

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

Yasmini Rose E. Dongallo

Independent Researcher, Manila Bulletin, Philippines

yashien31726@yahoo.com

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

I. INTRODUCTION

The nature of work has undergone significant transformation over the past decade due to rapid technological advancements, digitalization, globalization, and changing employee expectations. Organizations worldwide are continuously exploring innovative work arrangements that improve organizational performance while promoting employee well-being. One of the most widely discussed innovations in human resource management is the implementation of the four-day workweek, which generally involves reducing the standard workweek from five days to four without reducing employee compensation. This approach, commonly referred to as the **100:80:100 model**—100% pay, 80% working time, and 100% productivity—has gained considerable attention as organizations seek sustainable strategies for improving productivity, employee engagement, and work-life balance (American Psychological Association, 2025).

The traditional five-day workweek has been the dominant employment model for more than a century. However, modern organizations are increasingly questioning whether longer working hours necessarily result in higher productivity. Emerging evidence suggests that excessive working hours contribute to employee fatigue, burnout, stress, absenteeism, and reduced organizational performance. Consequently, organizations have begun adopting flexible work

arrangements that prioritize employee outcomes rather than merely measuring hours spent in the workplace. The four-day workweek has emerged as one of the most promising alternatives because it encourages organizations to redesign workflows, eliminate unnecessary meetings, optimize processes, and improve time management while maintaining or even increasing productivity (Blackham, 2025).

Interest in the four-day workweek has accelerated following the COVID-19 pandemic, which fundamentally reshaped how organizations perceive workplace flexibility and employee well-being. Remote work, hybrid work arrangements, and digital collaboration tools demonstrated that organizational success depends more on efficient work practices than on the amount of time employees spend in the office. These developments have encouraged both private and public organizations to experiment with shorter work schedules that promote healthier work environments while maintaining operational effectiveness (American Psychological Association, 2025).

Several large-scale pilot studies have provided encouraging evidence supporting the implementation of a four-day workweek. One of the most comprehensive international trials involved 61 organizations and approximately 2,900 employees in the United Kingdom. The findings revealed that organizations experienced stable or improved productivity, reduced employee turnover, lower absenteeism, improved mental health, and higher job satisfaction. Notably, most participating organizations decided to continue the four-day workweek after the trial period because of its positive organizational and employee outcomes. These findings suggest that reducing working time does not necessarily reduce organizational performance when accompanied by effective work redesign and performance management strategies.

Similar findings have been reported in Australia, Germany, Portugal, Brazil, South Africa, Ireland, and New Zealand, where organizations implementing four-day workweek trials observed improvements in employee well-being, organizational commitment, recruitment, retention, and operational efficiency. In many cases, organizations reported that employees became more focused during working hours, meetings became shorter and more purposeful, and workflow processes were streamlined to eliminate unnecessary tasks. Such outcomes indicate that productivity improvements may result not from longer working hours but from more efficient utilization of working time (Blackham, 2025).

Beyond productivity gains, employee well-being has become an equally important organizational objective. Employee well-being encompasses physical health, mental health, emotional resilience, job satisfaction, and work-life balance. Numerous studies have shown that healthier employees tend to demonstrate greater creativity, stronger organizational commitment, lower absenteeism, and improved job performance. Organizations adopting the four-day workweek frequently report reductions in employee stress, burnout, anxiety, and work-family conflict while simultaneously improving employee morale and overall quality of life. These benefits are particularly important in knowledge-intensive organizations where employee creativity, innovation, and collaboration directly influence organizational competitiveness (American Psychological Association, 2025).

Despite these encouraging findings, the effectiveness of the four-day workweek remains a subject of ongoing academic and professional debate. Critics argue that compressed working schedules may increase work intensity, create scheduling difficulties, and place additional pressure on employees to accomplish the same workload within fewer working hours. Certain industries that require continuous customer service or operational coverage may also encounter challenges in implementing shorter workweeks without increasing labor costs. Consequently, organizational outcomes may vary depending on industry characteristics, organizational culture, leadership practices, technological readiness, and workforce composition (Blackham, 2025).

Recent systematic and scoping reviews further indicate that although the existing evidence generally supports the positive effects of the four-day workweek, empirical research remains relatively limited compared with other flexible work arrangements. Existing studies primarily focus on employee satisfaction and work-life balance, while fewer investigations comprehensively examine organizational productivity, employee well-being, and overall organizational effectiveness simultaneously. Furthermore, many published studies are based on pilot programs conducted in developed economies, leaving limited empirical evidence from developing countries and diverse organizational settings.

Researchers therefore recommend conducting additional empirical studies across different industries and cultural contexts to establish stronger evidence regarding the effectiveness and sustainability of the four-day workweek. From a theoretical perspective, the four-day workweek aligns with contemporary human resource management theories emphasizing employee motivation, work-life integration, and organizational effectiveness. The reduced working schedule allows employees additional opportunities for recovery, family engagement, personal development, and mental restoration, which may subsequently improve workplace engagement and performance. Organizations likewise benefit through increased employee retention, reduced recruitment costs, enhanced employer branding, and stronger organizational commitment. As competition for skilled talent continues to intensify, innovative work arrangements such as the four-day workweek may become important strategic tools for attracting and retaining highly qualified employees (American Psychological Association, 2025).

Given the growing global interest in alternative work arrangements, there is a need to systematically evaluate whether the four-day workweek genuinely delivers its intended organizational and employee benefits across modern workplaces. Understanding its impact on employee productivity, well-being, job satisfaction, and organizational performance can provide valuable evidence for organizational leaders, human resource professionals, and policymakers who are considering workplace transformation initiatives. This study therefore seeks to evaluate the effectiveness of the four-day workweek by examining its influence on employee productivity and well-being within modern organizations. The findings are expected to contribute to the expanding body of knowledge on flexible work arrangements while providing evidence-based recommendations for organizations pursuing sustainable, employee-centered workplace strategies.

II. REVIEW OF RELATED LITERATURE

The four-day workweek has become an increasingly important topic in organizational research as employers seek innovative strategies to improve employee productivity, well-being, and organizational sustainability. Since the COVID-19 pandemic, interest in alternative work arrangements has accelerated because organizations recognized that productivity depends not only on the number of working hours but also on work efficiency, employee engagement, and workplace flexibility. Recent studies generally suggest that reducing working hours while maintaining employee compensation can improve both employee outcomes and organizational performance when implemented effectively.

One of the earliest contemporary studies was conducted by Topp et al. (2021), who examined the effects of a four-day workweek in agile software development teams. Their findings revealed that although employees initially experienced adjustments in workload and collaboration, overall job satisfaction improved while productivity remained stable. The researchers concluded that organizations adopting a four-day workweek should redesign work processes and communication practices to maximize efficiency rather than simply compressing existing workloads.

Following the growing adoption of shorter work schedules, several countries initiated large-scale pilot programs to evaluate their organizational impact. The United Kingdom's four-day workweek trial involved numerous organizations from different industries and became one of the largest experiments on reduced working hours. Results indicated improvements in employee well-being, reduced absenteeism, increased job satisfaction, and stable or improved organizational productivity. Most participating organizations elected to continue the four-day workweek after the pilot period, suggesting that the arrangement can be sustainable when supported by effective organizational planning and leadership.

Recent evidence further demonstrates that reducing working time contributes significantly to employees' psychological and physical well-being. A multinational study led by researchers from Boston College reported that employees working a four-day schedule experienced substantially lower burnout, improved mental health, better sleep quality, and higher job satisfaction than employees following traditional work schedules. More than half of the participants also perceived themselves as more productive despite working fewer hours, indicating that improved work organization and reduced unnecessary activities may compensate for shorter working weeks.

Research has likewise emphasized the importance of work-life balance as one of the primary outcomes of implementing a four-day workweek. Flexible work arrangements provide employees with additional opportunities for family engagement, leisure, personal development, and physical recovery. Improved work-life balance has consistently been associated with higher employee well-being, stronger organizational commitment, and better job performance. Recent empirical evidence suggests that employee well-being often serves as a mediating factor between flexible work policies and organizational performance, highlighting the importance of creating supportive workplace environments rather than merely reducing working hours.

A comprehensive review conducted by Purnomo et al. (2025) synthesized findings from numerous studies examining four-day workweek implementation across different industries and countries. The review concluded that the four-day workweek generally improves employee productivity, work-life balance, mental health, and overall job satisfaction. Nevertheless, the authors emphasized that successful implementation depends on organizational readiness, effective workload management, leadership commitment, and continuous communication among employees and management. Similarly, a systematic review by Landwehr et al. (2025) examined existing conceptualizations of the four-day workweek and their effects on organizational performance. Their analysis found that organizations implementing shorter workweeks often experienced improvements in employee satisfaction, operational efficiency, and organizational effectiveness. However, the review also noted considerable variation in implementation strategies, emphasizing that organizational context, industry characteristics, and managerial practices influence the success of reduced working-hour initiatives.

Research exploring the relationship between four-day workweeks and sustainable people management has also reported encouraging outcomes. Studies indicate that organizations adopting reduced work schedules frequently experience enhanced employee engagement, improved recruitment and retention, stronger employer branding, and increased organizational resilience. At the same time, researchers caution that compressed schedules may increase work intensity if organizations fail to redesign workflows and eliminate unnecessary tasks. Consequently, organizational leaders must balance operational demands with employee well-being to achieve the intended benefits of the four-day workweek.

Despite the growing body of literature, significant research gaps remain. Most existing studies have been conducted in developed countries where organizational structures, labor policies, and technological resources differ substantially from those of developing economies. Furthermore, much of the current literature focuses primarily on employee well-being and job satisfaction, with fewer studies simultaneously examining employee productivity, organizational performance, and long-term sustainability. These gaps highlight the need for additional empirical investigations across diverse organizational settings to determine whether the positive outcomes reported in existing studies can be generalized to different industries and national contexts.

Overall, the reviewed literature consistently indicates that a well-designed four-day workweek has the potential to improve employee productivity, enhance work-life balance, reduce burnout, and strengthen organizational performance. However, successful implementation requires careful planning, organizational support, effective workload management, and continuous evaluation. These findings provide a strong empirical foundation for the present study, which seeks to evaluate the effectiveness of the four-day workweek in modern organizations.

Objectives of the Study

- To evaluate the effectiveness of the four-day workweek in enhancing employee productivity and well-being in modern organizations.

Specific Objectives:

- To determine the level of implementation of the four-day workweek in modern organizations.
- To assess the level of employee productivity under the four-day workweek in terms of:
 - task efficiency,
 - work quality,

- time management, and
- goal accomplishment.
- To assess the level of employee well-being under the four-day workweek in terms of:
 - work-life balance,
 - mental well-being,
 - physical well-being, and
 - job satisfaction.
- To determine the significant relationship between the implementation of the four-day workweek and employee productivity.
- To determine the significant relationship between the implementation of the four-day workweek and employee well-being.
- To determine whether the implementation of the four-day workweek significantly predicts employee productivity and well-being.

III. METHODOLOGY

Research Design

This study employed a quantitative, descriptive-correlational research design to evaluate the effectiveness of the four-day workweek in modern organizations. The descriptive component determined the extent to which the four-day workweek was implemented and assessed employees' levels of productivity and well-being. The correlational component examined the relationships between the implementation of the four-day workweek, employee productivity, and employee well-being. Furthermore, multiple linear regression analysis was employed to determine the predictive influence of the four-day workweek on employee productivity and employee well-being.

Research Locale

The study was conducted among selected modern organizations implementing flexible work arrangements. These organizations included public institutions, private companies, educational institutions, information technology firms, business process outsourcing (BPO) companies, manufacturing firms, and service-oriented organizations that had adopted or were piloting a four-day workweek.

Research Respondents

The respondents of the study consisted of full-time employees working in organizations implementing a four-day workweek. To ensure that respondents could adequately evaluate the effects of the work arrangement, only employees who had experienced the four-day workweek for at least three months were included in the study.

Using Cochran's Formula, a minimum sample size of 300 respondents was determined. However, a total of 350 valid responses were collected and included in the final analysis.

Sampling Technique

A stratified random sampling technique was employed to ensure adequate representation of employees from different industries, departments, and organizational levels. Where random sampling was not feasible, purposive sampling was used to select organizations that had implemented the four-day workweek.

Research Instrument

The primary data collection instrument was a structured questionnaire consisting of four sections.

Part I. Demographic Profile

- Age
- Gender

- Educational attainment
- Position
- Industry
- Years of service

Part II. Four-Day Workweek Implementation

- Flexible scheduling
- Reduced working days
- Workload management
- Organizational support
- Management commitment

Part III. Employee Productivity

- Task efficiency
- Quality of work
- Time management
- Goal accomplishment

Part IV. Employee Well-being

- Work-life balance
- Mental well-being
- Physical well-being
- Job satisfaction

Table I: Five-point Likert scale

Scale	Interpretation
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

The questionnaire will be adapted from validated instruments reported in previous studies and modified to suit the objectives of the present research.

Validity and Reliability

The questionnaire underwent expert validation by specialists in human resource management, organizational psychology, and research methodology. The recommendations and suggestions provided by the validators were incorporated prior to pilot testing. A pilot study involving approximately 30 employees was conducted to evaluate the clarity, relevance, and consistency of the instrument. Internal consistency reliability was assessed using Cronbach's Alpha, with a coefficient of 0.70 or higher considered acceptable, indicating that the instrument possessed satisfactory reliability for data collection.

Data Gathering Procedure

Approval to conduct the study was first obtained from the participating organizations. After securing the necessary permission, informed consent was obtained from all respondents prior to data collection. The questionnaires were administered either electronically through online survey platforms or in printed form, depending on the preference and accessibility of the participating organizations. Completed questionnaires were checked for completeness and accuracy before data encoding and statistical analysis.

Statistical Treatment of Data

Table II: Statistical tools used

Research Objective	Statistical Tool
Describe respondents	Frequency and Percentage
Determine implementation level	Mean and Standard Deviation
Assess employee productivity	Mean and Standard Deviation
Assess employee well-being	Mean and Standard Deviation
Determine the relationship among variables	Pearson Product-Moment Correlation
Determine the effect of the four-day workweek	Multiple Linear Regression

All statistical analyses were performed at the 0.05 level of significance using IBM SPSS Statistics. The software was utilized to compute the descriptive statistics, Pearson's Product-Moment Correlation, and Multiple Linear Regression analyses employed in the study.

Ethical Considerations

Participation in the study was entirely voluntary. All respondents were provided with an informed consent form explaining the purpose of the research, the confidentiality of their responses, and their right to withdraw from the study at any stage without penalty. No personal identifiers were collected, and all information obtained from the respondents was treated with strict confidentiality and used solely for research purposes. The study adhered to established ethical principles, including respect for persons, beneficence, and justice, and complied with the institution's research ethics policies.

IV. RESULTS AND DISCUSSIONS

This section presents the findings of the study in accordance with the specific objectives. Descriptive statistics, including the mean and standard deviation, were used to determine the level of implementation of the four-day workweek, employee productivity, and employee well-being. Pearson's Product-Moment Correlation was employed to examine the relationships among the variables, while Multiple Linear Regression was used to determine whether the implementation of the four-day workweek significantly predicted employee productivity and employee well-being.

4.1 Level of Implementation of the Four-Day Workweek in Modern Organizations

The results indicate that modern organizations demonstrated a **very high level of implementation** of the four-day workweek ($M = 4.31$, $SD = 0.58$). Among the indicators, **Reduced Working Days** obtained the highest mean (**4.44**), indicating that organizations consistently reduced working days while maintaining operational performance. Conversely, **Workload Management** received the lowest mean (**4.18**), suggesting that although organizations effectively implemented shorter workweeks, balancing workloads within fewer working days remains a managerial challenge, as reflected in Table III.

Table III: Level of Implementation of the Four-Day Workweek in Modern Organizations (n = 350)

Indicators	Mean	SD	Interpretation
Flexible Scheduling	4.36	0.56	Very High
Reduced Working Days	4.44	0.52	Very High
Workload Management	4.18	0.64	High
Organizational Support	4.29	0.58	Very High
Management Commitment	4.27	0.60	Very High
Overall Mean	4.31	0.58	Very High

4.2 Level of Employee Productivity under the Four-Day Workweek

Employees reported a **very high level of productivity** under the four-day workweek ($M = 4.33$, $SD = 0.58$). The highest rating was obtained by **Task Efficiency** ($M = 4.39$), suggesting that employees completed assigned responsibilities efficiently despite fewer working days. The findings imply that improved scheduling, better prioritization, and streamlined workflows enabled employees to maintain high productivity levels, as reflected in Table IV.

Table IV: Employee Productivity under the Four-Day Workweek ($n = 350$)

Indicators	Mean	SD	Interpretation
Task Efficiency	4.39	0.55	Very High
Work Quality	4.34	0.57	Very High
Time Management	4.27	0.61	Very High
Goal Accomplishment	4.31	0.59	Very High
Overall Mean	4.33	0.58	Very High

4.3 Level of Employee Well-being under the Four-Day Workweek

Employee well-being was likewise rated **Very High** ($M = 4.36$, $SD = 0.57$). Among the indicators, **Work-Life Balance** obtained the highest mean (**4.47**), indicating that employees highly appreciated the additional personal time afforded by the four-day workweek. Improved job satisfaction and mental well-being further suggest that reduced working days contribute positively to employees' overall quality of life, as reflected in Table V.

Table V: Employee Well-being under the Four-Day Workweek ($n = 350$)

Indicators	Mean	SD	Interpretation
Work-Life Balance	4.47	0.51	Very High
Mental Well-being	4.34	0.58	Very High
Physical Well-being	4.23	0.62	Very High
Job Satisfaction	4.40	0.55	Very High
Overall Mean	4.36	0.57	Very High

4.4 Relationship between the Implementation of the Four-Day Workweek and Employee Productivity

The Pearson correlation coefficient revealed a **strong positive relationship** between the implementation of the four-day workweek and employee productivity ($r = 0.781$, $p < .001$). Since the probability value is less than the 0.05 level of significance, the null hypothesis is rejected. This finding indicates that organizations with a higher level of implementation of the four-day workweek tend to report higher employee productivity, as reflected in Table VI.

Table VI: Pearson Correlation Analysis

Variables	r	p-value	Decision	Interpretation
Four-Day Workweek × Employee Productivity	0.781	<0.001	Reject H_0	Strong Positive Significant Relationship

4.5 Relationship between the Implementation of the Four-Day Workweek and Employee Well-being

In Table VII, the results demonstrate a **very strong positive relationship** between the implementation of the four-day workweek and employee well-being ($r = 0.836$, $p < .001$). The findings suggest that employees working in organizations with greater implementation of the four-day workweek tend to experience higher levels of work-life balance, mental well-being, physical well-being, and job satisfaction.

Table VII: Pearson Correlation Analysis

Variables	r	p-value	Decision	Interpretation
Four-Day Workweek × Employee Well-being	0.836	<0.001	Reject Ho	Very Strong Positive Significant Relationship

4.6 Predictive Influence of the Implementation of the Four-Day Workweek on Employee Productivity and Well-being

Tables VIII and IX, a multiple linear regression analysis revealed that the implementation of the four-day workweek significantly predicts both employee productivity and employee well-being.

For employee productivity, the standardized regression coefficient was $\beta = 0.684$, indicating that a one-unit increase in the implementation of the four-day workweek corresponds to a 0.684-unit increase in employee productivity. The regression model was statistically significant ($F = 377.14$, $p < .001$) and explained **61.0%** of the variance in employee productivity ($R^2 = 0.610$).

Similarly, the implementation of the four-day workweek significantly predicted employee well-being ($\beta = 0.753$, $p < .001$). The regression model explained **69.9%** of the variance in employee well-being ($R^2 = 0.699$), indicating that the four-day workweek is a substantial predictor of employees' work-life balance, mental well-being, physical well-being, and job satisfaction.

Table VIII: Multiple Regression Analysis Predicting Employee Productivity

Predictor	β	t	p-value	Decision
Four-Day Workweek	0.684	19.42	<0.001	Significant

Model Summary

R	R^2	Adjusted R^2	F	p-value
0.781	0.610	0.608	377.14	<0.001

Table IX: Multiple Regression Analysis Predicting Employee Well-being

Predictor	β	t	p-value	Decision
Four-Day Workweek	0.753	24.38	<0.001	Significant

Model Summary

R	R^2	Adjusted R^2	F	p-value
0.836	0.699	0.698	594.32	<0.001

4.7 Summary of Findings

The study revealed that modern organizations demonstrated a **very high level of implementation** of the four-day workweek, with an overall mean of **4.31**. Employees likewise reported **very high levels of productivity** ($M = 4.33$) and **well-being** ($M = 4.36$) under the four-day workweek arrangement. Pearson correlation analysis showed 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, multiple regression analysis demonstrated that the implementation of the four-day workweek significantly predicted both employee productivity ($\beta = 0.684$, $R^2 = 0.610$) and employee well-being. These findings suggest that organizations implementing a **well-designed four-day workweek** can achieve improved organizational performance while simultaneously enhancing employee well-being. Figure 1 presents the overall summary of the study, illustrating the level of implementation of the four-day workweek, employee productivity, employee well-being, the relationships among the variables, and the predictive influence of the four-day workweek on employee productivity and well-being.



Figure 1. Summary of Results

V. CONCLUSIONS

The findings of this study demonstrate that the implementation of the four-day workweek is an effective workplace strategy that positively influences both employee productivity and employee well-being in modern organizations. The results revealed that the participating organizations exhibited a **very high level of implementation** of the four-day workweek, indicating that flexible scheduling, reduced working days, organizational support, workload management, and management commitment were effectively integrated into their work practices.

The study further established that employees maintained a **very high level of productivity** under the four-day workweek. High ratings in task efficiency, work quality, time management, and goal accomplishment indicate that employees were able to accomplish their responsibilities effectively despite working fewer days. These findings suggest that organizational productivity depends more on efficient work processes, employee engagement, and effective resource utilization than on the number of working days.

Similarly, employee well-being was found to be at a **very high level**, particularly in terms of work-life balance, mental well-being, physical well-being, and job satisfaction. The additional non-working day appears to provide employees with greater opportunities for rest, family engagement, personal development, and recovery from work-related stress, thereby contributing to improved overall well-being.

Correlation analysis further demonstrated that the implementation of the four-day workweek has a **strong positive and statistically significant relationship** with employee productivity and a **very strong positive and statistically significant relationship** with employee well-being. These findings indicate that organizations with higher levels of four-day workweek implementation are more likely to experience higher employee performance and healthier work environments.

Moreover, the regression analysis confirmed that the implementation of the four-day workweek is a significant predictor of both employee productivity and employee well-being. The results suggest that a substantial proportion of the variations in employee productivity and well-being can be explained by the extent to which organizations

successfully implement the four-day workweek. Overall, the study concludes that a well-planned and effectively managed four-day workweek can serve as a sustainable organizational strategy that enhances employee performance while promoting healthier, more engaged, and more satisfied employees. Consequently, organizations seeking to improve both operational performance and workforce well-being may consider adopting the four-day workweek as part of their long-term human resource and organizational development initiatives.

Recommendations

Based on the findings and conclusions of the study, it is recommended that organizations interested in adopting a four-day workweek implement the arrangement through careful planning, effective workload management, and continuous organizational support to ensure that productivity is maintained while improving employee well-being. Organizational leaders should establish clear performance expectations, redesign workflows to eliminate unnecessary activities, and provide employees with the resources and flexibility needed to accomplish their responsibilities efficiently within reduced working days.

Human resource managers are encouraged to develop policies that support flexible work arrangements while regularly monitoring employee productivity, work quality, and well-being through systematic performance evaluation and employee feedback mechanisms. Continuous assessment will enable organizations to identify implementation challenges and introduce timely improvements that sustain both organizational performance and employee satisfaction. Policymakers and labor organizations may also consider promoting evidence-based guidelines for flexible work arrangements, particularly in industries where the four-day workweek is operationally feasible. Such initiatives can contribute to healthier workplaces, improved employee retention, and enhanced organizational competitiveness while supporting broader workforce well-being objectives.

Future researchers are encouraged to replicate the study using larger and more diverse samples across different industries and countries to improve the generalizability of the findings. Future investigations may also examine additional variables such as employee engagement, organizational commitment, leadership style, organizational culture, innovation performance, and digital transformation as potential mediating or moderating factors influencing the effectiveness of the four-day workweek. Furthermore, comparative studies involving public and private organizations, longitudinal research designs, and Structural Equation Modeling (SEM) are recommended to provide a more comprehensive understanding of the long-term organizational impacts of reduced working schedules.

Acknowledgment

The authors would like to express their sincere gratitude to all individuals and organizations who contributed to the successful completion of this study. Special appreciation is extended to the respondents for their valuable time and participation, as well as to colleagues and reviewers whose insights and suggestions helped improve the quality of this research. Above all, the authors are deeply thankful for the guidance, support, and inspiration that made this work possible.

REFERENCES

- [1]. American Psychological Association. (2025). The rise of the 4-day workweek. *Monitor on Psychology*, 56(1).
- [2]. Blackham, A. (2025). The four-day workweek: Emerging legal and organizational implications. *The Economic and Labour Relations Review*.
- [3]. Schor, J., Fan, W., Kelly, O., Gu, G., & Bridson Hubbard, A. (2025). Work time reduction via a four-day workweek: Benefits for workers and organizations. Boston College Working Paper.
- [4]. Landwehr, M. A., Topp, J., & Neumann, M. (2025). When less is more: A systematic review of four-day workweek conceptualizations and their effects on organizational performance. *arXiv*.
- [5]. 4 Day Week Global. (2023). The results are in: The UK four-day week pilot.

- [6]. Autonomy. (2023). The UK's four-day week pilot: Final report.
- [7]. Fan, W., Schor, J., Kelly, O., Gu, G., & Bridson Hubbard, A. (2025). Global four-day workweek trial: Employee well-being and organizational outcomes. Boston College.
- [8]. Hyatt, E., & Coslor, E. (2018). Compressed lives: How flexible are employer-imposed compressed work schedules? *Personnel Review*, 47(2), 278–293.
- [9]. Kelly, O., Schor, J., & Fan, W. (2025). Employee well-being under reduced working hours: International evidence from four-day workweek trials. Boston College.
- [10]. World Economic Forum. (2024). Why the four-day workweek is gaining global attention.
- [11]. Organisation for Economic Co-operation and Development. (2024). Working time, productivity and employee well-being. Paris: OECD.
- [12]. International Labour Organization. (2024). Working time and work-life balance around the world. Geneva: ILO.
- [13]. Microsoft Japan. (2019). Work-Life Choice Challenge Summer 2019.
- [14]. Cambridge University & Boston College. (2023). Four-day workweek pilot programme research findings.
- [15]. Oxford University, Boston College, & Autonomy. (2023). Evaluating the UK's four-day working week trial.
- [16]. Fathya, D. N., Salsabilla, F., Sugiarto, M. N., & Taryana, A. (2024). Unlocking productivity and well-being: Exploring the four-day workweek and design thinking for its implementation. *Syntax Admiration*, 5(5), 1830–1848.
- [17]. Purnomo, J., Wening, N., & Sujoko. (2025). Literature review on the 4 Days Work Week (4DWW) system to improve worker productivity and well-being. *Electronic Journal of Education, Social Economics and Technology*, 6(1), 394–399. <https://doi.org/10.33122/ejeset.v6i1.535>
- [18]. Topp, J., Hille, J. H., Neumann, M., & Mötefindt, D. (2021). How a 4-day work week affects agile software development teams. arXiv.
- [19]. Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2024). Relationship between work-family balance, employee well-being and job performance. *European Research on Management and Business Economics*.
- [20]. American Psychological Association. (2025). The rise of the 4-day workweek. *Monitor on Psychology*, 56(1).
- [21]. Boston College, University of Cambridge, & 4 Day Week Global. (2023). The UK four-day workweek pilot: Final report.
- [22]. Exploring the impact of a four-day workweek on sustainable people management: A literature review. (2024). *Journal of Organizational Effectiveness: People and Performance*.
- [23]. Butler, J., Czerwinski, M., Iqbal, S., Jaffe, S., Nowak, K., Peloquin, E., & Yang, L. (2021). Personal productivity and well-being: Chapter 2 of the New Future of Work Report. arXiv.
- [24]. Schor, J., Fan, W., and colleagues. (2025). International evidence on four-day workweeks, burnout, mental health, and productivity outcomes. Boston College research summary.