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MASTER THESIS

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Research question	Does the reduction in the number of working days in a week from 5 to 4 days increase the turnover intent of an employee in the IT Sector?
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Abstract

The study focuses on the effects of a 4-day workweek on employee turnover intent, considering factors such as mental health awareness, technological advancements, and employee perceptions. The research aims to test the hypothesis that a 4-day workweek increases turnover and whether male employees prefer it over a 5-day week. An Otree-based web application, which showed that a 4-day workweek did not increase turnover overall, was used to collect data. However, male participants expressed a preference for a shorter workweek, which correlated with an increased turnover tendency. The study recommends further analysis, allowing employees more time to make choices and conducting company-specific research. Governments are also encouraged to explore the option of a 4-day workweek and conduct data-driven studies. The findings suggest the need for businesses to understand employee perspectives and consider alternative workweek options to address turnover risks and potential societal impacts.

Résumé

L'étude se concentre sur les effets de la semaine de travail de 4 jours sur l'intention de rotation du personnel, en tenant compte de facteurs tels que la sensibilisation à la santé mentale, les avancées technologiques et les perceptions des employés. La recherche vise à tester l'hypothèse selon laquelle une semaine de travail de 4 jours augmente la rotation du personnel et si les employés masculins la préfèrent à une semaine de 5 jours. Une application web basée sur Otree a été utilisée pour collecter des données, qui ont montré qu'une semaine de travail de 4 jours n'augmentait pas la rotation globale du personnel. Cependant, les participants masculins ont exprimé une préférence pour une semaine de travail plus courte, ce qui était corrélé à une tendance accrue à la rotation du personnel. L'étude recommande une analyse plus approfondie, en laissant aux employés davantage de temps pour faire des choix et en réalisant des recherches spécifiques à chaque entreprise. Les gouvernements sont également encouragés à explorer l'option d'une semaine de travail de 4 jours et à mener des études basées sur les données. Les résultats suggèrent la nécessité pour les entreprises de comprendre les perspectives des employés et de considérer des options de semaine de travail alternatives pour faire face aux risques de rotation du personnel et aux impacts sociétaux potentiels.

Contents

1.1 Introduction

19th-century capitalism thrived upon work hours as per the whims of the business owners. However, American labour unions limited this exploitation to a 40-hour workweek (Glaveski, 2018). Businesses in the post-pandemic era are looking forward to rethinking this 9 to 5, 5 days a week model (Sanok, 2021). Research by Gartner in 2021 indicates that roughly one in every fifth employee is searching for another job. The Information Technology sector is feeling intense heat, with 31% of the employees seeking a new job in Q3 of 2021 in the United States (Wiles, 2021). Businesses need help to get talented people away. The desirability of an attractive work environment is crucial for keeping this talented human resource capital in grasp. Recently, many companies such as Microsoft Japan in 2019, and Perpetual Guardian (a Trust Management company in New Zealand) in 2018, tested the new notion of a 4-day workweek (Paul, 2019). The exercise succeeded, with 92% of employees developing a fondness for the shorter week, reducing their time off by a quarter, along with the reduction of energy usage and waste of paper (Paul, 2021).

Several factors can influence the push and pull in the labour market today. Internet, connectivity, mental health awareness and the pandemic have pushed business owners to reform the old model. An employee value proposition beyond monetary benefits is vital, especially in the IT sector, where human capital is crucial. In the past, several studies have been conducted on the turnover intent of employees. However, these studies were conducted before the intervention of the pandemic, or they focused on multiple factors that cause employee turnover. Several more studies have discussed the business prospectus of implementing this or dealing with productivity. This study adds a new dimension by focusing on the causal relationship between the number of working days in a week and the intent of employees to turnover.

1.2 Research Question

"Is there a relationship between the number of hours per week at work and employee turnover?"

According to a study by Statista in 2022, Organization for Economic Co-operation and Development (OECD) countries' average weekly working hours were 1716 per year (33 hrs per week) in 2021 (Statista, 2022). Moreover, countries like Belgium have already legislated and legalised the 4-day work as a worker norm. However, this is supposedly a compressed

workweek rather than reducing the working hours to 32 per week (Joly, 2022). Furthermore, there are 4-day workweek pilot projects in the US, Canada, and many other world countries (Fox, 2022). This pilot is based on improving productivity by reducing the number of hours without reducing the pay and using this as a tool to retain and attract employees. The considerable attractiveness of this new change is gaining consensus among the new generation. Whether it can be a prominent factor enticing an employee to switch to a company that offers this benefit is the question that this study will address. The research is principled on the choice between a 4-day workweek and a 5-day workweek and the willingness of the employee to choose while having equal pay. It attempts to analyse the workers' attitudes towards these two choices and build a case for better employment prospects in the IT sector.

Management science has led the initiative of backing up the idea of a 4-day workweek. However, the implementation is a significant setback for achieving this. Nevertheless, there are several other additional benefits that a 4-day workweek brings along with talent management (employee retention and job satisfaction) and productivity, like – reduced carbon footprint and playing a vital role in fighting the effects of climate change. With the research, management science would have one more reason for implementing this organisational and cultural change. The social implication of this study is directly related to mental well-being and a healthy corporate lifestyle with a place for family time. Employees can deliver more with their recharged mental and physical health with more free time. It would reduce stress, the cases of medical leaves or absenteeism and result in a brand loyal and happier employee.

Along with these implications, economic growth has stumbled due to global factors. Adding in technological advancements like artificial intelligence, there is a risk of loss of jobs. The 4-day workweek, which is enshrined to provide a triple benefit of productivity, mental well-being of the society and reducing the carbon footprints, can also provide a solution to the businesses that are struggling to provide an inflationary hike in pay by reducing the time; but demanding the same delivery of work from the employees.

2.1 Literature Review

The prospect of a 4-day workweek can be segmented into the following categories:

i) Productivity – Business Cost

ii) Employees – The attitude and perception of the working hours in a week

iii) Mental Health and healthy being

iv) Social cause, Technological Advancements, and the legislative considerations

2.1.1 Productivity – Business Cost

Weaver and Hartman were the earliest researchers to attempt an investigation to test the relationship between productivity in a four-day workweek (direct, measurable variable) and 21 other indirect variables in 1975. However, the definition of the 4-day workweek was a compressed 4-day 40-hour workweek. One of those indirect variables was its impact on employee turnover. The study tests these variables using regression analysis and postulates an increase in overall productivity in performance. However, the duration of this increased productivity is a caution (Weaver, Hartman, 1976). This result is based on assumptions over half a century old and that technology and work environments have evolved. The definition of a 5-day workweek in several countries of Europe and North America and among the OECD nations is less than or equal to 35 hours per week (Statista, 2022). The modern 4-day workweek is 32 hours (Schor et al., 2022, pp 4).

Businesses carry out several types of research in cooperation with contributing researchers from reputed universities across the globe in correlation with productivity. A recent test conducted in the global 4-day workweek pilot project from employees from the United States, United Kingdom, New Zealand, Australia, and Ireland for six months reported that the overall productivity in the 16 companies participating in the study increased. The mean increase in their revenues was 8.14%. The study was conducted during the “great resignation”; nevertheless, there was an increase in the number of employees in these companies (Schor et al., 2022, pp. 15-18). This does not entirely quantify productivity as there can be several reasons for the increase in revenue, like post covid recovery and inflation. Adding more employees can also increase the company's training and onboarding costs, negatively impacting productivity (Weaver, Hartman, 1976).

2.1.2 Employees – The attitude and perception of the working hours in a week

The study by Mahoney, Newman, and Frost in 1975 tested workers' attitudes towards a compressed workweek (4 days 40 hours) in the United States. Their study concludes that the workers' attitudes toward the four-day workweek reflect their wants for more leisure time and how they see the four-forty schedule affecting that time. Their attitudes are unrelated to personal and family traits, work qualities, and job satisfaction. Workers who perceive leisure in a days-per-week framework indicate good sentiments about the four-day week. In contrast, those who view leisure in an hours-per-day context express a negative opinion (Mahoney et al., 1975). The results of this research do not consider the alleged job dissatisfaction resulting in a reaction towards a 4-day workweek. Instead, it tests the attitudes based on the worker's perception of a 4-day workweek regarding the number of hours and leisure capability.

The perception is also linked with productivity. A positive perception towards lesser working hours can be an undesirable strategy for businesses if the employees are forced to finish the tasks by speeding up. The study conducted by the Perpetual Guardian highlights that around 33% of employees had to intensify their pace of work. The employees were not feeling job insecure and did not take up a second job to work on their days off (Perpetual Guardian et al., 2022). 97% of these employees said they wanted to continue working four days a week. The perception also depends on the monetary benefits. If the employees working for four days are offered an increase in monetary benefits of up to 25%, 32% would turnover (Schor et al., 2022). This study would therefore test the consequence of an employee's choice if the amount of money paid and the number of hours worked together is practically the same. Doing this would eliminate the requirement of speeding up work as they would have the same working hours in the year and the week.

2.1.3 Mental Health and Healthy Being

Mental health and family well-being are regarded as critical forces for decision-making. The research considers various other factors that are associated with long working hours. A study in Hongkong in 2016 investigated employees' difficulties in striking the right work-life balance. People in big cities face family conflicts due to insufficient time for their families. It casts a catastrophic shadow on being unable to spend more leisure time with the family. The study contends to persuade employers to provide flexible work time and reduce

the working days in a week for the well-being of the employees (Chou et al., 2016). Furthermore, in the information age, stress is unleashed by the overuse of technology on employees. It tends to result in higher employee turnover in the IT sector, work-family conflicts, and family burnout (Haris et al., 2021). Another study by Harr Jarrod in New Zealand highlights the issue of burnout among managers. They face severe stress and fatigue complemented by a lack of family time, eventually leading to impending mental health and a desire to secure a new job (Harry, 2022).

All these studies aid in understanding that stress is an undue disadvantage often overlooked in the IT industry. One of the proposed solutions is to reduce the working hours or provide more flexibility to employees. Stress and mental health contribute to the highest turnover rate in the industry. Along with the reduction in the time for boosting productivity, the element of mental health needs to be holistic. The focus should not only be on reducing working hours, but it should also be contributing towards the reduction in the overall work itself. If not, this may add to the workers' burden of being more intense and stressful (Russell et al., 2022). Hence, the method of testing the perception of working days per week will try to infuse the same workload on the employees with similar working hours per year. However, it will test the choice of employees between these two offerings.

2.1.4 Social Causes, Technological Advancements, and the Legislative Considerations

Parkinson's law states that work expands to fill the available time the employees have at their disposal. Additionally, the 80/20 principle states that 80% of productivity is achieved under 20% of the utilised time. Based on these principles and claiming evidence of productivity, the UK-based New Economic Foundation proposes a workweek of 21 hours. This is evidently for the betterment of society – where the issues like overwork, burnout, unemployment, climate change, economic inequalities, and the deficiency of time to live sustainably by focusing on physical and mental well-being can be dealt with (Perpetual Guardian, 2022). According to Dr. Heejung Chung, Social policy experts should steer the conversation into a 4-day workweek to incentivise employees' rights. It can benefit society to have a four-day workweek rather than laying off employees (Chung, 2022).

A similar view is echoed in the research conducted in 2019 to understand the minimum amount of work required to be financially efficient and the dependence of the number of working hours on mental well-being. For the people who are currently

unemployed, it has a considerable positive impact on the people that were previously unemployed. However, mental well-being is not affected much among those working 1-8 hours a week and those working 44 hours a week (Daiga Et al., 2019). These results are more generalised, and it also considers the people who are unemployed compared to the ones that are employed. Here, the mental well-being of the sample is not being tested on the same scale. Hence, in this study, the comparison of mental health would consider people in similar employment conditions and the effect of a choice.

Studies conducted in the past by the World Health Organization (WHO) and the International Labour Organization (ILO) highlight the detrimental effects of longer working hours on workers. These include the correlation between longer working hours and higher rates of heart disease and strokes (Frank et al., 2021). Due to the correlation, many governments in the recent past have conducted several experiments. For example, in the experiment conducted in Sweden among social work agencies and government offices, there have been discoveries of health and well-being issues like lack of sleep and the friction between work and family life (Barck-Holst et al., 2017). Moreover, one of the earliest work time reduction trials was conducted in Iceland with the cooperation of over 2500 employees. Participants reported reduced stress, more enthusiasm toward work, less family conflict and happiness at work (Haraldsson et al., 2021). The life satisfaction of workers in Japan and South Korea was also improved with the reduction of working hours from 48 and 44, respectively, to 40 hours a week (Hamermesh, 2016).

It is clear from the previous studies that the turnover intent can be because of various factors. These studies have provided a business sense of the cost benefits of reducing working hours. In addition, there is an apparent inclination towards a 4-day workweek as it is a win-win situation for all. Considering all these factors, this study would test the choice offered to the employees between the number of workdays. It would highlight the behavioural perception of employees. The correlation between the number of working days in a week and the intent of turnover would be tested by keeping the total working hours per year the same for both cases. This research would then complement the previous studies and test this correlation. Furthermore, it would draw a clear image of the turnover intent from a 4-day workweek (32hrs) to a 5-day workweek (35hrs) and vice versa across the two genders and various age groups.

3.1 Theoretical Framework

The theoretical framework guiding this study is based on the facts from previous studies. The previous studies' determinants indicate an increasing concern in the technology industry to curb employee turnover. Several factors such as work stress, occupancy in work-related problems leading to overwork can lead to an employee turning over, and conversely, sparing less time for the families. It leads to conflicts and a decline in an employee's happiness and well-being. One of the solutions to this critical situation is to allow the employee to have reduced work time. However, this reduced work time can either be a 4-day workweek, where the employee works for 32 hours a week or a 5-day workweek, where the employee works 35 hours a week. The dependent variable for the entire study is the employee's intent to turn over when the two choices are offered.

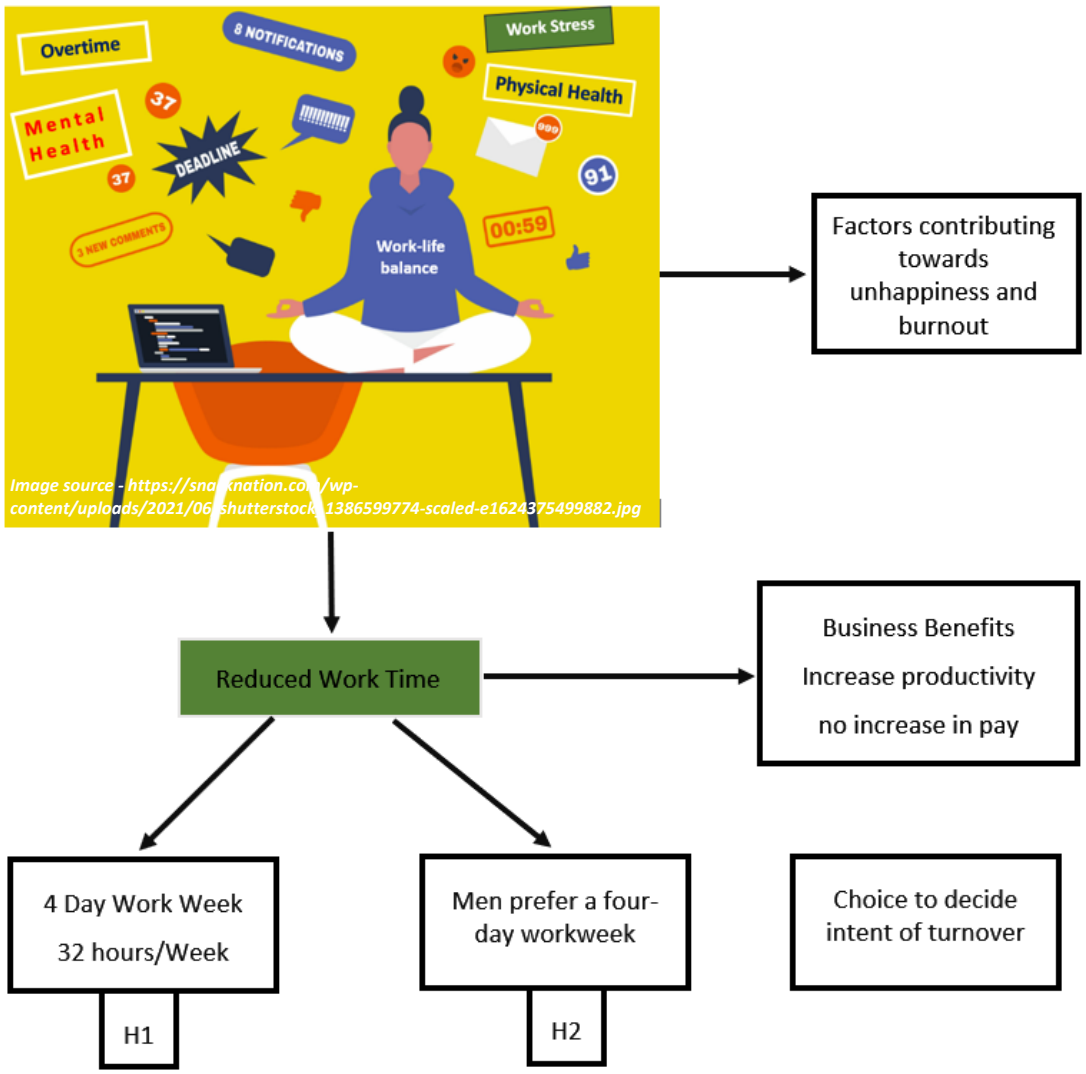

Figure – 1 Theoretical Framework

The previous studies have either studied the benefits of reduced work time or tested the employees' productivity. In both cases, employees' intent to turn over was not directly compared to the two scenarios. This study uses the previous research and compares the two scenarios of a 4-day 32-hour workweek with a 5-day 35-hour workweek. The number of working hours per week is the two independent variables testing the dependent variable of employee turnover.

As per the data from the OECD countries, the number of hours for a 5-day work is 35 (Statista, 2022). The number of hours for a 4-day workweek is derived from the previous trials conducted in several countries and the recent Perpetual Guardian research conducted in New Zealand, the United States, Australia, the United Kingdom, Canada, and Ireland (Perpetual Guardian, 2022).

Furthermore, the number of working hours per year for both cases is the same to make the test unbiased towards any of the choices and to test the clear intent of turnover. The calculation for that is shown below in Table 1:

	4 Days a Week	**5 Days a Week**
Total Workdays (52 weeks)	208	260
Paid Days Off Per Year	10	34
Number of Working Days Per Year	198	226
Hours Per Day	8	7
Total Hours Worked Per Year	**1584**	**1582**

Table 1 – Allocation of equal working hours per year for both the cases

Based on this theory, the hypotheses proposed are as follows:

H1 - A four-day workweek over a five-day workweek increases the turnover intent of an employee in the IT sector.

H2 – Men prefer a four-day workweek over a five-day workweek.

After collecting relevant data, both the hypotheses are tested to understand the effect of a 4-day workweek in turning over an employee.

4.1 Data Collection

Testing of the hypothesis is done using primary data. This aspect is the addition and continuation of the ongoing research in this field. This research will provide the exploits of testing the employees' attitudes in a real-life work environment having a choice to choose the alternative. It is done by building a web application using Otree (Python), randomly assigning the participants with a specific weekly working day condition. This application is then hosted on Heroku (an online cloud server), allowing participants to access the experiment using an online link.

4.1.1 Method of Data Collection

The participants fill up their basic demographic details like age and gender in the first step. Then they are introduced to one of the two random conditions shown in Figures 2 and 3.

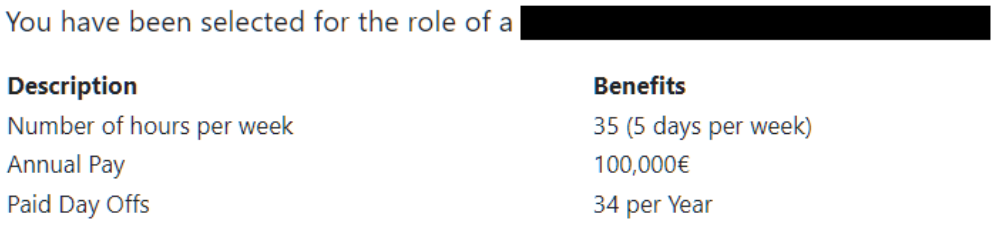

Figure 2 – Condition 0 in the Otree Experiment

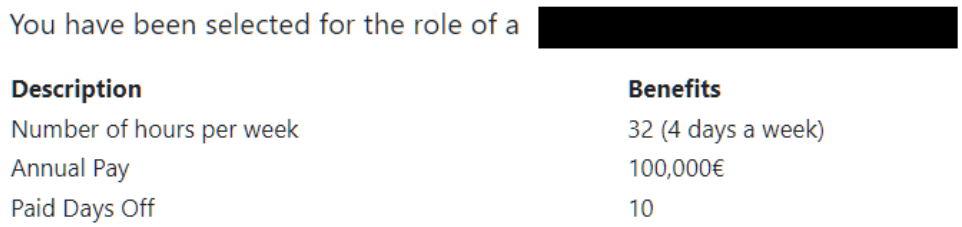

Figure 3 – Condition 1 in the Otree Experiment

The choice is offered in the next step, where the two hypotheses and the employee's behaviour will be tested with an experimental design setup. Participants are then offered the alternative based on their initial offering. Here, they can make the other choice if they wish to. While they are selecting the alternative, a comparison between the two choices will be displayed, with all the details (Figures 4 and 5).

Description	Previous Offer	Alternative Offer
Number of hours per week	35 (5 days/week)	32 (4 days/week)
Annual Pay	€100,000	€100,000
Paid Days Off	34 per year	10 per year
Total Working Hours Per Year	1582	1584

Figure 4 - Alternative for Condition 0

Description	Previous Offer	Alternative Offer
Number of hours per week	32 (4 days/week)	35 (5 days/week)
Annual Pay	€100,000	€100,000
Paid Days off	10 per year	34 per year
Total Working Hours Per Year	1584	1582

Figure 5 - Alternative for Condition 1

The information is displayed with a clear intent to provide the participant with all the necessary information before making a choice. Based on all the choices selected, the preference of choice could be analysed. Moreover, it leads the experiment to conclude if the dimension of time is critical in turning over the employee.

4.1.2 Intended Sample and Size

For this study, the intended sample consists of employees working in the IT industry in Canada, North America, and employees working in Europe in the IT industry. The sample will comprise 60 individuals, equally divided between men and women, with ages ranging from 20 to 50 (with the lowest age being 24 and the highest being 48). To gather data, an Otree application was developed and hosted on Heroku (a cloud-based online server), allowing participants to make their choices using the online application. As a result, the participants portray a diverse and balanced group comprising two genders and varied age groups. In addition, the Otree application ensured randomization between a 4-day and a 5-day workweek.

Several academic research papers provide insights into establishing a sufficient sample size for this research. With a sample size of 60 participants, this study adheres to the fairly common practice in statistics where a sample size of 30 or more increases the confidence interval of the population data set, allowing for robust findings and enhancing the likelihood of the sample being representative of the population (Chang et al., 2006). This selected sample was provided with an online link to participate in the experiment.

4.2 Data Analysis

The analysis of the data acquired is described in this section. It will be displayed in the following categories:

1. Sample Overview
2. Data Analysis
3. Turnover Intent
4. Result

4.2.1 Sample Overview

The data was collected from 60 participants. 29 (49%) were randomly assigned a 5-day workweek and were later offered the alternative choice, upon which they either accepted or rejected it. On the other hand, 31 (51%) were assigned a 4-day workweek and were later offered the alternative, upon which they either accepted or rejected it. The intention was equal participation for both these conditions (4 and 5 days). However, the participants might have executed only some of the online application steps, resulting in null values as their final choice. Hence, it led to a slight difference in the intended equilibrium between the two choices offered for selection.

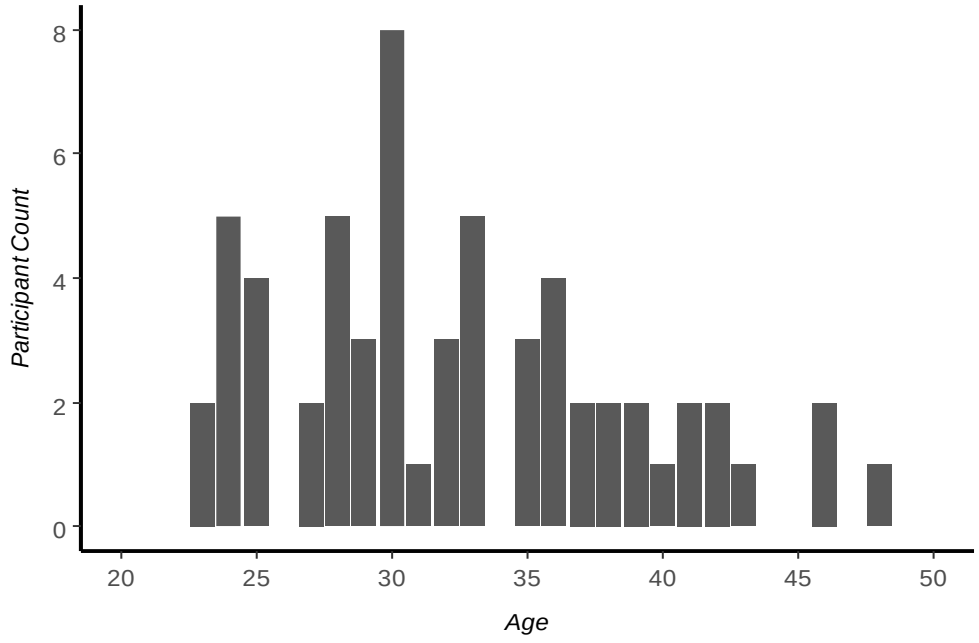

Figure 6 – Age Distribution of Participants

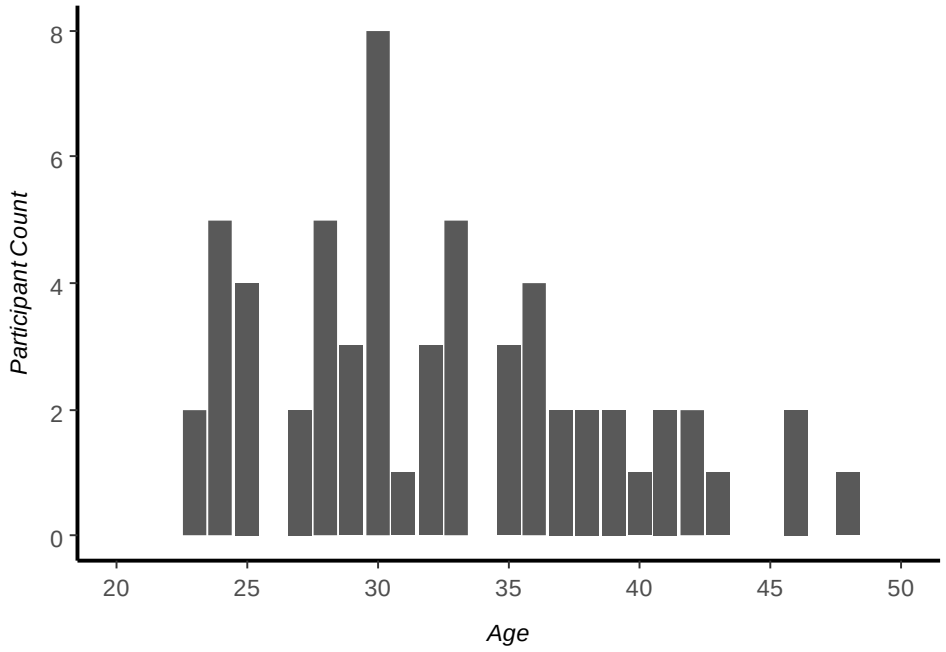

Figure 7 – Age Distribution of Male Participants

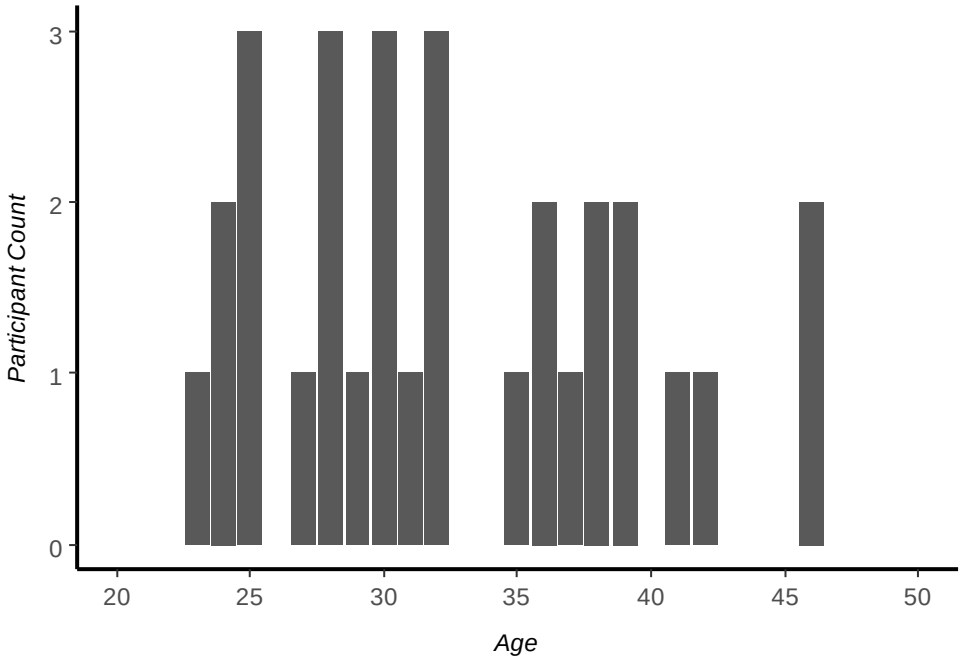

Figure 8 – Age Distribution of Female Participants

The distribution of the age groups of the participants is shown in Figure 6. The age distribution among the male and female participants is shown in Figures 7 & 8. The statistical figures for participants' age are provided in Table 2. The overall data set includes 30 male and 30 female participants. Therefore, table 2 also contains separate statistics for each gender.

The maximum age for female participants was 46, while for males, the maximum was 48. It also contains two age groups – (21 to 30) and (31 to 50), both 50%.

	Min	***1st Quartile***	***Median***	***Mean***	***3rd Quartile***	***Max***
Overall	23	28	31.50	32.42	36.25	48
Female	23	28	31.50	32.53	37.25	46
Male	23	28.25	31.50	32.30	35.75	48

Table 2 – Summary Statistics of Age Distribution of All Participants

The distribution of participants in terms of age groups and gender is shown in Table 3. The two conditions are a 4-day workweek as the original offering and a 5-day workweek as the alternative choice. The second condition has a 5-day workweek as the original offering and a 4-day workweek as the alternative offered. Table 3 shows the essential details about the demographics of the participants.

	4 – Days Week (Original Choice)	***5 – Days Week (Original Choice)***
Female Participants	42%	58%
Male Participants	58%	42%
Min Age	23	24
Max Age	48	42
Mean Age	33.52	31.24
Median Age	32	30
Age Group (21 – 30)	45%	55%
Age Group (31 – 50)	55%	45%

Table 3 – Summary Statistics of gender and Age distribution of all participants in both the conditions (Day – 4 and Day – 5 as the original conditions)

4.2.2 Data Analysis

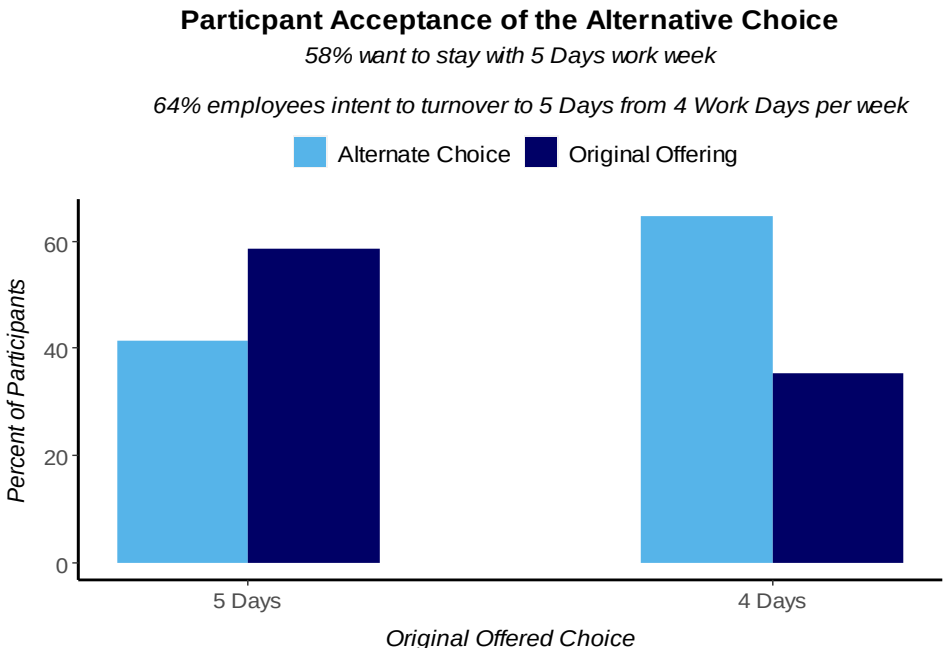

Figure 8 – Overview Intent of Turnover

The overall inclination of the participants has shown that more participants would turnover from a 4-day workweek to a 5-day week. When the initial offering was 5 days per week, 58% of the participants were reluctant to turn over to a 4-day week. In contrast, when the initial offering was 4 working days, the turnover intent was expressed by 60% of the participants. However, the overall result is a combination of factors such as age groups and gender.

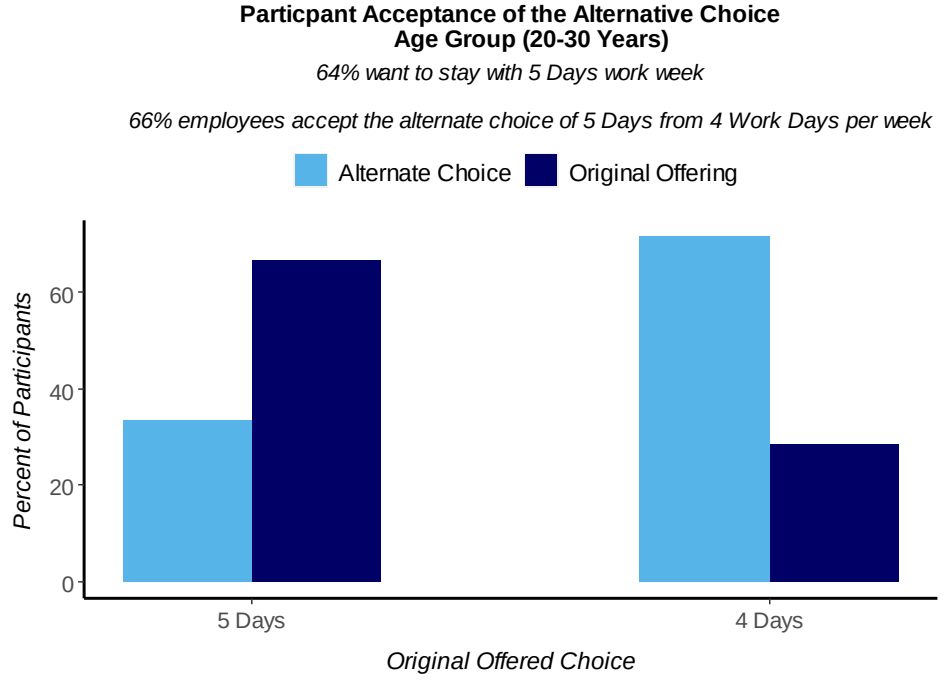

Figure 9 – Intent of Turnover for age group (21-30 Years)

The intent of participants between the ages 21 to 30, as represented in Figure 9, shows that people are more inclined towards turning over from a 4-day workweek to a 5-day workweek. More than 60% of the participants who were originally offered a 4-day workweek have implied turning over to a 5-day workweek. Moreover, 64% of the participants are reluctant to turn over from a 5-day workweek to a 4-day workweek.

The participants in the age group 31 to 50 years, as represented in Figure – 10, show that people in this age group are inclined to accept the alternative offer. When the initial offer is a 5-day workweek, 52% intend to turn over to a 4-day workweek. However, the intent is slightly higher, 60%, when the initial offering is a 4-day workweek.

The comparison between the two genders indicates that more than 60% of both genders indicate the intent to turn over from a 4-day workweek to a 5-day workweek (Figure – 11). In addition, when the original offer was a 5-day workweek, 84% of women participants did not accept the alternate choice of a 4–day workweek (Figure – 12).

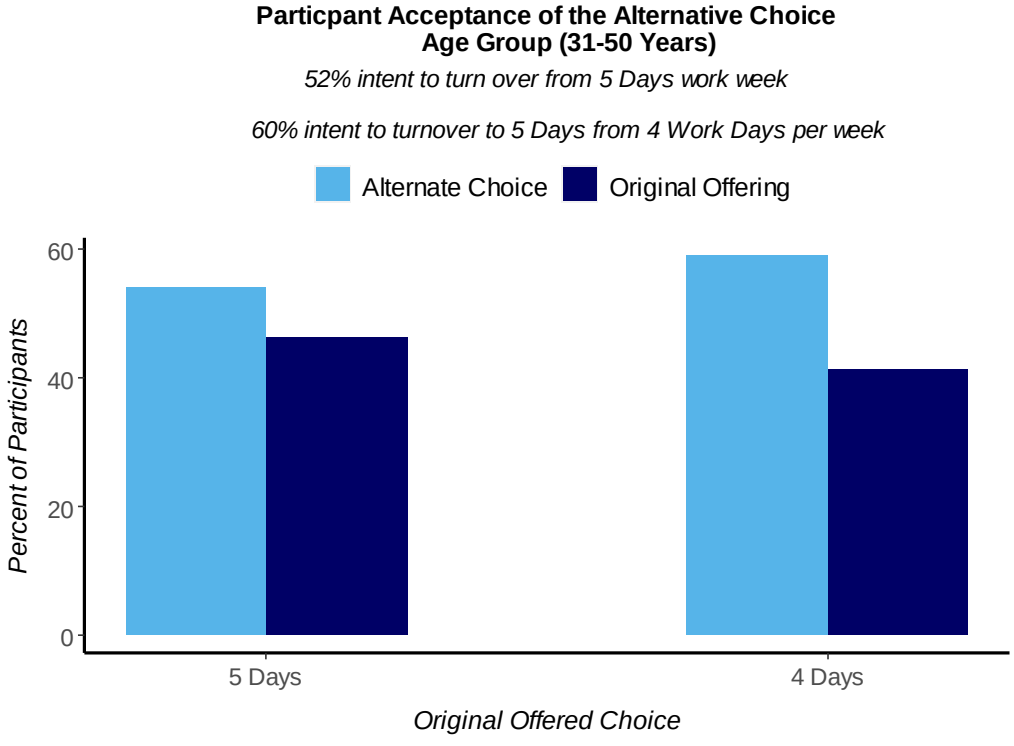

Figure 10 – Intent of Turnover for age group (31-50 Years)

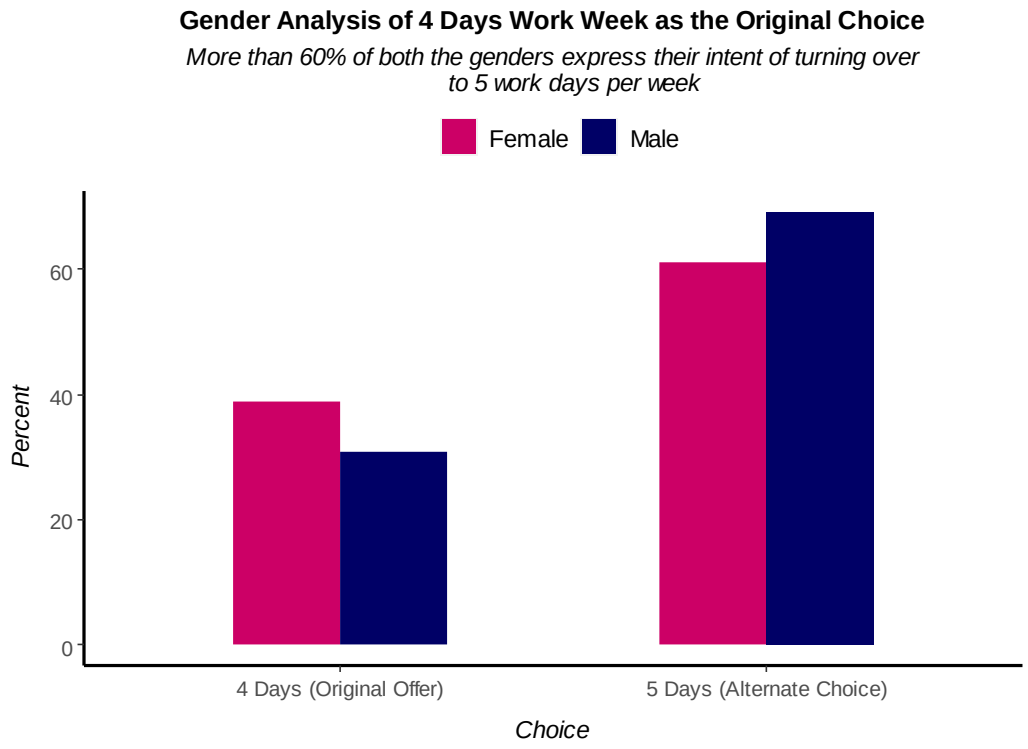

Figure 11 – Gender Analysis (4-Day Work - original offer)

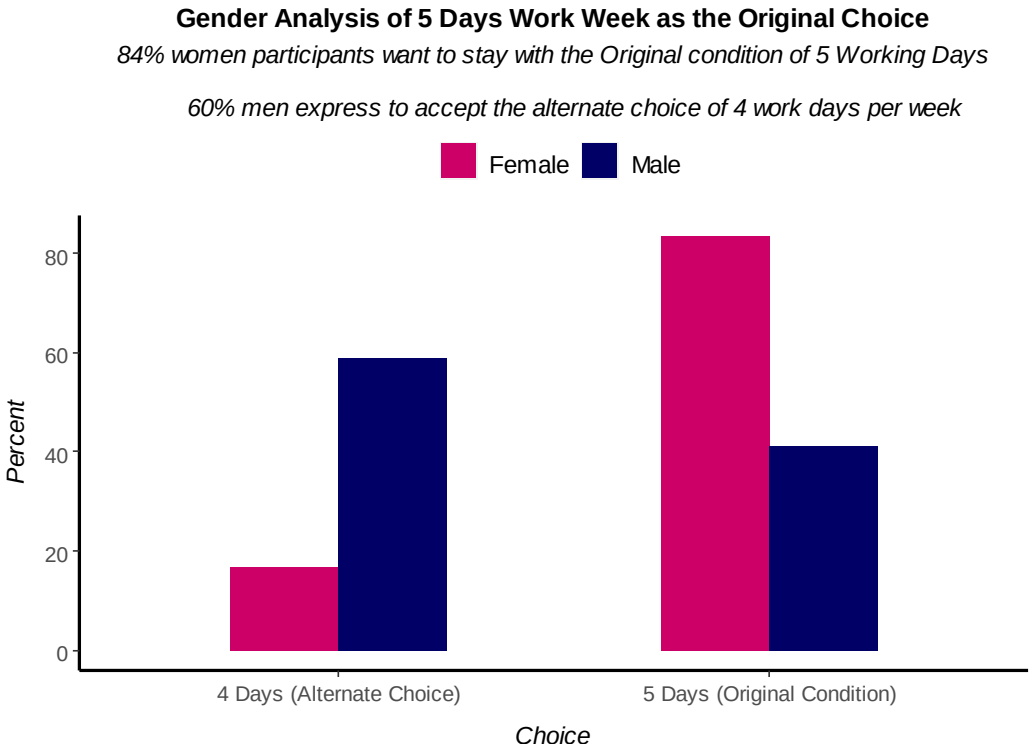

Figure 12 – Gender Analysis (5-Day Work - original offer)

In contrast, 60% of male participants intended to turn to a 4–day workweek (Figure – 12).

4.2.3 Turnover Analysis

Turnover intent is higher for a four-day workweek than for a five-day one. 40% of the participants intended to turn over from a five-day workweek to a four-day workweek (Figure – 8). However, 64% of the participants intended to turn over from a four-day workweek to a five-day workweek (Figure – 8). One of the reasons for this could be that there is no change in the number of total working hours per year (Table – 1). Moreover, the number of paid leaves is higher for a five-day workweek, which provides more flexibility. However, the number of workdays is less for a four-day workweek, but the number of hours per day are more.

For the age group 21 to 30, turnover intent from a five-day workweek to a four-day workweek is 36%, and from a four-day workweek to a five-day workweek is 66% (Figure – 9). It indicates that even the after-effects of covid-19 or any other current scenarios related to work-life balance combined with a choice between weekly working days have not influenced the younger population to turn over from a workplace. On the contrary, 64% of the young generation is keen on staying with five workdays per week schedule, compared to only 34% in the case of an original offer of 4 workdays per week (Figure – 9).

The age group 31 to 50 is more volatile and are more prone to accept the alternative. Both conditions have been accepted by more than 50% of the participants in both cases, which implies an intention for turning over (Figure – 10). However, when the initial offer is four-days per week, the intention of turning over is expressed by 60% of the participants compared to 52% for a five-days per week arrangement (Figure – 10). It can again be attributed to several factors like the number of paid leaves per year and the number of working hours per day (Table – 1). These factors could have led to the inclination towards turning over from a four-day workweek.

The other element for consideration is gender analysis. Only 16% of female participants have shown the intent of turning over from a 5-day workweek to a 4-day workweek and 84% of them have preferred staying with the 5-day workweek schedule (Figure – 12). In contrast, 60% of male participants intend to turn over from a 5-day workweek to a 4-day workweek (Figure – 12). There can be several factors associated with this. Social factors like domestic work demand from women could have been why women chose a 5-day workweek over a 4-day workweek. For men, it could mean more freedom to pursue their other hobbies or spend more time with families, perhaps encouraging them to choose a 4-day workweek over a 5-day one. The research must be further carried out in this direction to get more clarity.

Interestingly, it also seems likely that men have a higher tendency to be swayed by an alternative choice (Figure – 11) When the original offer is 4 days per week, 69% of men have preferred the alternative choice (Figure – 11). And, when the original offer is 5 days per week, 59% of men have preferred the alternative choice (Figure – 12). The volatility is higher in case of men, than in women. This also hints towards conducting detailed research to be carried out in this direction to get more clarity.

4.2.4 Results

As per the experimental conditions laid out for this experiment (Table 1, Table 2, and Table 3), following results can be derived -

i) Overall, the study shows that there is a higher tendency to turn over from a four-day workweek to a five-day workweek (Figure – 9). Hence, **H1 is Rejected.**

ii) The result is similar for both age groups (21 to 30 and 31 to 50) segmented for this study (Figure – 9 & 10). Both the age groups show a higher tendency to turnover from a four-day workweek to a five-day workweek. Hence, **H1, is Rejected.**

iii) 84% of women participants indicated their preference for a five-day workweek over a four-day workweek. In contrast, 60% of male participants tend to turnover from a five-day workweek to a four-day workweek (Figure 12). This not only indicates their preference but also indicates that a 4-day workweek can increase the turnover intent for male employees. Hence, **H2 is not Rejected**.

5.1 Recommendations

The purpose of this study and research was to understand the employees' perspective and for current businesses to understand the workforce's preferences. The ongoing dynamics in the present world can lead to significant changes in how people might work in the future. The study provides several positive outcomes to understand an approach toward manoeuvring these dynamics. The recommendations are as follows –

i) Even when the numbers do not completely show a direct acceptance of a 4-day workweek, it also does not completely reject the possibility in the future. The numbers of employees turning over, or their intent to turn over to a competitor can be potentially dangerous for any company. Hence, further detailed analysis should be carried out on the subject.

ii) Men showed a clear preference for a four-day workweek than women. There can be some positive ways in which this can impact our societies. After further detailed analysis, gathering enough information, and taking other social factors into account, a holistic data-driven decision should be made to decide whether a choice of 4 workdays per week should be provided to the employees, especially male employees.

iii) The experiment was conducted for academic purposes, and the participants had to make the choice right after receiving the initial offer. Therefore, for a detailed and more realistic scenario, the participants should be given more time before providing them with an alternate choice. There can be variations in the time provided to these employees to test more scenarios.

iv) Business should consider incorporating research for their own companies to analyse the situation in their own backyard and make an informed decision

thereafter. Businesses ought to realize that if they do not provide this opportunity to their employees, someone else might, which can lead to a strategic failure for a company.

v) Governments should also take the initiative to offer the choice of a 4-day workweek to their employees, and a detailed study can be conducted to make a data-driven informed decision.

6.1 Limitations of the Study

There are several limitations to the conducted study. Indeed, several factors that might have interfered in the results due to the conditions in which this study has been realised. Therefore, it seems to be scientifically important to highlight those limitations.

i) Number of participants – One of the biggest challenges of this research was the deficient number of participants. Considering a larger sample size for this study could have been more interesting. The diversification of the respondents was limited only to the software technology sector, age group and gender. However, the median age group of the respondents was more than 31 (Table – 2). Hence, it could have been more realistic if this matched with the real-life situation or by a larger sample size.

ii) Time – Participants were offered a job upon participating in the experiment. They were offered a choice before they got a taste of the situation. They were asked to interpret all the information without allowing them to carefully consider the two scenarios on offer. It may lead to inaccurate decision-making.

iii) Other Factors – Due to the lack of time and funds for this experimental study, only the factors like – working days per week, working hours per week, total working hours per year and paid leaves were considered. However, other social, economic, or personal factors may influence the decision-making. The lack of consideration of other factors is also a limitation of this study.

iv) Financial Constraint – This kind of research can be executed with some additional funds for using more resources to conduct the analysis. The study was conducted with limited resource utilisation necessary and sufficient for academic purposes only.

7.1 Conclusion

Due to innumerable factors, the number of working hours in a week has historically changed (Gavelski, 2018). The current geo-political scenario comprising of inflation, war, post covid recovery and increasing employee turnover forces businesses to alter the 9 to 5 for five days a week model (Sanok, 2021). The IT industry struggles with one of the highest levels of employee turnover (Wiles, 2021). Mental health awareness, technological advancements, legislations, the productivity of the business, and the employee's perception could all be contributory factors to this turnover intent. The study uses current scenarios as well as previous studies and formulates a research question outlining the effects of a 4-day workweek on employee turnover intent. Many of the currently well-established companies worldwide have undertaken this research. However, they have not considered the employees' attitudes by offering them a choice between a 4-day and a 5-day workweek. The study tries to address this situation with a clear hypothesis that a 4-day workweek over a 5-day workweek will lead to increased turnover from a business that offers a 5-day workweek. The other hypothesis focused on whether the masculine gender prefer a 4-day workweek over a 5-day one.

To test both hypotheses, a framework was created in which the odds were identical for the employees to choose between workdays per week. An Otree(python) based web application was created and hosted on Heroku (cloud server) to collect the participants' primary data. The collected data was analysed by grouping them into age groups and genders. The result rejected the hypothesis that a 4-day workweek over a 5-day one can increase employee turnover. However, male participants preferred a 4-day workweek over a 5-day workweek, and the data showed that a 4-day workweek could increase the tendency of turnover in the case of male participants.

This study aimed to understand employee perspectives and provide recommendations for businesses in the light of changing work dynamics. The findings indicate that while there is not complete acceptance of a 4-day workweek, there is also no outright rejection. High employee turnover or potential intent to switch to competitors poses risks for companies, warranting further analysis. Men showed a stronger preference for a shorter workweek than women, suggesting potential societal impacts. Allowing participants more time to make choices and conduct company-specific research is advised. Governments should also consider offering a 4-day workweek and conducting data-driven studies to make informed decisions.

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9.1 Appendices

Self-assessment of skills developed during the professional thesis BSB® - Building up Skills for Business s®

This table has to be completed and joined in the annex of the professional thesis.

All along your professional thesis, you consider that you have developed, and you master the following skills:

		Little	Moderately	Highly
MGE MS 01 - To be able to analyse a situation and have a critical vision	To be able to collect and interpret relevant information and process it effectively			✓
	To be able to analyze a situation to guide action and decision making			✓
	To be able to carry out logical and rigorous reasoning			✓
	To know how to exercise one's critical mind		✓	
MGE MS 02 - To be able to decipher a complex phenomenon and understand uncertainty	To be able to understand the complexity of a phenomenon			✓
MGE MS 04 - To know how to communicate effectively, both orally and in writing	To know how to restitute information or analysis in a synthetic way			✓
	To know how to present an argument in a structured, logical and rigorous manner			✓
	To know how to convince and be persuasive in your communication			✓
Commentaries	-			