

Supplementary File. Participant Profile and Results Summary.

Participant	Gender	Age	Nationality	Family Responsibilities	Organization Sector	Job Role	Type of NPM Implemented	Observed WLB	Level of OCB	Has Thought About Leaving
Participant 1	Male	42	UAE	Yes	Family Development Foundation	Customer Relationship Management Manager	Traditional	Poor WLB	Medium	Yes
Participant 2	Male	47	UAE	Yes	Economic Development	Investment Manager	Traditional	Poor WLB	High	Yes
Participant 3	Male	48	UAE	Yes	Transport Management	Operations Manager	Innovative	Good WLB	High	No
Participant 4	Male	44	UAE	Yes	Airport Management	Operations Manager	Innovative	Neutral WLB	High	Yes
Participant 5	Male	50	Expatriate	Yes	Tourism	Customer Relationship Management Manager	Innovative	Good WLB	High	No
Participant 6	Male	40	UAE	Yes	Data Management & Statistics	Operations Manager	Innovative	Good WLB	High	No
Participant 7	Male	43	UAE	Yes	Quality and Conformity Council	Customer Relationship Management Manager	Traditional	Poor WLB	High	Yes

Participant 8	Male	40	Expatriate	Yes	Waste Management	Operations Manager	Traditional	Poor WLB	High	Yes
Participant 9	Male	41	Expatriate	Yes	Exhibitions	Events Management Manager	Innovative	Good WLB	High	No
Participant 10	Male	36	UAE	Yes	Media Industry	Operations Manager	Innovative	Good WLB	Medium	Yes
Participant 11	Male	35	UAE	Yes	Digital Authority	Government Relations Manager	Traditional	Poor WLB	Medium	Yes
Participant 12	Male	43	UAE	Yes	Ports	Operations Manager	Innovative	Good WLB	High	No
Participant 13	Female	40	UAE	Yes	Community Development	Customer Relationship Management Manager	Traditional	Poor WLB	High	Yes
Participant 14	Male	38	Expatriate	Yes	Utilities	Business Development Manager	Innovative	Good WLB	High	No
Participant 15	Male	32	UAE	Yes	Fund for Development	Human Resource Manager	Innovative	Good WLB	High	No
Participant 16	Male	37	UAE	Yes	Distribution Company	Business Development Manager	Innovative	Good WLB	High	No

Participant 17	Male	37	Expatriate	Yes	Fund	Quality Control Manager	Innovative	Neutral WLB	Medium	Yes
Participant 18	Female	35	UAE	Yes	Entertainment	Human Resource Manager	Traditional	Poor WLB	Low	Yes
Participant 19	Male	40	UAE	Yes	Distribution Company	Operations Manager	Innovative	Good WLB	High	No
Participant 20	Female	35	UAE	Yes	Health Services Company	Operations Manager	Innovative	Good WLB	High	No
Participant 21	Female	44	UAE	Yes	Department of Health	Department Manager	Innovative	Good WLB	Medium	Yes

Note: Traditional NPM = blue shading; Innovative NPM = green shading