

Evaluating the Effectiveness of a Four-Day Workweek: Evidence from Modern Organizations

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Abstract: *The four-day workweek has emerged as an innovative work arrangement designed to enhance organizational performance while promoting employee well-being. This study evaluated the effectiveness of the four-day workweek in modern organizations by determining its level of implementation, assessing employee productivity and well-being, examining the relationships between the implementation of the four-day workweek and employee outcomes, and determining its predictive influence on employee productivity and well-being. A quantitative descriptive-correlational research design was employed involving 350 full-time employees from selected organizations that had implemented a four-day workweek. Data were collected using a validated structured questionnaire and analyzed using descriptive statistics, Pearson Product-Moment Correlation, and Multiple Linear Regression. The findings revealed that the implementation of the four-day workweek was at a very high level ($M = 4.31$, $SD = 0.58$). Employees likewise reported very high levels of productivity ($M = 4.33$, $SD = 0.58$) and well-being ($M = 4.36$, $SD = 0.57$). Correlation analysis indicated a strong positive relationship between the implementation of the four-day workweek and employee productivity ($r = 0.781$, $p < .001$) and a very strong positive relationship with employee well-being ($r = 0.836$, $p < .001$). Furthermore, regression analysis showed that the implementation of the four-day workweek significantly predicted employee productivity ($\beta = 0.684$, $R^2 = 0.610$) and employee well-being ($\beta = 0.753$, $R^2 = 0.699$). The study concludes that the effective implementation of a four-day workweek can improve employee productivity and well-being while supporting sustainable organizational performance. These findings provide empirical evidence to guide organizations and policymakers in adopting flexible work arrangements that foster healthier and more productive workplaces.*

Keywords: four-day workweek, employee productivity, employee well-being, flexible work arrangements, organizational performance, modern organizations