



# Perception of Nursing Managers Regarding the Implementation of Nurse Napping During Night Shifts

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**Abstract:** Napping is a short, intentional sleep that may reduce fatigue and improve alertness among night shift nurses. Sleep deprivation during 8- or 12-hour night shifts increases the risk of medical errors, health problems, and safety incidents. This study aimed to determine the perceptions of nursing managers regarding the implementation of nurse napping during night shifts at Hospital X in Padang City, West Sumatra. A quantitative descriptive design was used, involving 42 nursing managers selected through total sampling. Data were collected using a 15-item questionnaire assessing perceptions related to nurse napping and analyzed using univariate frequency distributions. The results showed that 57.1% of nursing managers had a positive perception of nurse napping. Most respondents strongly agreed that napping is an important need for nurses (59.5%) and that it can reduce medical errors and patient safety incidents (52.4%). These findings indicate general managerial support for nurse napping during night shifts. In conclusion, positive perceptions among nursing managers suggest that nurse napping may be considered as a strategy to enhance patient safety and promote occupational health and safety, and may serve as a basis for developing formal napping policies for night shift nurses.

**Keywords:** Napping, Nursing Manager, Perception, Night-Shift Nurse, Occupational Safety.

## Introduction

Nurses are among the healthcare professionals who work in shifts and often experience fatigue due to high job demands. Excessive fatigue among nurses can negatively impact alertness, performance, and patient safety, which may lead to workplace accidents (Alsayed et al., 2022).

A potential strategy to improve performance, reduce fatigue, and enhance alertness among individuals working long hours or night shifts is the implementation of napping or short sleep periods (Munawaroh et al., 2023). Although napping has been widely discussed in occupational health research, empirical evidence focusing on its applicability in hospital settings, particularly within the Indonesian nursing context, remains limited (Anand et al., 2025). The term napping was initially used to describe daytime sleep, but it has since expanded to refer to short sleep at

any time, reflecting the demands of 24/7 human activities (Mazouz et al., 2025). Biologically, workers require rest after approximately four hours of continuous work, and short sleep is especially essential for night-shift workers such as nurses (Ruggiero & Redeker, 2014).

The optimal timing for napping is when concentration begins to decline and eyelids feel heavy, provided it is planned, communicated, and supported by adequate staffing to ensure continuity of care (Nurachmah, 2018). International evidence supports structured napping, as the Japanese Nursing Association recommends a two-hour break to allow a 90-minute nap (Watanabe et al., 2022). While a 1.5-hour nap is considered ideal (Caruso & Hitchcock, 2010), even a shorter 30-minute nap between 02:00–03:00 AM has been shown to improve total sleep time compared to no sleep at all (Banks et al., 2016). However, the translation of

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these international recommendations into local hospital policies remains inconsistent and underexplored.

Napping provides significant benefits for nurses' health, occupational safety, and patient safety. This aligns with Article 79 of the Indonesian Labor Law No. 13 of 2003, which guarantees rest periods after four consecutive working hours (Temenggung et al., 2021). Despite this legal foundation, regulations specifically addressing nurses' working hours, shift systems, and rest during night shifts remain unclear. Napping policies for nurses in Indonesia have not been systematically developed, highlighting a regulatory gap between general labor laws and the unique demands of nursing practice (Berg et al., 2023).

Research by Rizany (2017) indicated that napping in Indonesian hospitals has not received adequate attention from nursing managers, who often do not recognize napping as a basic need for nurses. This lack of managerial recognition is critical, as insufficient rest increases fatigue and elevates the risk of errors in nursing care. Understanding managerial perceptions is therefore essential, as nursing managers play a central role in shaping workplace policies and ensuring safe staffing and care delivery (Poortaghi et al., 2021).

Studies such as Dalky et al. (2018) further revealed that nursing managers perceive multiple barriers to napping, including fears of disciplinary actions or negative professional consequences. Although some facilities provide spaces for nurses to change clothes, dedicated areas for rest or sleep are often absent (Roos et al., 2024). These findings suggest that organizational culture and leadership attitudes significantly influence the feasibility of implementing napping practices.

Napping policies for nurses continue to be debated, largely due to societal stigma that associates sleeping during work hours with poor work ethic. This stigma presents a challenge for the nursing profession in advocating for occupational health while maintaining continuous, high-quality patient care. Given that patient safety and nurses' occupational health are closely linked to nurses' physical and mental condition during night shifts, the absence of clear policies may place both patients and nurses at risk.

This issue requires serious attention from nursing managers, as their perceptions directly influence policy development and implementation. The novelty of this study lies in its specific focus on nursing managers' perceptions within a local Indonesian hospital context, an area that remains underrepresented in existing literature. By examining managerial perspectives, this research addresses a critical gap between evidence-based recommendations and policy practice. Therefore, this study is important to inform the development of context-appropriate napping policies that support

patient safety and promote occupational health and safety for night-shift nurses at Hospital X in Padang City, West Sumatra.

## Method

### *Research Design*

This study employed a quantitative descriptive research design to identify and describe the perceptions of nursing managers regarding the implementation of nurse napping during night shifts at Hospital X in Padang City, West Sumatra. A descriptive quantitative approach was selected because it allows researchers to systematically measure and summarize perceptions as they naturally occur, without manipulating variables, and to present findings in the form of numerical data and frequency distributions (Taherdoost, 2022).

### *Data Collection*

The sample of this study was obtained using a total sampling technique, consisting of all level 1 and level 2 nurse managers, totaling 42 individuals. The instrument used was a questionnaire on nursing managers' perceptions of napping among night-shift nurses, consisting of 15 questions.

### *Data Analysis*

The collected data were analyzed and presented in the form of frequency distributions to provide an overview of nursing managers' perceptions regarding the implementation of nurse napping during night shifts at Hospital X in Padang City, West Sumatra.

## Result and Discussion

### *Characteristics of Nursing Managers at Hospital X, Padang City, West Sumatra*

Table 1 presents the characteristics of 42 nursing manager respondents, including age, gender, highest education, work experience, and managerial level at Hospital X in Padang City, West Sumatra. Based on Table 1, the results of the study at Hospital X in Padang City, West Sumatra, show that almost all respondents (88.1%) were nursing managers aged 40–60 years, and the vast majority (95.2%) were female. Most respondents (78.6%) held a Bachelor of Nursing degree, nearly all respondents (88.1%) had more than 10 years of work experience, and in terms of managerial level, the majority (83.3%) were at level 1.

*Perceptions of Nursing Managers Regarding Nurse Napping at Hospital X, Padang City, West Sumatra*

This section presents the univariate analysis of nursing managers' perceptions of nurse napping at Hospital X in Padang City, West Sumatra.

**Table 1.** Characteristics of Nursing Managers

Variable	F	%
Age		
< 40 years	5	11.90
40 - 60 years	37	88.10
Gender		
Male	2	4.80
Female	40	95.20
Highest education		
Diploma in nursing	4	9.50
Bachelor in nursing	33	78.60
Master in nursing	5	11.90
Work experience as a nurse		
5-10 years	5	11.90
>10 years	37	88.10
Managerial level		
Level 1	35	83.30
Level 2	7	16.70

**Table 2.** Frequency Distribution of Nursing Managers' Perceptions

Perception of nursing managers on napping	frequency	Percentage %
Good	24	57.10
Poor	18	42.90

Based on Table 2, it is shown that of the 42 nursing managers, the majority (57.1%) have a positive perception of nurse napping at Hospital X, Padang City, West Sumatra.

*Nursing Managers' Perceptions of Nurse Napping Based on Questionnaire Items at Hospital X, Padang City, West Sumatra*

Based on Table 3, it can be seen that among the 42 nursing managers, the majority (61.9%) strongly agree that napping during night shifts can improve the performance of nurses on duty. Most respondents (59.5%) strongly agree that napping is an important need for nurses. Additionally, the majority (57.1%) strongly agree that napping should be done alternately among nurses working night shifts. Furthermore, most respondents (52.4%) strongly agree that napping can reduce the risk of medical errors and patient safety incidents.

**Table 3.** Frequency Distribution of Questionnaire Items

Statement	Sts		Ts		S		Ss	
	F	%	F	%	F	%	F	%
Napping is an important need for nurses	0	0.00	0	0.00	17	40.50	25	59.50
Napping helps reduce drowsiness and fatigue during night shifts	0	0.00	0	0.00	20	47.60	22	52.40
Napping can improve nurse alertness	0	0.00	3	7.10	25	59.50	14	33.30
Napping helps improve concentration while working	0	0.00	0	0.00	22	52.40	20	47.60
Napping reduces the risk of medical errors and patient safety incidents	0	0.00	0	0.00	20	47.60	22	52.40
I never feel worried about being seen as unprofessional or lazy when napping at work	0	0.00	2	4.80	27	64.30	13	31.00
Napping during night shifts improves performance of nurses on duty	0	0.00	0	0.00	16	38.10	26	61.90
Napping is done alternately among nurses during night shifts	0	0.00	0	0.00	18	42.90	24	57.10
Napping during night shifts is done between 02:00-04:00 am	0	0.00	0	0.00	25	59.50	17	40.50
A 10-20 minute nap increases alertness, mood, and short-term cognitive function	0	0.00	0	0.00	39	92.90	3	7.10
My hospital provides adequate napping facilities during night shifts	0	0.00	0	0.00	22	52.40	20	47.60
A napping room separate from the work area helps me rest better	0	0.00	0	0.00	35	83.30	7	16.70
A person's sleeping environment significantly affects their ability to fall asleep and stay asleep	0	0.00	0	0.00	19	45.20	23	54.80
Hospitals need written policies on napping for night-shift nurses	0	0.00	0	0.00	33	78.60	9	21.40
Government policies on night-shift napping are needed	0	0.00	0	0.00	32	76.20	10	23.80

### Discussion

The results of this study indicate that most nurse managers (57.1%) at Hospital X in Padang City, West Sumatra, have a positive perception of nurse napping during night shifts. A positive perception reflects a favorable evaluation based on knowledge, experience, and awareness of potential benefits. In nursing management, such perceptions are crucial because nurse managers play a key role in shaping workplace culture, determining staffing arrangements, and supporting policies that promote nurse well-being and patient safety.

These findings are supported by several previous studies (Bahtiar, 2023), which emphasize that positive perceptions and attitudes of leaders toward health-related interventions strongly influence successful implementation at the organizational level. Research Markes et al. (2023) has consistently shown that managerial awareness and positive attitudes toward occupational health strategies contribute to improved performance, reduced fatigue, and safer work environments. When leaders view an intervention as beneficial, they are more likely to support its adoption and sustainability (Ardiansyah et al., 2023).

The questionnaire analysis revealed that the highest proportion of “strongly agree” responses was related to the statement that napping is an essential need for nurses (59.5%). This finding aligns with Wijayanti et al. (2024) study highlighting that physiological needs, including adequate rest, are fundamental determinants of worker performance and alertness, particularly in shift-based professions. Similar studies reported that unmet rest needs among shift workers lead to decreased concentration and increased fatigue, supporting the argument that structured rest or napping is a necessary component of night-shift work (Husni et al., 2025).

Furthermore, more than half of the respondents (52.4%) strongly agreed that napping can reduce medical errors and patient safety incidents. This perception is consistent with findings from Nuraeni & Ratnaya (2023) research that link fatigue and circadian rhythm disruption with higher error rates and decreased safety outcomes. Studies with Tamba et al. (2023) emphasize the role of human factors, such as alertness and cognitive functioning, in maintaining safety and quality in professional practice, reinforcing the importance of fatigue-management strategies like napping.

When nurse napping needs are not met, it can pose risks to themselves, others, and even patients. Staff experiencing severe fatigue have a 70% higher likelihood of being involved in workplace accidents (Handiyani & Hariyati, 2018). Research conducted by Weaver et al. (2023) provides insights into perceptions of

the benefits of napping during night shifts. Ten out of thirteen nurses studied reported that a 20-minute nap could restore mood and energy levels, enabling them to perform better at work (Fallis et al., 2011). Similarly, research by Woerikom et al. (2021) indicates that having access to napping facilities and using light-therapy glasses can reduce fatigue and improve psychological well-being at the end of night shifts.

Based on the researcher’s analysis, this study demonstrates a high level of awareness among nurses regarding the importance of napping for maintaining their health and performance. Napping is considered an essential part of fatigue management, which is crucial in physically and mentally demanding professions like nursing (Booker et al., 2024). Studies have shown that napping provides multiple benefits for nurses, including improved alertness, cognitive performance, mood, and reduced fatigue and sleepiness (Lala et al., 2024).

The questionnaire analysis also demonstrates a strong awareness among nurse managers of the importance of fair and efficient scheduling of napping time to ensure that all nurses have equal opportunities to rest. Equitable napping arrangements are essential to prevent unequal workloads, reduce collective fatigue, and maintain continuity and quality of patient care during night shifts. This finding suggests that nurse managers not only recognize the benefits of napping but also understand the need for structured and well-managed implementation.

Regarding the indicators of napping time and duration (statements no. 9 and 10), the highest proportion of “agree” responses was observed for statement no. 10, with nearly all respondents (92.9%) agreeing that a 10–20-minute nap can improve alertness, mood, and short-term cognitive functioning. This result indicates a high level of awareness among nursing managers at Hospital X in Padang City, West Sumatra, regarding the effectiveness of short naps, often referred to as “power naps,” in supporting optimal work performance.

The findings suggest that short-duration naps are widely perceived as practical and beneficial within the hospital setting, as they can be implemented without significantly disrupting workflow or patient care. This perception aligns with evidence that brief naps can restore alertness and cognitive performance while minimizing sleep inertia, making them particularly suitable for night-shift nurses who must remain responsive and vigilant (Budiarti et al., 2022).

According to George et al. (2024), reported that napping provides multiple benefits, including reduced pain and stress, enhanced immune function, lower cardiovascular risk, improved alertness for more than two hours, and better mood regulation. Taken together,

these findings reinforce the view that short, well-scheduled naps represent an effective fatigue-management strategy. The strong agreement among nurse managers highlights the potential feasibility of integrating short napping periods into night-shift routines to promote nurse well-being and sustain high-quality patient care (Nurhayati et al., 2024).

For the indicator of napping environment (statements no. 11, 12, 13), the highest “agree” responses were for statement no. 12, where nearly all respondents (83.3%) agreed that a napping room separate from the work area helps them rest better. Analysis shows that the majority of nurses at Hospital X agree that a dedicated napping room significantly improves rest quality. With most respondents supporting this idea, there is strong awareness of the importance of a supportive environment for napping. Gulo et al. (2025) emphasize the need for strategic measures in napping implementation, including creating an effective environment that allows staff to rest briefly. Appropriate policies and facilities, combined with adequate educational programs, can significantly improve nurses’ well-being and performance.

Regarding the indicator of napping policies and regulations (statements no. 14 and 15), the highest proportion of “agree” responses was found for statement no. 14, with most respondents (78.6%) agreeing that hospitals need written policies regulating napping for night-shift nurses. This finding indicates that nurse managers recognize the importance of formal, institutional guidelines to legitimize napping practices and ensure consistent implementation across units. Written policies can provide clarity regarding procedures, duration, scheduling, and accountability, thereby reducing ambiguity and potential conflict in clinical settings. For statement no. 15, the majority of respondents (76.2%) agreed that government-level regulations concerning napping during night shifts are necessary. This reflects awareness among nurse managers that institutional policies alone may be insufficient without broader regulatory support. National regulations can serve as a legal framework to protect nurses’ rights to rest, promote occupational health and safety, and standardize practices across healthcare facilities.

Although napping is implicitly addressed in Indonesian labor legislation, such as Law No. 11 of 2020 on Job Creation, Article 79 paragraph (2)(a), which mandates a minimum 30-minute rest period after four consecutive working hours, this regulation is general in nature and does not specifically address the unique demands of nursing work or night-shift conditions. At present, there are no specific regulations governing nurses’ working hours, shift arrangements, or structured

napping practices. This regulatory gap highlights the need for more targeted policies that acknowledge the complexity of nursing services and the critical role of adequate rest in ensuring patient safety and nurse well-being.

These findings are consistent with several previous studies that emphasize the importance of formal policies and regulatory support for nurse napping during night shifts. Hadiyan et al. (2025), reported that although many nurse managers acknowledged the benefits of napping, the absence of written policies created uncertainty and fear of disciplinary action among nurses, which became a major barrier to implementation. This study highlights that managerial support alone is insufficient without clear institutional regulations.

Similarly, Juliana & Halim (2025) found that nurses’ napping practices during night shifts varied widely across units and hospitals, largely due to the lack of standardized policies. Their study demonstrated that where informal or unclear rules existed, nurses were less likely to nap despite recognizing its benefits, suggesting that written policies are critical to ensuring fairness, consistency, and acceptance of napping practices. In addition, Ko et al. (2025) showed that structured organizational interventions, including scheduled naps supported by management policies, significantly reduced fatigue and improved well-being among night-shift workers. Their findings underscore that fatigue-management strategies such as napping are most effective when embedded within formal organizational and regulatory frameworks rather than left to individual discretion.

Taken together, these studies support the findings of the present research that both hospital-level written policies and government regulations are needed to legitimize nurse napping, protect nurses from negative stigma or sanctions, and ensure that fatigue-management practices are implemented safely and systematically. Establishing clear policies would not only enhance nurse well-being but also contribute to improved patient safety and overall quality of care.

Based on the researcher’s analysis, the majority of nurses at Hospital X in Padang City agree that written hospital policies and government regulations regarding night-shift napping are essential. With nearly all respondents supporting the need for these policies, there is a clear demand for structured and consistent regulations to support napping practices. Napping policies have not been well developed in Indonesia. Although the Ministry of Manpower regulates working hours, break times, and overtime, nurse shift arrangements are not specifically regulated. The implementation of napping in Indonesian hospitals has

not received sufficient attention from nursing managers. Such policies are crucial to ensure nurses can work without extreme fatigue, which could otherwise increase the risk of errors in nursing care (Maharsi et al., 2025).

## Conclusion

This study concludes that most nursing managers have a positive perception of the implementation of nurse napping during night shifts, indicating managerial recognition of napping as an important strategy to reduce fatigue and support safe nursing practice. The findings suggest that nurse napping is perceived as beneficial in decreasing the risk of medical errors and improving patient safety, which reflects its potential contribution to the quality of healthcare services. In a broader context, these results indicate that managerial support for nurse napping may be generalized as an essential organizational factor in promoting occupational health and safety among night-shift nurses. Positive perceptions from nursing managers can facilitate the acceptance of napping as a legitimate component of night-shift work, helping to reduce stigma associated with rest during duty hours. Practically, this study highlights the need for healthcare institutions to develop clear and structured napping policies, provide designated and safe napping facilities, and ensure adequate staffing to maintain continuity of care during rest periods. At the policy level, the findings support the inclusion of nurse napping guidelines within hospital regulations and national workforce policies to enhance nurse well-being, patient safety, and overall healthcare quality.

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## Author Contributions

All authors contributed to the conception and design of the study. Data collection, data analysis, and interpretation were carried out collaboratively. All authors participated in drafting and revising the manuscript and approved the final version for publication.

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## Conflict of Interest

The authors declare that there is no conflict of interest related to this study.

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