



Fall 2023

Is it Time for Four? An Analysis of the Four-Day Workweek

Emma T. Bernstein
Gettysburg College

Follow this and additional works at: https://cupola.gettysburg.edu/student_scholarship



Part of the [Business Administration, Management, and Operations Commons](#)

Share feedback about the accessibility of this item.

Recommended Citation

Bernstein, Emma T., "Is it Time for Four? An Analysis of the Four-Day Workweek" (2023). *Student Publications*. 1101.

https://cupola.gettysburg.edu/student_scholarship/1101

This open access student research paper is brought to you by The Cupola: Scholarship at Gettysburg College. It has been accepted for inclusion by an authorized administrator of The Cupola. For more information, please contact cupola@gettysburg.edu.

Is it Time for Four? An Analysis of the Four-Day Workweek

Abstract

Have you ever sat down on a Sunday night wishing that your weekend did not fly by and was a bit longer? Do you sometimes wish you had more time to do the things you love outside of work? This is where the four-day workweek comes in. Over time, we have seen the standard United States workweek evolve from what was once a sixty-hour week, to a forty-hour week, and now we see that four-day, compressed workweeks are being implemented across not only the United States, but around the world. Increasing amounts of attention have been going towards work-life balance, job satisfaction, and employee productivity and in this paper, we will be looking at how the four-day workweek affects these variables and explore the reasons behind different findings. There have been many case studies and amounts of research conducted on these topics, but the result varies. Typically, the four-day workweek consists of four 10-hour days, but in some cases, it consists of four eight-hour days. Generally, pay will remain the same for employees who take on this schedule, which is an important factor. There are many reasons behind why a company would implement such a schedule, which include the desire to reduce costs of operating daily, reducing employee burnout, and increasing employee retention, in addition to the variables just discussed, work-life balance, productivity, and job satisfaction (Agovino, 2021). The four-day workweek is a very popular topic today and we will seek to understand the ways in which it affects employees.

Keywords

four-day workweek, work-life balance, productivity, employee satisfaction

Disciplines

Business | Business Administration, Management, and Operations

Comments

Written for MGT 405: The Gig Economy.

Creative Commons License



This work is licensed under a [Creative Commons Attribution 4.0 License](https://creativecommons.org/licenses/by/4.0/).

Is it Time for Four? An Analysis of the Four-Day Workweek

Emma Bernstein

Department of Management, Gettysburg College

MGT 405: The Gig Economy

Dr. Alice Brawley Newlin

December 8, 2023

Abstract

Have you ever sat down on a Sunday night wishing that your weekend did not fly by and was a bit longer? Do you sometimes wish you had more time to do the things you love outside of work? This is where the four-day workweek comes in. This paper will focus on the complicated, yet interesting, topic of the four-day workweek and how it came to be, how it affects work-life balance, employee satisfaction, and productivity. The reason this topic is complicated is because results and feedback tend to be very scattered when it comes to this work schedule and that is because it comes down to too many factors. The factors can be the type of company, the lifestyle, demographics of the respective employees, as well as the implementation process that the company uses to go about it. This paper will first dive into the history of the four-day workweek all the way back into the early 1900's to give some background on how society's perception of work has changed. A variety of literature is used to look at the positive and negative sides to the variables at hand; work-life balance, employee satisfaction, and productivity. It is theorized that the four-day workweek can have potential for reaping these benefits, however it can be the most successful when the company gives employees the power and freedom of choice. This is because we know that there is no perfect schedule for everyone, and companies need to understand this idea. Poor productivity, low employee satisfaction, and reduced work-life balance emerge when companies fall into these mistakes.

Introduction

Over time, we have seen the standard United States workweek evolve from what was once a sixty-hour week, to a forty-hour week, and now we see that four-day, compressed workweeks are being implemented across not only the United States, but around the world. Increasing amounts of attention have been going towards work-life balance, job satisfaction, and

employee productivity and in this paper, we will be looking at how the four-day workweek affects these variables and explore the reasons behind different findings. There have been many case studies and amounts of research conducted on these topics, but the result varies. Typically, the four-day workweek consists of four 10-hour days, but in some cases, it consists of four eight-hour days. Generally, pay will remain the same for employees who take on this schedule, which is a key factor. There are many reasons behind why a company would implement such a schedule, which include the desire to reduce costs of operating daily, reducing employee burnout, and increasing employee retention, in addition to the variables just discussed, work-life balance, productivity, and job satisfaction (Agovino, 2021). The four-day workweek is a very popular topic today, and we will seek to understand how it affects employees.

There are several concerns that arise when companies implement the four-day workweek that will be discussed, typically these include fatigue from working longer hours, a negative impact on productivity, and issues with work-life balance (if longer hours affect activities outside of work). Despite concerns, there are certain aspects of a four-day workweek that are appealing. One of the most valuable characteristics of a job nowadays is work-life balance. According to the Society for Human Resource Management, 74% of United States workers report that work life balance is a top factor when looking for a job (Agovino, 2021). Additionally, 45% of United States workers reported that they were interested in working an alternative work schedule (Agovino, 2021). It is evident that the interest is there, but what is important is how this schedule is implemented and how it affects the workers when they participate in it. Companies look to implement the four-day workweek in hopes of improving productivity, having better work-life balance for their employees, and increasing satisfaction, which may seem the opposite of the concerns of people that have been discussed.

As of 2019, in a study done by the Society of Human Resource Management, only approximately 15% of United States organizations offer the four-day workweek consisting of thirty-two hours per week to their company (Agovino, 2021). For this transition to be more widespread and popular, leaders of companies need to see more conclusive and less conflicting results from research done on the four-day workweek and they must also be presented with reasoning behind these results. It is also important for companies to understand why they wish to implement this change. They need to understand their company and if this change would be received well by their employees because every company is unique. For instance, we will see certain industries able to make this switch and some may not be able to. As an example, this is difficult in the healthcare industry due to emergencies and the unpredictability of the business and staff members must be readily available (Laker, 2023). Also, certain industries do not have the ability to close on a Thursday night for three days and send their employees home. For instance, you would see this in a finance job that is working with the stock market because it does not stop, and it is a constant thing where employees need to always be available and on the clock. There are certain limitations with the four-day workweek, and we most certainly will never see the four-day workweek be adopted fully due to this. It is also important to recognize that we have seen more research done with smaller companies compared to large corporations and this is because larger companies have more bureaucracy and overall are less flexible (Laker, 2023). Right now, the largest company we have seen experiment with the four-day workweek is Microsoft (Brin, 2021). The company office over in Japan would close the offices for an entire month on Fridays for this pilot and the employees were paid for this day off (Eadicicco, 2019). Not only this, but the company also would shorten the length of meetings with a thirty-minute cap on it (Eadicicco, 2019). By implementing these changes, the company saw a 40% increase in productivity and 90% satisfaction from employees (Brin, 2021). We see more widespread

adoption of less hours in the workweek in other countries as well. To put this more into perspective, the following countries have implemented the four-day workweek nationally: Belgium, United Arab Emirates, Iceland, Lithuania, and France (Drapkin, 2023). Soon, other countries could see this law being passed because they have conducted experiments with the four-day workweek. These countries that have already experimented with it are the United Kingdom, United States, Ireland, Spain, South Africa, Japan, Canada, Portugal, and Brazil (Drapkin, 2023).

Overall, it is important to give the disclaimer that in this field of research, results vary greatly from study to study. We observe that the compressed schedule benefits certain companies and drives their productivity up and increases employee satisfaction and work-life balance, but in others it goes the complete opposite way. A lot of this depends on the way that the company adopts the four-day workweek. For example, if the company decides to have a four-day workweek with extended hours on those days, we may see some negative effects due to this factor. On the other hand, if the company implements a four-day workweek with the same number of hours and it is something that looks like a 32-hour workweek, there will likely be a different outcome in a positive way. First, we will look at certain trends on both sides that have been observed and then look at how the four-day workweek can be improved. Overall, the four-day workweek is a complicated topic, and the research is not entirely conclusive, but it is still important to look at and draw some conclusions.

History

The idea of a four-day workweek does not completely appear out of the blue. The standard United States workweek has been changing for a century. In 1914, Henry Ford changed the workweek from nine-hour days to eight-hour days and then after that, Congress passed the Adamson Act, which put an eight-hour workday into place for interstate railroad workers as a

strategy to avoid a strike from occurring (Agovino, 2021). Surprisingly enough, a few years later, in 1933, Congress was very close to putting a thirty-hour workweek into law as a strategy to combat unemployment during the Great Depression, but this did not catch on due to people thinking it was a communist (Meisenzahl, n.d.) Then, in 1924, Henry Ford transitioned to a five-day workweek instead of six-day workweek (Meisenzahl, n.d.) Eventually, FDR put the FLSA into place and this created a 44-hour workweek, which eventually turned into a four-hour workweek (Agovino, 2021). This is where we stand now as far as working norms in society.

The four-day workweek has been an interest in society since the 1970's and James G. Goodale and A.K Aagaard conducted a research study on employees in an accounting department in a Canadian corporation (Goodale & Aagaard, 1975). These researchers found inconclusive results even fifty years ago on this topic and saw that the four-day workweek affected work-life balance in a positive way for many workers, but also saw that workers felt fatigued from the long hours (Goodale & Aagaard, 1975). Most of the workers also preferred this schedule and expressed satisfaction (Goodale & Aagaard, 1975). Back around this time, smaller firms were experimenting with the four-day workweek for reasons like job satisfaction, turnover, efficiency, and productivity (Campbell, 2023). Despite research and interest dating back almost fifty years, the four-day workweek still has not become a norm for companies. This stems from uncertainty from companies about if it will have negative effects and if it will work effectively. There is a stereotype that losing a day of the workweek could affect productivity overall (Evans, 2021). We also know that employees seem to be uncertain regarding this schedule change, in a study from the Society for Human Resource Management, it was found that 39% of United States workers felt that the four-day workweek could have a negative effect on their productivity, cause distractions, and limit their social time at work (Agovino, 2021).

Work-Life Balance

When looking at work-life balance, it is vital to understand when issues with it arise. This stems from the role-conflict theory, which is when an individual's participation in one role of their life negatively affects their ability to participate in another role (Facer & Wadsworth, 2008). Specifically, it is important to understand work-family conflict, which is when the role-conflict consists of one's family responsibilities and their work responsibilities (Facer & Wadsworth, 2008). This is a large conflict because typically family and work are valued the most in people's lives (Facer & Wadsworth, 2008). When an individual has work-family conflict, this leads to a decrease in productivity, absenteeism, and employee turnover (Facer & Wadsworth, 2008). Companies seek to correct this proactively by looking to implement an alternative schedule, like the four-day workweek, but we will look to see how successful this is.

Work-life balance has become an increasingly desired part of work and we have seen this especially with millennials (Agovino, 2020). This has been the focus of the research done on the four-day workweek and an overwhelming number of the results have been positive. It is important to emphasize that the results regarding work-life balance depend on the demographic, we see different results depending on gender, whether the employee has children, age, etc. Through different perspectives and research, we see some positive reactions from employees when it comes to work-life balance, while we also see quite the opposite.

In many studies, the results show that work-life balance increased for most employees. There is a correlation between job stress and work-life balance and when stress is reduced, the employee can allot more time towards their life and their work responsibilities (Paje et al., 2020). Work-life balance can be improved from a four-day workweek schedule for certain groups of individuals who do not have "acute work/family conflicts that result from very long-hour positions, or from very unpredictable and insecure short-hour jobs" (Travis, 2010, p. 45). For some people, having an extra day off and picking up extra hours on the other days of the

workweek is feasible and does not negatively impact other commitments outside of work. This extra day off could benefit them and allow them to travel on their extended weekend, devote time to other hobbies, spend time with people, and do things that they enjoy. These benefits would outweigh the extended hours, assuming the four-day workweek schedule entails longer hours.

A recurring concern and problem with work-life balance with the four-day workweek was issues with balancing children and the responsibilities that come along with them. It is interesting because most people assume that the four-day workweek is entirely beneficial for caregivers and parents, but certain studies demonstrate the opposite. When an employee works a four-day workweek, many times this entails longer days, which may interfere with getting children to and from childcare, any unplanned events, or emergencies, for example, a child being sick (Wadsworth & Facer, 2016). Employees who were older had more positive experiences with work-family balance than younger ones, and this statistic is likely since younger employees have children (Wadsworth & Facer, 2016). Moving the typical workday from eight hours to ten hours can cause a parent to miss out on their children's prime time socialization hours, which are from 5pm-7pm (Tessema et al., 2023).

It is important to recognize that the element of choice has a profound impact on the perception of the four-day workweek (Wadsworth & Facer, 2016). An employee who has the ability and freedom to choose their four-day workweek voluntarily will view their work-family balance much more positively than an employee required to do this schedule (Wadsworth & Facer, 2016). It was found in the study done by Wadsworth and Facer, that the employees who expressed a desire to continue the 4-day workweek schedule reported much higher levels of work-life balance than those who did not. For the benefits to be experienced, it cannot be delivered as a "one-size-fits-all" solution (Hyatt & Colsor, 2018). It is also suggested that when a

schedule like this is offered as voluntary and not mandatory, there will be less resistance (Speigelaere & Piasna, 2017). This makes sense because every individual is different and the “life” part of their perception of their work-life balance varies, so it makes sense that it should not be forced onto everyone.

Productivity

One goal of implementing a four-day workweek is to either maintain or increase productivity levels. This may require some extra work if the four-day workweek entails reducing hours. As discussed earlier, the four-day workweek sometimes is a four-day, 10-hour workweek, but sometimes is simply a four-day, 8-hour workweek, with no reduction in pay. If hours are reduced, companies may use “efficiency-increasing” tools to keep productivity up (Rübelmann & Wolfsberger, 2017). An example of an efficiency-increasing tool is a “six 45-minute sprint”. This was talked about in the article by Rübelmann & Wolfsberger, employees would be told to focus on a task directly for 45 minutes and then were allowed to take a 5-minute break between (Rübelmann & Wolfsberger, 2017). This was a way for employees to get the amount of work done if hours were reduced. Employees must be instructed and motivated to work “smarter” and utilize their time well (Chakraborty et al., 2022). When implementing a four-day workweek and possibly reducing hours, it is important to “add value to the schedule” (Chakraborty et al., 2022).

Research shows that during a workday, a typical employee will only devote approximately three hours to “substantive work” (Evans, 2021). The other time remaining in the workday goes towards other things, like socializing and other activities (Evans, 2021). Knowing this information about productivity, it would be assumed that the current 40-hour, five-day workweek may not be the most effective when it comes to employee productivity. According to a test-run conducted by the Perpetual Guardian in 2018, they found that even though “employees had 20% less time to complete their work, the company reported an increase of 20%

productivity” (Evans, 2021). In addition to this, there is such thing as the “circadian rhythm approach”, which is the theory that employees work at optimal levels for only a few hours a day (Baltes et al., 1999). This backs up the idea that longer hours, like we see in a four-day workweek, would cause employees to work at these “optimal levels” more frequently, thus driving productivity up more. Also, in a study on software development teams, employees said that after implementing the four-day workweek, that “meetings were much more coordinated and focused” (Topp et al., 2022). In addition to this, employees felt that the meetings were having fewer interruptions and small talk and getting right to the point and that communication was more efficient (Topp et al., 2022).

It is important to understand that the definition of productivity varies based on the industry. For instance, if we are examining a sales team, productivity refers to deals and possibly closing times, but on the other hand, for a creative team, this refers to the quality of content being produced (Whillans & Lockhart, 2021). Also, many of the studies that are being done on the four-day workweek are being done on office-based jobs, and I assume that employees in another industry, like a service one, would not have these suboptimal levels of working. Also, when the four-day workweek consists of a 4-day, 10-hour schedule, this can lead to things like burnout and fatigue. An increase in fatigue will likely lead to a decrease in productivity. Shorter hours can result in more focused work time than these long hours that occur with the four-day workweek. For instance, with a ten-hour day, like we see in the four-day workweek, one study found that 51.76% of respondents found that there was a “moderate decrease in productivity in the final two hours of a 10-hour day” (West et al., 2010). However, in the chance that the four-day workweek is implemented with the same number of hours and just a day chopped off with no reduction in pay, we can see employees not facing fatigue and they may be able to concentrate more, resulting in higher productivity (Speigelaere & Piasna, 2017).

Something interesting to note is the fact that when looking at GDP as an indicator of labor productivity, that we see that the number of hours worked does not necessarily benefit the GDP of a country. For instance, in one study, it looked at GDP of different countries, and it was shown that certain countries in Asia, like South Korea and Taiwan have lower GDP per capita, but have higher working hours (Sng et al., 2021). However, they also showed France and Iceland as a comparison and how they use the four-day, 8-hour workweeks and they have similar GDPs to the Asian countries (Sng et al., 2021). Knowing this, this can be used as evidence that if a company has the facilities to do so, maybe a 4-day, 10-hour schedule is not the best solution and that a compressed workweek with no additional hours could be, that is if productivity is valued for the company.

Employee satisfaction

Employee satisfaction is a greater reason for companies to implement a four-day workweek and through research, many studies have shown that job satisfaction can improve through this schedule change. Reasons for a satisfaction increase come from pay because employees are very satisfied when their pay remains the same in this schedule, despite hours decreasing in some cases (Sng et al., 2021). When responding to how they felt about the schedule and if they felt satisfied with it, in one study, respondents said that even though they “Disliked certain things like working long hours, they felt that the extra day off was adequate compensation” (Spicer & Lyons, 2023). Employee satisfaction can be very dependent on the individual and if they value having that extra day off or having extra free hours in the day during the workweek.

Employee satisfaction goes hand in hand with work-life balance. Where we see work-life balance being affected by long hours, we see employee satisfaction being affected as well. For instance, it is evident that “employees that have children in their home will report lower levels of job satisfaction than those who do not” (Wadsworth & Facer, 2016). As discussed earlier, the

longer hours cut into responsibilities that a parent could have in the evenings and this could lead to overall decreased job satisfaction. Also, fatigue is a big drawback that affects job satisfaction with the implementation of the four-day workweek. When employees work longer hours and have lower levels of energy, this is associated with lower satisfaction (Hyatt & Colsor, 2018).

Implementation Process

The key factor behind the success of a four-day workweek is the implementation process. In my opinion, a four-day workweek is an extremely substantial change and for it to work, it is all about how you present it and go about it with your company. Giving the employees a voice proves itself to be especially important because it makes them feel like they have a sense of control. When a company decides to experiment with the four-day workweek they run a pilot. According to the Harvard Business Review, when a company is getting ready to embark on this journey, the employees should be active in it from the beginning (Whillans & Lockhart, 2021). Specifically, there could even “an employee-driven subcommittee” that talks about prominent issues surrounding the change about to be made to get opinions from them (Whillans & Lockhart, 2021). It is important to have an incredibly open environment with the necessary conversations to make sure that nothing is hidden, and employees know what is happening. These conversations can help minimize the typical worries that arise from employees, such as being laid off, reduction in pay, and overall work norms and habits (Whillans & Lockhart, 2021). It is also suggested that for success in the implementation process, that there needs to be a mindset change in the company. Further, the idea that many people are psychologically “medium maximizers”, which means that they tend to focus on “objective success metrics” instead of qualitative ones (Whillans & Lockhart, 2021). Specifically, this means that they would rather focus on hours worked instead of productivity. With the four-day workweek, people need to focus on the ladder for it to be successful.

Due to the fact that this is such a drastic change for employees, it is important for companies to not fully change every aspect of the job. Clearly many things need to change if a company is implementing a four-day workweek, but if companies maintain certain things and the overall workplace culture, it could help employees succeed under these conditions. Otherwise, it may be too overwhelming. I also think that an aspect where mistakes were made during many of the studies on four-day workweeks was the ignorance towards the fact that all employees are different. One schedule change may not work for everyone, and some people may have already preferred this type of workweek ahead of time. The variations can span across several different demographics as well. We could look at a few examples that highlight this variation. First, I liked the idea that within the economy there are different sectors with unique needs that need to be treated differently (Gilmore, n.d.) Also, the geographic location could even be a factor to the four-day workweek, the article by Gilmore talks about the idea that people in cities may find the four-day workweek and longer hours to not be important, but people who live in smaller towns may prefer more “leisure-time” (Gilmore, n.d.) As we know, employee choice is particularly important here and is a make-or-break for the results of the four-day workweek. A company should give the option to everyone to have this schedule, but it should not be mandatory because this may cause those participants to already be doomed from the start.

Expanding on the idea that every employee is different, I think that this is very evident with the idea of the Job Characteristics Theory from Hackman and Oldham. The idea that “core characteristics induce psychological states that in turn lead to outcomes such as job performance and job satisfaction” (Baltes et al., 1999) shows that the outcomes of the four-day workweek are very dependent on the individual and the core characteristic of the job that is affected. The study gives the example that an alternative work schedule could influence the individual’s autonomy (the core characteristic), which leads to higher job satisfaction (Evans, 2021). This could vary

from person to person, maybe an individual's creativity is negatively influenced, and this affects their job satisfaction poorly. I think this is part of the reason to blame for why the research on four-day workweeks is very inconclusive.

Additional Considerations

Based on the literature above, it can be theorized that the four-day workweek can certainly benefit some people, while negatively affecting others. With this information, companies should offer it as a choice of scheduling to their employees, but not make it mandatory. Also, since the results of the four-day workweek were so mixed and the biggest factor of negative reactions was the extended hours, I think that companies should think about whether the extended hours are worth it and see if they can implement something like a 32-hour workweek instead. There is a possibility for productivity growth, increased satisfaction, and better work-life balance when this schedule is implemented correctly, the companies just need to make sure they do not fall into any of the mistakes that have been made prior by other companies. For the four-day workweek to be successful and take off, companies and leaders need to understand that it is not possible to be accepted by everyone and it will only positively benefit certain groups.

Conclusion

Overall, the research done on the four-day workweek is very scattered. However, the idea itself is very interesting and has the potential to be a very powerful tool and an important part of the future of work. It has proven to have success in certain studies, and I believe when implemented correctly, it can benefit not only employees, but employers and management. What it comes down to is the fact that there truly is no "perfect work schedule" (Spicer & Lyons, 2023). For the four-day workweek to be successful, the implementation process must be conducted correctly, and management needs to know their audience and market. The four-day

workweek will not be accepted by everyone, whether that is certain industries, certain departments, or even certain cities or towns.

From reading many studies and pieces of research done on the four-day workweek, it can be concluded that the most important thing overall is to not force employees to embrace this change and to offer it as a voluntary change. Also, long hours seem to be a major drawback of this schedule, so I believe that if companies have the resources and facilities to do so, that they should consider the four-day, 8-hour workweek that many companies experimented with because they offer the benefits like work-life balance and satisfaction, without causing fatigue and burnout. Also, I think that companies must value the opinions of employees because the only way for the four-day workweek to be successful is if the management and employees cooperate. It is a reciprocal relationship, and the voice of the employees needs to be considered. At the end of the day, the results will not be positive if the employees themselves are not on board and employees are the backbone of the company.

References

- Agovino, T. (2021). *The Phenomenon of the Four-Day Workweek*. SHRM.
<https://www.shrm.org/hr-today/news/all-things-work/pages/four-day-workweek.aspx>
- Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (1999). Flexible and compressed workweek schedules: A meta-analysis of their effects on work-related criteria. *Journal of Applied Psychology*, 84(4), 496–513. <https://doi.org/10.1037/0021-9010.84.4.496>
- Brin, D. W. (2021, July 7). *Countries Experiment with Four-Day Workweek*. SHRM.
<https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/countries-experiment-with-four-day-workweek.aspx>
- Campbell, T. T. (2023). The four-day workweek: A chronological, systematic review of the academic literature. *Management Review Quarterly*. <https://doi.org/10.1007/s11301-023-00347-3>
- Chakraborty, D., Bhatnagar, S. B., Biswas, W., & Dash, G. (2022). The Subtle Art of Effecting a Four-day Workweek to Drive Performance. *Management and Labour Studies*, 47(3), 275–297. <https://doi.org/10.1177/0258042x221082893>
- Drapkin, A. (2023, November 5). *Countries That Have 4-Day Workweek in 2023*. Tech.co.
<https://tech.co/news/countries-with-four-day-workweeks>
- Eadicicco, L. (n.d.). *Microsoft experimented with a 4-day workweek, and productivity jumped by 40%*. Business Insider. <https://www.businessinsider.com/microsoft-4-day-work-week-boosts-productivity-2019-11>
- Evans, Joseph (2021) "It's Time to Retire the Five-day Workweek," *Marriott Student Review*: Vol. 4, Article 15.
Available at: <https://scholarsarchive.byu.edu/marriottstudentreview/vol4/iss2/15>
- Facer, R. L., & Wadsworth, L. (2008). Alternative Work Schedules and Work–Family Balance: A Research Note. *Review of Public Personnel Administration*, 28(2), 166-177.
<https://doi.org/10.1177/0734371X08315138>
- Gilmore, O. (n.d.) A 4-day week for Ireland? A report on the feasibility of a four-day working week in Ireland. *FourDayWeek*.
<https://fourdayweek.ie/wp-content/uploads/2019/09/4DayWeek.pdf>

- Goodale, J. G., & Aagaard, A. K. (1975). Factors relating to varying reactions to the 4-day workweek. *Journal of Applied Psychology*, 60(1), 33–38.
<https://doi.org/10.1037/h0076345>
- Hyatt, E., & Coslor, E. (2018). Compressed lives: how “flexible” are employer-imposed compressed work schedules? *Personnel Review*, 47(2), 278–293.
<https://doi.org/10.1108/PR-08-2016-0189>
- Laker, B. (2023, March 20). *How Far-Reaching Could the Four-Day Workweek Become?* MIT Sloan Management Review. <https://sloanreview.mit.edu/article/how-far-reaching-could-the-four-day-workweek-become/>
- Meisenzahl, M. (n.d.). *People have toyed with the idea of a 4-day workweek for over 80 years. here’s how the concept has evolved, from the Great Depression to Microsoft’s latest successful experiment.* Business Insider. <https://www.businessinsider.com/history-4-day-workweek-microsoft-japan-great-depression-2019-11>
- Paje, R. C., Escobar, P. B., Ruaya, A. M., & Sulit, P. A. (2020). The Impact of Compressed Workweek Arrangements on Job Stress, Work-Life Balance, and Work Productivity of Rank-and-File Employees from Different Industries in Metro Manila. *Journal of Physics: Conference Series*, 1529(3), 032055. <https://doi.org/10.1088/1742-6596/1529/3/032055>
- Sng, M., Khor, W., Oide, T., Suchar, S. C., & Tan, B. C. (2021). Effectiveness of a Four-days/Eight Hour Workweek. Retrieved from <https://commons.erau.edu/ww-research-methods-rsch202/21>
- Speigelaere, S. & Piasna, A. (2017). The why and how of working time reduction. *European Trade Union Institute*.
<https://www.etui.org/sites/default/files/2020-07/The%20why%20and%20how%20of%20working%20time%20reduction-2017-WEB-2.pdf>
- Spicer, Z., & Lyons, J. (2023). Small Town, Short Workweek: Evaluating the Effects of a Compressed Workweek Pilot in Zorra, Ontario, Canada. *State and Local Government Review*, 55(1), 73-81. <https://doi.org/10.1177/0160323X221115358>
- Tessema, M. T., Bauer, C., Campobasso, M., Dostal, K., Garapati, S. M., Newsome, M., & Pires, E. (2023). Benefits and Challenges of a Shortened Workweek: Creative and Innovative Strategies. *Global Journal of Human Resource Management*, 11(3), 12–26.
<https://doi.org/10.37745/gjhrm.2013/vol11n31226>
- Topp, J., Hille, J. H., Neumann, M., & Mötefindt, D. (2022). How a 4-day Workweek and Remote Work Affect Agile Software Development Teams. *Lecture Notes in Business Information Processing*, 61–77. https://doi.org/10.1007/978-3-030-94238-0_4

- Travis, M. A. (2010). What Difference a Day Makes, or Does It? Work/Family Balance and the Four-Day Workweek. *Connecticut Law Review*, 42(4), 1223-1266
https://heinonline.org/HOL/Pagehandle=hein.journals/conlr42&div=41&g_sent=1&casa_token=&collection=journals
- Wadsworth, L. L., & Facer, R. L. (2016). Work–Family Balance and Alternative Work Schedules: Exploring the Impact of 4-Day Workweeks on State Employees. *Public Personnel Management*, 45(4), 382-404. <https://doi.org/10.1177/0091026016678856>
- West, J. P., Condrey, S. E., & Rush, C. L. (2010). Implementing the Four-Day Workweek. *Public Manager*, 39(3), 68-73. Retrieved from
<http://ezpro.cc.gettysburg.edu:2048/login?url=https://www.proquest.com/scholarly-journals/implementing-four-day-workweek/docview/856126950/se-2>
- Whillans, A., & Lockhart, C. (2021). A Guide to Implementing the 4-Day Workweek. *Harvard Business Review*. <https://hbr.org/2021/09/a-guide-to-implementing-the-4-day-workweek>
- Wolfsberger, J., & Rübemann, J.L. (2017). The 30-hour Workweek - A Promising Alternative for Knowledge Workers? *Lund University School of Economics and Management*.
<https://www.semanticscholar.org/paper/The-30-hour-Workweek-A-PromisingAlternative-for-Wolfsberger-R%C3%BCbelmann/a0fab70982f7f664e1d0e4ac4ec612eba7826e09>