



THE IMPACT OF NAP TIME ON WORK PERFORMANCE: A study of Public Sector Universities in Sindh

Maryam Shakeel (Karachi University Business school), Dr. Khalid Mahmood Iraqi (University of karachi)

ABSTRACT:

Human resource is one of the most important asset for organizations as they play critical role across the organizational workplace irrespective of field, department, level and nature of job. Organizations today are evolving and changing at rapid pace because of their way of working is changing and evolving due to the impacts of external environmental forces on the business practices and activities of such firms. Due to such evolving HRM practices and environment, the focus of this study was to emphasize on new yet evolving HR areas such as nap time and work performance. The major aim of this study was to analyze the impacts of nap time on the work performance, in regards to the public sector universities of Sindh. It was also the prime objective of the study to evaluate the impacts of employee health, employee happiness, employee productivity and work load on work performance. In order to evaluate and analyze these variables, the data was gathered from 315 responses with the help of questionnaire. The findings of this research study showed that there is a positive and direct association between nap time and work performance. It is evaluated that organizations that can provide nap time to its work force

may have better chances of improvement in their workforce work performance. It can be stated that nap time can result in the improved work performance.

Keywords: Nap time, work performance, employee health, employee happiness, employee productivity and employee work load.

INTRODUCTION

In today's globalized world, the business markets have become highly volatile due to the increasing effects of external environmental forces on the operations and activities of local as well as of the global firms. Such external environmental forces include legal, social, economic, natural environment, politics and most importantly technology. These forces have emerged the need for firms to continuously remain competitive in their respective market and industry in order to remain relevant and so profitable. It has become also important for firms under such highly competitive environment that they continuously adapt the occurring changes in their industries and markets (Probst, et al., 2011). In order to remain relevant, profitable and adapt to the occurring changes, the role of human resource or employees of the firm is very critical because they are involved in every organizational activity irrespective of the function, level and role. Therefore, it is very important that the workforce or employees of the firm remain motivated and focused towards the achievement of their respective functional and organizational goals through their productivity and performance. However, employee productivity and performance are also dependent upon their motivation to work at the workplace, mental and physical health and organizational environment (Iles, et al., 2012). Therefore, it is vital to develop and practice such workplace policies, systems and processes that support and foster employee physical and mental wellbeing which derive their productivity, performance and so as their satisfaction.

Human resource management is one of the most important function of every business as it is their productivity and performance which decide about the achievement of organizational goals and objectives. Due to such significance of human resource or employees in the business, the practice of employee centric workplace policies, systems and process is vital. However, in most of the businesses or organizations in Pakistan, there is not much focus on the human resource development and satisfaction which is why they lack in practicing employee-oriented policies. The absence of employee focus policies, systems and processes result in the reduced employee motivation which directly affects their productivity and so as their performance (Stavrou-Costea, 2005). Due to the presence of organizational practices in local business organizations which don't focus on employee wellbeing, most of the organizations fail to compete at the global markets. The human resource policies which support employee physical and mental wellbeing include holidays, work life balance and work pressure. However, another new yet important role is of the nap time at the workplace for employees (Asrar-ul-Haq, 2015). Therefore, the motive of this research study is to examine the impacts on nap time on employee productivity in regards to the public sector universities of Sindh.

Research Questions

RQ1: Is there any relationship in between employee health and work performance?

RQ2: Is there any relationship in between employee productivity and work performance?

RQ3: Is there any relationship in between employee happiness and work performance?

RQ4: Is there any relationship in between work load and work performance?

RQ5: Is there any relationship in between nap time and work performance?

Research Objective

RO1: To analyze the relationship between employee health and work performance.

RO2: To analyze the relationship between employee productivity and work performance.

RO3: To analyze the relationship between employee happiness and work performance.

RO4: To analyze the relationship between work load and work performance.

RO5: To analyze the relationship between nap time and work performance.

Hypothesis

H1: There is a significant relationship in between employee health and work performance.

H2: There is a significant relationship in between employee productivity and work performance.

H3: There is a significant relationship in between employee happiness and work performance.

H4: There is a significant relationship in between work load and work performance.

H5: There is a significant relationship in between nap time and work performance.

LITERATURE REVIEW

Human Resource Management

Human resource management has always remained one of those business functions which has been debated for a long period of time. It was argued that human resource management is nothing but a modified terminology for personnel management in businesses. However, researchers argued over this stance and stated that human resource management is not a replacement of personnel management and is greatly distinctive from it. In regards to the roles

and responsibilities of the human resource management, it was argued that HR activities are more concerned with the administrative processes, systems and activities which include managing rewards, hiring and orientation (Noe, Hollenbeck, Gerhart, & Wright, 2015). Therefore, it doesn't contribute as a strategic function for the organizations which make it a not contributing function to the businesses. However, some researches still oppose the conventional approach considered for HRM and stated that HRM plays a critical role in managing the business by bringing a distinctive approach to the administrative activities mainly the personnel management who are supposed to develop and maintain competitive advantage for the firm which leads it to achieve the organization's strategic goals (Laursen & Foss, 2003). It is further stated HRM helps in making the workforce strategically committed and capable through incorporation and development of an integrated culture, processes, systems and structures which reflect the organizational values and help employees achieve their functional and organizational goals.

Work Performance

In organizations, management spends a significant amount of resources in order to hire, train, develop and manage their human resource. However, they expect a significant return against their investment in terms of finance, time and efforts which is they demand their workforce to remain productive so that they can deliver their desired work performance at the workplace in their functional and organizational roles. Work performance is stated as the total desired value by the organization against its investment over an individual employee during a standard time period against specified roles and responsibilities. It is stated that performance is related to behavior as it is the individual of an employee which decides about his performance (Zheng, Morrison, & O'Neill, 2006). For instance, if an employee has a motivated and committed

behavior with his work, it is very likely that he will achieve his functional and organizational goals and vice versa. Therefore, work performance is perceived as a variable consisting of set of behaviors of an individual employee. It is also stated that performance is the decisive behavior as it makes a difference in the achievement of organizational goals (Ahmad & Allen, 2015).

Nap Time

It is stated that the global business market has become highly competitive today due to the increasing effects of external environmental forces on the business practices and operations of the local as well of the global firms. Therefore, it has become vital for firms to hire, develop and train its workforce so that it can become competitive, responsive and adaptive enough to perform in such rapidly evolving business market globally. However, in order to keep a productive workforce, employee engagement is key as engaged employees tend to outperform the unengaged employees. It is observed that employee engaged tend to result in better employee wellbeing both physical and mental which results in the improved individual and business performance (Pick, et al., 2015). Thus, the major aim of HRM practices is also to enhance workforce wellbeing in contrast with employee productivity so that overall business performance can be improved. However, with the evolving market and business practices globally, employee expectations are also evolving as they now seek for better job satisfaction via desired happiness at the organizational workplace. It is evaluated that wellbeing and happiness directly affects performance of the workforce.

Employee Health

Stress among workforce in the modern HRM era has become a major concern for HRM specialists as it directly affects their productivity and so as their performance. However, it is

argued that stress can be eliminated through happiness which lead to effective management of vital employee health problem at workplace. It is reported that employees with stress tend to experience more insomnia, illness and blood pressure. On the contrary, employees with less stress tend to experience less insomnia, blood pressure and illness. It is also reported that unhappy workforce faces longer tenure of stress which result in long lasting consequences, while happy workforce tends to resist during such tenure. Moreover, it is observed that absenteeism at workplace is directly associated with the employee happiness as happy employees experience less illness and stress which result in less absenteeism and vice versa (Van De Voorde, Paauwe, & Van Veldhoven, 2012). Such employees also experience fewer panic attacks, depression and other related physiological and psychological problems which help them in preventing working at their full capacity.

Employee Happiness

According to different researches, job satisfaction of employees and their overall productivity is directly associated with each other. It is further reported that there is a direct relationship between organizational productivity and employee job satisfaction. Non-engaged and unhappy employees tend to remain less productive in comparison to their happy colleagues. It is observed that happy workforce tends to put in greater amount of time, resources and efforts in their job than others who are not happy. Such workforce when put in more efforts tends lead organizations to develop their respective competitive advantage which is then capitalize upon rising opportunities. It is surveyed that firms with happier workforce tends to outplay their competitors by at least 20% (Clinton & van Veldhoven, 2013). Thus, employee happiness is still an evolving area for HR specialists which are why there is still a gap in the literature which needs to be filled.

Employee Productivity

Employee productivity is certainly one of the major concerns for majority of organizations even in today's modernized world which emerge the need to enhance workforce productivity. Workforce productivity is referred to as the determination of the employee efficiency in his respective functional role. It is reported that employee productivity is one of the key factors in achieving desired organizational profits as it directly affects its productivity. It is also evaluated by identifying an employee output in a specific time period. However, in order to evaluate employee productivity, it is vital that it is measured against the productivity of the employee at similar level or in similar role. Thus, employee productivity in a manufacturing facility is derived relatively differently as it is assessed by the number of units of a certain product during a specific time period (Cañibano, 2013). Since, organizational success greatly depends upon the employee productivity; it has become a vital concern for the firms today. HR specialists trying to develop and integrate such practices for workforce who can keep them engaged and motivated so that their productivity can be enhanced.

Employee Motivation

According to social responsibility journal 2011, employees who do not have wellbeing or have stress of work they can't get the things done on their given deadline and they became unproductive. People who take a rest or a short break between their work time ideally after their mid-day meal they can be more productive and getting the things done on their given time period. In Japan or China, it is mandatory to take rest or nap during the work hours. According to the International journal of business and management japan workers' productivity increases by 40% and they feel motivated after getting nap time (Chew, 2005). Employee motivation is the key to success for any organization, employee who feels motivated can do their task efficiently

or effectively which will ultimately give the benefit to the organization the western countries organizations always try to motivate their employees by giving them handsome perks and benefits. Nap time gives the motivation to employees by means of decreasing their workload they feel relaxed and motivated which boost the productivity as well. If organization wants to get desired work performance they should motivate their employees. Employee motivation is stated as the total willing value by the employee against specified roles and responsibilities (Zheng, et al., 2006). If an employee is motivated with his work, it is very likely that he will achieve his functional and organizational goals effectively.

Impacts and Effects of Nap

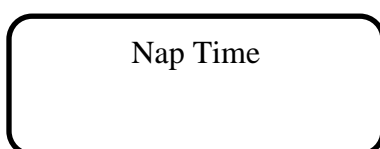
Researches have shown that maintaining a committed and productive work force has several advantages including improved employee performance and so as the well-being. In modern times, HRM focuses on enhancing employee wellbeing and engagement on individual and organizational levels so that work force performance and productivity can be increased. However, in such consideration, HRM practices focus on nap time as an opportunity at organizational and individual levels, as it is supposed that it directly not only effects the employee productivity but also financial performance of the organization (Takeyama, Kubo, & Itani, 2005). It is argued that sleep or nap is the factor personal to all the employees irrespective of any other internal and external factor, so any unpleasant variation in the employee schedule could affect employees to shift their focus from health to their work. Therefore, providing space and time for having slept or nap time could help employees in managing their work load and bringing shift back to their health in order to improve it. Thus, it is observed that employee health is associated with their productivity, so any improvement in the health side could result in the improved performance at individual levels that could lead to increased organizational

performance. It is further observed that nap time has positive impact on several subjective behaviors such as less mood swings, response time, lack of sleep, fatigue and accuracy as an individual (Purnell, Feyer, & Herbison, 2002).

In today's busy world everyone wants ease in everything people are aware that feeling drowsy or sleepy is too dangerous for the work whether they are driving or working. Concentration of mind is the key to success; we can get the things done in a very short period of time after taking a short nap of 20-30 minutes. According to St. Joseph's in Japan and China organizations are now making mandatory to take nap it restore the concentration of mind, increase performance, reduce chances of errors. A research of NASA on sleepy pilots realized that a 40-minute nap increase alternates of pilots by 100%. A short nap can also help to improve the humor. Nap can improve alertness for later in the day as well. As many doctors suggested nap that are affected by narcolepsy. As far as concerned with the psychological impact nap also gives relation and peace of mind. In this business world most of the service, private and public sectors have 24/7 working, which means they have shift workers to complete the task smoothly shift workers have deviated time from 9 to 5 normal working hours. Shift workers have more pressure and fatigue which might affect the performance especially for night or rotational shift workers. IN 2006 study of St. Johns Mercy Medical center found that people take caffeine to cope with sleepiness in shifts which is not good for the employees' health organizations should give nap time to the shift workers which will have great impact on the performance and on employee's health too.

Conceptual Framework

This study focuses on the analysis of nap time on employee productivity in regards to the public sector universities of Sindh. Following figure.1 illustrates the conceptual framework of this research study;



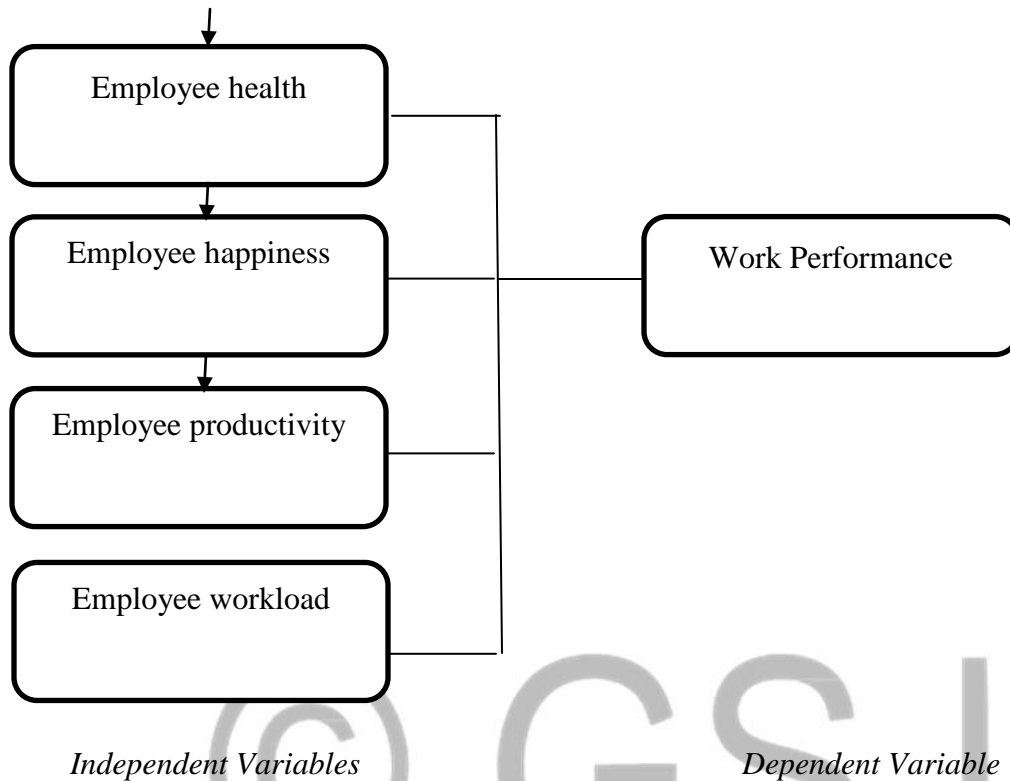


Figure 1

The conceptual framework of this research study includes the independent and dependent variables of the study. The independent variables include nap time, employee happiness, employee health, and employee workload and employee productivity. On the other hand, dependent variable includes work performance.

Research Design

The variable that will be studied in this research is nap time which is a qualitative variable and the other factors that will also be studied including employee health, employee happiness, employee productivity and work load, are also qualitative and do not contain quantitative data.

Therefore, the nature of this research is Qualitative Research as it will assist in analyzing the impact of nap time in regards to work performance. Qualitative research is relatively easier to conduct than quantitative research and it also provides an in depth understanding of the phenomenon related to the workforce behavior. The research approach that is taken in this research study is Exploratory Research as various research studies has already been conducted on nap time and work performance but in order to explore and develop new insights this research topic is studied(Lewis, 2015).

Sampling Technique

The sampling technique used in this study is non-probability, convenience sampling. In this type of researches, this type of sampling technique helps in gathering responses more easily and effectively. It is better to use this type of sampling technique in this research because it is less expensive and other researchers have also used this. It enables in gathering data more easily and effectively on random basis (Groenewald, 2004).

Statistical Technique

In order to effectively analyze the data in depth, the role of statistical techniques is important as it helps in studying the relationships between different variables. There are different statistical techniques that are used to analyze the data and the relationships of the variables, however; the statistical techniques that will be used in this study to examine the data are Pearson Correlation and Cronbach's Alpha. As the hypothesis in this study are to examine the relationships between the nap time and work performance, so the Pearson correlation will be used as it helps in analyzing the absence or presence of the relationship between two variables. It also facilitates in determining either the relationship between the variables is strong or weak. Moreover, it will also

assist in determining the relationship between the variables either it has a positive or negative relationship. However, Cronbach’s Alpha will be used to test the reliability and consistency of the data(Eisinga, et al., 2013).

DATA ANALYSIS AND INTERPRETATION

Reliability Test

Case Processing Summary

		N	%
Cases	Valid	315	100.0
	Excluded	0	.0
	Total	315	100.0

a. List wise deletion based on all variables in the procedure.

Table 1

The above illustrated table shows the number of cases used in the reliability analysis of the data of this research study. The number 315 illustrates that a total of 315 responses were tested to ensure reliability of data.

Reliability Statistics

Cronbach's Alpha	N of Items
.691	18

Table 2

The above illustrated table shows the Cronbach alpha value is 0.691 which is much greater than the required standard value of 0.07, which shows the authenticity of the reliability of data (Bonett & Wright, 2015). Therefore, the data gathered in this study from participants is

acceptable, accurate, and authentic and can be used for the further statistical analysis to study variables of this research.

Correlation Analysis

In order to analyze the relationship between the dependent and independent variables of this research study, the role of correlation analysis is critical as it will evaluate the impacts of employee health, employee happiness, employee workload and employee productivity on the work performance.

Correlations

		Employee Health	Employee Happiness	Employee Productivity	Employee Workload	Nap Time
Employee Health	Pearson Correlation	1	.588**	.227**	.123	.111
	Sig. (2-tailed)		.000	.000	.029	.050
	N	315	315	315	315	315
Employee Happiness	Pearson Correlation	.588**	1	.269**	.142	.201**
	Sig. (2-tailed)	.000		.000	.012	.000
	N	315	315	315	315	315
Employee Productivity	Pearson Correlation	.227**	.269**	1	.380**	.267**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	315	315	315	315	315
Employee Workload	Pearson Correlation	.123	.142	.380**	1	.347**
	Sig. (2-tailed)	.029	.012	.000		.000
	N	315	315	315	315	315
Employee Nap Time	Pearson Correlation	.111	.201**	.267**	.347**	1
	Sig. (2-tailed)	.050	.000	.000	.000	
	N	315	315	315	315	315

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 3

Above depicted table shows that the value of correlation of Employee happiness and nap time is 0.588 with sig. value of 0.00. It shows that the relationship between the nap time and employee happiness exist because it is significant. It further indicates that the relationship between employee health and work performance also exists as the correlation value is 0.111 with sig. value 0.050 which means it is significant. Moreover, the table shows that there is a relationship between employee productivity and nap time as the value of correlation is 0.277 with sig. value 0.000. It is also stated that relationship between employee work load and nap time is significant as the value of correlation is 0.123 with sig. value 0.029.

Regression Analysis

In order to analyze the effects and relationships of employee health, employee happiness, employee productivity, employee work load and nap time with work performance, the data of this study is analyzed with regression technique whose findings are as follow;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397 ^a	.158	.147	.35050

a. Predictors: (Constant), Employee Workload, Employee Health, Employee Productivity, Employee Happiness

Table 4

Above depicted table identifies 0.379 as R value which determines the relationship of this research model. Thus, it also defines the value of adjusted R square which tends to be more

accurate. This research emphasizes on the adjusted R square because it further identifies independent variables as powers who explains in opposition to variations in the dependent variable 0.147, which represents that 14.7% of the variation in work performance can be determined by its independent variables.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.145	4	1.786	14.540	.000 ^b
	Residual	38.084	310	.123		
	Total	45.229	314			

a. Dependent Variable: NT

b. Predictors: (Constant), Employee Workload, Employee Health, Employee Productivity, Employee Happiness

Table 5

Above illustrated table identifies the significance of this research model. The sig. value represents this model as significant model and directs that employee health, employee happiness, employee productivity, employee workload and nap time predict the work performance.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant)	1.695	.302		5.610	.000
	Employee Health	-.030	.046	-.042	-.644	.520
	Employee Happiness	.115	.050	.151	2.302	.022
	Employee Productivity	.136	.062	.128	2.207	.028

Employee	.311	.062	.283	5.009	.000
workload					

a. Dependent Variable: Nap Time

Table 6

Above illustrated table determines the important aspect which includes the Beta value. Sig. value and collinearity. Furthermore, sig. value shows the value of employee health, employee happiness, employee productivity and workload which are 0.520, 0.022, 0.028 and 0.000 respectively. Such values direct towards the absence of strong collinearity between independent variables. However, the value of 0.520 of employee health states that the relationship is not significant which means that this hypothesis is not accepted which is unlike other variables.

The sig. value should not be more than the standard value of 0.05 which determines the significance of the variables. Employee happiness, employee productivity and work load has significant values less than 0.05 which also directs towards the significant relationship between employee happiness, employee productivity, work load and nap time with work performance.

In addition to this, the value of Beta determines relationships including both positive and negative of the dependent and independent variables. The positive value of Beta of employee health indicates that there is an indirection association between work performance and employee health and with each unit increase in employee health; work performance will be decreased by 0.030.

Furthermore, positive beta of employee happiness, employee productivity and work load, directs towards the positive relation which means these variables will be increased by 0.115, 0.136 and 0.311 respectively with increase in 1 unit of work performance.

Moreover, the t-value in the table defines importance of each variable in the model. Strong indication in opposition to the null hypothesis means greater value from -1.96 to 1.96. The t-value of the employee health, employee happiness, employee productivity and workload are 0.644, 2.302, 2.207 and 5.009 which means that the null hypothesis is supported in this research study.

FINDINGS AND CONCLUSION

Findings

On the basis of the analysis of the data of this research study, it can be stated that nap time impacts the work performance of the employees in the public sector universities of Sindh. The findings of this study supports the direct association between nap time and work performance of the employees. In order to evaluate the impacts of nap time on the work performance, this study was conducted in regards to employee health, employee happiness, employee productivity and work load. The prime idea was to inspect the association among nap time and work performance factors which include employee health, employee happiness, employee productivity and work load. This research study is beneficial for the human resource management professionals as they can now analyze the impacts of nap time on their work force work performance which would lead them to improve business performance.

In order to analyze the data, responses of 315 participants were gathered. The results of the reliability test showed that the data gathered in this research was authentic, reliable and consistent. The literature showed that in order for data to be reliable and consistent, it is vital that Cronbach alpha result is above 0.07 and the data gathered in this study had Cronbach alpha results above than the stated standard value. Furthermore, in order to check the relationships

between these variables, Pearson correlation test was incorporated. The results of the tests showed that all the variables including employee health, employee happiness, employee productivity and work load have direct and strong association with the work performance.

In addition to this, it is found that firms with better employee health will have greater work performance. The more firms focus on developing and integrating HR practices which will foster employee health, the more they will be able to improve their work performance. Therefore, if firms want to improve their work performance, they should focus on integrating HR practices which foster their work force health.

Conclusion

Conclusively, it is evaluated that nap time has significance importance with work performance, in the public sector universities of Sindh. In public sector universities of Sindh, the HR professionals must now know that nap time is an important factor to boost the performance of their work force. They can boost the work force performance by focusing on the key employee factors such as employee health, employee happiness, employee work load and employee productivity. Previously, there have been great number of researches conducted on the evaluation of HR practices that focus on employee factors such as nap time and work performance which became the base of this research idea to explore the public universities in Sindh that which HR practices they are following and which they intent to develop in future to improve the work performance of their work force. The impact of this study resulted that universities in the public sector of Sindh should focus on the development and implementation of the HR practices, policies and systems which focus on the increase in their work performance via employee focused organizational practices.

In addition to this, all the variables studied in this research such as employee happiness, employee health, employee productivity and employee work load has the major role because they lead the work force to improve their output at the organizational workplace. In specific to this research, nap time plays a critical role in the improvement of work performance because it creates space for fostering of related employee variables such as happiness, health, work load and productivity. It further makes the overall workplace and so as workforce more efficient through the improvement in related factors which lead to accomplish desired organizational goals in effective manner. Thus, all of this will make the organizations able to achieve and improve their business performance and objectives.

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