on the home front as well as the employees' job expectations within the milieu of extreme working conditions and social shifts have grown gradually (Lazar, Osoian & Ratiu, 2010). In view of that, employee innovative work behaviour is pivotal in the overall efforts to fix the organisations' workplace environment that will in turn lead to the latter's progress. The innovative work behaviour of employees (IWB) can in turn be influenced by contradictions between work and life but at the same time it can be improved by the organisation's policies on work and life. In this way, employers have the potential to raise the level of employees engagement in innovative activities by reducing tensions amid private and professional life simultaneously.

Abstein and Spieth (2014) states that IWB has its dimensions rooted in role innovation which is considered as the initiation of key changes in terms of processes, material, task objectives, and interpersonal relationships and scheduling into

preeminent roles. Innovative work behaviour consists of three distinguished behavioural tasks such as idea promotion, idea implementation and idea generation (Carda, Giner & Benavent, 2015). In high-performance work systems (HPWS), employees are often expected to show high involvement that tends to fulfil several responsibilities for increasing organisational performance. HPWS has been defined as a number of practices established to invest in the employees' skills and abilities to enable them to contribute in problem-solving against which employees are rewarded with incentives (Armstrong and Taylor, 2020). Associated incentives motivate employees to put in extra discretionary efforts in their work performance. The practices cited are related to the HRM in the context where the management tends to improve the organisation's performance by encouraging and motivating employees' involvement and commitment towards the desired goals that are required of their respective jobs as well as towards the organisation's goals (Huang et al., 2016).

Proponents of high-performance work systems (HPWS) assert that employers integrate HPWS in order to improve the morale, confidence and expertise of their employees (Appelbaum & Berg, 2001). The various practices involved in organisations' HPWS usually focuses on greater participation of employees in decision-making processes and offering financial incentives to them (the employees) to deliver efforts that aid the employers attain their organisational goals (White et al., 2003). HPWS is also able to support and strengthen the employees in reducing their work vs. family conflicts and instil some semblance of balance in their professional and personal lives by significantly influencing their innovative work behaviour in a way of allowing them to complete their tasks within a given amount of time. Ahmed et al. (2018) states that innovative work behaviour involves the generation of new ideas and the implementation and promotion of those ideas into the organisation.

With regards to the notions linked work-life balance and HPWS, this research intends to find the impact of WLB on innovative work behaviour

of employees working for EPC companies with the moderating role of HPWS. Therefore, the following research questions have to be answered:

- What is the impact of WLB on IWB of the Omani employees working for EPC Companies operating in the Sultanate of Oman?
- Does HPWS moderate the relationship between WLB and IWB?

## II. THEORETICAL BACKGROUND

Employee innovative behaviour refers to the exploration of several opportunities as well as the production and growth of new ideas and behaviours that can further lead towards implementing appropriate changes in organisations. It involves employee behaviours that allow for improvement in work processes and the application of new knowledge for the purpose of enhancing business and personal performance (De Jong & Den Hartog, 2008). Most of the analyses in the past focus on the creativity of employees as well as the generation of new and creative ideas (Zhou & Shalley, 2003; Mumford, 2003). In other words, previous studies have been associated with the initial stages of innovation processes within organisations. Many other researchers have also called for more extended construct in order to devote scientific attention towards implementing innovative ideas through encouraging employee innovative work behaviour (Ohly, Sonnentag & Pluntke, 2006; Axtell, Holman & Wall, 2006). According to most theories on innovations, the concept of innovation is broader than mere creativity as it encapsulates the creation of ideas to solve existing problems or to improve current operational processes towards the achievement of efficiency and effectiveness in work (King & Anderson, 2002). The scope of an organisation's value creation is not just the organisation's responsibility but it depends more on how employees have been working, learning and being innovative. This is due to the fact that employees possess special kind of knowledge and information regarding the manufacturing processes and with it they could play vital role in the identification of root causes of problems and they could better suggest improvements in the system to achieve production efficiency thus this

could be termed as value addition (Anderson, Potocnik, and Zhou, 2014). Therefore, innovation work behaviour is not only related to the generation of ideas but also those behavioural dimensions that are essential for the implementation of those ideas and the attainment of certain improvements in the work performed.

According to the theory of Diffusion of Innovation, innovation is the practice, object and idea that are being perceived as innovative and new by a group or an individual whereas diffusion is the procedure where innovation is being communicated among the individuals of the social system (Rogers, 2003). Although the theory can be associated with the diffusion or dispersion of new ideas, it has so far focused only on explaining how specific technologies can be diffused in a specific system (Lu, Quan & Cao, 2009). The use of innovation is associated with the dispersion of ideas, and in the current research, it is tested for the purpose of identifying how work versus life balance can help individuals diffuse innovative behaviour while working in the high-performance work systems. For instance, Rogers (2003) has signified in his model that adoption (of innovation) is linked to the decision to entirely incorporate innovation; however, De Jong and Den Hartog Claim in 2008 that there are various phases of processing for the decision-makers to decide if a specific innovation should be adopted or not in a high performing work systems. This leads towards Roger's (2003) identification of innovation-decision process which in this study we consider an employee might take within a high-performing work system when he is provided with exactly clear measures of balancing work and life.

Hence, the research encompasses the theory of WLB known as work/family border theory that indicates a comprehensive view of how vigorous and healthy workplace systems as well as flexible borders and boundaries amidst work and life that can in turn motivate and facilitate work-life balance in different paradigms (Clark, 2000). Based on Ashforth, Kreiner and Fugate (2000), the integration of an individual in his daily roles significantly portray the encompassing of contextual elements, for instance the community

and flexible boundaries, with reference to work and life. In this case, the study of Othman, Yusef and Osman (2009) refers to Clark's approach by stating that flexibility and blending are the two basic characteristics that when these two are present within borders having high levels, blending occurs.

Flexibility refers to the possibility and ability of an individual to have leniency for him to work at any hours and any location either from home or from office. Individuals who are allowed work flexibility tend to be more successful in achieving a balance in their work-life environment since they have the autonomy to decide where they can perform their work either at their homes, offices or other places (Othman, Yusef and Osman, 2009). Blending refers to the higher level of flexibility within the two borders that is home and office which can overlap, and the border within the two domains that are not exclusive of each other. For instance, employees can utilize their personal experiences at work and they can also use work experience to improve personal life. It is blending, where individuals have the flexibility to utilize the experience of one domain onto another. Hence, the authors choose flexibility and blending as a way to measure the work-life balance. However, Kumer and Janakiram (2017) calls for a more holistic approach to contemporary understanding of how WLB should be framed in high-performance work systems (HPWS) where all stakeholders such as communities, employers and workers combine their voices to create an attainable model of WLB. Nevertheless, previous studies have not proposed this attainable model of WLB which can allow employees working in HPWS to show case their innovative behaviour.

According to Xiao and Cooke (2012), individuals often apply different coping mechanisms in order to fix the conflicts that occur in work-life balance such as the ones resulting from long working hours. However, a gap has been identified in terms of how these coping mechanisms portray the more innovative work behaviour for which Middelkoop (2016) explains as being part of job demand theory in the sense that employees use different coping mechanisms in order to deal with heavy workloads and to perform in an efficient

manner. Hence, employees' coping mechanisms offered by Xiao and Cooke (2012) can be regarded as the part of their innovative work behaviour where according to Middelkoop (2016) employees use new ideas for dealing with extensive job demands. In the light of the research by Berg, Kalleberg and Appelbaum (2003), the workforce's willingness to reconcile work and family demands is dependent upon the features of the management processes at work and the job and corporate attributes which employees will have to navigate and the family commitments. While connecting the workplace management systems with high-performance work systems, Wang and Verma (2012) states that HPWS and its related business strategies are the main reasons why organisations incorporate practices of WLB in order to make sure that employees are able to balance their personal and professional lives and play their part in generating discretionary efforts as well as innovative ideas for organisational success.

### III. CONCEPTUAL MODEL AND DESIGN OF HYPOTHESES

The conceptual model of the study is based on one independent variable that is the WLB which is further segmented into flexibility and blending, one moderating variable, the HPWS and one dependent variable which is the innovative work behaviour of employee. This model is created for the purpose of filling the gap where no prior study has been based on empirically finding the impact of WLB on innovative behaviour of employees within the HPWS. In addition to that, the model is also created for the purpose of contributing to the existing theoretical underpinnings related to Clark's (2000) WLB theory of work/family border. The current model combines the theory and its related components with the construct of WLB and in the process creates a conceptual model to be tested for the purpose of contributing to the existing body of knowledge.

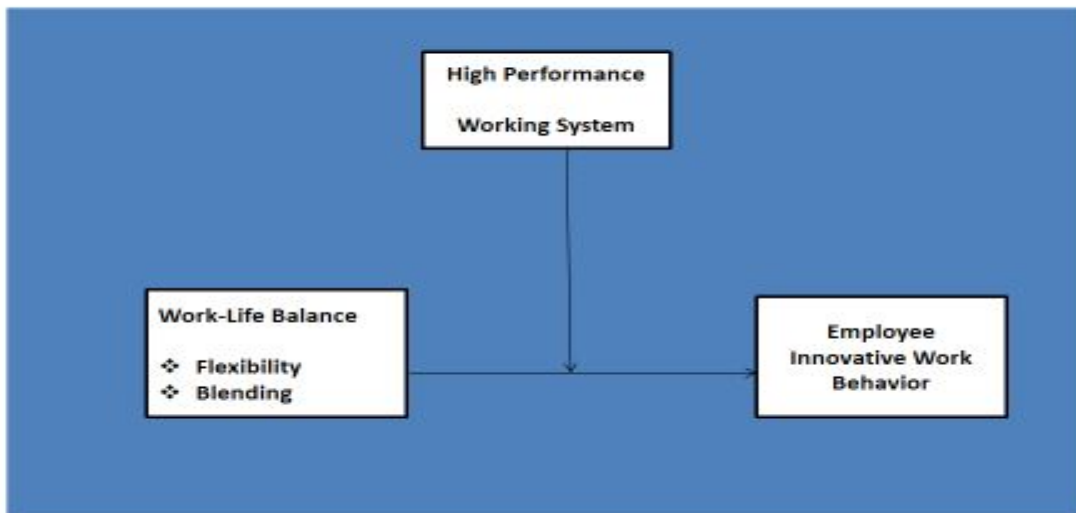


Figure 1: Conceptual Framework

H<sub>1</sub>: The effect of (WLB) measured through blending is significant on the innovative work behaviour of employees working for EPC companies in the Sultanate of Oman.

H<sub>2</sub>: The effect of (WLB) measured through flexibility is significant on the innovative

behaviour of employees working for EPC companies in the Sultanate of Oman.

H<sub>3</sub>: High-Performance Working System significantly moderates the relationship between Work-Life Balance (WLB) and Innovative Work Behaviour of Employees (IBE) working for EPC companies in the Sultanate of Oman.

H<sub>4</sub>: High-Performance Working System (HPWS) significantly moderates the relationship between WLB and innovative behaviour of employees working for companies in terms of flexibility.

## IV. METHODOLOGY

### 4.1. Research Approach and Design

A research approach is defined as the identification of specific paradigm adopted for generalisation of data. The two widely known research approaches that are available to the researchers are inductive and deductive. This research chooses the deductive approach as it aims to test a model by identifying quantified variables. The deductive approach helps in dealing with the extraction of conclusions or knowledge from general to specific dimensions. Another rationale behind the decision to choose the deductive approach for this study is the overall quantitative nature of the research and the choice of quantitative research design within which hypotheses have been generated and tested using statistical techniques.

Oludayo et al. (2018) has also applied statistical techniques within the quantitative design in finding the effects of WLB on IWB. Mishra et al. (2017) also conducted a study using a structured survey questionnaire and tested the hypotheses related to the impact of work/family enrichment on innovative work behaviour of employees. The pilot testing conducted prior to the final collection of data found that the research instrument for this study is extremely reliable. In the pilot testing, 35 people were approached. All of them were not then included in the final sample. The test confirms that WLB is a quantifiable construct for which quantitative design is the best option as for the previous researchers. Therefore, for this research, the quantitative design has been adopted for testing the hypotheses and for identifying if WLB has any impact on innovative work behaviour of employees in the presence of HPWS.

### 4.2. Sample and Data Collection

Data - both primary and secondary – collection centres on the core research questions and the

quality of investigated work. In this research, data are collected by applying the primary method of data collection that is through self-administered questionnaires used in the survey. The questionnaires is based on three main variables viz. the WLB, HPWS and innovative work behaviour of employees. As the WLB is measured by three factors proposed by the work/family border theory, two independent variables such as flexibility and blending are included in the questionnaires to create questions. For each survey question, possible responses use 5-point Likert scales ranging from strongly disagree to strongly agree. Non-probability sampling technique is used under which convenience sampling is adopted for the purpose of reaching out to the respondents. The researcher chooses respondents from among the employees working for EPC companies in order to find out if WLB within HPWS has impacted the innovative work behaviour of employees (IBE). The population of the study was unknown then and therefore, in this aspect, the sample size has been calculated using the following formula mentioned in the study of De Carvalho and Chima (2014):

$$n = \frac{z^2 \times p \times (1-p)}{e^2}$$

$$n = \frac{(1.96)^2 \times 0.5 \times (1-0.5)}{(0.05)^2} = 384$$

Since the population was unknown therefore, the proportion to be captured 'p' is assumed to be 0.5 whilst at 95%, the z-score is computed to be 1.96. In the same vein, the error is assumed to be 5% (0.05). Therefore, the sample size was computed to be 384, and thus as many as 390 people were approached either through online platforms like Google Forms whilst some were contacted personally. All the people approached are employees working for EPC companies operating in the Sultanate of Oman. Out of these number, the total number of returned questionnaires stands at 268 of which only 252 are usable because some of the returned questionnaires are incomplete. This gives the response rate of 64.61%.

### 4.3. Data Analysis

Data analysis in this research is based on the research questions designed for this study. The analysis technique employed, the Structural

Equation Modelling (SEM) is meant to answer the research questions and test the constructed propositions. Whittaker (2011) professes that SEM combines factor analysis and regression modelling, making it an advanced and robust technique to derive the results. This study involves the analysis of the moderating effect of the high-performance work system (HPWS) on the relationship between work-life balance (WLB) and the innovative work behaviour of employee. Hence, the appropriate data analysis tool for this study's data analysis is Smart PLS. In addition, the data analysis also includes path modelling to capture the effect of each latent models adequately. Therefore, this research employs an SEM model with WLB as independent, HPSW as moderating and IWB as the dependent variables. On the other hand, the research of Tehseen, Ramayah and Sajilan (2017) asserts that common method bias is one of the major problems when the data concerning both dependent and independent variables are collected from the same people or respondents. To deal with the issue,

questions relating to the dependent and independent variables respectively are sent to the respondents one month's apart. This is done to avoid further possible bias in the data collected.

## V. RESULTS

The initial assessment of the study incorporates demographic analysis where the core concentration of the sample is analysed. The results in Table 1 exhibit that 80.91% of the sample comprises of male respondents while 19.09% are females. In respect of marital status, 79.67% of the respondents are married implying that the responses regarding WLB, HPWS and IWB would be based mostly on married men working for EPC companies operating in the Sultanate of Oman. Similarly, the most dominant age-group in the sample is, 31-40 years forming 45.64% of the total. Sixty three point zero seven percent (63.07%) of the samples are Omanis and most of them are graduates as indicated by the figure of 54.77%.

*Table 1: Demographic Analysis*

Variable	Category	Percentage
Gender	Male	80.91%
	Female	19.09%
Marital Status	Single	18.67%
	Married	79.67%
	Other	1.66%
Age	20-30 years	20.33%
	31-40 years	45.64%
	41-50 years	23.24%
	51 years or above	10.79%
Nationality	Omani	63.07%
	Expatriate	36.93%
Education	Academic/Vocational/ Diploma	17.01%
	Bachelor	54.77%
	Postgraduate (Masters/ PhD)	28.22%

Subsequent to the initial assessment, we run the confirmatory factor analysis (CFA) to evaluate on the indicators of the constructs and see which of them are relevant. Under this analysis, the reliability of the data in respect of the undertaken variables is tested with composite reliability and

Cronbach's Alpha. The acceptability of the indicators in terms of both the composite reliability and Cronbach's Alpha is attributed to their respective values being 0.7 or above (Taber, 2017). Based on that threshold as defined, the constructs: blending, flexibility, HPWS, and IWB



surpass the threshold reliability value because their respective scores are above 0.7. The next evaluation is on the indicators' factor loadings, the threshold of which is defined by the studies of Brown (2014); Arifin and Yusoff (2016) and Bollen (2014) as having the value or score of 0.7, while the score of 0.6 is also acceptable. In this regards, none of the indicators is found to score below 0.6 with the least score is computed to be

0.79, meaning therefore that all other indicators of all the variables are significant. Another key aspect of CFA analysis incorporates convergent and discriminant validity. In terms of convergent validity the average variance extracted (AVE) is used. The threshold for AVE is 0.5 as set by Hair, Hult, Ringle and Sarstedt (2016). For this study, all constructs fulfil the criterion of convergent validity as we can see from Table 2 below:

*Table 2:* Reliability and Convergent Validity Testing

Variables	Indicators	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Blending	BL1	0.89	0.87	0.91	0.72
	BL2	0.81			
	BL3	0.89			
	BL4	0.81			
Flexibility	F1	0.82	0.87	0.91	0.72
	F2	0.79			
	F3	0.86			
	F4	0.90			
High-Performing Work Systems	HPWS1	0.86	0.94	0.96	0.81
	HPWS2	0.90			
	HPWS3	0.90			
	HPWS4	0.92			
	HPWS5	0.91			
Innovative Work Behaviour	IWB1	0.93	0.95	0.96	0.82
	IWB2	0.92			
	IWB3	0.92			
	IWB4	0.92			
	IWB5	0.85			

We examine too the discriminant validity using the HTMT ratio for which the ceiling value 0.9 can be considered as a liberal criterion (Henseler, Ringle & Sarstedt, 2014; Hair et al., 2016). Therefore, the values should be lower than 0.9 in order to declare the variables as valid and distinct. The HTMT ratios computed are evident that all the constructs are distinct because the highest

computed value is between flexibility and blending which is 0.872 ( $0.872 < 0.9$ ). In the same vein, the variables, flexibility and blending had HTMT equals to 0.9, therefore, in order to avoid the issue of multicollinearity, both variables are tested in different models. The information pertaining to discriminant validity can be seen in Table 3.

*Table 3:* Discriminant Validity using HTMT Ratio

	Flexibility	Blending	High-Performing Working System
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High-Performing Working System	0.676	0.709	
Innovative Work Behaviour	0.788	0.804	0.872

Generally, the threshold for t-statistics' p-value when the confidence level is 95% is taken to be 0.05 (Grus, 2015). While considering the stated threshold, path analysis is conducted. The effect of blending as depicted in Table 4 on IWB is therefore, computed to be significant because the p-value is 0.04 (0.00 < 0.05). In addition, the effect is positive because the coefficient is 0.331 implying that with the increment in blending quotient, the IBE would also increase. Another factor considered under this is flexibility which has a p-value of 0.000 (p-value < 0.05), thus, the variable is significant as well with positive effect as the coefficient is 0.334 as depicted in Table 5. The moderating variable of the study was a high-performing working system with blending (B=0.095; p-value= 0.00 < .05) which has a

positive and significant effect on innovative behaviour of Omani employees working for EPC companies because the p-value is computed to be 0.000 (p-value < 0.05). Similarly, the moderating effect of HPWS with flexibility indicating WLB is computed interaction effect and was found to be significant because the p-values are below the threshold of 5% (0.05) and were positive as well (B= .103). It cumulatively implies that HPWS moderates the relationship between WLB and innovative behaviour of employees (IWB) in a significant manner while it also has a direct significant effect in improving the (employees') behaviour as well. The importance of using a high-performing work system is evident with the results of this study because it stimulates the employees to be creative and innovative. The results can be viewed in tables 4 and 5:

*Table 4: Path Analysis of the Model 1*

	Path Coefficient	T Statistics	P Values
Blending -> Innovative Behavior of Employees	0.331***	7.410	0.000
HPWS*BL -> Innovative Behavior of Employees	0.095***	4.549	0.000
High-Performing Working System -> Innovative Work Behavior	0.565***	11.978	0.000
***: significant at 1%			

*Table 5: Path Analysis of Model 2*

	Path Coefficient	T Statistics	P Values
Flexibility -> Innovative Behavior of Employees	0.334***	7.083	0.000
HPWS*F -> Innovative Behavior of Employees	0.103***	4.328	0.000
High-Performing Working System -> Innovative Work Behavior	0.571***	11.627	0.000
***: significant at 1%			

The quality of the model is measured using R-squared and R-squared where the variance explanation is assessed. The R<sup>2</sup> may be viewed as an explanatory factor that explains the variance captured in the dependent variable by

the variance in the predictors of the model (Hanneman, Kposowa & Riddle, 2012). Consequently, the variance in variables blending and HPWS along with moderating effect explains the 76% variance in the innovative work

behaviour of the employees working for EPC companies operating in the Sultanate of Oman, yet in terms of adjusted R-squared, it is reduced to 75.70%. Moreover, the variance in flexibility and HPWS along with moderating effect explains the 76.48% variance in the innovative behaviour

of the employees working for EPC companies operating in the Sultanate of Oman, yet in terms of adjusted R-squared, it is reduced to 76.18%. The results of model fitting can be viewed in Table 6.

*Table 6:* Quality Assessment of the Model

	R Square	R Square Adjusted
Innovative Behavior of Employees (Flexibility as an independent)	76.48%	76.18%
Innovative Work Behavior (Blending as an independent)	76.00%	75.70%

Based on overall assessment, the summary is presented in the table below where it is evident that all the hypotheses are accepted. This implies that the first research question can be answered in an assertion that the effect of WLB on the IWB is significant and positive. Similarly, the second research question is assertive as well because the

moderating effect of HPWS between WLB and IWB is significant. The decision table is presented below where the decision has been made on the basis of 5% (0.05) threshold.

*Table 7:* Results of Hypotheses Statements

Hypotheses Statements	Analysis/ Decision
H <sub>1</sub>	Accepted
H <sub>2</sub>	Accepted
H <sub>3</sub>	Accepted
H <sub>4</sub>	Accepted

## VI. DISCUSSION

This study examines the effect of work-life balance (WLB) on employee innovative behaviour (IBE) working for EPC companies operating in the Sultanate of Oman. The attainment of its aim has been done using SEM modelling. The results show the effect of two factors; Flexibility and Blending are significant and positive on the employees' innovative work behaviour. The findings, in this case, are similar to the study of Othman, Yusef and Osman (2009) in which the authors state that flexibility and blending are considered as the two basic characteristics and driving forces for the innovative behaviours within organizations based on the fact that they allow employees to structure their work and lives. This study conclusively identifies that flexibility and blending of the work-life balance has a significant impact on the innovative behaviour of employees. In this sense,

it can be stated that the impact of work-life balance has been found to be significant on the innovative working behaviour of the employees working for EPC companies working in the Sultanate of Oman.

Furthermore, from the results of this study it can also be defined that the influence of the individual factors in the form of flexibility and blending has a vital role in the innovative work behaviour of employees. Another question of this study pertains to the determination of the moderating effect of HPWS on the relationship between WLB and employee innovative work behaviour (IWB). On the basis of its findings, the study concludes that HPWS does indeed moderate the relationship between the WLB and innovative behaviour of employees (IWB) working for EPC companies operating in the Sultanate of Oman.

In the same breath, it can also be stated that HPWS mediates the relationship of WLB and innovative work behaviour of employees (IWB) on the basis of all the concerned variables of WLB that includes flexibility and blending. In a study conducted by Fan *et al* (2014), it has also been identified that HPWS plays a contributory role in reducing employees' burnout. That is because employees are motivated to be professional innovators and that the related HPWS reward provides an important contribution to creativity. Therefore, it can be stated that HPWS positively and significantly improves the relationship between the WLB and innovative work behaviour of the employees (IWB). Hence, EPC companies operating in the Sultanate of Oman can establish and promote innovative behaviour in employees among those who can significantly contribute to innovation in operations, processes, products and services to add value and increase the efficiency and effectiveness. In contrast, it can be argued that in spite of the positive effects of the WLB factors, blending could also lead to contradictions between the employees' personal and work life since there is incompatibility of their role in personal life and responsibility in their professional life.

## VII. CONCLUSION AND FUTURE IMPLICATIONS

The objective of this research work is to analyse the impact of WLB on the innovative behaviour of employees (IWB) working in the EPC companies and the moderating effect of HPWS. The results of the research's analyses show that the predicted effect of WLB on the IWB of workers employed at EPC companies does occur.

The findings of this study are formed on the basis of the two fundamental factors of WLB that are referred to as Flexibility and Blending. On the basis of the study's findings, it can be stated that the two factors (in the form of Flexibility and Blending) do influence IWB positively. The effect of WLB on IWB (employees' conduct) is emphasised by the WLB's significance on improving the employee innovative work behaviour.

The other question of the study pertains to the testing of the moderating effect of HPWS on the WLB and the innovative work behaviour of employees (IWB) working for EPC companies operating in the Sultanate of Oman. This study found a significant moderating effect of HPWS that could moderate the relationship between WLB and innovative work behaviour of employees. The moderating effect is observed as occurring in all relevant variables of WLB which fall under Flexibility and Blending. In this respect, the two significant moderating effects observed lead to the acceptance of all the hypotheses that are formulated on the theory of moderating effect. On the basis of this study's findings, three major implications can be established. Firstly, it is suggestible for the Omani's employers and businesses to focus more on the different factors of WLB in order to drive innovative behaviour among their workforce. Secondly, despite this study being solely based on quantitative findings, the inclusion of some qualitative evidence may also provide diversified findings within the context of research works. Thirdly, this study focuses only on EPC companies operating in the Sultanate of Oman but that does not stop any possible similar study in the future to expand to other sectors as well.

## VIII. LIMITATIONS OF THE STUDY

Like in any study on this nature, this research paper has certain limitations as well. Firstly, the limited number of samples. This study manages to obtain usable responses from only 252 participants. Secondly, the study is conducted only on the individuals working specifically for EPC companies that are located in the Sultanate of Oman. The third limitation concerns the factors pertaining to work versus life balance, of which this study limits to only three. In the future, studies can look into more factors that are possible and relevant. Finally, this research is also limited in terms of testing moderation where just one variable which is High Performance System was tested.

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