

EXPLORING THE EFFECTS OF A FOUR-DAY WORKWEEK ON EMPLOYEE PRODUCTIVITY AND WELL-BEING

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ABSTRACT

This research investigates the potential impact of a four-day workweek on employee productivity and well-being. By examining case studies and empirical data, the study aims to assess whether reducing the standard workweek can enhance employee performance, job satisfaction, and overall quality of life. Key areas of exploration include changes in output, absenteeism rates, work-life balance, and employee morale. The findings of this research could provide valuable insights for businesses and policymakers seeking to optimize workplace practices and promote employee well-being.

1. INTRODUCTION

The four-day workweek has gained interest as a potential alternative to the traditional five-day workweek. Proponents argue that it can offer numerous benefits for both employees and employers, such as improved work-life balance, reduced stress, and increased productivity. However, concerns remain about potential challenges and the impact on employee performance. This research paper aims to explore the potential effects of a four-day workweek on employee productivity and well-being.

2. OBJECTIVES

1. To assess productivity changes by evaluating how a four-day workweek impacts employee efficiency and performance
2. To evaluate employee well-being by examining its effects on mental health, stress levels, and work-life balance.
3. To compare different work schedules by analyzing the differences between four-day and five-day workweeks.
4. To identify organizational benefits and challenges by exploring cost savings, absenteeism, and operational efficiency.
5. To recommend best practices for successfully implementing a four-day workweek while maintaining productivity

Variables

When exploring the effects of a four-day workweek on employee productivity and well-being, key variables can be categorized into independent, dependent, and control variables:

1. Independent Variable (IV)

This is the factor being changed or manipulated:

- Workweek Structure (e.g., four-day workweek vs. five-day workweek)

2. Dependent Variables (DV)

These are the outcomes being measured:

- Employee Productivity
- Task completion rate
- Work output quality
- Efficiency (time taken per task)
- Deadlines met
- Innovation and creativity levels
- Employee Well-being
- Job satisfaction
- Work-life balance
- Stress levels
- Mental health indicators (e.g., burnout, anxiety)
- Physical health (e.g., sleep patterns, fatigue)

3. Control Variables (CV)

These are factors kept constant to ensure a fair comparison:

- Industry Type (e.g., corporate, healthcare, manufacturing)

- Job Role & Responsibilities (e.g., managerial vs. entry-level)
- Company Size
- Workload Distribution (ensuring no increase in total hours worked)
- Employee Demographics (e.g., age, gender, experience)
- Remote vs. In-Office Work
- Company Culture & Policies (e.g., flexible hours, support systems)

Conceptual Framework



3. RESEARCH DESIGN

This research paper is based on Secondary Data.

Review of Literature: Abstracts and Authors

1) A look at the 4-day workweek

Abstract

This review looks into the idea of a 4-day workweek, first introduced by Janice Neipert Hedges in her 1971 article, "A Look at the 4-Day Workweek." The traditional 5-day workweek was established by the Fair Labor Standards Act in 1938, a result of years of labor activism. Hedges suggested that as society changes, the number of workdays might decrease. Later studies have highlighted potential benefits of a shorter workweek, such as better employee happiness and productivity, although some industries may face challenges due to their need for continuous operations. Trials in countries like Iceland have produced positive results, generating more interest in this approach. While some experts believe that advances in technology could make a 4-day workweek feasible, others warn that it may not be suitable for all sectors. In conclusion, the idea shows potential for enhancing work-life balance, but more research is needed to explore its effects across different industries and the overall economy.

Authors: Hedges, J. N. (1971). A look at the 4-day workweek. Monthly Labor Review, 94(10), 33-37.

2) The 4-day work-week: the new leisure society?

Abstract

In his 2023 paper, "The 4-Day Workweek: The New Leisure Society?", A.J. Veal explores the rising trend of a 4-day, 32-hour workweek and its relationship to leisure. He draws parallels between current discussions and those from the 1960s and 1970s, when the notion of a "leisure society" gained popularity due to the belief that technological advancements would lead to shorter work hours.

Although this vision did not materialize, with the

5-day, 40-hour workweek becoming the standard, the topic of reduced work hours has resurfaced amid growing concerns about work-life balance and mental well-being. Veal notes that recent advocacy for a 32-hour workweek aims to enhance employee satisfaction, alleviate stress, and boost productivity.

Successful trials in countries like Iceland, Japan, and New Zealand indicate that a shorter workweek can lead to improved work-life balance without sacrificing productivity. However, some industries express concerns that reduced hours might affect efficiency and profitability. Veal emphasizes the need for more involvement from leisure scholars in the conversation, as the 4-day workweek could significantly influence leisure time and societal attitudes toward it. He concludes that while the concept holds promise, further exploration is necessary to understand its implications for various sectors and the future of work and leisure.

Authors: Veal, A. J. (2023). The 4-day work-week: the new leisure society. *Leisure Studies*, 42(2), 172-187

3) How a 4-day work- week and remote work affects agile software development teams

Abstract

In the 2022 study "How a 4-Day Work Week and Remote Work Affect Agile Software Development Teams," authors Julia Topp, Jan Hendrik Hille, Michael Neumann, and David Mötefindt investigate the effects of a reduced workweek and remote work on agile software development teams. Agile methodologies emphasize collaboration, communication, and adaptability, making any shift in work structure particularly impactful. The research examines how a 4-day workweek and remote working conditions influence these teams and their ability to sustain productivity.

The study highlights the growing trend of adopting a 4-day workweek alongside the increasing prevalence of remote work, especially following the COVID-19 pandemic. While both approaches have been shown to improve work-life balance, they also present challenges in areas like communication and teamwork. Topp et al. conducted a qualitative case study involving two agile teams, gathering data through interviews, observations, and document reviews to understand their experiences with these new work arrangements.

Key findings indicate that agile teams modified their processes to adapt to the shorter workweek and remote settings, managing to maintain productivity despite the concerns that reduced hours would hinder output. However, team members reported increased stress due to the pressure of completing the same tasks in less time. Conversely, job satisfaction improved, as the 4-day workweek provided more personal time, enhancing work-life balance. The study also noted that while remote work limited informal interactions critical for team cohesion, teams utilized digital tools to remain connected.

The research suggests that while agile teams can thrive under these new arrangements, careful management of stress levels and effective communication strategies are essential. Topp et al.'s findings offer valuable insights for organizations considering similar transitions, indicating that with the right adjustments, agile teams can adapt successfully to a 4-day workweek and remote work environments.

Author: Topp, J., Hille, J. H., Neumann, M., & Mötefindt, D. (2022, January). How a 4-day work week and remote work affect agile software development teams. In *International Conference on Lean and Agile Software Development* (pp. 61-77). Cham: Springer International Publishing

4) The four-day work week: A chronological, systematic review of the academic literature

Abstract

In the paper "The Four-Day Work Week: A Chronological, Systematic Review of the Academic Literature" (2023), Timothy T. Campbell examines the growing interest in the four-day workweek

(4DWW). Despite the positive narratives in the media about its benefits, Campbell argues that many claims lack solid support from academic studies and often depend on reports from advocacy groups or self-reported data from organizations. This review summarizes Campbell's

findings and assesses the real effects of the 4DWW based on scholarly research. The idea of a 4DWW has been around for over fifty years, but it has only recently become popular among businesses and the media. Organizations are exploring the possible benefits of shortening the standard workweek from five days to four, citing improvements in employee well-being and productivity. However, Campbell highlights that the enthusiasm for the 4DWW is not always backed by thorough academic evidence. In his systematic review, Campbell analyzes 31 scholarly articles on the 4DWW, aiming to answer key questions about the positive and negative outcomes of implementing this model, the support for claims made by advocates, and the lessons learned from over fifty years of research. The review finds mixed results regarding the 4DWW. On the positive side, studies show benefits like higher employee morale, reduced costs for organizations, and lower employee turnover rates. However, challenges include increased scrutiny of productivity measures, scheduling issues, and the risk that benefits may diminish over time. Additionally, the effects on productivity and environmental sustainability remain uncertain, indicating the need for further research. Campbell emphasizes the importance of conducting more rigorous studies to better evaluate the 4DWW. As interest in alternative work arrangements rises, it is vital for future research to clarify both the benefits and drawbacks of the 4DWW. This

understanding will help organizations make informed decisions and engage in a balanced discussion about the potential impacts of the four-day workweek. In conclusion, Campbell's systematic review provides valuable insights into how academia views the four-day workweek. While many studies highlight positive outcomes, the complexities and challenges of the 4DWW require further exploration. This review serves as a foundation for future studies, helping employers and employees set realistic expectations about the four-day workweek's effects

Author: Campbell, T. T. (2023). The four-day work week: A chronological, systematic review of the academic literature. *Management Review Quarterly*, 1-17.

5) What a Difference a Day Makes, or Does It? Work/Family Balance and the Four-Day Work Week

Abstract

This Article considers the growing reliance that four-day work week advocates have placed on work/family claims. It begins by analyzing whether a compressed work schedule may alleviate work/family conflicts, and more importantly, for whom such benefits are most likely to accrue. While studies consistently find that many workers experience lower levels of work/family conflict when working a compressed schedule, the research also suggests that workers with the most acute work/family conflicts may be the least likely either to obtain or to benefit from a four-day work week design. Nevertheless, the political climate surrounding the four-day work week provides a unique opportunity for action. This Article therefore considers how legal regulation might be used to shape four-day work week initiatives as a work/family balance tool. In particular, the Article considers how reflexive law proposals might contribute to the four-day work week debate. While existing reflexive law models typically rely on the creation and exercise of procedural rights vested in individual workers, this Article explores an under-developed alternative that would instead vest procedural rights primarily in workers as a group. The Article uses California's extensive four-day work week regulations and the Federal Employees Flexible and Compressed Work Schedules Act to illustrate this "collective reflexive" approach, and to explore what this type of regulatory model might offer advocates who are seeking to facilitate greater work/family balance for those who may need it the most.

Author: Michelle Travis

6) Four-day Workweek in Finland. Case Study: Kasvu Labs

Abstract

employees and the company as an entity. The study's primary objective was to discover employees' and managers' perceptions of the four-day workweek at Kasvu Labs, the commissioning company. This study consists of a theory section and empirical research based on the case company.

The theoretical section presented a four-day workweek and theories related to the phenomenon such as well-being, work-life balance, productivity and sustainable HRM.

The empirical research was conducted using a qualitative approach. The data for the research was collected in two phases. First, individual interviews were conducted with four employees and two managers to discover their opinions about the benefits and challenges of the four-day workweek individually and from the company's point of view. In the second phase, a group interview was conducted to obtain insights and attitudes from a greater number of the case company's employees.

The research results were analysed using thematic analysis. Both individual and group interviews revealed that the four-day workweek positively impacts employee performance and overall well-being. Meanwhile, for the Kasvu Labs, a four-day workweek is a competitive advantage and assists in employee attraction and retention. The minor challenges and risks are mainly initiated by external parties.

The key findings were drawn by comparing the theoretical and empirical research results. The findings indicate that the benefits outweigh the challenges for both the employees and the case company. Kasvu Labs should maintain a culture built on trust and open communication and enhance tools, such as anonymous surveys to evaluate the four-day workweek's effectiveness in the future.

Key Findings

The main purpose of this thesis was to find the answer to the research question: How does the four-day workweek affect employees and the company's results? The research question was divided into three investigative questions which explore a four-day workweek's phenomenon from employees and the company's perspectives.

Keywords: Workweek, well-being, productivity, work life balance, sustainable HRM.

Author(s): Auha Amantai

7) HOW DOES A FOUR-DAY WORK WEEK IMPACT ON THE SELF-REPORTED WELLBEING OF EMPLOYEES?

Abstract

Objective: There are many countries currently trialling or implementing a four-day work week (4DWW). This report investigates the impacts a 4DWW trial has on employee wellbeing (EW) in a Welsh based office.

Methodology: The report adopts a mixed methods research design by employing both self-completed questionnaires (SSQs) and semi-structured interviews (SSIs) as data collection. The questionnaire results were converted into visual bar graphs whilst the interviews were fully transcribed and subjected to a thematic analysis.

Results: The wellbeing SCQs indicate increases in EW. The SSIs provide insight as to how employees spend their additional spare time. The results of both methods indicate increases in EW. There is evidence of some minor negative impacts of the 4DWW.

Conclusions: There is a vast amount of evidence in both the quantitative and qualitative results to suggest that most employees have experienced some increase in at least one element of their wellbeing since the 4DWW trial started.

Four Key Words: four-day work week, working time reduction, employee wellbeing primary data

Author: Zoe Huxtable

8) Opinion Analysis among the IT Employees on Four Day Workweek and Assessing its Impact on Organizational Productivity

Abstract: The four-day workweek is a growing trend in the global workplace and many companies are trying with this new model of work. India is exploring to implement a four-day workweek and this study aims to analyse the opinion of employees across different IT companies for this concept and its impact on organisational productivity. A structured questionnaire was made and a survey was

conducted among 174 IT employees to assess their opinion and views on the four-day workweek concept. The survey results showed that a majority of employees

would be supportive with the most common reasons being increased work-life balance, improved productivity, and reduced stress levels. Overall, the survey

results suggest that there is a strong level of support and acceptance for this concept among IT employees. However, there are also some potential challenges

which have to be addressed before such a move can be implemented successfully.

Keywords: 4 Day Workweek, Productivity, Work Life Balance, Reduced Stress

Level, IT Companies

Author: Karpagavalli G and R. Sethumadhavan

9) The Four-Day Work Week: An Institutional Analysis of Trade Union Strategies in Denmark and the UK

Abstract:

The research question of this paper is as follows: How can we understand and explain trade unions' position and outspoken strategies to a four-day work week in Denmark and the UK, adopting a historical and sociological institutionalist theoretical framework? And what are the strengths and limitations of historical institutionalism and sociological institutionalism in explaining similarities and differences in the two cases? In answering these questions, I applied a deductive approach, I sought to investigate the relationship between institutional theories and how they explain the development of the four-day work week in Denmark and the UK. I found that historical institutionalism was able to explain the relative strength and weakness of the Danish and UK contexts. However, historical institutionalism did struggle in explaining the strategies that the contexts employ in present day. Sociological institutionalism provided a framework that allowed to explain what the current possibilities of trade unions are. Each of the theories have its strengths and limitations. In this analysis I have tried to compare the relative strength of each of them. And this give new insights into what is possible to explain with each of the two theories. To some extent, however, I would like to suggest that instead of handling the two theories as competing, one could gain from using the theories as complementary lenses which each may reveal new layers and understanding of the same phenomenon.

Author: Clément Brébion

10) A shorter working week for everyone: How much paid work is needed for mental health and well-being?

Abstract

There are predictions that in future rapid technological development could result in a significant shortage of paid work. A possible option currently debated by academics, policy makers, trade unions, employers and mass media, is a shorter

working week for everyone. In this context, two important research questions that have not been asked so far are: what is the minimum amount of paid employment needed to deliver some or all of the well-being and mental health benefits that employment has been shown to bring? And what is the optimum number of working hours at which the mental health of workers is at its highest? To answer these questions, this study used the UK Household Longitudinal Study (2009–2018) data from individuals aged between 16 and 64. The analytical sample was 156,734 person-wave observations from 84,993 unique persons of whom 71,113 had two or more measurement times. Fixed effects regressions were applied to examine how changes in work hours were linked to changes in mental well-being within each individual over time. This study found that even a small number of working hours (between one and 8 h a week) generates significant mental health and well-being benefits for previously unemployed or economically inactive individuals. The findings suggest there is no single optimum number of working hours at which well-being and mental health are at their highest - for most groups of workers there was little variation in wellbeing between the lowest (1–8 h) through to the highest (44–48 h) category of working hours. These findings provide important and timely empirical evidence for future of work planning, shorter working week policies and have implications for theorising the future models of organising work in society.

Author: Daiga Kamerāde

11) Feminism and Workplace Flexibility Symposium: Redefining Work: Implications of the Four-Day Work Week- Redefining Work: Possibilities and Perils

Abstract:

In this article, Professor Vicki Schultz explores the relationship between workplace flexibility and gender equality, particularly in light of the ongoing discussions around the adoption of a four-day work week and the reorganization of work. Schultz critiques the current feminist approach to workplace flexibility, which tends to focus on enhancing individual choice, especially for women, rather than advocating for universal changes that would benefit all workers. She contrasts this with a broader structural reform aimed at reducing working hours and bringing more convergence between long-hour employees and those with reduced or part-time hours, making work more family-friendly. Schultz argues that while flexibility can offer immediate benefits, it also carries risks of reinforcing inequalities if not carefully managed. By integrating workplace restructuring and vigilance in implementing flexible work policies, Schultz believes both short-term and long-term gender equality can be achieved.

12) The effect of mindfulness and job demands on motivation and performance trajectories across the workweek: An entrainment theory perspective:

Abstract:

This study investigates employee motivation and performance trajectories across the 5-day workweek through the lens of entrainment theory. The authors hypothesize that motivation and performance decline over the workweek, and they explore the moderating role of mindfulness in this process. Using self-determination theory, they posit that trait-based mindfulness—defined as nonjudgmental present-moment awareness—can reduce the decline in motivation and performance. Additionally, the study incorporates trait activation theory, suggesting that mindfulness impacts performance trajectories through motivational control, especially when job demands are high. Data from 151 full-time employees in a medical device company, collected twice daily over a workweek, were analyzed to create person-centric trajectories. Results support the hypotheses, showing a general downward trend in motivational control and performance across the week. Mindfulness mitigates this decline, particularly under high job demands. Theoretical and practical implications for the dynamic study of motivation, performance, entrainment, and mindfulness are discussed.

13) Flexible work schedules and employee well-being:

Abstract:

This paper examines the relationship between flexible work schedules and employee well-being, using a sample of 336 employees working under two flexible arrangements: flexitime and telecommuting.

The study finds positive correlations between flexible work practices, job satisfaction, and work/life balance. Specifically, flexitime schedules are shown to alleviate role overload and job-induced stress, contributing to improved well-being. However, the benefits of telecommuting are less clear, as it does not consistently enhance role overload reduction or work/life balance. Notably, employees on flexitime schedules reported significantly higher levels of work/life balance compared to those utilizing telecommuting.

The study discusses these findings within the context of employee flexibility theories and explores the implications for both employees and organizations.

14) Shorter Working Week and Workers' Well-being and Mental Health :

Abstract:

This working paper explores the effects of a shorter working week on workers' well-being and mental health, based on findings from the 'Employment Dosage Project.' Using longitudinal data, the study reveals that even working one day per week provides significant mental health and well-being benefits for previously unemployed or economically inactive individuals. The research shows no optimal number of working hours for peak mental health; instead, job quality—especially meaningful work, lower work intensity, and a supportive social environment—plays a more crucial role. Additionally, unemployed women benefit from active labour market policies (ALMPs) as much as from employment, while unemployed men gain greater health benefits from formal employment. Interviews with 40 individuals who chose to work fewer hours highlighted a balance between negative work experiences pushing them away from work and positive experiences pulling them toward other activities like volunteering, exercise, caregiving, and rest. The paper emphasizes that the desire for freedom and autonomy is central to their decisions. These findings offer critical insights for future work policies, public health, gender equality, and climate change discussions.

15) HOURS OF WORK, ATTITUDES, AND WELL-BEING: THE RELATIONSHIP BETWEEN WORK SCHEDULE AND THE QUALITY OF LIFE (COMPRESSED WORKWEEKS)

Abstract:

This study investigates the relationship between work hours and quality of life, focusing on the effects of various work schedules on employees' attitudes, well-being, and life satisfaction. Data were collected over a 13.5-month period from 520 nursing employees working under four different work schedule formats: a traditional eight-hour, seven-day-on, two-day-off schedule; a 12-hour, seven-day-on, seven-day-off schedule; a 12-hour, 2-3 day-on, 2-3 day-off schedule; and a modified eight-hour schedule with three days off every other weekend. The results indicate that employees transitioning from an eight-hour to a 12-hour "compressed" work week experienced immediate improvements in several work and nonwork variables, although many of these positive effects diminished after 13 months. Among the work schedules, the 12-hour, seven-day-on, seven-day-off format was associated with the most positive perceptions of quality of life. The study found that interference between work and nonwork activities had the strongest correlation with work hour satisfaction. Five variables accounted for 54% of the variability in work hour satisfaction, and life satisfaction was significantly influenced by work hour satisfaction ($r^2 = .31$). Direct measures of work's impact on nonwork life revealed substantial perceived interference with free time and family activities, and many respondents reported feeling they had insufficient free time and experienced sleep disruption. A model was proposed to describe the impact of work hours on work and nonwork attitudes.

16) An Evaluation of Four-Day Compressed Workweek of Ifugao State University System: Basis for Action Plan:

Abstract:

This study evaluates the four-day compressed workweek program at Ifugao State University (IFSU) in the Philippines, aiming to address financial constraints faced by Higher Education Institutions (HEIs) due to increased social demands and reduced funding. Using a descriptive-survey method, data were collected from 938 respondents, including middle-level managers, faculty, staff, and junior students, through questionnaires, document analysis, and interviews. The results showed a reduction in electricity and fuel consumption post-implementation, though office supply usage increased. Employees reported increased productivity, job commitment, and satisfaction, and illegal off-job activities were eliminated. However, no significant difference was found in employee productivity and commitment, nor in the performance of middle-level managers and faculty before and after the program. Significant differences were found in time management and other benefits. The study recommends implementing a system to monitor and evaluate the program in various areas before its full execution to ensure improvements.

17) Unpaid Furloughs and Four-Day Work Weeks: Employer Sympathy or a Call for Collective Employee Action Symposium: Redefining Work: Implications of the Four-Day Work Week-Reduced:

Abstract:

This article examines the increasing use of unpaid furloughs and four-day work weeks by employers in response to tough economic conditions. While four-day work weeks have been praised for reducing operating costs and being family- and environmentally-friendly, many employers are now resorting to furloughs, which involve unpaid days off as a cost-cutting measure. Furloughs have gained popularity during economic downturns, with some employers mandating them without employee input, while others present them as an alternative to layoffs. In this challenging economic climate, employees have limited options to resist these wage-reducing measures. The article proposes that employees and their unions take collective action to negotiate furloughs and advocate for alternative cost-cutting

measures, particularly paid leave benefits. This approach, whether through legislative initiatives or union negotiations, would help protect financially distressed workers and create long-term benefits during times of economic crisis.

18) Shorter: How smart companies work less, embrace flexibility and boost productivity:

Abstract:

In “Shorter: How Smart Companies Work Less, Embrace Flexibility, and Boost Productivity”, Alex Soojung-Kim Pang explores the transformative shift away from the traditional 9-to-5 work model as companies worldwide adopt shorter workweeks to enhance efficiency, employee well-being, and job satisfaction. With an increasing number of businesses implementing four-day workweeks while maintaining employee salaries, Pang highlights the revolutionary outcomes of these practices, including heightened creativity, reduced stress and anxiety, and improved overall productivity. The book outlines the steps taken by pioneering companies to implement these changes, addresses the challenges faced during the transition, and offers practical solutions for organizations seeking to adopt similar strategies. Ultimately, Shorter serves as an insightful guide for managers and business leaders aiming to foster a healthier and more productive work environment.

Author: Alex Soojung-Kim Pang

19) A 4-day week for Ireland:

Abstract:

In “A 4-Day Week for Ireland,” Oisín Gilmore examines the historical evolution of work hours in Ireland and the potential for implementing a four-day workweek. The report outlines the lack of significant reduction in the working week from 1870 to 1914, during which the average workweek remained between 55 and 65 hours, highlighting the socio-economic implications, particularly for women’s labor participation and status. The post-World War I era saw substantial changes with the introduction of the 8-hour workday and a convergence towards a 48-hour week across Western countries. Despite early reductions, the trend stabilized by 1980 at 40 hours per week, with little further progress. Gilmore argues that a shift towards a shorter workweek could address historical inequalities and improve work-life balance. The report presents a comprehensive analysis of the feasibility of this transition in the contemporary Irish context, emphasizing the potential benefits for workers, families, and society as a whole.

20) The Productivity Puzzle: Investigating the Impact of Hours Worked on Productivity:

Abstract:

This paper, “The Productivity Puzzle: Investigating the Impact of Hours Worked on Productivity,” explores the relationship between hours worked and productivity by synthesizing findings from a decade of scientific literature. The study reveals a significant inverse correlation between these two variables: as hours worked increase, productivity tends to decrease. This challenges traditional assumptions about work hours and productivity. The analysis highlights factors such as burnout, fatigue, decreased motivation, and impaired cognitive function that arise from long working hours. The authors argue for a shift in focus from merely the quantity of hours worked to the quality and efficiency of work processes. By prioritizing effective task management and clear goal-setting, organizations can enhance employee well-being and overall productivity. This research contributes to the broader conversation on optimizing work practices and provides insights for individuals, organizations, and policymakers aiming to improve productivity in today’s work environments.

21) The Care of the Self and the Meaningful Four-Day Workweek:

Abstract:

This paper, “The Care of the Self and the Meaningful Four-Day Workweek,” examines the relationship between meaningful work and employee commitment, exploring how over-commitment can lead to stress and burnout. Focusing on the four-day workweek as a case study, the authors investigate how employees derive meaning from their increased time off. Drawing on Michel Foucault’s concept of the care of the self, the study identifies five self-care practices that emerge from this work schedule: (1) rest and recuperation, (2) professional and personal development, (3) domestic work, (4) balancing work, and (5) additional work. The paper discusses the theoretical and practical implications of reducing work hours, emphasizing the importance of meaningful work and self-care practices in enhancing employee well-being and productivity. The findings contribute to ongoing discussions about work-life balance and the ethical considerations of work reduction in modern organizational contexts.

22) Work Less, Do More: Designing the 4-day Week:

Abstract:

In “Work Less, Do More: Designing the 4-day Week,” Alex Soojung-Kim Pang presents a comprehensive guide to implementing a four-day workweek, drawing on successful trials from countries like New Zealand and the United

Kingdom. The book argues that a shorter workweek not only enhances employee well-being and productivity but also improves staff retention and company performance. Pang provides a practical framework for businesses of all sizes and sectors, outlining steps to identify optimal scheduling patterns, assemble teams, define success metrics, and address potential challenges. This resource is essential for founders, managers, and employees seeking to advocate for or implement a four-day workweek, offering actionable strategies to create a more effective and balanced work environment.

23) How to Enhance a Four-Day Work Week Through an Improvement in the Knowledge Management Strategy :
Abstract: In “How to Enhance a Four-Day Work Week Through an Improvement in the Knowledge Management Strategy,” Rodrigo Filipe Monte Sousa Freitas Brandão explores the growing adoption of the four-day workweek by companies worldwide. This work arrangement fosters a better balance between employees’ personal and professional lives, leading to increased productivity, efficiency, higher talent retention rates, and improved employee satisfaction while reducing burnout. However, the author emphasizes that this model is not universally applicable across all industries and requires careful adaptation to ensure successful implementation. The paper highlights essential measures organizations should consider before transitioning to a four-day workweek, particularly focusing on enhancing knowledge management strategies to support the shift effectively and ensure a smooth trial process.

24) Four-day workweek in corporate sector: post-pandemic work arrangement for Bangladesh:

Abstract:

In “Four-day workweek in corporate sector: post-pandemic work arrangement for Bangladesh,” Nur Nahar Yasmin examines the rising global trend of adopting a four-day workweek, which has been accelerated by the COVID-19 pandemic. The paper highlights the benefits of this work arrangement, including increased flexibility, enhanced productivity, improved mental and physical well-being, prolonged employee tenure, and a better work-life balance. Additionally, the four-day workweek contributes to reduced carbon emissions and overall employee satisfaction. Yasmin advocates for implementing a four-day workweek in Bangladesh, proposing a Monday to Thursday schedule with an additional weekend day on Sunday to align with international standards. The study emphasizes the need for effective change management strategies, continuous motivation, transformational leadership, and careful oversight to facilitate this transition. As a pioneering exploration of this topic in the Bangladeshi context, the research offers valuable insights tailored to the unique socio-economic challenges and opportunities in the region in the post-COVID era.

25) Work-life management through the lens of the 4-day workweek:

Abstract:

In “Work-life management through the lens of the 4-day workweek,” Baiba Orehova and S. Chepishcheva explore the evolving work environment shaped by younger generations and advancing technologies, focusing on the increasing relevance of work-life balance and the four-day workweek. The authors argue that traditional time management strategies have become obsolete in a digital landscape that blurs task urgency and importance, leading to a false sense of productivity. They propose attention management as a complementary or alternative approach, emphasizing its significance in fostering effective work-life balance. This project includes a comprehensive literature review that connects key concepts—work-life balance, the four-day workweek, attention, and time management—into a cohesive theoretical framework. Through an interpretative phenomenological analysis of two secondary sources detailing the experiences of organizations implementing the four-day workweek, the study provides insights into how attention and time management can be utilized as tools to enhance productivity and social well-being. Ultimately, the research aims to shed light on the intersection of these concepts and their implications for organizations seeking to optimize work-life management in contemporary settings.

26) The viability of Four-Day Workweek in The Education Sector: Evaluating Managerial Views, Stakeholder Opinions, and the Pursuit of Work-Life Balance:

Abstract:

This thesis, “The Viability of a Four-Day Workweek in the Education Sector: Evaluating Managerial Views, Stakeholder Opinions, and the Pursuit of Work-Life Balance,” investigates the potential for implementing a four-day workweek within the education sector. Motivated by a passion for sustainability, particularly its social dimensions, the authors seek to understand why the four-day workweek model, which has shown positive outcomes in various industries, remains largely unadopted in education. Through qualitative research methods, including interviews and surveys with educational administrators, teachers, and stakeholders, the study examines perceptions, barriers, and attitudes toward this work arrangement. The findings reveal a complex interplay of factors influencing the reluctance to embrace a shorter workweek, including concerns about curriculum coverage, institutional resistance, and the perceived impact on student outcomes. The thesis ultimately advocates for a reevaluation of these barriers, highlighting the potential benefits of a

four-day workweek in promoting work-life balance and enhancing employee well-being in the education sector. This exploration not only contributes to the ongoing discourse on sustainable work practices but also inspires further dialogue on creating a more equitable and supportive work environment for educators.

27) Businesses Need to Sustain Output for Four-Day Workweek to Work:

Abstract:

This article, “Businesses Need to Sustain Output for Four-Day Workweek to Work,” examines the increasing interest in the four-day workweek as part of a broader shift in employer-employee relations. Utilizing survey data from 236 companies collected between October 28 and November 11, 2022, by the Singapore National Employers Federation, the study explores employer perspectives on the implementation of a four-day workweek. The findings reveal that one in four companies either has adopted or is considering adopting this model, primarily to enhance employee job satisfaction and well-being while strengthening their value proposition. However, organizations expressing reluctance to implement a four-day workweek highlighted several concerns, including operational challenges, potential cost increases due to additional staffing needs, and issues surrounding equitable application across all employee groups. The research underscores the importance of achieving a balance between maintaining business continuity and output while offering autonomy and flexibility to employees. Ultimately, the study advocates for a careful consideration of these trade-offs to ensure the successful adoption of a four-day workweek.

28) The subtle art of effecting a four-day workweek to drive performance:

Abstract:

This study, “The Subtle Art of Effecting a Four-Day Workweek to Drive Performance,” explores the critical factors that enhance the effectiveness of a four-day workweek in improving employee performance. While existing literature acknowledges the productivity benefits of a shortened workweek, there is a lack of detailed analysis on how to implement such changes effectively. This research investigates nuanced elements that can facilitate a transformational shift in employee performance resulting from the transition to a four-day workweek. A sample of 604 employees from service and manufacturing sectors in India was analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The study identifies four key factors significantly influencing employee performance: ‘strategic planning at work,’ ‘viewing the company as a brand,’ ‘continually connecting,’ and ‘inspiring happiness at work.’ Additionally, the role of psychological well-being as a moderator is examined. The findings provide valuable insights for organizations seeking to implement a four-day workweek, highlighting the importance of strategic execution and employee engagement in driving performance improvements. The implications of these results are discussed in detail, offering a roadmap for successful adaptation of the four-day workweek model.

29) Scalability in Workforce Management: Applying Scalability Principles to Foster a Four-Day Work Week:

Abstract:

This paper, “Scalability in Workforce Management: Applying Scalability Principles to Foster a Four-Day Work Week,” investigates the potential of scalability principles from cloud computing and IT to transform workforce management in the context of a four-day workweek. As traditional five-day workweeks encounter significant challenges, this research utilizes a Multivocal Literacy Research methodology, integrating grey literature and systematic review approaches to analyze the transition to a four-day workweek. The study identifies key challenges and benefits, highlighting pilot programs, effective communication, and organizational agility as essential factors for successful implementation. By synthesizing scalability principles within workforce management, the research presents a framework for facilitating a smooth transition to a compressed work schedule. Emphasizing adaptability, dynamic resource allocation, and data-driven insights, organizations can enhance employee well-being and maximize the advantages of a four-day workweek. This study contributes important insights for organizations aiming to excel in the evolving landscape of modern work structures.

30) Balancing Act: The Benefits of a Four-Day Workweek:

Abstract:

This article, “Balancing Act: The Benefits of a Four-Day Workweek,” examines the advantages and challenges of adopting a four-day workweek, particularly in the context of the COVID-19 pandemic. It highlights how organizations are exploring alternative work schedules to alleviate stress and enhance flexibility for employees. The article references studies that indicate significant improvements in productivity and work-life balance associated with a shorter workweek. Additionally, it addresses legal implications and concerns, including human rights issues and the potential for constructive dismissal. The authors conclude by advising employers to consult with employment lawyers to ensure legal compliance while maximizing flexibility in work arrangements. The article includes endnotes that provide further

resources on productivity, work-related health issues, and research on the effectiveness of a four-day workweek, serving as a valuable tool for library patrons conducting related research.

4. SUGGESTIONS

A four-day workweek can have both positive and negative effects on employees and businesses. To explore its impact, companies can conduct surveys and interviews to understand how employees feel about their work-life balance, stress levels, and job satisfaction. They can also measure productivity by tracking how much work employees complete and whether deadlines are met. Running a short-term trial with a small team can help businesses see if employees remain efficient while working fewer days. Comparing companies that already follow a four-day workweek with those that stick to five days can also provide useful insights.

In addition to productivity, it's important to study the well-being of employees. Tracking sleep patterns, stress levels, and overall health before and after switching to a four-day workweek can show if employees feel more rested and motivated. Businesses should also check if fewer workdays affect teamwork, customer service, or company profits. If the results show that employees are happier and just as productive, more companies might consider adopting this model. However, it is also important to ensure that workloads do not become too stressful in fewer days.

Implication: 200 UK Companies Permanently Move To 4-Day Work Week

In a landmark move reinventing the working week in the United Kingdom, at least 200 British companies have signed up for a permanent four-day working week for all their employees without any loss of pay.

Together, these 200 companies employ over 5,000 people, and among these charities, marketing and technology firms are the best-represented, a report by The Guardian said quoting the 4 Day Week Foundation.

Advocates of the four-day week believe the five-day pattern is a hangover from an earlier economic age. Calling for the pattern change, Joe Ryle, the foundation's campaign director, said that the "9-5, five-day working week was invented 100 years ago and is no longer fit for purpose. We are long overdue an update."

"As hundreds of British companies and one local council have already shown, a four-day week with no loss of pay can be a win-win for both workers and employers," he said.

The change was first adopted by around 30 marketing, advertising, and press relations firms. The suit was followed by 29 charity, NGO, and social care industry-based organisations, and 24 technologies, IT, and software firms. Later, another 22 companies in the business, consulting and management sectors also joined the bandwagon and permanently offered four-day weeks to staff, according to The Guardian report.

Overall, 200 companies have reportedly solidified their commitment to shorter weeks, with its supporters advocating that is a useful way of attracting and retaining employees and improving productivity by creating the same output over fewer hours.

So far, London-based firms are leading the trend, accounting for 59 of the totals allowing 4-day work week.

5. CONCLUSION

- Literature shows a four-day workweek enhances mental health and productivity through better work-life balance.
- Industry-specific implementation is crucial, as benefits vary across sectors with different operational and physical demands.
- Flexibility in adopting four-day weeks ensures organizations can maintain efficiency while supporting employee well-being.
- Research highlights the need for adaptable work models that balance job roles and organizational project requirements.
- A four-day workweek boosts productivity while supporting employee well-being.
- Industry-specific application is key to maximizing the benefits of shorter workweeks.
- Mental and physical health improve when work-life balance is prioritized effectively.

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