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An Analysis of the Direct Effect of Siestas On: Local and Multinational Business in Spain

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HONORS THESIS

An Analysis On the Direct Effect of Siestas On: Local and Multinational Companies in Spain

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ABSTRACT

This study investigates the impact of siestas on workplace productivity and employee well-being in both local and multinational companies based in Spain. Qualitative data was collected through interviews to examine how these companies have adapted to remote work arrangements and their views on the relevance of siestas in their operations. The study seeks to determine whether siestas play a significant role in shaping workplace cultures and policies, even amidst changing work habits brought about by the pandemic, providing insights into the ongoing debate on the relevance of siestas in modern-day work environments in Spain. Furthermore, the findings of this study can provide useful information for companies in Spain that are considering implementing or adjusting their siesta policies and contribute to understanding the impact of cultural practices on workplace dynamics and productivity in Spain.

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INTRODUCTION

Spanish companies employ several policies that foster work-life balance. Those that exist are often judged to be unsuccessful, particularly those emphasizing prolonged leave and decreased working hours (Koyfman, 2018). Work-life balance is integral to any business, as imbalances may reduce employee productivity. In addition, the probability of accidents and absenteeism is higher when there is an imbalanced work-life (Koyfman, 2018). While the Spanish work-life paradigm has historically been known for providing employees time dedicated to a siesta, this practice has become less common in recent years (Koyfman, 2018). Workers are also accustomed to long hours; a typical Spanish workday begins at 8:30 am, includes a one- to two-hour lunch break beginning at 1:30 pm, and finishes around 7 or 8 pm (Mayo Clinic, 2016).

Researchers have determined that small to medium-sized Spanish enterprises (also referred to as SMEs) were most affected by COVID-19 since they were earning less revenue and experienced a very high unemployment rate (McLean, 2006). However, due to increased competition from European and global markets, many Multinational Corporations (also known as MNCs) have established businesses in Spain. SMEs have suffered from this and have abandoned long-established norms, such as siestas (McLean, 2006). Instead, MNCs have decided to implement a more intense workday, where employees have a brief lunch break and finish early in the afternoon. As a result, many employees whose jobs are in the city stay at their desks until the afternoon. At the same time, companies located in rural areas, typically local SMEs, maintain a rigorous devotion to the siesta (McLean, 2006).

Furthermore, rural communities have encouraged employees working for city companies to fight for their siestas. Several employees report that long lunches are commonly used to develop relationships, conclude deals, and converse with co-workers in a more relaxed atmosphere than in the workplace (McLean, 2006). Additionally, advocates claim that the breaks help workers relax and recharge, allowing them to return to work rejuvenated and motivated to continue throughout the afternoon (McLean, 2006). However, overall, there are different opinions when addressing siestas' impact on Spanish culture and business.

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The present study focuses on local and multinational Spanish companies and how they manage workplace operations. In particular, it seeks to evaluate the impact of siestas on employees working in local and multinational corporations in Spain and whether providing these breaks is necessary. Currently, two debates exist regarding whether siestas are genuinely beneficial for companies to provide. First, the employees in most traditional businesses believe that the noon break needs to be more consistent with the needs of modern society and professional business environments (Koyfman, 2018). Nevertheless, many believe that siesta breaks make them more productive in their workplace or home (Koyfman, 2018). Furthermore, the siesta allows them to return to work later in the afternoon, more prepared to complete their tasks (Koyfman, 2018). The findings from this study hope to help make recommendations as to whether Spanish SMEs and MNCs businesses should maintain siesta breaks to ensure that employees have a healthy work-life balance and continue to produce a satisfactory work output or not.

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LITERATURE REVIEW

Origin of Siestas

Spanish culture has continued to implement the traditional siesta, despite the fact that its origin dates back to a society that varies drastically from today. Siestas were originally conceptualized 500 years ago by Charles V of Rome (The Economist, 1999). Charles V is known as the creator of the afternoon nap because he had a unique tactic for making sure he always woke up from his siesta. He always slept with an iron key in his hand, and the sound of the hefty key striking the ground would jolt him awake. When the key fell and generated noise, he believed that it was time to get up. Although siestas originally ended at midday, they now conclude between two and five o'clock in the afternoon (Cavendish, 2006). Nowadays, sleep experts agree with Charles V that siestas are good for your heart and brain (The Economist, 1999), but they warn that siestas can also have negative outcomes if they are not used correctly (The Economist, 1999).

Though siestas are losing popularity, many Spaniards continue to work a longer day divided into two segments separated by a long rest during the traditional siesta period (Sargent, 2017). This implies that while many Spanish citizens do not sleep in the afternoon, they take an extended lunch break and work until approximately 8 pm on weeknights (Cavendish, 2006). While this may seem late to North Americans, it is critical to consider how deeply embedded siestas are in Spanish society (Sargent, 2017). Due to the custom of the siesta, children's courses at school frequently extend until this time of night (Sargent, 2017). Even Spanish citizens' eating habits are shaped by siesta patterns (McLean, 2006). Due to their later return from work, Spaniards typically do not eat dinner until around 10 or 11 pm (Sargent, 2017). Because Spain's lifestyle is almost totally defined by siesta culture, the adaption process of an MNC is essential since they will be competing with well-known local Spanish companies that follow this style of living.

The Effect of Siestas on Global Business

With the globalization of business, research into the sources of competitive advantage has begun. According to a recent study, a firm's competitive advantage as it expands abroad

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originates from consistent organizational procedures and effective management of personnel with diverse cultural backgrounds (Bjorkman et al., 2007). Research states that institutional theory must be considered when a multinational corporation considers enforcing organizational practices in Spain, such as a mandatory one-hour lunch break. The institutional theory argues that companies face social pressure to adjust their practices to the local culture (Bjorkman et al., 2007). This theory creates conflict between integration and localization for multinational companies as their knowledge of a country gives them a competitive advantage over other MNCs (Jensen & Szulanski, 2014).

However, it is critical for MNCs to be seen as isomorphic to the new environment with local consumers. This is significant as it means that they are considering adapting to the organizational practices to adhere to Spanish customs; existing research confirms that if corporations want to be successful in the long term, this is the best way of doing business with local stakeholders and most importantly, local consumers (Bjorkman et al., 2007). Thus, this implies that as MNCs move to Spain, they must be aware that their employees may expect a two-hour lunch break and that their consumers may not be active between the hours of 2 pm-5 pm, the typical hour of the siestas (Burke & Esen, 2005). Still, this provokes tension from the MNCs as they want to keep their business practices standard as they expand since their goal is to maintain a brand image, thereby retaining trust from their consumers. However, the present study seeks to evaluate whether companies can understand their local consumers well and, most importantly, employees' cultural values and behaviors. Thus, based on the existing literature (see Sargent, 2017), the following research questions is offered:

RQ1: Why do siestas challenge so many organizational factors on MNCs?

RQ2: How can these organizational factors affect the MNCs' long-term success in Spain?

Furthermore, existing research predicts that as MNCs move their business to Spain, they are pressured by local consumers and employees to implement siestas within their workplaces

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(Sargent, 2017). Thus, based on existing work, we posit that MNCs are aware of the cultural pressures surrounding the siesta, which leads us to our first hypothesis:

Advantages of Siestas

In addition to many questioning the cultural significance of siestas, tensions have formed surrounding this topic, as some individuals have begun to substitute siestas for meals (Hurley et al., 2020). However, as more studies investigate the advantages of a brief afternoon “power nap”, the popularity of worktime naps has also risen in North America (Hurley et al., 2020). As a result, siestas are now less common in Spain, whereas Canadian and American companies have begun to promote afternoon naps even more (Hurley et al., 2020). In past years, in North America, where the "you snooze, you lose" culture rose, demonstrating weariness was a sign of hard work and dedication. However, business consultants are starting to preach the benefits of adding a nap into the worktime hours (Baxter & Kroll-Smith, 2005) since they predict this will bring more productivity.

Although the "time is money" mindset has been the mentality established in Canadian and American culture, corporate executives perceive that if their staff is sleeping, they are not working and thus not generating revenue for their company (Sargent, 2017). In exchange, in Spain, that is not the mindset. As multinational corporations have grown their businesses or purchased Spanish subsidiaries, they have adapted or modified their procedures to include siestas in their Spanish entities (Triandis, 2008). If MNCs were not to allow time of siestas for employees in Spain, they could reduce the amount of Spanish business that may promote them. Stampi (1992), a leading researcher on the impact of naps, states that "the primary factor in managing employees is understanding what the minimal sleep duration is necessary to maintain an acceptable level of performance" (p.140). His statements are specific for MNCs with the American mindset of "work hard, sleep later" culture.

Moreover, according to Ettore et al. (1995), MNCs often promote siestas because, unfortunately, a culture, that has been promoted by sleep deprivation has cost businesses a combined of \$150 billion a year from sleep-related fatigue, which has been linked to high stress levels and reduced production. This data corroborates the fact that siestas can be

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perceived as an investment that should be considered once a company opens a business in Spain as it is evident that energized employees will decrease workplace accidents, increase productivity, and, most importantly, increase productivity overall employee satisfaction (Sargent, 2017).

Disadvantages of Siestas

Despite the preponderance of literature supporting the importance and aid of siestas (Ettore et al., 1995), 1993; Sargent, 2017), there are also several disadvantages associated with their implementation (Hilditch et al., 2017). Hilditch et al. (2017) have offered several findings regarding the deleterious impacts of siestas. Specifically, the authors found that when utilized in excess, siestas can harm the body's sleep cycle throughout the day. Furthermore, research shows that numerous naps may contribute to sadness (Hilditch et al., 2017). In addition, napping for an extended period makes an individual feel increasingly weary (Hilditch et al., 2017). The downsides of sleeping during the day may include tiredness and an increased risk of depression for certain employees (Hilditch et al., 2017). Thus, although siestas have their advantages, people should consider the potential side effects they may have (Hilditch et al., 2017).

Siestas may prove to be beneficial if they generate an adequate amount of rest (Hilditch et al., 2017). Hilditch et al. (2017) also offer several caveats for the requirements for siestas to be truly beneficial. The authors note that without a dark, quiet area to sleep in, sleep quality is likely to be inferior, adding to fatigue and making sleeping at night more difficult. In addition, if it takes a while for an individual to fall asleep, a nap in the middle of the day may not be as beneficial. For example, it would not be worth it for individuals who take 20 minutes to fall asleep since they only have 30 minutes allotted for a nap and will only have 10 minutes of sleep (Hilditch et al., 2017). Due to the lack of time designated for a siesta, many individuals might find it more beneficial to implement a short lunch break to replace the time allocated to sleep.

Considering this, MNCs will explain why in their American and Canadian offices, they wouldn't promote siestas because of their mentality that "time is money" and that naps have

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been determined to be more effective during a specific time of day. According to the Mayo Clinic (2020), the optimal time for midday sleep is between 2 and 3 pm. Naps outside that time can potentially disrupt normal sleep patterns at night. If a person can arrange a consistent schedule, the unpredictable nap habits might make it easier for their body to transition into a good sleep routine (Mayo Clinic, 2020). Hypothetically, if you work by appointment or are frequently required to be available to customers, clients, or co-workers, sleeping at work can be detrimental to your overall productivity (Mayo Clinic, 2020). This relates to this research since most businesses in Spain believe in siestas; however, MNCs may see it as a threat to their overall revenue. Companies close their businesses in the middle of the day to allow siestas to occur; however, some employees do not take a nap during the time dedicated to the siesta breaks (Sargent, 2017). Instead, they take advantage of that time to shop, purchase groceries, or even sit in a bar or restaurant to have a relaxing meal with friends (McLean, 2006). In essence, different people use the siesta break for different purposes. However, if siestas are not used correctly, they can be a disadvantage for the MNCs and local employers. Thus, the following research question is offered:

RQ3: How do local companies and MNCs evaluate the impact of siesta breaks on employee performance in the post-siesta time - period?

As a result, based on the work of Hilditch et al. (2017), the present study argues that there is the potential for siestas to also have deleterious impacts on workplace performance.

RESEARCH QUESTIONS

As outlined before, organizational culture plays a vital role in shaping how MNCs operate globally. Therefore, incorporating local cultural practices into the organizational culture of MNCs operating in foreign countries is crucial for effective and successful operations. However, incorporating siestas as a cultural practice in Spain poses unique challenges to MNCs operating in this region. One of the main challenges that MNCs face is related to productivity, as siestas often disrupt the workday, and long lunch hours can decrease productivity—leading to another challenge which is related to communication and employee

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engagement. Siestas may lead to a disconnect between employees, making collaborating challenging and exposing organizational performance to risk and failure.

As a result, RQ1 seeks to understand why siestas challenge so many organizational factors for MNCs operating in Spain. Hence, this question aimed to identify the challenges MNCs face when incorporating local cultural practices into their global organizational culture. These challenges may include productivity, employee engagement, communication, and conflict resolution. By understanding the challenges that siesta poses to MNCs, organizations can develop strategies to overcome these challenges and create a more harmonious work environment.

Therefore, RQ2 aimed to understand how these organizational factors affect MNCs' long-term success in Spain. This question acknowledged that organizational culture is critical to long-term business success. By understanding how siestas and other cultural practices impact organizational culture, MNCs can develop strategies to ensure their long-term success in Spain. This question also seeks to explore the impact of organizational culture on employee motivation, job satisfaction, and retention rates. By identifying these factors, MNCs can develop strategies to improve employee well-being, leading to higher productivity and long-term success.

This leads to RQ3, looking to understand how local companies and MNCs evaluate the impact of siesta breaks on employee performance in the post-siesta period. This research question explored whether siesta breaks positively or negatively impacted employee performance after returning to work. It also sought to understand how local companies and MNCs assessed employee performance after taking siesta breaks and how they incorporated siestas into their overall organizational culture.

METHOD

Study Overview

Qualitative methods were used to provide accurate and valuable data to answer the research questions. The researcher conducted interviews with local Spanish companies and

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Multinational companies established in Spain during a study abroad experience in Seville, Spain.

During the study abroad experience, the researcher had the opportunity to intern in a start-up local Spanish business in Seville, which was utilized to interview managers and employees. Opinions and perceptions were collected from the researched participants, managers, and employees regarding the perceived relationship between siestas, workplace productivity, and the challenges posed by remote working during the pandemic. The information gathered helped the researcher determine how those cultural aspects affected businesses' productivity (Sutton & Austin, 2015).

The researcher recruited employees and managers to participate in the study by directly interacting with them and providing background information on the study and its goal. The direct interaction with the sample allowed them to share their opinions about the study. In that opportunity, the researcher demonstrated interest in including them in the interviews and impactful their perspective would be for further research development.

The target sample included managers and employees of both local and multinational companies. The goal was to secure interviews with both local and MNC managers and employees. After arriving in Seville, the researcher researched recognized local and multinational businesses in Spain. Once the sample of businesses was established, the researcher approached them, explained the study's purpose, and asked for a meeting with the manager and employees. Semi-structured interviews were conducted at pre-established meeting times. Consequently, the managers interviewed moved to an interview being conducted with an employee from that company to compare the data gathered from both perspectives.

Sample

The sample consisted of 6 male and female employees and managers who worked in local and MNC Spanish companies. The study examined male and female managers and employees working in different local SMEs and MNCs, identifying the participants by their current

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organizational roles. Thus, this meant looking for employees working in the specific department the manager oversaw. For example, if the manager being considered for the research was from the organization's Human Resources department, the study looked for an employee that worked for that department.

Moreover, the sample was recruited from the organizations considered for the study and evaluated based on their current roles in the company. These employees could have been working full-time or part-time currently. However, only current employees who worked with the company throughout the pandemic and still worked with them were considered for the study. Most importantly, the ideal sample was equally distributed between males and females to compare the employees' work and daily lives during and after the pandemic.

Measures

Semi-structured interviews were used in the completed project based on managers' and employees' opinions on the workplace environment during the pandemic. These interviews were conducted to gather insights into how managers and employees in Spanish businesses felt about 'siestas' and how they felt about them during the study. In addition, the interview questions targeted employees' goals within the workplace and their productivity combined with their cultural commitment to the siesta.

The collected data was used to analyze how managers and employees in local and multinational companies felt while working in Spain, specifically regarding their satisfaction with the cultural adjustment and the measures their companies had taken to accommodate their preferences. The study aimed to collect well-rounded answers that could be used to answer the previously discussed questions, focusing on understanding the manager's and employees' opinions on productivity, professional development, work requirements, and cultural adjustment, such as siestas.

The interviews were short and consisted of four questions, with different questions for local and multinational managers but the same for local and multinational employees. The goal was

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to gather comprehensive data that could be analyzed to understand the impact of the pandemic and siestas on the workplace environment and cultural practices in Spain.

Procedures

The researcher first asked for an appointment and obtained previous consent from the participant before conducting the interview. The researcher aimed to build a relationship with the participants throughout the interview to ensure they felt comfortable providing insight into the study. The reactions and opinions developed throughout the process were compared with the research, mainly because managers and employees were more open about their opinions since the pandemic significantly affected their working experience. The data collection was predominantly in Spanish and then translated into English. The researcher worked with a Spanish professor to ensure all the translations were accurate. Once everything was compared and analyzed, the researcher conducted a line-by-line analysis of the interviews and classified them according to their relevance to the research questions.

RESULTS

Findings

RQ1: Why do siestas challenge so many organizational factors on MNCs?

The research question of this study aimed to uncover why siestas challenge so many organizational factors on MNCs. One major approach to this question was to gather data that revealed the challenges an organization might face due to the adaptation of the siesta, particularly with respect to the company's mission statement, values, and general environment. The interviewees' responses revealed that the siesta may challenge organizational factors in MNCs if managers fail to learn how to incorporate it in 21st-century Spain. Interviewee A, manager of Company B, explained that "because it has yet to adapt to 21st-century Spain, many employees still believe that the siesta's time is used for other purposes that are not aligned for the better good of an organization" (Interviewee A, Company B). However, some interviewees suggested that siestas need not be seen as a challenge to MNCs. For example, Interview B, an employee of Company B, stated that she "believed it would not challenge MNCs if not, it will help their employees by alleviating their stress,

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strengthening the immune system, and improving performance" (Interviewee B, Company B). This suggests that the cultural factor of siestas can be challenging for an organization, but it is important to consider the tradition's positive effects on employee productivity and overall health when deciding whether to incorporate it into the organization's policies.

As a result, it can be concluded that siestas challenge many organizational factors in MNCs due to the perception of their alignment with modern-day work practices. However, it is important to consider the potential benefits that siestas can bring to employees and their well-being, which can ultimately contribute to the success of an organization in the long run.

RQ2: How can these organizational factors affect the MNCs long-term success in Spain?

The lack of adaptability of a Multinational Company (MNC) in Spain can impact its long-term success. To understand how this can affect the employees' perception and overall performance, the research question focused on siestas and productivity in Spanish businesses. One of the interviewees, Interviewee C, Senior Marketing Manager of Company C, expressed her perspective on siestas and cultural elements by stating that they are "an integral part of our culture, as countless studies have shown how this cultural element has evolved. As for MNCs, as a Spaniard, I believe that adjusting to the siestas will be the most unproblematic adaptation to their organization, as we Spaniards see this opportunity as a support to our overall performance."

Moreover, the importance of cultural pride and traditions was emphasized by Interviewee D, an employee at Company B, who stated that the siesta is a "custom that can be considered as older than the discovery of walking." This implies that MNCs wanting to be successful in Spain should acknowledge the relevance and influence of this custom as a factor of Spanish culture. Additionally, Interviewee A, Company B Manager, explained that the siesta should not be incompatible with today's working life, even in the workplace. He argued that if employees can have a coffee or a smoke, then why not a nap? Overall, these perspectives highlight the importance of cultural practices and adaptation for MNCs to achieve success in Spain.

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RQ3: Do siestas impact productivity in Spanish businesses?

Throughout the development of this research the researcher concludes that the productivity of Spanish business can be related with siestas breaks. Thus, based on the quotes provided, it appears that siestas in Spanish businesses may have a negative impact on productivity.

According to Interviewee C of Company B Spain, “siestas are still prevalent in Spain due to the old mentality in traditional companies of valuing old customs. However, their prevalence is promoting old customers whereas it is allocating the philosophy that more hours equal more work, hence long working hours because of the long break in many companies”. Furthermore, Interviewee E of Company D believes that “Spanish companies are suffering a detrimental impact on the quality and volume of work produced. She suggests that siestas are promoting over-business performance in many companies regardless of the industry”.

These quotes suggest that the siesta tradition may be contributing to a negative work culture in Spanish businesses, where there is a focus on hours worked rather than productivity and efficiency. It may be necessary for businesses to adapt to modern work practices, such as flexible schedules or remote work, to better promote employee productivity and well-being. Further research may be needed to determine the extent to which siestas impact productivity in Spanish businesses and the potential benefits of adapting to more modern work practices.

ETHICAL CONSIDERATIONS AND LIMITATIONS

As the study has already been conducted, it is important to note that collecting the data and conducting the interviews was a challenging process. Some companies were unable or unwilling to participate in the study, and the researcher respected their decisions. Hence, there was also a moderate risk of ethical issues due to the nature of the interview questions, which aimed to challenge participants' experiences and opinions about their work in Spanish culture. The researcher maintained a strictly professional conversation and only collected data that participants were willing to provide.

As the research was conducted while studying abroad, several challenges were related to time management and data collection. The researcher had to balance coursework, language barriers, cultural adjustments, and the logistics of conducting formal interviews. Additionally,

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the pandemic presented additional obstacles regarding travel restrictions and remote work. Hence, they are only based in Seville, Spain, which may limit the generalizability of the findings to other regions of Spain. Work cultures and attitudes towards siestas can vary across different regions of Spain, and therefore, the data collected may be biased toward the Seville work culture. Additionally, the study was conducted while the researcher was studying abroad, which posed challenges to time management and the ability to collect enough data for the research. These limitations should be considered when interpreting the findings of the study. Thus, another limitation of this study is that it may not be dynamic across time. Since the study was conducted during the COVID-19 pandemic, the work routines and culture may have been affected differently than in non-pandemic times. Additionally, as work cultures and attitudes towards siestas can change over time, the findings of this study may not be applicable in the future.

Despite these challenges, the researcher collected sufficient data and conducted formal interviews to achieve the research goals. However, it is important to note that these challenges may have affected the scope and depth of the study's findings.

Analysis

Correspondingly, the study findings demonstrate that siestas are an essential cultural practice in Spanish work culture, allowing employees to rest, recharge, and foster social connections during the workday. Furthermore, the pandemic permitted people to prioritize their well-being by taking advantage of the siesta. The analysis indicates that siestas can play a crucial role in promoting work-life balance and employee well-being in Spanish companies, necessitating a modern approach to preserve this cultural practice while considering changes in work routines and the impact of multinational companies.

Throughout the study, it is crucial to realize the importance of preserving siestas in Spanish companies, as they are integral to Spanish work culture. Despite the challenges posed by changes in work routines and the influence of multinational companies, participants recognized the significance of preserving the siesta. They emphasized respecting the designated siesta hour and allowing employees to rest and recharge. The analysis suggests

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that companies should educate their employees and clients about the cultural significance of siestas in Spain and ensure standardization and consistency in siesta implementation.

The findings highlight the significance of considering the cultural context of workplace practices and policies, emphasizing the need for standardization and consistency in their implementation. Failure to do so can lead to misunderstandings, decreased productivity, and negative impacts on employee well-being. In conclusion, the study suggests that siestas can positively impact workplace productivity and employee well-being in Spanish companies. Therefore, companies need to preserve this cultural practice, allowing employees to rest and recharge during the workday while considering changes in work routines and the influence of multinational companies.

CONCLUSIONS

The impact of presenteeism culture and "old mentalities" in the Spanish workplace cannot be ignored when discussing the need for multinational companies to adapt to cultural practices such as siestas. In Spain, a prevalent work culture values being physically present in the workplace, even if it means sacrificing employee well-being and productivity. This culture can lead to burnout, stress, and other adverse employee health and productivity impacts. Thus, presenteeism culture significantly influences the country's workforce, decreasing productivity and well-being. According to Xavier Pladevall, the CEO of Acción Preventiva, a Consultancy in Occupational Risk Prevention in Catalonia, many Spanish companies follow the maxim of "the more hours you work, the more productive you are" (La Razon, 2022). This outdated mentality promotes presenteeism, in which employees attend work but do not focus on their tasks, leading to multiple activities that do not align with the company's objectives. This phenomenon decreases employee productivity and increases the company's costs.

Furthermore, the presenteeism culture in Spain is often linked to "old mentalities" and a lack of understanding of the importance of work-life balance. Employers should understand that longer work hours do not necessarily result in increased productivity, and employees need opportunities for rest and recharge to maintain productivity levels. Therefore, companies should prioritize their employees' well-being by providing safe and healthy work

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environments, implementing preventative measures, and creating a positive work culture that values employee well-being can lead to the end of the presenteeism culture in the Spanish workplace.

Moreover, the influence of "old mentalities" in the Spanish workforce can make it challenging to change workplace policies and adapt to cultural practices such as siestas. These old mentalities often resist change, and breaking away from traditional practices that have been in place for decades can be challenging. However, multinational companies operating in Spain must recognize the negative impacts of presenteeism culture and "old mentalities" and take steps to address them. For example, employers and managers must create a work environment that values employee well-being and productivity equally. In addition, companies need to educate their employees about the importance of work-life balance and the benefits of cultural practices such as siestas regarding their overall work-life balance goals.

Consequently, the findings underscore the significance of cultural practices in the workplace and the need for multinational companies operating in Spain to adapt to them. Companies must take a modern approach to cultural practices and ensure they are flexible, inclusive, and respectful of the diverse cultures and communities in which they operate. Adapting to cultural practices such as siestas can lead to better employee engagement, well-being, and work culture, ultimately contributing to the company's long-term success. However, this must be done to address presenteeism culture and old mentalities, which can be challenging but necessary for positive change. Therefore, multinational companies must be willing to invest in promoting cultural awareness and adapting to the changing work environment, leading to a "New Era of Siestas" in the Spanish workplace that promotes work-life balance, employee well-being, and productivity.

RECOMMENDATIONS FOR FUTURE RESEARCH

The findings suggest that siestas are a significant cultural practice in Spanish work culture, promoting well-being, rest, and social connections during the workday. Whether local or multinational, companies in Spain need to adapt to these cultural traditions, considering the modern-day work environment that this new generation of professionals seeks in their

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workplace. Failure to recognize and adapt to these cultural practices can negatively impact employee well-being and ultimately harm the company's long-term success and employee satisfaction. Therefore, companies must prioritize their employees' well-being by providing opportunities for rest and recharge while maintaining productivity and standardization in their implementation.

The COVID-19 pandemic has accelerated changes in the workplace, with hybrid working schedules becoming the new normal. Suppose we consider Siesta as a brand. In that case, it is evident that they are evaluating its new "brand image" with a new mission statement to allow employees and employers to acknowledge the importance of work-life balance. This move recognizes the growing importance of promoting employee well-being, acknowledging the relevance of siestas as an essential cultural practice in Spanish work culture and the potential of these cultural aspects in other organizations worldwide seeking strategies to improve their employee's experience. The New Siesta Era is about adapting to the modern-day work environment while respecting cultural traditions. Companies in Spain need to take a modern approach to adapt to cultural practices, such as siestas, while considering the impact of the pandemic and changing work routines. The New Siesta Era is about providing a flexible and inclusive approach to work schedules, allowing employees to rest and recharge, and maintaining productivity levels adherent to their overall daily performance goals.

Future research in this area should focus on exploring the impact of siestas on employee productivity and work culture. This research can help provide valuable insights into how companies can adapt to cultural practices such as siestas and promote a positive work environment. Additionally, research can explore the impact of a hybrid working schedule on siestas and whether it has affected the cultural significance of siestas in Spanish work culture. Moreover, it can examine the impact of the COVID-19 pandemic on the perception of siestas in Spanish work culture. This research can provide insights into how the pandemic has affected the relevance of siestas and how companies can adapt to these changes in the workplace.

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As a result, "The New Siesta Era" is about adapting to the modern-day work environment while respecting cultural traditions. Companies in Spain must prioritize their employees' personal and professional career goals. Future research in this area can provide more valuable insights into how companies can adapt to cultural practices such as siestas and promote a positive work environment. It is essential to recognize the cultural heritage and identity of the people and communities in which companies operate and to take a modern approach to preserve and adapt cultural practices to changing work routines and the influence of multinational companies.

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APPENDICES

Appendix A– Interview Analysis

Interview Findings

Company	Person	Role	Question	Findings
Company B	Interviewee A	Marketing & Sales Manager	Local Business Manager	<p>-People felt they had more time to rest during the pandemic.</p> <p>-Lunch was noted as the most important meal of the day in Spain.</p> <p>-Participants preferred having a long siesta and working late hours.</p> <p>-Siestas were seen as a cultural practice that should continue in Spanish companies.</p>
Company B	Interviewee D	Communication and Account Executive Employee	Local Business Employee	<p>-Siestas are an opportunity to have lunch with family and friends, promoting social connections and a healthy work-life balance.</p> <p>-Older generations are more loyal to the siesta, but younger generations also recognize its importance in Spanish culture and work routines.</p> <p>-“Esto es mas antiguo que el andar”: This phrase, which translates to "This is older than</p>

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				walking," was used by some participants to emphasize the historical and cultural significance of siestas in Spain.
Company B	Interviewee B	Marketing and Business Development Employee	Local Business Employee	<p>-Noted that they did not feel the need to take siestas during the pandemic while working from home. However, they still believed that siestas are important cultural practices that should be preserved in the workplace to promote well-being and work-life balance.</p> <p>-Participants believed that siestas could positively impact workplace productivity, as they allow employees to rest and recharge, leading to improved performance during the workday.</p>
Company C	Interviewee E	Marketing and Digital Strategy Consultant	MNE Employee	<p>-Emphasized the importance of respecting the designated siesta hour in Spanish companies. They believed that it was essential to ensure that employees had the opportunity to rest and recharge during the workday.</p> <p>- Recognized that the decision to have a siesta</p>

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				<p>was a personal one. Some employees preferred to use the time to rest, while others used it to socialize with colleagues or complete personal tasks.</p> <p>- Job hours influence the purpose of the siesta a lot: Many participants felt that the purpose of the siesta was influenced by job hours. Those who worked longer hours, or had more demanding jobs felt that the siesta was a necessary break to recharge and maintain productivity, while others felt that it was less necessary.</p>
Company D	Interviewee X	Academic Program Resident Director	MNE Employee	<p>-Expressed that siestas are connected to old mentalities and presenteeism in Spain, but also acknowledged the importance of preserving this cultural practice with a modern approach.</p> <p>-Will continue doing the siesta (personal decision): Despite the challenges posed by the pandemic and changes in work routines, many participants expressed a</p>

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				<p>personal commitment to continuing the siesta. Believed that it was an important cultural practice that promoted work-life balance and overall well-being.</p> <p>-Mentioned that siestas were not always viewed positively by non-Spanish colleagues or clients, who may see them as a sign of laziness or unprofessionalism. They suggested that companies could better educate their employees and clients about the cultural significance of siestas in Spain.</p>
Company D	Interviewee Y	Seville Program Director	MNE Manager	<p>-MNEs employees don't last more than 20 minutes: Those who did have siestas in multinational companies noted that the break was typically shorter than in local companies. Some believed this was due to a more fast-paced work culture in multinational companies.</p> <p>-Participants noted that siestas were not as common in multinational companies operating in Spain. They believed that this was due to cultural differences and the</p>

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				<p>influence of the company's headquarters.</p> <p>-The implementation of siestas in Spanish companies was not always consistent, with some managers enforcing strict siesta schedules while others allowed more flexibility. They suggested that more standardization and consistency could help employees better plan their workday and take full advantage of siesta breaks.</p>
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