A WORKWEEK – FROM AN ENERGETIC POINT OF VIEW

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ABSTRACT
This article examines the changes and fluctuations in the energy and stress levels of employees during a workweek.
By understanding how the individual energy and stress levels of an employee changes during a workweek we HR scholars may further help companies to optimise both the work schedule and the investments in the development of the employees, as well as their needs.
This may result in improved individual performance, as well as, ultimately, improved company performance.
The methodology of this article is based on work by Einstein, Hawking, Tiller, Hunt, and Torp et al., and seeks an objective and quantitative understanding of the human being, based on measuring the energetic structure of each individual being.
These measurements are practically performed by the use of the ElectroPhotonic Imaging Device, developed by Professor Dr. Korotkov and his team, and is presently used, amongst others, to predict performance amongst athletes in the Olympic games.
Thus the present study seeks to take a tool, which is used with success in one field, and to examine how it may successfully be integrated in the domain of Human Resource Management, in order to improve, amongst others, employee wellness, human resource development, work structure, and, ultimately, company performance.

KEYWORDS: *ElectroPhotonic Imaging; Human Resource Management; Performance; Stress & Energy; Wellness*

JEL CLASSIFICATION: *O15, J24*

1. INTRODUCTION

One of the challenges of modern management is the use, and involvement, of the employees (Boxall & Purcell, 2011), and especially the energy of ditto in an optimal way. As Jim Loehr, the founder of the Human Performance Institute, and Tony Schwartz, the founder and CEO of The Energy Project write in their book The Power of Full Engagement (2003) "*Managing Energy, not time, is the Key to High Performance*".
However, it is, or at least has been, challenging, not just to understand, but even to measure, the energy level of an employee. Anybody can claim to have "a high level of energy", as there, till now, have been no way of assessing that.
In the article "A Workday – from an Energetic Point of View" Torp et al. (2016) have concluded that certain energetic fluctuations occur in the energy level and emotional pressure of employees in a professional context during the workday, and this article continues expanding the understanding of these phenomena, yet from a different perspective.

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This article analyses how these fluctuations occur not during a workday, but during the workweek. In this way it may be clarified if and how individual employees can be helped to optimise their energy use and assimilation over time.
It may, for example, be found that some employees meet at work Monday morning with a high level of energy, and then consume that energy during the workweek, whereas others may start out Monday morning with a very low level of energy and then gain more and more energy during the week. In this way, based on this understanding, different employees may be helped to gain or maintain a more permanent high level of energy, and thus be able continuously to deliver a high level of performance, which may be in the financial interest of the company.
Furthermore may it be clarified how the needs of for example stress reduction programs or energy optimising programs differs for individual employees and thus may the investments of the company be aimed at where the need, and thus results, are biggest.

2. METHODOLOGY

In previous work Torp et al. (2014, 2015a, 2015b, 2015c, 2016a, 2016b) have examined the possibility of making objective and quantitative assessments of a human being based on that person's energetic profile. They have found that, based on the work of Einstein, Hawking, Tiller, Hunt, and Motoyama, etc., such assessments should be possible, and are now examining how this may be implemented in Human Resource Management.
In brief, such studies are based on the fact that Einstein stated that everything in this universe consists of energy, $E=MC^2$. Hawking (2010) writes that there are four forces governing everything in this universe, and that one of these forces, electromagnetism, is responsible for all of chemistry and biology. As human beings are, amongst others, biological beings, it seems that it should be possible to understand, and make assessments of the skills, competences, and qualities of the each individual based on the electromagnetic field of that being.
Scientists like Motoyama (1987), Hunt (1995), Korotkov (2004, 2014a, 2014b), and Dobson & O'Keeffe (2005, 2010) have already done such studies, although primarily within the domain of health, and concluded that it is possible to go to a deeper understanding of the human being and it's functioning, as well as the interaction between human beings, through measuring the electromagnetic field of the human being.
For this research these measurements are conducted with the use of the ElectroPhotonic Imaging (EPI) Device, developed by Professor Dr. Korotkov and his team. This device measures the photons which the body is emitting, and based on that assesses how much energy a person has - which is assessed based on how many photons the test subject is emitting - as well as how stressed (Emotional pressure) a person is – this is assessed based on the entropy of the photons emitted. (Korotkov, 2014a) The technically interested reader may refer to Prof. Dr. Korotkov's many books for a scientific discussion of the device and it's functioning.
These measurements are used with great success to predict performance in other domains, for example in athletic performance, where Bundzen (2004) has concluded that it offers predictions almost twice as good as the second best performance predictor, and Drozdovski et al. (2012) have concluded that the energy level and emotional pressure may be used to establish a matrix which predicts athletic performance.
Any reasonable sceptical reader will of course ask if such measurement, which relate to physical performance, may be translated into professional performance. That is yet to be clarified, and, as we write in the abstract, this study is about finding out if this tool, the EPI Device, may also find application in other domains, or, if it only measures the physical domain of the human being, and thus may, or may not, have a future in predicting performance of manual workers, yet not knowledge workers. However, preliminary studies, for example that of Torp, Mandrea & Cipu (2015c), found that the EPI measurements could predict academic performance, measured as grades

at a university exam, with almost 72% accuracy. Thus the assumption that this tool may also find use in predicting professional performance seems justified.

2.1.Preparing Data

First study. We group data into tables such in Table 1:

Table 1. Data type

Name1 (C_i)	9:00	11:00	13:00	15:00	17:00
Day 1			⋮		
Day 2		…	a_{23}^{i}	…	
Day 3			⋮		
Day 4					
Day 5					

Source: Type of authors measured data

C_1 = first characteristics (EP-Emotional Pressure); C_2 = second characteristics (EN-Energy);
We are interested to observe the differences between the end and the beginning of each day (or from the end of a day to the morning next day).
We shall compute the relative values, in each case.

$$\mathrm{RDEP_{j5}} = (\mathrm{a_{j5}^1} - \mathrm{a_{j1}^1})/\mathrm{a_{j1}^1},\ \mathrm{RIE_{j5}} = (\mathrm{a_{j5}^2} - \mathrm{a_{j1}^2})/\mathrm{a_{j1}^2},\ \mathrm{j} \in \overline{1,5} \qquad (1)$$

For the first characteristics C_1 -Emotional Pressure we obtain data presented in table 2.

Table 2. Relative decreasing Emotional Pressure values

Relative decreasing EP -RDEP	Day 1	Day 2	Day 3	Day 4	Day 5
Name1	42.9752%	-32.6829%	-4.3825%	-40.8115%	1.3100%
Name2	0.7916%	-16.3569%	8.3682%	17.9389%	16.8627%
Name3	-9.4118%	3.5857%	20.3463%	-56.3406%	8.6124%
Name4	14.8699%	-12.4590%	-5.1903%	9.9585%	-5.9055%
Name5	14.0097%	-13.0268%	28.4404%	2.6316%	-15.0171%
Name6	-33.3333%	-16.9675%	-12.4031%	6.6148%	10.1852%
Name7	-39.4737%	-25.6798%	-8.3624%	-26.2136%	-27.9330%

Source: Computed values from measured data

For the second characteristics C_2 - Energy we obtain data presented in table 3.

Table3. Relative increasing Energy values

Relative increasing Energy RIE	Day 1	Day 2	Day 3	Day 4	Day 5
Name1 (N1)	-24.8469%	17.0461%	13.7923%	38.9849%	3.0685%
Name2 (N2)	16.1123%	3.0010%	16.3364%	-7.4256%	0.8074%
Name3 (N3)	4.6935%	-4.1389%	-2.8880%	29.2385%	8.3992%
Name4 (N4)	-16.5095%	-8.3043%	-0.8925%	9.6508%	-1.6492%
Name5 (N5)	-11.9601%	3.7303%	6.7062%	13.8601%	0.7085%
Name6 (N6)	12.3960%	9.9798%	3.1491%	10.0084%	-7.3986%
Name7 (N7)	18.2853%	3.9490%	5.8771%	35.7315%	13.1460%

Source: Computed values from measured data

In the same manner, in order to study differences for the free time (FT) we shall compute the relative values, as in (2).

$$RDEP_2 = (a^1_{j1} - a^1_{j-1,5})/a^1_{j-1,5}, RIE_{j5} = (a^2_{j1} - a^2_{j-1,5})/a^2_{j-1,5}, j \in \overline{2,5} \quad (2)$$

Values obtained could be seen in tables 4 and 5 below.

Table 4. Relative decreasing Emotional Pressure values

Relative decreasing EP	FT1	FT2	FT3	FT4
Name1	18.4971%	-9.0580%	74.5833%	-7.6613%
Name2	-29.5812%	6.2222%	1.1583%	-17.4757%
Name3	8.6580%	-11.1538%	98.5612%	-13.2780%
Name4	-1.2945%	8.2397%	-12.0438%	-4.1509%
Name5	10.5932%	-3.9648%	-5.0000%	7.3260%
Name6	29.4393%	12.1739%	13.7168%	-21.1679%
Name7	59.9034%	16.6667%	17.4905%	57.0175%

Source: Computed values from measured data

Table 5. Relative increasing Energy for Free Time

Relative increasing Energy	FT1	FT2	FT3	FT4
Name1	-4.5368%	-0.7537%	-20.2583%	-1.2432%
Name2	6.6473%	-7.4572%	-11.5632%	17.3833%
Name3	1.3920%	-4.4650%	-9.0806%	9.9498%
Name4	15.4329%	6.2589%	3.8046%	-1.6614%
Name5	2.9854%	-5.0260%	-3.1424%	1.2212%
Name6	-10.9488%	0.5927%	-6.7166%	4.5489%
Name7	-11.2038%	3.6599%	-12.2837%	-17.3374%

Source: Computed values from measured data using Excel

Second study.

In second part of the study, our data will be seen as time series, meaning values at {9:00;11:00;13:00;15:00;17:00} each day along a work week (five consecutive days), X_t for Emotional Pressure and Y_t for Energy. We shall make the study independently, for each person, and then together for the team. Also we shall make tests for finding a probability distribution function for workday-data values (for each feature separately). Graphics should be observed in Figures.

2.2.Data Analysis

First study. Using data from tables 2-5 two type of the covariance matrices (symmetric matrices) we can compute. For the first one we look for correlations between two different days, in the second between two workers.

Table 6. Covariance Matrix for Relative increasing Emotional Pressure values

Covariance Matrix Days-EP	Day 1	Day 2	Day 3	Day 4	Day 5
Day 1	1	-0.20016	0.269276	-0.06598	0.160341
Day 2		1	**0.594819**	-0.08071	0.310002
Day 3			1	-0.1217	0.045477
Day 4				1	0.117722
Day 5					1

Source: Computed values from measured data using Excel

Table 7. Covariance Matrix for Relative Decreasing Energy values

Covariance Matrix Days-EN	Day 1	Day 2	Day 3	Day 4	Day 5
Day 1	1	-0.11401	-0.00136	-0.26742	0.21239
Day 2		1	**0.64588**	0.31385	-0.13984
Day 3			1	-0.17409	-0.03937
Day 4				1	**0.64172**
Day 5					1

Source: Computed values from measured data using Excel

Table 8. Covariance Matrix for Relative increasing Emotional Pressure values for Free Time

Covariance Matrix Days-EP for Free Time	FT1	FT2	FT3	FT4
FT1	1	0.33213	0.14557	**0.70704**
FT2		1	**-0.68891**	0.42321
FT3			1	-0.17481
FT4				1

Source: Computed values from measured data using Excel

Table9. Covariance Matrix for Relative Decreasing Energy values for Free Time

Covariance Matrix Days-EN for Free Time	FT1	FT2	FT3	FT4
FT1	1	-0.06458	0.5936	0.41088
FT2		1	0.3189	**-0.73725**
FT3			1	0.03025
FT4				1

Source: Computed values from measured data using Excel

We start the **second study** beginning with computing correlation values between EP and Energy time series precised in Table 10 and one observed two intra-groups N1-N3 and N4-N7.

Table 10a. The Pearson correlation coefficient between EP and EN time series

Average Team	N1/N1	N2/N2	N3/N3	N4/N4	N5/N5	N6/N6	N7/N7
-0.50815	**-0.82312**	**-0.68908**	**-0.66738**	*-0.58187*	*-0.31829*	*-0.62521*	*-0.50593*

Table 10b. The Pearson correlation coefficient between EP and EN time series

Relative increasing EN/ Relative decreasing EP	N1/N1	N2/N2	N3/N3	N4/N4	N5/N5	N6/N6	N7/N7
	-0.95814	-0.30749	**-0.91069**	-0.06022	-0.06315	-0.64617	-0.37132

Group 1 (N1, N2, N3) have a strong negative correlation between series, Group 2 (N4-N7) express a moderate negative correlation.

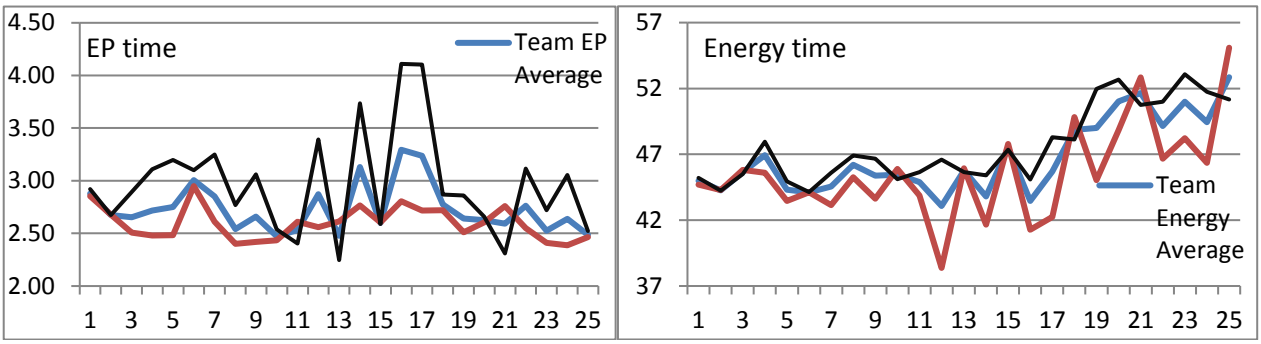

Figure 1:Trend for EP and EN average intra-groups time series:
a) Emotional Pressure; b) Energy

2.3. Individual time series study. Auto Regressive Integrated Moving Average Models

Let Y_t be a time series. We shall use the differentiating operator: $\Delta = 1 - L$ with L the delay operator: L such as

$$\Delta Y_t = Y_t - Y_{t-1}; \Delta^2 Y_t = \Delta(\Delta Y_t); \Delta^d Y_t = \Delta(\Delta^{d-1} Y_t), d \geq 1$$
$$LY_t = Y_{t-1}; L^2 Y_t = \mathrm{L}(LY_t); L^p Y_t = \mathrm{L}(L^{p-1} Y_t), p \geq 1.$$

The ARIMA method offers a very good fit on the data, with reliable forecasting. For the series $X_t^i, Y_t^i, i \in \overline{1,7}$ we study their estimation with ARIMA(p,D,q) models with p=positive integer indicating the degree of the non-seasonal autoregressive polynomial, D=degree of linear time series, q express the degree of the non-seasonal moving average polynomial. Considering that our time series data depends on the last five values but also depend on time step before, our parameters are: p=5, D=0; q=1. ARIMA(5,0 ,1):

$$X_t = \mu_1 + \varphi_1 X_{t-1} + \varphi_2 X_{t-2} + \varphi_3 X_{t-3} + \varphi_4 X_{t-4} + \varphi_5 X_{t-5} + u_t + \lambda_1 u_{t-1}; \quad (3)$$
$$Y_t = \mu_2 + \phi_1 X_{t-1} + \phi_2 X_{t-2} + \phi_3 X_{t-3} + \phi_4 X_{t-4} + \phi_5 X_{t-5} + v_t + \lambda_2 v_{t-1}, \quad (4)$$

with u_t and v_t a Gaussian process.
Using a Matlab code for parameters estimation we precise the constants, the variance of the Gaussian process and standard error obtained in Table 11 for all 7 time series for each characteristic (EP and EN).

Table 11. ARIMA model coefficients for EP time series

EP	N1	N2	N3	N4	N5	N6	N7
μ_1	1.56654	1.45246	1.39579	2.82536	2.41547	5.80933	3.33063
φ_1	0.661848	0.806804	0.409368	-0.3137	0.268863	-0.55806	-0.354469
φ_2	-0.0502188	-0.0966531	0.426185	0.317681	-0.112342	-0.105064	-0.276282
φ_3	-0.326674	-0.0091428	-0.441093	0.185545	-0.148039	-0.271218	-0.171958
φ_4	0.48094	-0.0552439	-0.17872	0.0981172	0.447379	-0.400313	-0.106859
φ_5	-0.302701	-0.128612	0.310865	-0.362452	-0.433503	0.0021177	0.629663
λ_1	-0.568004	-1	-0.420174	1	-0.0131711	1	0.392191
Variance	0.405092	0.749536	0.700223	0.0270191	0.102619	0.0585052	0.0758997
Standard error	0.15861	0.266977	0.251117	0.0116236	0.0323211	0.0343039	0.0293396

Source: Computed values from measured data using MatLab

Table 12. ARIMA model coefficients for EN time series

EP	N1	N2	N3	N4	N5	N6	N7
μ_2	15.755	142.782	43.1048	6.08128	10	25.5074	3.96253
ϕ_1	0.740736	-0.824085	-0.516558	-0.51132	0.703101	-0.68766	-0.374596
ϕ_2	0.0563402	-0.641391	0.761614	0.835944	0.195712	0.26298	0.0444541
ϕ_3	-0.182478	-0.339772	0.351978	0.31455	0.147677	0.365912	0.285178
ϕ_4	0.312847	-0.324474	-0.217637	-0.0607815	0.246242	0.293432	0.389912
ϕ_5	-0.286072	0.00139261	-0.291442	0.287755	-0.499499	0.25197	0.590027
λ_2	-0.402673	0.543836	1.	1.	-0.422595	0.810112	1.
Variance	19.201	19.1188	22.1452	4.52599	9.98171	4.82513	7.51241
Standard error	8.67143	7.83564	10.4572	1.7213	4.33461	2.24006	2.88526

Source: Computed values from measured data using MatLab

Due to the values obtained for the variances values and standard error values (see Table 12), ARIMA(5,0 ,1) for EN time series must be adjusted. We shall study the co-integration between EP and EN, respectively EN and EP time series, using Engle-Granger test. Engle-Granger tests assess the null hypothesis of no co-integration among the time series in Y.

MatLab command used:

[h,pValue,stat,cValue] = egcitest(Y,'test',{'t1','t2'})
h = 0 indicate a failure to reject the null.
h = 1 (true) indicate rejection of the null in favour of the alternative of co-integration.
pValue= p-values are left-tail probabilities.

Results of co-integrated series could be seen in Table 13, in that the EP/EN time series are co-integrated, but only for N2, N6 and N7 the EN/EP time series are co-integrated.

Table 13. Engle-Granger test of co-integration for EP and EN and time series

EP/EN	EN/EP
h1 = 1 1; pValue1= 0.0090952 0.0056662	h1 = 0 0; pValue1 = 0.2910 0.1741
h2 = 0 1; pValue2 = 0.0653 0.0442	h2 = 1 1; pValue2 = 0.0105 0.0068
h3 = 1 1; pValue3 = 0.001 0.001	h3 = 0 0; pValue3 = 0.2565 0.0683
h4 = 1 1; pValue4 = 0.011567 0.0077753	h4 = 0 0; pValue4 = 0.1366 0.1160
h5 = 1 1; pValue5 = 0.041753 0.037641	h5 = 0 0; pValue5 = 0.6835 0.6528
h6 = 1 1; pValue6 = 0.0126 0.0131	h6 = 1 1; pValue6 = 0.0107 0.0088
h7 = 1 1; pValue7 = 0.0045 0.0044	h7 = 1 1; pValue7 = 0.0045 0.0044

Source: Computed values from measured data using MatLab

2.4. Team behaviour study

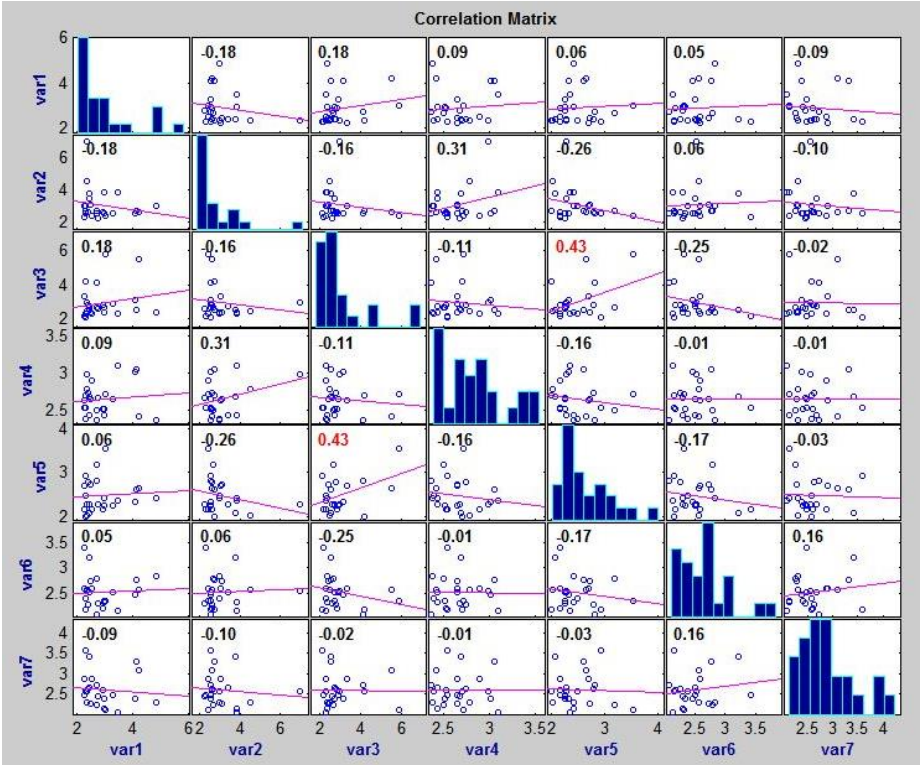

Figure 2: Correlation Matrix for EP time series
Source: Computed values from measured data using MatLab

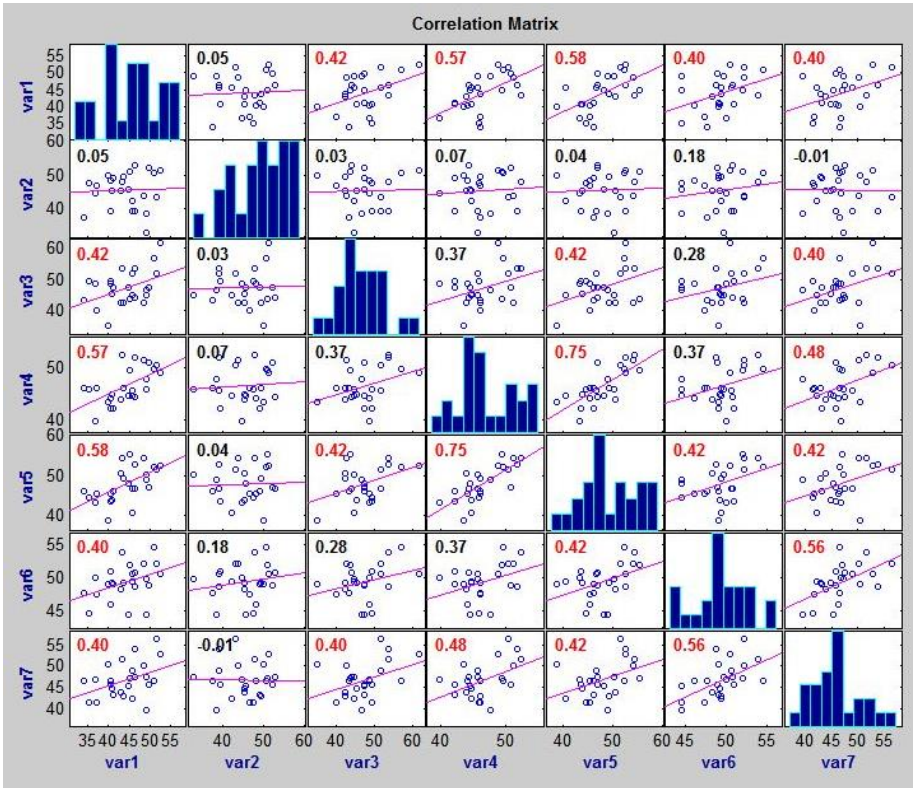

Figure 3: Correlation Matrix for EN time series

3. DISCUSSION OF THESE FINDINGS IN RELATION TO HRM

First of all it is important to keep in mind that the sample size of this preliminary case study is small. It is very likely that the concrete findings of this study only relates to the specific company, and perhaps only in a specific time interval. However, as certain statistical relationships are found, this study opens up for the possibility that, in principle, it may be possible to use the assessment of the energetic structure of an employee in order to improve that person's performance. The present findings will, at best, be included in a vaster body of knowledge, once more, and larger, companies choose to join the study. However, until then it serves as a sign that there might be more to come for in this direction.

Therefore, with this in mind, and based on these findings it appears to be possible to conclude certain elements, which may offer value within the domain of Human Resource Management.

First of all, that the impulse given on specific days also generates an impact on the following day. Regarding Emotional Pressure (EP) it is the third day, Wednesday, which follows the second day, Tuesday. For Energy (EN) the third day follows the second, as with Emotional Pressure, and furthermore does the fifth day, Friday, follow the fourth day, Thursday. Thus, an efficient leader or company may use this knowledge to optimise the workflow during the week by for example motivating, and/or relaxing, the employees Tuesday, and possibly Thursday as well, in order to get the maximum outcome. This knowledge may possibly also be used to maximise the outcomes of for example stress reduction programs, which may then become even more efficient, and thus cost effective.

Secondly, this data indicate that there is an inverse relationship between the spare time from Wednesday to Thursday compared with that between Tuesday to Wednesday. This may possibly be used to optimise the outcome of for example social activities in the company, or even company sponsored spare time activities like fitness, sports, etc., yet it may also be that the company should just let the spare time be the sole property of the employee.

Furthermore does the data suggest that the employees can be divided into different groups, in this case two, however that may vary between different departments and/or organisations; which then need to be managed differently. Besides this may the possibility to segment the employees based on objective and quantitative criteria furthermore enables the possibility to optimise the management of the employees on a more individually adjusted level.

And, it looks like that, in the majority of the cases, the Energy level influences the Emotional Pressure. Thus it seems that it may be that the optimal use of the resources of the company is to increase the Energy of the employees, and then the Emotional Pressure (Stress) will indirectly be impacted. It has already been concluded in previously mentioned articles that the increase of the Energy is possible through different activities, such as Mindfulness, Aikido, etc.

Finally does the data indicate that there, generally speaking, is a connection between the results of the different employees. This may, in time, possibly be used to optimise teams, departments, and even the employees hired into the company, if it may be concluded that for example well-connected groups are more harmonious, productive, and thus generate better company performance.

4. CONCLUSIONS

It is clear that this study is a preliminary case study, which needs a substantial increase in the empirical data before we may be able to draw general conclusions, which may be used within the domain of Human Resource Management.

However, based on the analysis of the data from this study, it appears that the energetic measurements with for example the ElectroPhotonic Imaging Device may offer data which can help HR scholars and practitioners to improve the workflow, and thus probably also company performance.

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