



PRIMARY RESEARCH

Daytime nap as a factor of happiness to impact on work performance: Evidence from the United Arab Emirates

Almaz Sandybayev *

The Higher Colleges of Technology (HCT), Abu Dhabi Men's College, Abu Dhabi, United Arab Emirates

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Abstract

The research study investigated the growing role of Human Resource Management (HRM) through the prism of how daytime sleep or nap may impact on happiness statement of the employees. In the United Arab Emirates, where the authorities have achieved a very high standard of living of the population and consistently introducing modern technologies in various spheres of life and the economy, the term "happiness" has become one of the most important criteria and goals for the work of government agencies at various levels. The outcomes are based on information collected from a detailed quantitative and qualitative data research of 200 respondents. Results proved that there is a significant correlation between happiness and nap. Furthermore, the results also show that the impact of employee's development and happiness also measures the overall organizational performance. Thus, the main contribution of this study to the literature on current and future HRM and performance concerns the use of daytime sleep in a multidimensional performance perspective.

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INTRODUCTION

"Happiness is the meaning and the purpose of life, the whole aim, and end of human existence" (Aristotle)

Scholarly research illustrates that having an engaged workforce can lead to several beneficial outcomes, such as employee well-being and performance (Van De Voorde, Paauwe, & Van Veldhoven, 2012). HRM aims to increase individual well-being and happiness, employee productivity and overall organizational performance. In the new millennium, happiness in the workplace is exposed to be a predominant Human Resource (HR) practice in the rapid volatile and changing business environment. A notable explosion of research has been performed to understand happiness and wellbeing (Bagnall, 2004; Bilal & Zia-ur Rehman, 2017; Lyubomirsky, King, & Diener, 2005). Presently, effective employee's performance is pivotal and essential more to the success of organizations, however dependable link between happiness and job performance remains puzzling. In this regard, the current study considered a daytime sleep or nap as an opportunity that positively impacts not only the

productivity of employees but also on the financial success of the organization.

Sleep is one of the most emotive of subjects and personal to all people as everyone is affected. It has been evident that a hectic and busy schedule enforces people to focus more on work rather than their own health. A daytime nap is one of the important perspectives to enhance the performance of employees at the workplace. A number of multi-purpose studies on positive effect of nap leading to subjective and behavioral improvements have been attested to improve mood, reacting time, accuracy, vigilance and reduce subjective levels of sleepiness, latency, and fatigue (Bonnet, 1991; O'Connor, Rogers, Van Dongen, & Dinges, 2004; Song, Huangfu, & Miao, 2002; Smith, Kilby, Jorgensen, & Douglas, 2007; Tongo, Corpuz, & Caminade, 2017; Wartika, Surenadro, Satramihardja, & Supriana, 2015).

It has been evident that most of the people in the United Arab Emirates sleep for less than 8 hours that eventually reduce the outcome of work as well as efficiency of a person in a significant manner (Ikea, 2018). According to the survey

* corresponding author: Almaz Sandybayev

† email: asandybayev@hct.ac.ae

in Dubai, it has been found that more than 90% of people do not get perfect sleep, and only 46.42% people are sleeping for less than seven hours at night (Ikea, 2018). The research conducted by Bupa (2018), You Gov (2018) found out that lack of sleep, insomnia, memory and attention problems, fatigue and lack of energy are among the main issues to be addressed in the UAE nowadays.

In order to understand whether a daytime nap helps target population to enhance their performance or not, a different perspective has been collected to analyze the impact of a daytime nap. Several data have been collected from a range of population groups of different ages and marital status. In order to enhance sleep and relaxation, each attribute of research has been explored in a systematic order. The duration of daytime nap has also been evaluated to understand the impact positively.

The study tries to fill the gap of previous studies and observe the procedure through which HRM policies and techniques may impact robustly on organizational performance.

LITERATURE REVIEW

In the XXI century, the psychology of management is experiencing a particularly intensive development, its ideas and practical recommendations become not only a fashionable trend but also a necessary element in the implementation of the HRM policy of the organization. The essence of HRM is that employees are considered as the competitive wealth of the organization, which must be placed, developed, and motivated. This situation reflects the changing role of a human being in the production process. At the same time, efficiency management processes have become increasingly popular. In this regard, scientists are actively developing ideas about how the human factor affects the success of an organization and how this success can be achieved. From this point of view, for example, Diener (2000) studied the influence of positive emotions of employees and their job satisfaction on the effectiveness of the company. Indeed, for industrial psychology, the link between worker satisfaction and productivity has long been considered as an unattainable goal. Wright and Cropanzano (2000) believed that this relationship could demonstrate the presence of interaction between employees and management: an organization can increase productivity only by meeting the needs of its employees, which benefits both the organization as a whole and its employees. Certainly, employee engagement has taken a fundamental role in today's business world as an essential topic for better employee and organizational success (Robinson, Perryman, & Hayday, 2004). According to a recent study by Gallup (2015), out of 100 million full-

time employees in the USA, 51% do not feel engaged, they do not feel genuinely attached to their work and therefore perform only the necessary minimum. Another 16% of respondents stated that they were "not at all engaged," that is, they are dissatisfied with their work and, therefore, have a negative effect on the general mood in the office. Smith Queen (2018) conducted a study to measure employee's engagement in businesses that employ between 50 and 399 employees. Over a ten-year period, 111,000 employee surveys have been completed to examine engagement. According to the research, the most engaged employees achieve 26% less employee turnover; 20% less absenteeism; 15% greater employee productivity; up to 30% greater customer satisfaction levels. In order to confront the negative influence of non-engaged and, therefore, unproductive employees, it is the employers' and HRM's role in making efforts to motivate the employees feel happy at the workplace, as happy employees tend to be more engaged. Achor (2011) notes in his book (The Happiness Advantage), "When we are positive, our brains become more engaged, creative, motivated, energetic, resilient, and productive. Happy employees are almost and always the best employees". Below are several examples of the benefits of happiness in the workplace:

Employee's Health

Happiness eliminates stress, one of the main health problems at work. Stressed employees may suffer from chronic pain and illness, high blood pressure, and insomnia. Unhappy employees experience stress longer and with great devastating consequences, while happy employees, under the influence of stress, on the contrary, demonstrate resilience. Happiness is closely related to subjective well-being (Diener, 2000; Diener, Oishi, & Lucas, 2009) and implies that people think and feel that their lives are going well (Diener et al., 2009; Veenhoven, 2008). Happy employees are less often absent from work due to illness. They suffer less from depression, panic attacks and other psychological health problems that prevent them from working at the peak of their capabilities. As noted by (Audas & Goddard, 2001; Askildsen, Bratberg, & Nilsen, 2005; Pfeifer, 2013) that the incidence and duration of absence from work fluctuate with the business cycle.

Corporate Culture of the Company

Happy employees form a positive and strong corporate culture of the company (Groysberg, Lee, Price, & Cheng, 2018). The office spirit is at its best when employees are satisfied with their company and their position. A happy en-

vironment contributes to the fact that employees perceive the company as their family. Organizational culture finds expression through the thoughts, intentions, actions, and interpretations of members of the organization (Hallett, 2003). As stated, organizational culture has also been shown to be important for successful new product/process innovation and organizational change (Plakhotnik & Rocco, 2013). Therefore, a strong corporate culture motivates employees. Happy employees change their jobs two times less than their unhappy colleagues.

Labor Productivity

According to numerous researches, there is a direct relationship between job satisfaction and overall productivity. Some authors have found a positive correlation between job satisfaction and organizational performance (Latif et al., 2013; Mafini & Pooe, 2013). Unhappy and non-engaged employees are not as productive as their happier colleagues. The happy employees tend to devote more time and effort to work, where it can be concluded that this type of employee provides the company a competitive advantage. Organizations with happy employees surpass competitors by 20%. Based on gaps in the literature and to relate HRM practices with employee outcomes, herewith incorporating the role of wellbeing and creating a happy work environment, the researcher adapted existing theories to build on.

Research Problem

In UAE, it has been evident that hectic and busy schedules force a person to focus on their work instead of sensitive health. According to the National Sleep Foundation (2018), it is important for an adult of 26 to 64 years old to sleep for minimum 7 to 9 hours, which eventually impacts working capacity. Most of the time, it has been evident that people in UAE take a daytime nap to cover their sleep duration of an entire day. Lack of insufficient sleep reduces the working process, reaction team, and decision-making capacity significantly. Moreover, it can upsurge potential risks related to working, such efficiency of a task, safety issues, and mental imbalance.

According to the sleep survey commissioned by Ikea (2018), it was revealed that out of nearly 5,000 people polled in the UAE (Table 1), 46.4% of the population sleeps only 7 hours. About 9.6% asserted that they were not able to sleep for more than 6 hours each night. On the other hand, it has been evident that 1.7% are able to sleep for 4 hours only.

TABLE 1. Duration of sleep in the UAE

Duration of Sleep	Percentage of Respondent
More than 8 hours	9.15%
7 hours	46.42%
6 hours	32.42%
5 hours	9.64%
4 hours	1.76%
Less than 4 hours	0.62%

Source: Ikea (2018)

Research Questions

Considering the gaps in the literature, a set of research questions underlying the key aim of the research was developed to establish the intensity that affects daytime sleep and employee's performance.

Thus two main questions were placed into the research focus:

Q1: Does daytime sleep enhance the working performance of employees?

Q2: How daytime sleeps create happiness among people?

Research Objectives

In addition to research questions and theoretical studies, there is also a strand of research objectives on the nature of the study. Below is a sequence of objectives:

- i. To evaluate the impact of daytime nap on employees' work performance.
- ii. To understand how daytime nap creates happiness among employees.
- iii. To enhance the sleeping duration of employees along with its significance on performance.
- iv. To articulate and try to develop a new HRM understanding and approach in the interpretation of wellbeing and happiness factors in the UAE.

Research Significance

The research has focused on the different perspectives of a daytime nap, along with its impact on the working performance of employees in a significant manner. According to the idea of Pelka, Ferrauti, Meyer, Pfeiffer, and Kellmann (2017), in case if a person cannot sleep at night and not able to complete their time duration of sleep then daytime nap plays a significant role in enhancing working and restoring their mental stability in an efficient manner. There are a list of investigation as well as survey have been performed that signifies that short interval of sleep of about 10 min upsurge working performance in a powerful presence. On the contrary, expert has also said that daytime naps less than 30 min duration create several benefits whereas longer naps may reduce productivity and inertia of sleep simultaneously. With the help of this research, it is easy for a person to

improve the ability to learn as well as promote wakefulness in a significant order. Through this research, it is possible to adopt a different way to improve performance with respect to sufficient sleep. It benefits in creating awareness regarding daytime nap in an effective aspect.

This research supports people to take frequent naps that eventually enhance higher morbidity and mobility, especially among senior citizens (Faraut, Andrillon, Vecchierini, & Leger, 2017). It creates awareness among people and employees regarding benefits of a daytime nap and how to train body as well as mind to awaken after a short duration of a daytime nap. The view of epidemiological study asserted that longer and frequent nap might create an adverse effect on health for a longer time. Therefore, it can be proposed that this research not only aids in enhancing the performance of employees but also recommends creating a happy life further (Lau, Wong, Lau, Hui, & Tseng, 2015). It has been visible from the Ikea (2018) research above that 78% of the population has a sleep for 6-7 hours that reduce the outcome of performance simultaneously. Hence, this research on daytime nap helps in an upsurge of the performance of employees in a significant order. Apart from this, the study of daytime sleep and happiness can be a learning paradigm in human resource management to enhance the employees' knowledge and awareness skills as well. The project's goal is designed to understand whether daytime nap helps target group to enhance their performance to improve their day time experience and competence, develop employability skills, even implement future career plan of

each employee.

RESEARCH METHODOLOGY

Description of the Study Area

The study was carried out in Abu Dhabi city (UAE) between September and November 2018. The data was collected from Abu Dhabi National Oil Company (ADNOC) as a primary catalyst for Abu Dhabi's growth development and organization with a diversified innovative approach in HRM practices. By using convenience sampling technique, 245 employees been approached.

Research Hypotheses and Conceptual Framework

Taking into account research outcomes, and building on the postulate of older literature review in the field of employee's performance and wellbeing, the following hypotheses have been formulated:

H1: Daytime sleep (nap) and employees.

H1-1: Daytime sleep (nap) positively impacts on employees.

H1-2: Daytime sleep (nap) negatively impacts on employees.

H2: Daytime sleep (nap) and happiness.

H2-1: Daytime sleep (nap) positively impacts on happiness.

H2-2: Daytime sleep (nap) negatively impacts on happiness.

Hypotheses 1 to 2 are summarized in Figure 1.

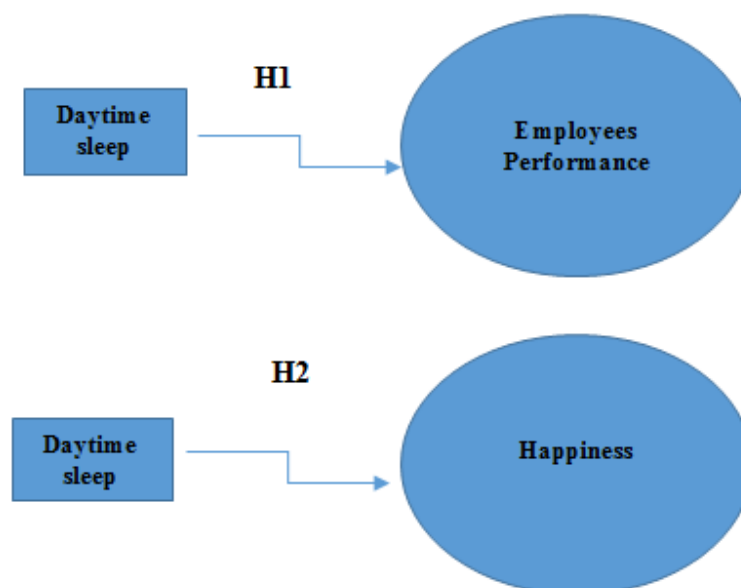


FIGURE 1. Conceptual framework

Research Sample and Plan

Research has been performed between different age groups and marital status to ensure the authentication of data. The sample size of research is 245 people in a specific demographic area to ensure that relevant data have been collected that have a significant impact on working performance. According to the idea of [Sprajcer et al. \(2018\)](#), the research plan has been formulating in such a method that it maintains the ethical considerations of research positively. On the other hand, the entire data collection process has been segmented into three categories, such as personal information, happiness, and opinion on a daytime nap.

Personal information of respondents has been secured and is disclosed with the permission of respondents. It includes gender, age, marital status as well as educational qualification of respondents ([Cellini, Torre, Stegagno, & Sarlo, 2018](#)). In order to choose relevant respondents and legitimate data, a random sampling method has been performed to enhance the outcome of research in an indicative fashion. On the other hand, happiness of employees is one of the essential factors to measure the effectiveness of daytime nap as well as a different perspective of sample group. Furthermore, it also gives a descriptive view of a respondent, which makes research more effective and relevant.

An opinion of target population plays a significant role in understanding a broad perspective of a daytime nap ([Lee et al., 2016](#)). In order to explore different attributes of a power nap in the daytime, a range of questionnaires has been prepared that targets different attributes significantly. Most of the time, a list of questions which is going to ask from the respondents is mostly a close-ended question to cover entire respondent in a limited period of time ([Centofanti, Dorian, Hilditch, & Banks, 2017](#)). In addition, random sampling is one of the effective ways to understand the different opinions of respondents and explore different attributes of a daytime nap. It allows identifying positive as well as negative impacts of power nap on employee's performance.

Data Collection

There are different types of data collection methods, such as interviews, surveys, and focus. Out of range of data methodology, survey questionnaires have been selected to investigate different perspectives of daytime nap as a factor of happiness to impact on work performance in a systematic order. The survey questionnaire method is one of the ways to gather relevant information quantitatively to enhance the effectiveness of research. The questionnaire is a well-established method within social science research for acquiring information on participant social characteris-

tics, present and past behavior, standards of behavior or attitudes, and their beliefs and reasons for action with respect to the topic under investigation ([Bulmer, 2004](#)). In order to collect relevant data, quantitative research methodology has been performed in which 245 participants of the particular demographic area, i.e., UAE has been selected to extract maximum output of research ([MacDonald, Lockhart, Storace, Emrich, & Cote, 2018](#)). Differently as stated above, a range of questions to ask the respondents are mostly close-ended questions to cover entire respondents in a limited period of time. According to the idea of [Horváth, Liu, and Plunkett \(2016\)](#), a range of questionnaires has been formulated to understand different attributes. In order to choose relevant respondents and legitimate data, a random sampling method has been performed to enhance the outcome of research [Zhong, Wang, Tao, Ying, and Zhao \(2015\)](#). Copies of the questionnaire were distributed among the respondents, and the aim of the research explained. The overall response rate was 81.63% of the total questionnaires administered. Furthermore, 200 complete samplings were collected.

Data Analysis

Control variables

Section one included control variables, such as gender (1 = male; 2 = female) and age (1 = up to 25 years; 2 = 26 to 35 years; 3 = 36 to 45 years; 4 = 46 to 55 years; 5 = 56 years and older). Furthermore, the level of education and marital status been included.

Section two included twelve questions to ask the respondents how happy they are at the workplace. The research instrument was questionnaire designed on Likert scale from 1-5 rating scale (1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree). A letter explaining the purpose of the research was attached to the questionnaire to clarify confidentiality of information and responses ([Jimenez-Jimenez & Sanz-Valle, 2008](#)). The questions from the second section were partly adapted from the Oxford Happiness Inventory ([Argyle, Martin, & Crossland, 1989](#)) and the remaining part was provided by the researcher.

Section three determined a diverse set of samples: daytime sleep, absenteeism, effects on happiness, and benefits of the nap.

Method of analysis and reliability

The data were analyzed with the SPSS version 20 statistical package, using the reliability breakdown, frequencies, correlation, and factor analysis. All the instruments adapted

in this study had Cronbach's alpha reliability coefficient of 0.83 to 0.98.

RESULTS AND DISCUSSION

Socio-demographic characteristics of the respondents

Table 2 below indicates the socio-demographic characteristics of the respondents used in this study.

Table 2 indicates the socio-demographic characteristic of the respondents. From the table, the majority of the respondents were males (63.5%) and females (36.5%). The largest age group, 56 and over is 35% of the respondents. 33% received post-graduate education, and 38.5% are married.

TABLE 2. Respondents' socio-demographic info

Variables	Characteristics	F	%	Mean	S.D
Gender	Male	127	63.5	1.3650	.48
	Female	73	36.5		
	Total	200	100.0		
Age	18-24	36	18.0	3.7500	2.02
	25-35	56	28.0		
	36-45	16	8.5		
	46-55	21	10.5		
	56 or over	71	35.0		
	Total	200	100.0		
	Ed. level	College	17		
Graduate WD		25	12.5		
Graduated HS		49	24.5		
Graduated		13	6.5		
College		66	33.0		
Post-Graduate Degree		30	15.0		
Total		200	100.0		
Marital status	Married	77	38.5	2.5900	1.67
	Separated	33	16.5		
	Divorced	37	18.5		
	Single	21	10.5		
	Never Married	12	6.0		
	Widowed	20	10.0		
	Total	200	100.0		

TABLE 3. How happy you are

Variables	Strongly Disagree	Strongly Agree
I don't feel particularly pleased with the way I am	88 (44%)	22 (11%)
I am intensely interested in other people	88 (44%)	25 (12.5%)
I do not have fun with other people	76 (38%)	21 (10.5%)
I don't feel particularly healthy	28 (14%)	15 (7.5%)

Out of 12 questions, 4 random questions were described in this study to ask the respondents from strongly agree to disagree strongly. From Table 3 above, about 44% disagree to be intensely interested in other people, 10.5% do not have fun with other people, and 7.5% agree that not feeling healthy. It can be assumed that the majority of the respondents are neutral to feeling happiness at the workplace.

From Table 4, about 35% of the respondents having a nap during a day. 29% believe that day time sleep may reduce absenteeism. Interestingly that only 17% consider providing a room for a nap by the management as a good idea. 31.5% of the participants suggest that management believes in the power of nap concept and 20% consider that nap may bring happiness to the organization.

TABLE 4. Daytime sleep at work

Variables	Yes	No
Do you nap during the day?	70 (35%)	20 (10%)
Do you think napping could help reduce absenteeism?	58 (29%)	49 (24.5%)
Do you agree that providing a nap room by your organization is a good idea?	34 (17%)	55 (27.5%)
Does the management believe in the power nap concept?	63 (31.5%)	19 (9.5%)
Can nap effect on happiness at the organization	40 (20%)	43 (21.5%)

Reliability analysis

According to Cronbach’s Alpha, the reliability of the scale requires the value of Cronbach’s alpha should be > 0.6, the value more than 0.6 is called significant value. The internal consistency of the 25-item with the current dataset was

high (Cronbach’s Alpha 0.83-0.89).

SPSS analysis-part 1

Table 5 has a brief description of mean, standard deviations, and correlation among 200 survey participants.

TABLE 5. Means, standard deviations, and correlations (N = 200)

Variable	Question	Mean	S.D
V5	I don't feel particularly pleased with the way I am	2.4200	1.46435
V6	I am intensely interested in other people	2.3700	1.41176
V7	I feel that life is very rewarding	2.6250	1.47146
V8	I have very warm feelings towards almost everyone	2.7600	1.18296
V9	I am not particularly optimistic about the future	2.5050	1.40708
V10	I find most things amusing	2.4350	1.40558
V11	I always have a cheerful effect on others	2.7350	1.43003
V12	I often experience joy and elation	2.5900	1.32692
V13	I do not have a particular sense of meaning and purpose in my life	2.6500	1.40976
V14	I feel I have a great deal of energy	2.6800	1.32149
V15	I do not have fun with other people	2.4950	1.40350
V16	I don't feel particularly healthy	2.6850	1.17160

Correlation is significant at 0.01 (1-tail).
Correlation is significant at 0.05 (1-tail)

According to Table 6, the first position of V6 is highly correlated with V5 with a value of 0.965. All other items are

highly correlated with ranges between 0.940 and 0.982, with a Pearson correlation of above 0.5 for each.

TABLE 6. Pearson Correlation (N = 200)

Correlations	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	V16
V5	1.000	.965	.962	.958	.982	.963	.949	.940	.958	.955	.969	.947
V6	.965	1.000	.931	.914	.945	.924	.935	.948	.931	.926	.965	.900
V7	.962	.931	1.000	.927	.975	.964	.977	.930	.959	.935	.952	.925
V8	.958	.914	.927	1.000	.958	.949	.913	.904	.947	.966	.928	.975
V9	.982	.945	.975	.958	1.000	.983	.956	.951	.969	.963	.975	.950
V10	.963	.924	.964	.949	.983	1.000	.940	.937	.957	.952	.958	.938
V11	.949	.935	.977	.913	.956	.940	1.000	.943	.958	.931	.952	.916
V12	.940	.948	.930	.904	.951	.937	.943	1.000	.938	.925	.965	.899
V13	.958	.931	.959	.947	.969	.957	.958	.938	1.000	.973	.944	.946
V14	.955	.926	.935	.966	.963	.952	.931	.925	.973	1.000	.937	.967
V15	.969	.965	.952	.928	.975	.958	.952	.965	.944	.937	1.000	.920
V16	.947	.900	.925	.975	.950	.938	.916	.899	.946	.967	.920	1.000

TABLE 7. Model summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.990a	.981	.980	.20845

a. Predictors: (Constant), V16, V12, V7, V6, V10, V13, V8, V15, V11, V14, V9

b. Dependent Variable: V5

Adjusted *R* square (Table 7) is based upon the sample size and the number of repressors (constant). The value of the standard error of the estimates is calculated with the help of Mean square value of Anova. The standard error of the estimate is a measure of the accuracy of predictions. According to Table 7, 98% variation in V5 is due to the predictors (V6-V16). The rest of the 2% variation is explained by other

factors that are not part of our study.

The results of the ANOVA test (Table 8) reveal that the model is statistically significant that analyzed the factors affecting V5. The above model demonstrates that the significance level is less than 0.05 that is a sign of approval that a relationship exists between the dependent and independent variables of the study.

TABLE 8. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	418.551	11	38.050	875.701	.000b
Residual	8.169	188	.043		
Total	426.720	199			

a. Dependent Variable: V5

b. Predictors: (Constant), V16, V12, V7, V6, V10, V13, V8, V15, V11, V14, V9

TABLE 9. Coefficients

Model	Un. C.		St. C.	T	Sig
	B	Std. Error	Beta		
	-.267	.051		-5.266	.000
V6	.394	.044	.379	8.945	.000
V7	.049	.072	.049	.684	.495
V8	.180	.067	.146	2.676	.008
V9	.577	.099	.554	5.851	.000
V10	-.042	.061	-.040	-.687	.493
V11	-.002	.062	-.002	-.025	.980
V12	-.135	.048	-.122	-2.784	.006
V13	.004	.061	.004	.063	.950
V14	-.076	.066	-.068	-1.145	.254
V15	.031	.067	.030	.463	.644
V16	.095	.064	.076	1.476	.142

The coefficients above, Table 9, includes unstandardized coefficient (beta and standard error). It also reveals standardized coefficient (beta) *T* value and significance. Beta value is value of *Y* is a value of dependent variable (V5). *T* Value is significant at 95% confidence level that V5 is affected by these independent variables. V6, V8, V9 are positively significant at 95% with *T* value 8.945; 2.676 and 5.851, respectively.

SPSS analysis-part 2

Table 10 describes the mean and standard deviation for another part of the variables (V17-V25).

TABLE 10. Means, standard deviations, and correlations (*N* = 200)

Variable	Question	Mean	S.D
V17	What is the best time to nap at work?	2.6650	1.30818
V18	Do you nap during the day?	2.7500	1.48949
V19	Do you think napping could help reduce absenteeism?	2.6100	1.40276
V20	What is the average time you suggest to nap at work?	2.4200	1.46435
V21	Do you agree that providing a nap room by your organization is a good idea?	2.9500	1.32145
V22	Does the management believe in the power nap concept?	2.7150	1.34642
V23	Can nap effect on happiness at the organization	2.9850	1.32800
V24	How will this impact corporate and small business culture in the future?	2.7450	1.30325
V25	What are the benefits of napping at work?	2.4250	1.33163

As per Table 11, all items of V17 to V25 are highly correlated with a range of 0.911 to 0.953, with a Pearson correlation of above 0.5 for each.

Based on Table 12, 94% variation in V17 is due to the predictors (V18-V25). The results of the ANOVA test (Table 13)

reveal that the model is statistically significant that analyzed the factors affecting V5. The above model demonstrates that the significance level is less than 0.05 that is a sign of approval that relationship exists between dependent and independent variables of the study.

TABLE 11. Pearson correlation ($N = 200$)

		Correlations							
	V17	V18	V19	V20	V21	V22	V23	V24	V25
V17	1.000	.939	.953	.945	.941	.916	.911	.943	.933
V18	.939	1.000	.925	.949	.966	.962	.938	.953	.951
V19	.953	.925	1.000	.963	.922	.904	.855	.924	.961
V20	.945	.949	.963	1.000	.941	.902	.869	.923	.972
V21	.941	.966	.922	.941	1.000	.932	.947	.953	.929
V22	.916	.962	.904	.902	.932	1.000	.942	.958	.937
V23	.911	.938	.855	.869	.947	.942	1.000	.947	.887
V24	.943	.953	.924	.923	.953	.958	.947	1.000	.937
V25	.933	.951	.961	.972	.929	.937	.887	.937	1.000

TABLE 12. Model summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.974a	.949	.947	.30111

a. Predictors: (Constant), V25, V23, V19, V22, V21, V24, V18, V20

b. Dependent Variable: V17

TABLE 13. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	323.237	8	40.405	445.633	.000 ^b
Residual	17.318	191	.091		
Total	340.555	199			

a. a. Dependent Variable: V17

hspace*-0.cm b. Predictors: (Constant), V25, V23, V19, V22, V21, V24, V18, V20

TABLE 14. Coefficients

Model	Un. C.		St. C.	T	Sig
	B	Std. Error	Beta		
1	.125	.065		1.937	.054
V18	.083	.084	.094	.986	.325
V19	.539	.066	.578	8.143	.000
V20	.283	.088	.317	3.210	.002
V21	-.098	.084	-.099	-1.168	.244
V22	-.079	.079	-.081	-.995	.321
V23	.338	.068	.343	4.966	.000
V24	.168	.077	.168	2.194	.029

Table 14 depicts that T Value is significant at a 95% confidence level that V17 is affected by these independent variables. V19, V20, V23, and V24 are positively significant at 95% with T value 8.143; 3.210; 4.966 and 2.194, respectively.

From the SPSS analysis (parts 1 and 2), it can be seen that the Pearson correlation values are greater than the mean square value that is 0.043. Therefore hypothesis H1 has been satisfied. As a result, it can be said that there is a direct relation between daytime sleep (nap) and employee performance and happiness. From the above regression analysis, it can be stated that (H1) has been satisfied, so a daytime nap creates a positive impact on employees' performance in a systematic manner (Theadom, Cropley, & Kantermann, 2015). Therefore, it can also be stated that daytime nap is important for a person who could not able to accomplish their sleep of 6 hours of sleep at night. Thus, Hypothesis 1

null has been rejected. It can be proposed that power nap did not affect the performance of employees by any mean (analysis part 1).

Based on a further analysis conducted on survey questionnaires data, it has been noticed that the Pearson correlation value of most of the variables is greater than the mean square value that is 0.047. Therefore, it can be suggested that the hypothesis H1 has been satisfied. From the analysis it can be noticed that the power nap has a direct impact on the happiness of the employees. Hence, the Hypothesis H1 has been nullified. On the other hand, Hypothesis 1 has been satisfied in case of correlation between power nap and working performance of the employees as most of the correlation values are greater than the mean square value (refer to analysis part 2).

The descriptive analysis helped in the understanding significance of a daytime nap as a factor in employee performance. Standard deviation is most probably similar, which is 1.308 in all variables from 17 to 25 which signifies that a daytime nap creates positive impact on working performance. On the other hand, it has been evident that R square changes with time, and above data show a change of .949. Whereas, above table represents that sum of squares of regression as well as residual is 340.555 that creates a negative impact on happiness. Similarly, it can be said that Hypothesis 2 null has been met, so it can be said that a day-

time nap does not create happiness in a relevant manner. At last, it has been evident from unstandardized coefficient is almost near to .125, that signifies that a day time nap to enhance the working performance of employees in a significant manner. The zero-order, partial and part correlation represented a broad perspective of a daytime nap to enhance performance of employees as well as created happiness among people in a significant manner (analysis part 2).

RESEARCH RESULTS AND DISCUSSION

Four research objectives, translated into a series of hypotheses, described the present study presented in the preceding sections. The first three objectives were to evaluate the impact of daytime nap on employees' work performance and to understand how daytime nap creates happiness among employees. Two proposed hypotheses (H1 and H2) have been verified proving a strong correlation between daytime sleep and employee performance and happiness. Therefore, daytime nap creates positive effect on employee's performance in a studied organizational setting. Numerous authors in neuroscience advocate napping for the following cases: (a) response to sleep loss (Faraut et al., 2011); (b) in preparation for sleep loss (Jackson & Moreton, 2013); or relaxation (Mednick, 2013). Daytime sleep leads to considerable benefits in terms of mood, alertness and cognitive performance (Milner & Cote, 2009). According to the results of the survey (Ikea, 2018), about nine within ten people in UAE are not having effective eight hours of sleep specifically in the night. The sleep survey conducted on about 5000 people in UAE. The result of this survey mentioned that about 90% of the civilians in UAE are not getting effective sleep, and only 46.42% of people are getting sleep for seven hours. (The survey also has able to found that, one among the three respondents misses out nine to five hours of sleep per week. Some of inhabitants (9.64 present) indicated they are resting for just five hours every night, while 1.76 present can rest for four hours. The fortunate ones who get the advantage of over eight hours daily speak to just 9.15 present of the population.

Positive welling and happy working environment characteristics and strengths contribute to an individual's happiness (Buschor, Proyer, & Ruch, 2013; Peterson, Ruch, Beermann, Park, & Seligman, 2007; Seligman, 2003). It is evident that happiness is an experience of frequent positive affect, infrequent negative affect, and an overall sense of satisfaction with life as a whole (Myers & Diener, 1995).

Remaining one key objective focused on an attempt to develop an up-to-date HRM paradigm in proper interpretation

of wellbeing and happiness factors at the UAE. Undoubtedly, work engagement, work, and life balance, work community, work enrichment and other drivers of happy work environment are important for every employee and employer. But fundamentally, health and physical factor are some of the main to generate happiness and wellbeing. Health is one of the top things people say matters to wellbeing. Both physical health and mental health can influence wellbeing (Dolan, Peasgood, & White, 2008). Good health is also correlated with higher life satisfaction (Haller & Hadler, 2006).

The following key characteristics were extracted from the research:

Impact on Daytime Work Performances

It is from the evidence that deprivation of sleep has a negative impact on the daytime work performances; this eventually includes; productivity, working relationships and quality of working. The psychologists have mentioned that without effective eight hours during the night, employees do feel difficulty in learning, communicating and concentrating on the work. Furthermore, inadequate sleep leads to loss of memories which has a great negative impact on the daytime working performances.

Effects of Lack of Sleep

There are various effects of lack of sleep; first of all, it directly affects the mood of a person, which leads to exasperation, conundrums in relationships, specifically for teenagers and children (Cellini et al., 2018). This statement is resulted by the National Sleep Foundation, where sleep was defined as a very significant for keeping good health to give more emphasis that adults (26-64 years old) are required to take minimum of seven to eight hours of sleep during the night. According to the survey, in the country of UAE, about 90% of people are not getting normal sleeping hours at night.

Reason for Lack of Sleep

According to the National Sleep Foundation (2018), they have declared the reasons that led to decrease in sleeping hours during night times. The preliminary reasons are chronic insomnia, anxiety, and stress. In the context of UAE, NSF has mentioned that increase in technological aspects is mostly affecting people's sleeping habits. In not only the country UAE, but these technological factors have become a bigger reason to worry about regarding normal sleeping hours.

Impact of Daytime Nap

According to National Sleep Foundation (2018), the daytime nap has the capability of restoring alertness, increase

effective performances and decrease a chance of accidents and mistakes. Moreover, daytime nap increases effective alertness indirectly following nap, and this may escalate alertness for few hours. The psychologists mentioned that napping does possess different psychological advantages, as it provides rejuvenation and relaxation. The NSF has also declared different tips for effective sleeping specifically for the country UAE, such as; they have recommended in avoiding stimulants like; nicotine and caffeine before sleeping. A short nap from 20-30 minutes can aid in improving alertness, performances, and mood as well ([National Sleep Foundation, 2018](#)).

RECOMMENDATIONS

The research supports people to enhance their performance as well as mental stability. From a critical analysis on a daytime nap, it can be suggested that people need to try to complete their daily duration of sleep at night to prevent laziness as well as weak performance. On the other side, there are some ways to improve sleep and working performance in a relevant way which has been recommended below as follow:

1. It is recommended to have fixed daytime naps to 30 minutes and a short nap to 20 minutes to improve alertness, performance, and mood.
2. It is recommended to avoid stimulation of nicotine and caffeine as far as possible, especially at bedtime, and avoid it during a day.
3. It has been noticed that lack of sleep reduced the performance of employees. Therefore, it is recommended to exercise daily for at least 10-20 minutes to activate thinking process simultaneously.
4. It is strictly recommended to take adequate exposure to sunlight that helps in maintaining a healthy sleep-wake cycle in a relevant manner.
5. Through critical analysis on a daytime nap, it has been evident that most of the people could not be able to sleep for at least 6 hours of sleep at night. Therefore, it is recommended to establish a regular relaxing bedtime schedule to ensure that a person can accomplish their daily schedule of sleep in a systematic manner.
6. The recommendations have several implications for HR practices. (i) As explained, happiness plays an important role in the workplace, with a return of enhanced and increased productivity. Organizations have excessive promotion policies to structure the internal labor market. Job satisfaction rewards or work enlargements can be an example of raising job satisfaction. (ii) Wellbeing and happy employee leads the organization to greater productivity and

organizational performance. This concept is spiral: healthy employee – happy employee – productive employee would be a crucial element in considering the HRM practices in the short term perspective. (iii) To execute the nap policy and deliver importance of daytime sleep, organizations are recommended to effectively implement and test by providing napping spaces (rooms) for employees or installing sleep cubs/pods in the offices for the staff, which requires a nap or get reenergized. The break is supposed to take after lunch or between 2 to 4 pm.

From the above list of recommendations, it can be said that daytime sleep plays a significant role in enhancing working performance. It is possible to return to this mentality that sleep at work is acceptable. Furthermore, it has been evident that power nap also helps in creating happiness among people. Through relevant recommendations, employees can able to enhance their performance by completing their sleep and taking a power nap during a day in a relevant manner.

CONCLUSION

The key aim of this present study was to empirically investigate the impact of daytime sleep (nap) on the work performance of the employees in organizational settings. A questionnaire survey was randomly conducted among employees of ADNOC Company based in Abu Dhabi, the United Arab Emirates. Seeking to upsurge subjective wellbeing and happy work environment in society with contemporary psychological approaches requires rigorous assessment of the construct to complete its reliable predictors and obscuring factors. In this respect, two different outcomes were examined: does a daytime sleep enhance the working performance and does it create happiness among employees. In this analysis SPSS model has been employed for establishing a relationship between the independent and dependent variables by using correlation coefficient, regression, descriptive statistics, and *T*-test.

The study's findings indicate that according to the preliminary statement, Hypothesis 1: Daytime sleep (nap) positively and significantly impacts employees and creates a favorable effect on employee's performance in an efficient way. Furthermore, the Hypothesis 1 has been proved. From the analysis it is suggested that the daytime nap has a direct impact on the happiness of the employees.

The results demonstrate that daytime sleep may have an innovative impact on improving work behavior, employee's satisfaction to reach superior organizational performance. The findings of this empirical study have some practical implications for the organizations and HR managers of

these organizations to realize the significance and increasing flexibility of human resource management approaches. HRM departments and organizations have to understand the growing role of innovative wellbeing and happy work environment for the employees.

Furthermore, the results also show that the impact of employee's development and happiness also measures the overall organizational performance. Thus, the main contribution of this study to the literature on current and future HRM and performance concerns the use of daytime sleep in multidimensional performance perspective.

IMPLICATIONS

A daytime nap plays an important role in enhancing the performance as well as mental stability. In order to perform this research in a systematic authentic way, several data have been critically evaluated to formulate to accomplish sleep and perform the task effectively (Igloi, Gaggioni, Sterpenich, & Schwartz, 2015). Most of the relevant data have been collected through a survey on a particular demographic area to understand different perspectives of a power nap and its impact on working performance. Apart from SPSS, different journals, as well as relevant books, have been critically evaluated to enhance the effectiveness of re-

search positively. Alternatively, websites have also used to extract maximum output in an effective manner (Yamada, Hara, Shojima, Yamauchi, & Kadowaki, 2015). Through a survey, it is easy to understand a different perspective of power nap along with its impact on employee performance. Several questionnaires have been formulated in the context of a power nap to understand different attributes in a significant manner.

The results of this research study should be explained in light of the study's context and sample group. The study was conducted in the UAE, in one of the fast-growing and innovatively developed country in the world. It would be intriguing to replicate the study to examine the proposed model in other (ex. MENA) countries adopting different approaches in HRM.

Some suggestions for the future of HR development and its contribution to fulfilling the needs might be considered:

- a) The research scope of this study covers government employees. Private sector employees may have a different perspective.
- b) The comparative analysis research can be conducted between the private and public sectors.
- c) The future study may cover other large cities in the UAE.

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