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## The Concept Of Compressed Working Week: A Study Of Employee Perception

Ms. Shruti P. Deshpande

Student MBA II Year

DoMS SGSITS, Indore

Dr. Mayura Kemkar

Asst. Prof.

DoMS SGSITS, Indore

### Abstract:

This concept of the compressed work week has really taken off as a hot topic in the last couple of years, with many companies using this as a means to help balance work and life, and to boost productivity. This study aims to determine employee's attitude towards compressed work weeks along with the benefits and drawbacks for those employers and employees involved.

The study utilized a quantitative research method design.

The results show that 70% of the people surveyed support the idea of a compressed work week, due to the many benefits such as more personal time, less commute time, and a better work life balance. However 30% of respondents stated that it would negatively affect work performance, that they would be tired all the time, and that the initial period of adjustment for some would be difficult as they would have to leave their comfort zones.

The study suggest that for organization to try and implement compressed work week, maximum focus must be given on clear and open communication with employees, clear goal setting and performance management, employee involvement in policy making and periodic review, and opportunity for flexible work arrangements.

This research contributes to the body of knowledge in work-family balance, employee wellbeing and organizational effectiveness, and is relevant to the concerns of policy makers, consultants, and academicians.

**Keywords:** Compressed work week, work-life balance, attitude of the employee, productivity, output of organization.

## INTRODUCTION

Compressed working weeks are not a sudden new phenomenon. In various forms, they have been around since the 1970s and 80s. Compressed workweeks are both beneficial to the agencies and the employees. But they present opportunities and difficulties that continue to make them controversial. The opportunities are, on the employee side, an amazing advance into the “leisure society”. By concentrating work into fewer work-days, extended work-breaks arrive more frequently and with greater length. The employee can have more time for home life while putting in the same amount of hours at work, and save money on commuting to work.

Additionally, the agency is saving on the budget, because of an extended weekend for the worker. An employer can shorten its workweek and lower operational costs, while improving employee attendance through the use of compressed workweeks.

This examination of compressed work weeks comes at a time where most work in the area of compressed work weeks remain exploratory (Pierce & Dunham 1992), and current agencies, and even entire government agencies are moving radically toward compressed workweeks because of the slowing of the economy and increased inflation

This study is aimed at finding out the implementation of compressed workweeks and do we really need shorter working weeks.

Many factors will be examined to determine what can be affected. The implementation of compressed workweeks, with an emphasis on key variables that are significant to agencies and employees are discussed in the study. This study is addressing important research questions:

1. Are you aware of "four days work a week scheme"?
2. Are you satisfied with your current work schedule?
3. How many days in a week you would like to work?
4. How many hours in a day you would like to work?
5. Do you think working more than 9 hours a day affect mental health?
6. Which day in a week you would like off in a compressed work week?

## LITERATURE REVIEW

### Arbon, C. A., Facer, R. L., & Wadsworth, L. L. (2012)

He said that all kinds of organizations—public, non-profit, and private—are shifting to different work arrangements like condensed workweeks. Other companies are thinking about making the change and are eagerly awaiting additional details to decide if it is the best course of action for them. We provide a methodology for implementing reduced workweeks in this study. This paradigm helps businesses make important decisions by using the most recent relevant research. When evaluating whether to switch to reduced workweeks, we propose that firms should take into account five important factors: people, purpose, process, perceptions, and performance. These categories can support thoughtful and deliberate thought, even if they may overlap in significant ways.

### Crosby, R., Richardson, M., Nowicki, S., & Doan, L. (2008)

He has study the economy has slowed down and inflation has risen, prompting corporations, governments, and agencies to explore cost-saving measures. Compressed workweeks can help address payroll, utilities, resources, and business costs. Employees can have more time for home life and save on commuting, while employers can shorten workweeks and lower operational costs. This study examines the Department of

Juvenile Justice in Clark County, Nevada, to compare traditional and compressed workweeks. This research is rare as most work in compressed work weeks remains exploratory.

### **Deshmukh, T. (2021)**

The 4-day a week practice, dating back to the 1970s, is being explored in corporate settings, particularly after the COVID-19 pandemic. Cybersecurity company TAC Security implemented a 4-day work week to boost employee productivity, leading to interest in adopting this practice in Indian corporate scenarios. This research paper explores its benefits, limitations, and potential adoption in the Indian corporate context.

### **Lee, A. (2021)**

This study investigates the impact of a compressed workweek on employee retention in Los Angeles County's small municipal governments. Using non-proportional sampling and electronic questionnaires, the researchers aim to understand factors affecting voluntary turnover. The recommended policy is to allow employees to choose their work schedules.

### **Munyon, T. P., LeClaire, C., Pace, L., & Boldin, T. (2023)**

He has evaluate the evidence on the efficacy of compressed workweeks, present a case study of an organization that implemented compressed workweeks, and discuss best practices for organizations seeking to implement this practice. Early evidence suggests that compressed workweeks offer significant benefits to organizations and their employees. However, there is little guidance available on how best to implement these practices.

### **Sundo, M. B., & Fujii, S. (2005)**

This study was carried out on 220 randomly chosen government employees of the University of the Philippines in Los Baños following the introduction of an experimental two-month shorter working week scheme by the Philippine government. The aim of the research was to examine the relationship between shorter workweeks and modifications in lifestyle patterns, specifically in activity-time patterns. The moderating effects on commuters of a reduced workweek were also explored. The survey's findings showed that two-hour increments in the shorter workday during the workweek had a substantial impact on the activity-travel patterns. For commuters, the amount of time spent on sleeping, doing duties around the house, and getting ready for work was all reduced by about one hour. Additionally, a significant drop in commute times was noted during the shortened workweek. Additionally, this study found variables that attenuated the effects of the compressed workweek plan.

### **Wadsworth, L. L., & Facer, R. L. (2016)**

The State of Utah gave its employees a 4-day workweek in 2008. This article uses a postimplementation survey to look at the effects on the workers. Regarding work-family balance and the effects of the 4-day schedule, there were no gender-specific differences that were statistically significant. Nonetheless, there was a modest increase in women's favorable sentiments regarding the 4-day plan. Workers who had children at home reported a worse work-family balance and a stronger effect from the four-day workweek. On the other hand, opinions regarding the 4-day workweek did not vary according on age, but there were variations in work-family balance between age groups. Employees on 4-day schedules and those on typical schedules had different work-family balances; nevertheless, the more important aspect was whether an employee chose his or her schedule.

## RESEARCH METHODOLOGY

### Research Gap-

The literature review assisted in drawing the following conclusion of gap identification from the earlier research.

- Many studies have been conducted on preference towards compressed working week in IT industry and labour only.
- No research has been done before on finance, education and other industries
- So we are conducting a research study on all the industry

### Objectives of study-

- To analyse the benefits of a compressed work week.
- To analyse mental health of employees working more than 9 hours a day.
- To analyse the work satisfaction of employees.
- To analyse the work life balance of employees.

### Scope of the study-

The scope of the study is to find out the preferences of Finance, Education, IT and other industry on compressed work week.

### Research type and design-

The type of the research is basic research and the research design which is used is descriptive research design.

### Population-

In this study, population is working professionals and future working professionals (students).

### Sample Size-

It is subset of working professionals and future working professionals (students) from considered population, the sample size of the research is 71.

### Data Collection-

Primary data will be used for this study and the method of data collection is survey technique (questionnaire).

### Questionnaire Development

The research tool used for the research purpose was a questionnaire. The questionnaire was formed to record the demographic profile of the respondents which are “age, gender, marital status, etc. The questionnaire developed was to collect the responses and measure the responses on various scales so that the proper interpretation of the responses could be formed and lead to ease in the analysis purpose.

### Ethical Consideration:

The data collected during the project will be kept confidential and will only be used for research and educational purposes.

### Variable Identification-

#### ➤ Demographic Variables:

- **Age:-** It shows the age group of respondents who have filled out our questionnaire.
- **Gender:-** It shows the gender of the respondent.
- **Marital status**

#### ➤ Research Variables:

- Numbers of hours work in a day
- Numbers of hours would like to work in a day
- Mental health
- Willingness to work in compressed work week
- Satisfaction with current work
- Work life balance
- Awareness about compressed work week

### Working Hypothesis

The objective of this study has been identified which leads us to the identification of the research variables too. Based on the information acquired, following working hypothesis has been formulated during the period of research.

Following are the null and alternate hypothesis –

**H<sub>01</sub>** – There is no significant relationship between satisfaction of employees with their current work schedule and their work life balance.

**H<sub>11</sub>** – There is significant relationship between satisfaction of employees with their current work schedule and their work life balance.

**H<sub>02</sub>** – There is no significant relationship between satisfaction of employees with their current work schedule and willingness of employees to work a compressed work week.

**H<sub>12</sub>** – There is a significant relationship between satisfaction of employees with their current work schedule and willingness of employees to work a compressed work week.

**DATA ANALYSIS AND INTERPRETATION**

The data of 71 respondents were gathered on the topic of “Perception of people towards compressed working week” with the help of questionnaire.

**1. Gender**

It is a demographic variable and following data is collected.

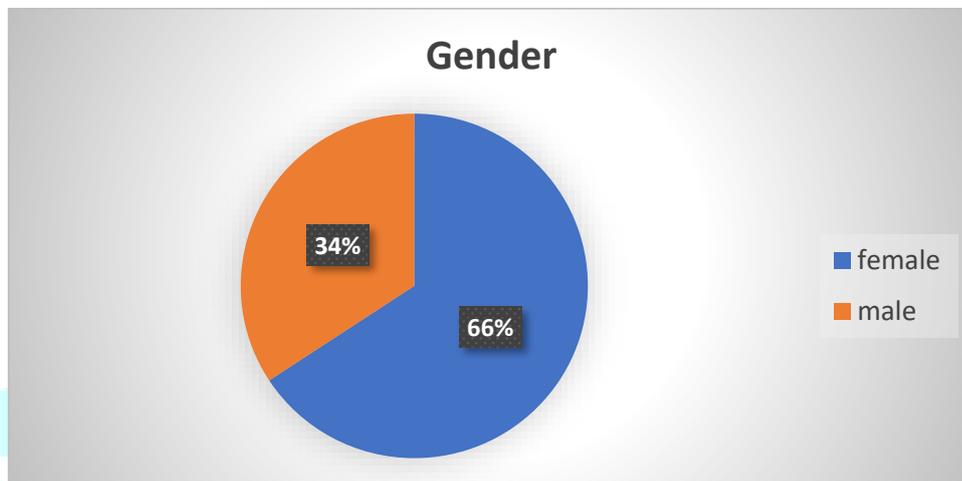


Fig. no. 01

**Interpretation:**

From a total of 71 respondents who filled the questionnaire, there were 24 males (34%), 47 females (66%).

**2. Age**

It is a demographic variable and following data is collected.

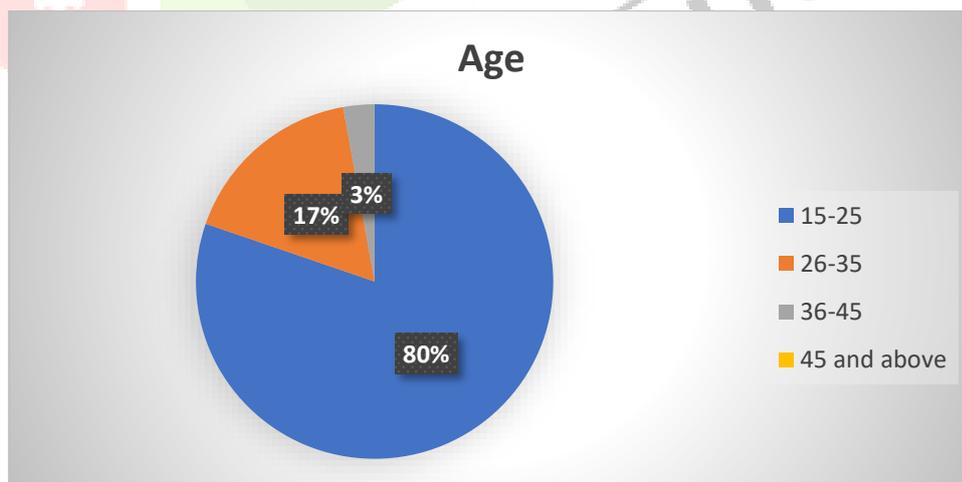


Fig. no. 02

Interpretation:

From a total of 71 respondents 57 were between the age group 15-25 (80%), 12 were between the age group 26-35 (17%), 2 were between the age group 36-45 (3%) and no respondent between 46 and above age group (0%).

**3. Are you married?**

It is a demographic variable and the following data is collected.

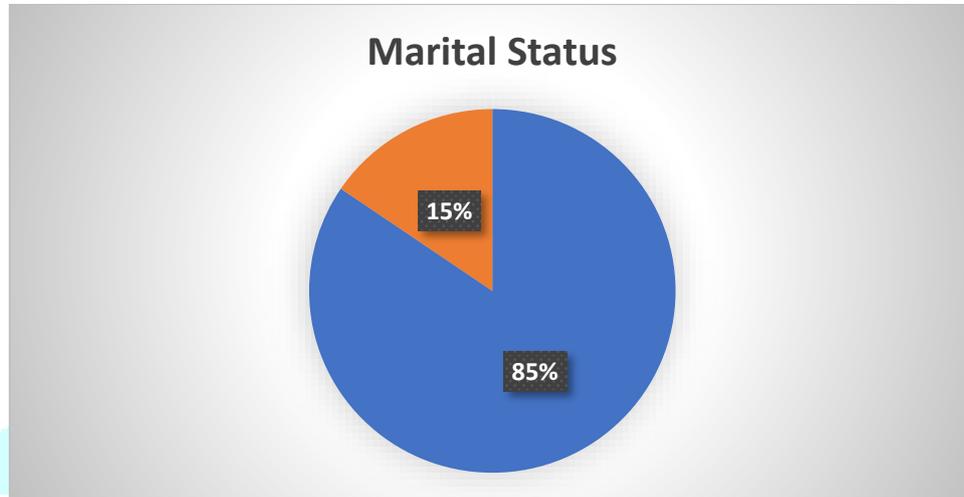


Fig. no. 03

Interpretation:

From a total of 71 respondents 60 are married (85%) and 11 are unmarried (15%)

**4. What is your profession?**

It is a demographic variable and the following data is collected.

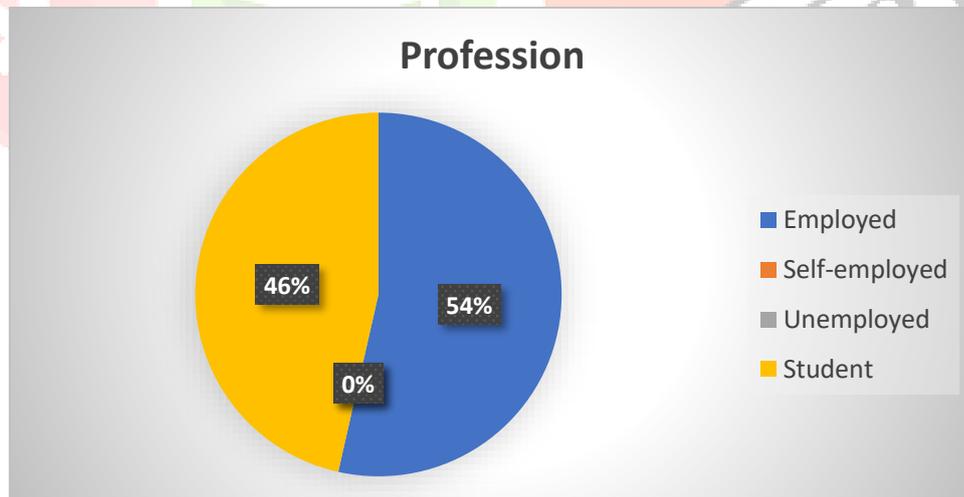


Fig no. 04

Interpretation:

From a total of 71 respondents 38 are employed (54%), 33 are student (45%), no respondent is self-employed (0%) and unemployed (0%).

**5. What is your work industry?**

It is a research variable and the following data is collected.

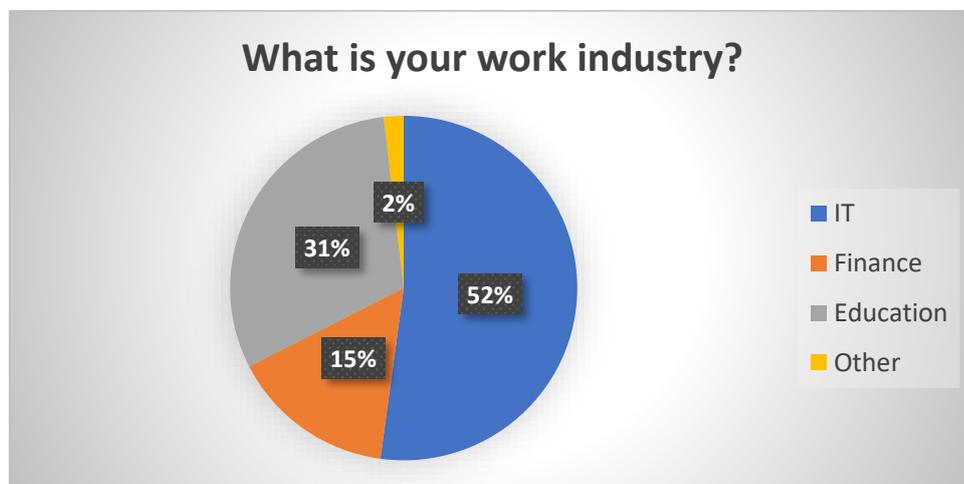


Fig. no. 05

Interpretation:

From a total of 71 respondents 34 are from IT industry (52%), 10 are from Finance (15%), 20 are from Education (31%) and 7 are from other industry (2%).

**6. Number of days you work?**

It is a research variable and the following data is collected.

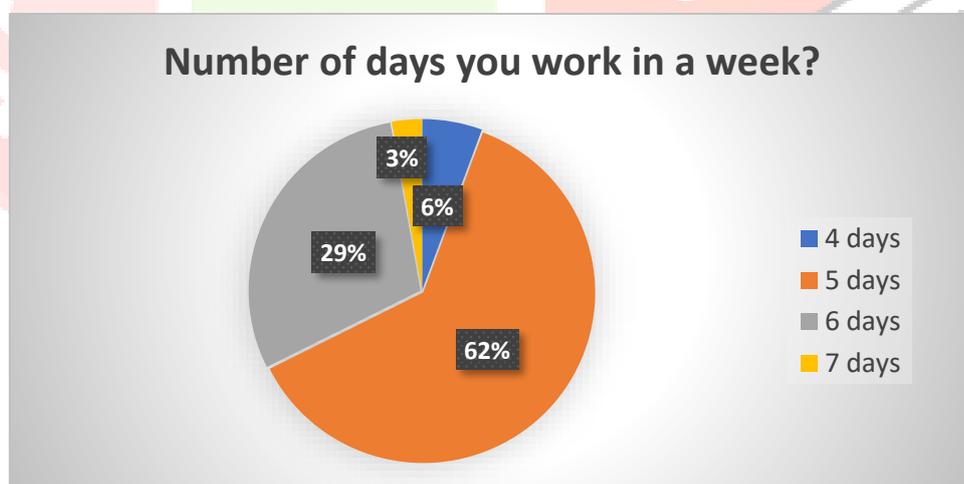


Fig no.06

Interpretation:

From a total of 71 respondents 4 are working on 4 days (6%), 44 are working on 5 days (62%), 21 are working on 6 days on (29%) and 2 are working on 7 days (3%).

## 7. Number of hours you work in a day?

It is a research variable and the following data is collected.



Fig no.07

### Interpretation:

From a total of 71 respondents, 2 works for 4 hours, 6 for 5 hours, 5 for 6 hours, 8 for 7 hours, 27 for 8 hours, 13 for 9 hours, 6 for 10 hours, 1 for 12, 1 for 14, 1 for 15 and 1 for 20 hours a day.

## 8. Are you aware of 4 days work week scheme?

It is a research variable and the following data is collected.

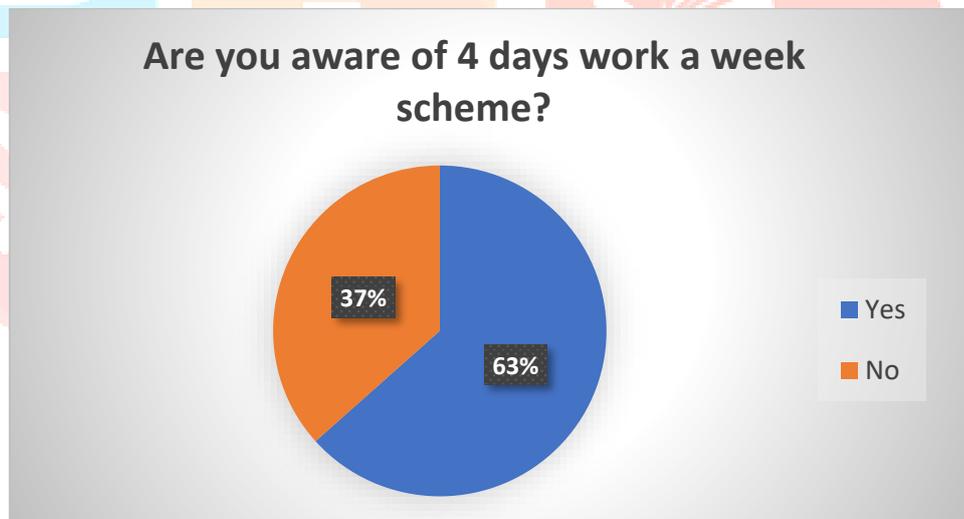


Fig no. 08

### Interpretation:

From a total of 71 respondents 45 are aware about the compressed work week (63%) and 26 are not aware about the compressed work week (37%).

### 9. Are you satisfied with your current work schedule?

It is a research variable and the following data is collected.

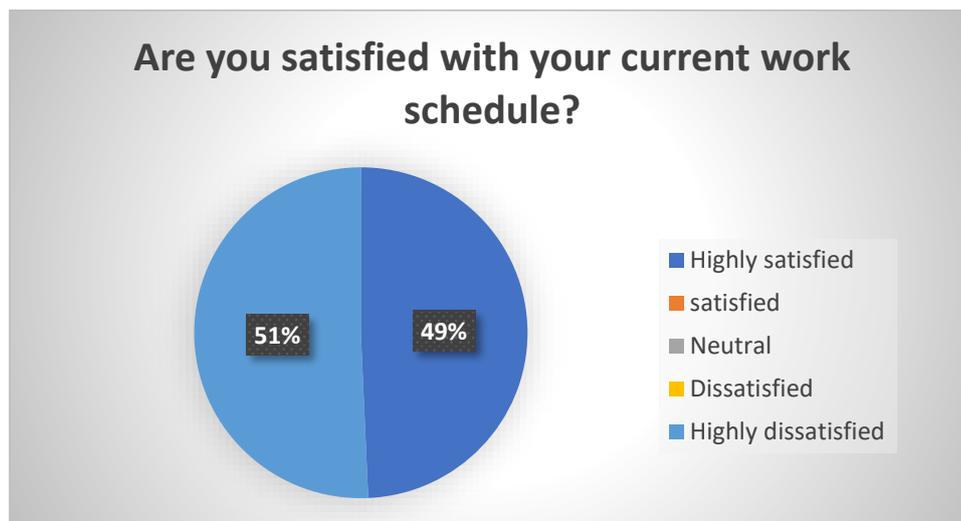


Fig. no. 09

#### Interpretation:

From a total of 71 respondents 35 are Highly satisfied with their current work schedule (49%), 36 are Highly dissatisfied with their current work schedule (51%), no respondents are satisfied, neutral and dissatisfied with their current work schedule.

### 10. Are you satisfied with your work life balance?

It is a research variable and the following data is collected.



Fig. no. 10

#### Interpretation:

From a total of 71 respondents 28 are highly satisfied with their current work life balance (39%), 43 are highly dissatisfied with their current work life balance (61%), no respondents are satisfied, neutral and dissatisfied with their current work life balance.

## 11. Willingness to work a compressed working week?

It is a research variable and the following data is collected.

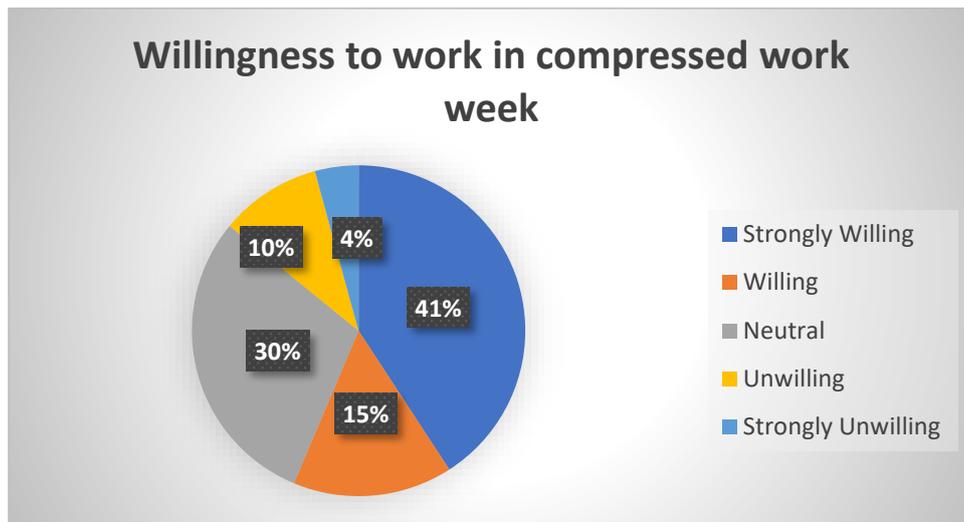


Fig. no.11

### Interpretation:

From a total of 71 respondents 3 are strongly unwilling (4%), 7 are unwilling (10%), 21 are neutral (30%), 11 are willing (15%) and 29 are strongly willing to work in compressed work week (41%).

## 12. How many hours a day would you like to work?

It is a research variable and the following data is collected.

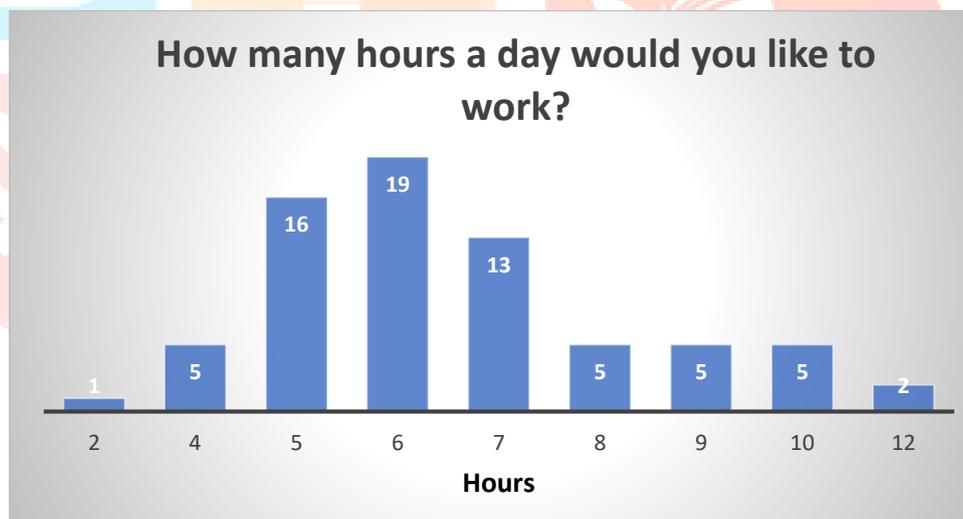


Fig. no. 12

### Interpretation:

From a total of 71 respondents, 1 would like to work for 2 hours, 5 would like to work for 4 hours, 16 would like to work for 5 hours, 19 would like to work for 6 hours, 13 would like to work for 7 hours, 5 would like to work for 8 hours, 5 would like to work for 9 hours, 5 would like to work for 10, 12 would like to work for 2 hours a day.

### 13. Which days in a week would you like off in a compressed work week?

It is a research variable and the following data is collected.

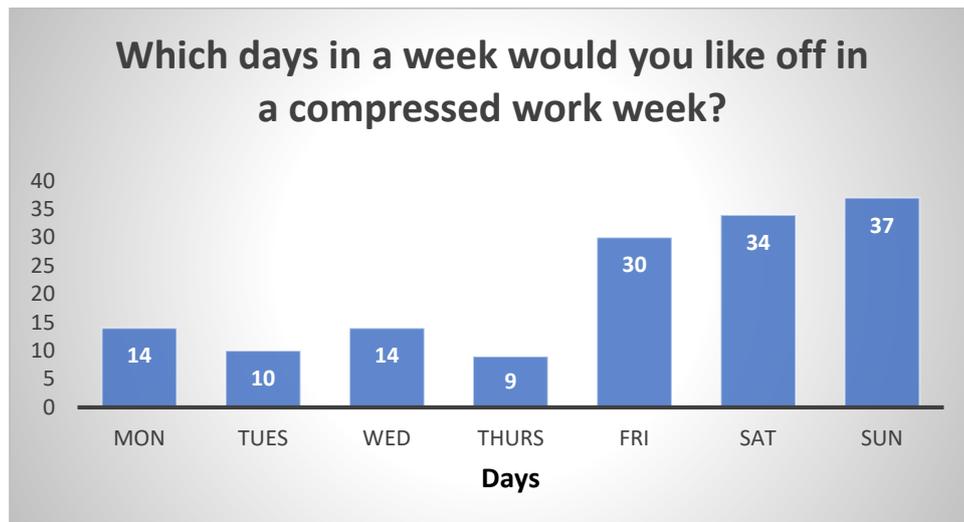


Fig. no.13

#### Interpretation:

From a total of 71 respondents, 14 respondents would like week off on Monday, 10 on Tuesday, 14 on Wednesday, 9 on Thursday, 30 on Friday, 34 on Saturday and 37 on Sunday.

### 14. Do you think working more than 9 hours a day affects your mental health?

It is a research variable and the following data is collected.

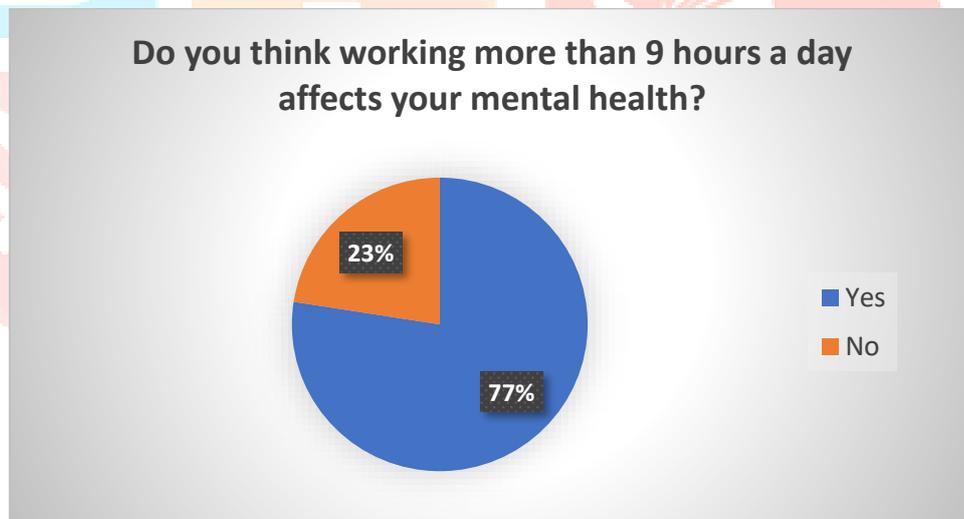


Fig. no.14

#### Interpretation:

From a total of 71 respondents 55 believes that working more than 9 hours a day affects mental health (77%) and 16 believes that it does not affect the mental health.

**HYPOTHESIS TESTS**

**H<sub>01</sub>** – There is no significant relationship between satisfaction of employees with their current work schedule and their work life balance.

**H<sub>11</sub>** – There is a significant relationship between satisfaction of employees with their current work schedule and their work life balance.

Table no.01

**Correlations**

		Are you satisfied with your current work schedule	Are you satisfied with work life balance
Are you satisfied with your current work schedule	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	71	71
Are you satisfied with work life balance	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	71	71

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation-**

Since the significance value for the correlation test is 0.000 which is less than 0.05, hence the null hypothesis is rejected and the alternate hypothesis is accepted which concludes that “there is a significant relationship between satisfaction of employees with their current work schedule and their work life balance”

**H<sub>02</sub>** – There is no significant relationship between satisfaction of employees with their current work schedule and willingness of employees to work a compressed work week.

**H<sub>12</sub>** – There is a significant relationship between satisfaction of employees with their current work schedule and willingness of employees to work a compressed work week.

Table no.02

**Correlations**

		Willingness to work a compressed working week	Are you satisfied with your current work schedule
Willingness to work a compressed working week	Pearson Correlation	1	-.577*
	Sig. (2-tailed)		.020
	N	71	71
Are you satisfied with your current work schedule	Pearson Correlation	-.577*	1
	Sig. (2-tailed)	.020	
	N	71	71

\*. Correlation is significant at the 0.05 level (2-tailed).

**Interpretation-**

Since the significance value for the correlation test is 0.20 which is less than 0.05, hence the null hypothesis is rejected and the alternate hypothesis is accepted which concludes that “there is a significant relationship between satisfaction of employees with their current work schedule and willingness of employees to work a compressed work week.”.

**FINDINGS AND CONCLUSION****Findings**

The findings of this research indicate that the majority of respondents in our research population are not satisfied with their current work schedule because of their workload. Many of the respondents are willing to work a compressed work week. Their mental health is also affected by working more than 9 hours a day. Respondents are also not satisfied with their work-life balance as they can't give proper time to their personal lives. Most respondents want to work six to seven hours a day, as they can easily balance their work lives.

But some of the respondents are satisfied with their current work schedule and are unwilling to work a compressed work week.

**Conclusion**

The objective of this research project is to find out the preference of people towards compressed working week. Although there are unquestionably positive effects of compressed work weeks on the wellbeing and work-life balance of employees but individual experiences can differ depending on personal preferences and the demands of the job.

There are a few disadvantages also, the organizations may not able to schedule properly and reduce works only able to provide for employees. The work must be compressed on the employees to accomplish at shorter duration which would add stress for the employees in the working place.

## LIMITATION AND SCOPE FOR FUTURE RESEARCH

### **Limitations**

- Lack of Previous Research Paper on this Topic:

This research topic lacks previous studies because there was limited access to data.

- Random Respondent:

The method used to collect data from the respondents is snowball sampling. So many respondents have given us wrong feedback.

- Time Constraint:

The study is very time-consuming as the questionnaire has to be filled out by 71 respondents, and the period to collect the questionnaire was limited. It was necessary to meet the deadline for submitting a research manuscript. Therefore, the time available for the research paper and to measure change over time is constrained by the deadline.

- The present study has been limited to Indore only.
- The sample size is restricted to 71 only.

### **SCOPE FOR FUTURE RESEARCH**

The scope of this study can be wide ranging and can encompass various aspects related to the compressed work week. Research on how individuals see a compressed work week is an important field that will always be relevant.

- This research will continue to be vital to comprehend how a compressed work week affects productivity, job satisfaction, wellbeing including both mental and physical, work-life balance and flexibility gains more significance.
- Future research might examine the long-term impacts on worker performance, suitability for various industries, and the efficient ways in which technology can accommodate compressed schedules.
- This information could also assist other researchers in finding relevant data for the research article and literature review.

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