

A COMPARATIVE STUDY OF THE ATTITUDES OF EMPLOYEES
ON FOUR-DAY WORK SCHEDULES AND FIVE-DAY
WORK SCHEDULES

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Chapter 1

INTRODUCTION

In recent years there has been a general movement of dissatisfied employees in industry; that is, they are dissatisfied with the boredom that goes with their jobs. In many cases this boredom is the result of performing the same task minute after minute, hour after hour, day after day. This repetition of tasks is primarily exemplified in assembly line work.

Many different methods are used to try to make jobs more exciting, more prestigious, or in many cases more bearable. One method advocates increasing a person's wage to the point that he has a high standard of living to look forward to when he gets off work every day. Another method uses elaborate titles which can sometimes be used to motivate people and make their jobs a little more prestigious. However, when this is done, the proper authority must go along with the title or it will be useless. A third way that companies are finding helpful in keeping their employees satisfied encourages the employees to do something recreational after work, including participation in company bowling teams, softball teams, and so forth. Many companies provide tickets either free or at reduced costs to sporting, social, or

cultural events or activities. This method breaks down the monotony of hours of work because it gives a person something to look forward to in the evening. Many companies will also have recognition parties such as honors and awards banquets in order to improve morale. One additional method some companies are trying in an attempt to boost morale is to implement the four-day workweek. The biggest benefit of the shorter workweek is that it allows the employee to stay away from the job for longer periods of time, giving him time to forget about his job and a chance to do something he possibly could not have done otherwise because with the five-day workweek he did not have adequate time spans to complete some projects.

The intent of this study was to find and evaluate the advantages and disadvantages of the four-day workweek. In some situations a company might be doing more harm than good to use the four-day workweek. This study compares the attitudes of the workers on five-day and four-day workweek schedules. The results should provide information that will contribute to the decision making process of maintaining the present work schedule or conversion to another schedule.

THE PROBLEM

Is there a significant difference in the work performance of employees on a four-day workweek schedule compared to the work performance of employees on a five-day workweek schedule?

Is there a significant difference in the attitude of workers on a four-day workweek toward their jobs compared to the attitude of workers on a five-day workweek toward their jobs?

STATEMENT OF THE PROBLEM

It must be ascertained whether there are enough advantages associated with the four-day workweek schedule to make it worthwhile to ask employees to bear the additional fatigue that accompanies working two additional hours each day. Are there other disadvantages besides the fatigue factor?

Within the main problem above are smaller problems which include: (1) What are the advantages of the four-day workweek? (2) What are the disadvantages of the four-day workweek? (3) What are the problematical areas to watch out for when a company converts to a four-day workweek? (4) Is the four-day workweek applicable to all types of businesses?

STATEMENT OF HYPOTHESES

There is no significant difference in the work performance of employees on a four-day workweek schedule compared to the work performance of employees on a five-day workweek schedule.

There is no significant difference in the attitudes of workers toward their jobs on a four-day workweek schedule

compared to the attitudes of workers on five-day workweek schedule towards their jobs.

Under the main Statements of Hypotheses are minor ones which include:

There is no significant difference in the attitudes of workers on four-day work schedules toward the companies they work for compared to the attitudes of workers on five-day work schedules toward the company they work for.

There is no significant difference in the attitudes of workers on the four-day workweek toward their personal lives compared to the attitudes of workers on a five-day work schedule toward their personal lives.

DEFINITION OF TERMS

The following terms are defined to clarify their special meaning as used in the study.

Attitude. One's mental or emotional state or mood.

Five-day workweek. The schedule of employment amounting to forty hours of working time distributed over five days of the seven-day week; noted as five/forty.

Four-day workweek. Any one of various schedules aimed at distributing working time over four days of the seven-day week; noted as four/forty etcetera, depending on the actual number of hours worked in the four-day period.

Optimized Scheduling. Arranging a schedule so that the maximum production possible can be obtained from all of a company's employees.

Rearranged Workweek. A schedule other than a standard five day, forty hour work schedule.

PURPOSE OF THE STUDY

The aim of this study was to determine how the implementation of the four-day workweek affects companies as well as the employees working for those companies. The impact of the four-day workweek was assessed from responses to questionnaires devised by the author of the study and sent to various midwest businesses and industries. The study compares the attitudes of workers of their jobs on the four-day workweek to the attitudes of workers on the five-day workweek.

SIGNIFICANCE OF THE STUDY

As far as could be ascertained, no survey of this type has been conducted in the area of Kansas, Missouri, Iowa, Nebraska, and Colorado. The statistical findings are based upon responses of those who answered questionnaires prepared for the study. The questionnaires are found in the appendix. The results of this study would be valuable for companies considering the implementation of the four-day workweek.

LIMITATIONS OF THE STUDY

This study was limited to businesses and industries in Kansas, Missouri, Iowa, Nebraska, and Colorado. The study was further limited to businesses and industries using four- and five-day workweek schedules.

Chapter 2

REVIEW OF RELATED LITERATURE

When a company is considering making a major change such as going to the four-day workweek schedule, there are some major and minor questions it must ask. Initially, the company must confront the problem of employee fatigue: are there enough advantages associated with the four-day workweek to make it worthwhile to bear the additional fatigue that accompanies two additional hours of work each day? Additionally, the company must ask what are the advantages of the four-day workweek? What are the disadvantages of the four-day workweek? Finally, if a company decides to convert to the four-day workweek, it must determine some of the problems to watch out for while converting.

The most important issue for the company is production. Will production go up or down or stay the same? After all, production is the name of the game in business.

This chapter reviews what other studies have found out about the four-day workweek. The study has one advantage over earlier studies made while some companies were still in the process of converting to the four-day workweek. This study was able to utilize information from companies that had had longer to try the four-day workweek.

INTRODUCTION

Reasons for converting to the four-day workweek range from joblessness to the boredom of the job itself, from inadequate applicants to the fuel shortage.¹

Many surveys have been sent out by organizations such as American Management Association, Duns magazine, and Newsweek. Duns found, for example, that a large percentage of the panelists on its board of company presidents agreed that the shortened workweek is "The wave of the future for Americans." President Gelf of the Bristol Meyers Company revealed that "Inevitable seems somewhat strong. But we predict that more and more companies will experiment with variations of the 4-day workweek."²

The thought to keep in mind is that all the companies included in the surveys are not on the four-day workweek yet; some of them may never change to the four-day workweek. In fact, the general statement made by all firms was:

Go slow. For the implications of such a change in work habits throughout industry, they say, are a lot more serious and far-reaching than either labor or business has bothered to think about, at least so far. And right now, at least, they are doubtful of the economic benefits of the four-day week for both their companies and employees.³

¹Anonymous, "Pressure on Ford to Test a Shorter Week," Business Week, (May 27, 1972), p. 50.

²N. A. Martin, ed., "Can the Four-Day Week Work?", Duns, (July, 1971), p. 39.

³Martin, p. 39.

According to the American Management Association manual on the four-day workweek, the four-day workweek is a management innovation.⁴ Other sources say that the unions are for it in an attempt to get a four-day week with the present eight-hour day. Still others say that, generally speaking, the managers are initiating the four-day workweek schedule because of urging from their workers.⁵ Furthermore, it must be noted that the four-day week does not always mean that the firm operates only four days a week. This phrase refers only to the number of days each employee is scheduled to work.⁶

When the management of a business organization decides to try the four-day workweek or anything as major as the four-day workweek, it must have a reason. The reason should not be change simply for the sake of change. The reasons that management have given for trying the four-day workweek, hereafter referred to as four/forty, include:

1. The desire to increase production. An important fact should be brought to the attention of the reader here. From 1966 to 1970 the annual increase in output per man hour averaged only 2.1 percent compared to the average increase

⁴American Management Association Manual, The Four-Day Workweek, (September, 1970), p. 12.

⁵Anonymous, "As 4-day Week Spreads, It meets Some Doubters," U. S. News, (May 17, 1971), pp. 49-50.

⁶American Management Association, p. 24.

of 3.0 percent for the previous twenty years. This information came from the BLS Bulletin 1710, 1971, entitled "Productivity and the Economy".

2. The desire to increase worker morale.

3. The always present desire to increase profits which includes the cutting of costs and overtime requirements.

4. The desire to reduce absenteeism.⁷

Other points that management has considered include:

1. The extra spare time that was not available with the five-day workweek. The American Management Association believes that the adoption of a more flexible work schedule may well foreshadow the emergence of a new leisure class in America.⁸ So when a company or industry tries to decide whether to convert or not, it must take into consideration how its employees will react to the extra spare time on their hands.

2. Will companies be penalized in terms of overtime pay and other such employee benefits? Will employees have to be paid overtime for over eight hours of labor on one day?

3. Will labor allow management flexibility in work schedules to insure optimum production?

4. What will be the overall effect on the economy?

⁷American Management Association, p. 31.

⁸American Management Association, p. 17.

5. Will unions see a reduced workweek as a highly negotiable demand or regret it as a return to a longer working day?⁹

6. Will the four-day workweek reduce Monday and Friday absenteeism or will employees stay at home Tuesdays or Thursdays?

7. Will the four-day workweek help keep skilled workers, or will the longer hours chase them away?

8. Will these new schedules reduce overhead costs, or bring out new, unexpected expenses? Will a bigger inventory have to be kept on hand to support the two extra hours of work every day?¹⁰

When the American Management Association report was published, 35 to 40 percent of the existing four-day workweek activities were centered in the non-manufacturing sector. The rate of conversion to four/forty was between sixty and seventy companies per month.¹¹

Interest in the four-day workweek idea has been shown by some government agencies as well as the private sector of business. One example of government's interest is the Social Security Administration National Headquarters in Baltimore, Maryland. The workers there have asked officials to try out the plan.¹²

⁹Martin, p. 39.

¹⁰American Management Association, p. 9.

¹¹"As 4-day Week Spreads," p. 50.

¹²American Management Association, p. 23.

An article in the Monthly Labor Review (October 1971, p. 33) mentioned that workers and firms involved in the four-day workweek are too few to really predict a change in the making, and the firms are not representative enough to show whether or not a short week is feasible on a national scale.

An expert on the four-day workweek, Wheeler of Wheeler and Associates, concluded that very careful prior planning is imperative if the decision to convert to the four-day workweek is made. One company's expensive mistake due to improper prior planning resulted in paying overtime after eight hours of labor in one day. [This mistake will cost that particular firm time and one-half after eight hours worked each day.] Some industries not covered by the Walsh-Healey act (which will be discussed later) are not required to pay overtime after eight hours of labor in one day. After finding out about not being required to pay time and one-half, a company could tell its employees that they would no longer be paid extra for the hours beyond eight hours of labor in a day, but morale and production would probably suffer.¹³

Wheeler has determined that in the following five areas improvements can be made and implemented before the conversion or at the time of conversion to the four-day

¹³Riva Poor, ed., 4 days, 40 hours (Cambridge, Massachusetts: Bursk and Poor, 1970), p. 97.

workweek. They are issues that all companies must contend with.

1. Productivity. Studies have shown that in the average manufacturing firm the productivity level ranges from 60 to 65 percent effective. At the same time the average service organization is, on the average, only 50 percent effective.

2. Personnel Turnover. Studies have been made and it has been determined that overall in the average manufacturing firm the average turnover is 15 to 20 percent a year. The service industries turnover ranges from 30 to 35 percent annually. Some service organizations have turnover as high as 60 percent per year.

3. Absenteeism. Service organizations generally have higher absentee rates. Service organizations, as opposed to manufacturing organizations, include repair shops, insurance companys, retail stores, etcetera.

4. Hours of Operation. Depending on what type of organization or equipment the firm uses, and also depending on what the company is looking for, a firm may seek to stay open more hours for more business or for ways to get more hours of use out of its equipment.

5. Overstaffing. Many organizations are overstaffed. This results from low productivity, higher turnover than is necessary which leads to more training time which individuals could use in other productive positions, and more than acceptable absentee rates.

The above mentioned problems have led many companies to the conclusion that they need to try something different. Most of these problems have been aided by the implementation of the four-day workweek.¹⁴

When companies convert to the four-day workweek, many times the hours worked are reduced from forty hours to a few hours less. The median hours of labor or work on the four-day week is thirty-six. At the same time, the mean average for the United States is thirty-six and seven-tenths hours of labor a week. In comparison the mean average for the United States in 1969 was thirty-seven. This is a difference of only three-tenths hours a week, and it is less than the two eliminated coffee breaks.¹⁵

Manufacturing companies usually find it easier than do other businesses to convert to the four-day workweek. This probably results from not having to consider the customer service angle for the hours its employees are on the job.¹⁶

Unionized firms may face opposition while converting to the four-day workweek. This opposition results from various reasons, including:

1. A person may spend more money on a three-day weekend schedule. The increased spending is due to more time to take trips and to take part in more leisure activities such as boating, hunting, and fishing. All these

¹⁴Poor, p. 97.

¹⁵Poor, p. 28.

¹⁶Poor, p. 97.

activities can call for some expensive equipment which can put a strain on already stretched budgets.

2. People with limited leisure time interests may not feel the extra fatigue of ten-hour days is worth it.

3. Loss of overtime pay because of higher production from four/forty may cause some workers financial problems. Many people count on some overtime pay in their paycheck sometime during the year.¹⁷

The present study will show the advantages and disadvantages of the four-day workweek. The intent and purpose of the study is to offer an untinted, objective look at this drastic change for both employees and employers.

ADVANTAGES OF THE FOUR-DAY WORKWEEK

When research is done on a topic such as the four-day workweek, it is revealed that what one person or company feels is an advantage another feels is a disadvantage. Sometimes this difference of opinion is due to the type of work an individual is doing. For example, factory workers might be inclined to oppose the four-day workweek while office workers might welcome the four-day schedule.

A good place to start with the advantages of four/forty is with a comment from a woman who is considered the "guru" of "Optimized Scheduling", Riva Poor. She declared in her book, 4-days, 40 hours, that the shortened workweek

¹⁷Poor, p. 68.

looms as a force to be reckoned with by management and unions alike. She based this prediction on 1,400 case studies in her own files.¹⁸

She showed "that business can save on production and increase their output. At the same time the shorter work-week does wonders for employees morale. More and better workers apply for jobs, absenteeism and tardiness decline." She went on to predict, "within the next 5 years a good 80% of industry will convert to the four day work week or a similar flexible scheduling."¹⁹

Many people would state or admit that her predictions were a little high, and she was perhaps a little optimistic. Her consulting firm's job is to help companies make their conversion to the four-day workweek. Her statements must be optimistic in order to convince her clients to make the conversion from their present schedule to four/forty.

The remainder of this chapter has been divided into four sections on types of advantages of the four-day workweek. They deal with advantages to the employer or company, recruiting benefits from four/forty, employee benefits, and the benefits to customer relations aspect of business.

¹⁸Martin, p. 52.

¹⁹Anonymous, "Four-day Workweek Catches On," Life, (January 8, 1971), pp. 96-104.

Advantages To The Company

Paul A. Samuelson, who has received the Nobel Award for his writings in economics, is in favor of the four-day workweek. He has stated that our economy would receive a boost from the four-day workweek. One of the areas of our economy that would benefit greatly would be the leisure or recreational area. Increased leisure services and products would show up in the Gross National Product.²⁰

According to the American Management Association, one important question in everyone's mind is "How has the business of the four/forty companies been affected?" Eighty-four percent of the companies surveyed that were not on four/forty felt that business would be harmed if a company went on the four-day workweek schedule. In contrast, the companies on the four-day workweek held the opinion that business improved by the ratio of four to one.

A firm must remember that there will probably be a 20 percent reduction in start-ups and shut downs. That additional time can be used to increase the length of time of the production process.²¹ An additional gain in production time is possible through a decrease in the number of weekly coffee breaks, rest periods, and washup periods.²²

²⁰Anonymous, "Coming: the Four-Day Week," Nation, (November 30, 1970), pp. 549-550.

²¹American Management Association, p. 59.

²²American Management Association, p. 60.

The productivity of the rest of the companies surveyed stayed the same. At the same time profits increased for 51 percent of the firms and decreased for only 4 percent.

Kenneth Ferguson, vice-president of George H. Bullard Company, an abrasives manufacturing plant in Westboro, Massachusetts, has stated that employees at the Westboro plant achieved higher output on a thirty-six hour, four-day workweek than they did on five-day, forty-hour workweek schedules. The averages were 14 percent more with the four-hour reduction of labor a week. The employees received the same pay for less work time, but the company was still making more profits than it did before.²³

The Kyanize Paint Company found that its workers much preferred a three-day weekend though they worked longer on the days they did work. The company benefited because four times four batches works out more smoothly than five times three batches. Also, the company gained one batch per week.²⁴

One firm has experienced that going to four-day workweek schedule for a year has practically reduced overtime to zero. Also, the elimination of start-up time and shut-down time has cut down on quality risks.²⁵

²³Anonymous, "How Four-Day Workweek Is Catching On," Reader's Digest, (June, 1971), pp. 108-110.

²⁴Paul A. Samuelson, "Four-day Week," Newsweek, (November 16, 1970), p. 91.

²⁵Martin, p. 53.

Another company has found that when overtime is required it is easier to get employees to come back an extra day when three days a week are available off instead of two. This still leaves two days to relax, which is what most weekends provide now.²⁶

Many business organizations use Friday or the fifth day for management meetings, planning sessions, and management training programs. These can be done at the office or at business seminars. Also, some of the employees can be sent to college training on Fridays, Saturdays, or whatever days are available.²⁷

One advantage that many companies see in the four-day workweek schedule is lower maintenance costs. The main advantage comes as custodial care is eliminated for the fifth day of every week. Also, many companies see the four-day workweek schedule as a way to conserve heating energy. They can leave the thermostat turned low for one additional day to conserve their allotted amount of fuel. A third way that maintenance costs can be cut is that the fifth day of the week can be used to repair assembly line machinery. This way, overtime does not have to be paid on Saturday to make repairs that are of a general maintenance nature.²⁸

²⁶"As the Four-day Week Spreads," p. 49.

²⁷American Management Association, p. 34.

²⁸"As the Four-day Week Spreads," p. 49.

Recruiting Benefits To The Company

One way companies feel they are benefitting as a result of using the four-day workweek schedule is in the recruiting of new employees. An example of this is revealed at the Lawrence Manufacturing Company in Lowell, Massachusetts. The company had a serious problem from not being able to get enough employees. Now the cry is heard throughout the plant of "Thank God it's Thursday".²⁹ The success from trying the four-day workweek schedule was almost immediate. Doggert, Lawrence manager, has stated,

We are not even recruiting now. We have a waiting list. Absenteeism has dropped, and so has personnel turnover. Production is greater now than it was with a 5-day workweek and many workers would probably quit if the company went back to the 5-day workweek.³⁰

One sales promotion manager made the following statement about what the four-day workweek schedule did for his company.

We were pleasantly surprised to find our recruitment problem solved. Dozens of people, reading about the company in the paper, came knocking on our door, intrigued by the idea of having three day weekends all year long.³¹

One point to keep in mind is that the four-day workweek is becoming a status symbol. When employees are going to work on Friday they feel envious of their friends and

²⁹Samuelson, p. 91.

³⁰"How Four-day Workweek is Catching On," p. 109.

³¹Anonymous, "4-day Workweek and What To Do About It," Mechanics Illustrated, (July, 1971), pp. 50-51.

neighbors who have Fridays off to do whatever strikes their fancy.³²

Employee Benefits From The Four-Day Workweek

Many of the benefits, probably a very big percentage, are the reasons that recruitment has become easier for the companies.

One advantage to the employees is that a person can handle a part-time job whereas on five-day workweek schedules a person is worn out at the end of five days making a part-time job out of the question. The four-day setup gives a person a chance to work three days at another job if he needs to. This works out particularly well for the many people who farm as well as having a job at a factory.

The major advantage for an employee on the four-day schedule is that every week has a three-day weekend. The long weekend gives a person more time to forget about his job.³³ Time on the job goes a lot faster because it is shorter between weekends.³⁴

Employees also benefit from the four-day workweek schedule by reduction in working costs. Working expenses are reduced by:

1. Having one less time commuting back and forth to work.

³²"As the Four-day Week Spreads," p. 50.

³³Martin, p. 53. ³⁴"Four-day Week Catches On," p. 97.

2. Possibly saving the cost of one less lunch to buy at a restaurant.

3. Possibly saving on the cost of child care for one day. The child care expense may be further reduced if the husband and wife have different days off.

The four-day workweek may also help the employee because it gives him one full day instead of parts of five days to (1) run errands, (2) devote to outdoor recreation, (3) schedule medical and dental appointments, (4) pursue further education, (5) be with his family, or (6) devote to household chores and duties.³⁵ Another important point to consider is that by getting to work early and leaving late an employee can possibly save up to one hour a day on the road by avoiding rush hour traffic. Many times, rush hour traffic can be just as exhausting as the job, and the person is at least getting paid for his efforts on the job.

Customer And Community Benefits From Four/Forty

Roger Williams General Hospital in Providence, Rhode Island, claims it has a better informed group of nurses as a result of the four-day workweek. Fewer shift changes help the patient care by minimizing the information loss between nurses.³⁶ Some banks are using the four-day workweek schedule,

³⁵J. N. Hodges, "Look at the 4-day Workweek," Monthly Labor Review, (October, 1971), pp. 33-37. See also P. J. Cathey, "Try 4/40, you'll Like It Or Will You," Iron Age, (December 23, 1971), p. 35.

³⁶Samuelson, p. 91.

but employees still work the usual forty hours a week even though the bank may be open six days a week.³⁷ One tire company appropriately calls itself the 4-day Tire Store. It uses this name because the store is open only on Thursday, Friday, Saturday, and Sunday. The firm did some research and found that most people bought their tires on those four days. Then, the firm decided to lower its overhead by not being open Monday, Tuesday, and Wednesday; along with the lower overhead came more competitive prices.³⁸

The Huntington Beach, California, Police Department is given credit for being the first police department on the four/forty schedule. Officials have reported that the four-day workweek makes it possible to put a bigger force on the job without paying overtime during heavy crime periods of the day.³⁹ One police force in Arvada, Colorado, credits the four/forty schedule for its burglaries being down 25 percent since it went to the new work schedule.⁴⁰

Maybe the most important dividend to the employee, the employer, and society is expressed by Riva Poor in her book, 4 days, 40 hours. This dividend has to do with employees' morale or feelings about life in general.

³⁷"How Four-day Workweek Is Catching On," p. 108.

³⁸"How Four-day Workweek Is Catching On," p. 109.

³⁹"How Four-day Workweek Is Catching On," p. 109.

⁴⁰"As Four-day Week Spreads, It Meets Some Doubters," p. 50.

For many workers increased free time permitted by 4/40 may be a kind of salvation. Salvation of which we speak is the need every person has to justify his existence, his reason for being, both to himself and to the significant others in his life. (Essentially the significant others for us are those persons whose opinions and judgements we value highly).

It isn't difficult for a manager or a skilled craftsman to justify his existence in terms of his work. He is an important member of the management team, or he is artistic, highly skilled laborer, and respected for it. With the increase in automation and the spread of bureaucracy it is increasingly difficult for some workers to realize their needs for recognition and achievement in their work. (Theory Y management not withstanding)

Many workers may have turned to leisure activities to justify their existence to their significant others. At the lake cottage or mountain retreat they are somebody. In their boat, camping trailer, motor home, or motel pool they are for real! In his free-time activities the workingman is accepted as he is, something he seldom experiences on his job. No longer is he a cog, he has become a wheel. He is important to himself and to others to whom he desires to be important. In short, it is in his leisure that he may find salvation.⁴¹

DISADVANTAGES OF THE FOUR-DAY WORKWEEK

This section is devoted to the problems or disadvantages of the four-day workweek. The fact that some advantages to one company or person can also be considered disadvantages to another person or company should be kept in mind.

The disadvantage sector is divided into three sections. The first section deals with general statements of disadvantages or general problem areas of the four-day

⁴¹Poor, p. 121.

workweek. The second division deals with specific business problems. The third and final division deals with problems society may face because of the four-day workweek.

General Problems of Four/Forty

One person replying as a panelist for Nation's Business survey was Baum, vice-president of Chicago Title and Trust Company. Baum remarked,

There is a lot of "Polyannish" thinking being done on the subject. The four-day workweek, it is assumed, will produce the same amount of work and the same amount of pay. I maintain that the same amount of work will get done. The workweek will be shorter in total hours, but it will be done at the same rate of pay.⁴²

Another concern some people expressed was the problem of customer relations. Most companies or customers would still be on the five-day workweek and they would still be expecting service. Where the usual five, six, or seven day service to the public is continued by companies using the four-day workweek schedule, it would be acceptable, but with firms staying open only four days, there would be definite problems. President Sell of Hoffman Electronics Corporation stated the problem this way: "Until our customers were attuned to the four-day schedule a major problem would result in communications and possibly deliveries."⁴³

⁴²Anonymous, "New Day for the Workweek," Nation's Business, (July, 1972), p. 22.

⁴³Martin, p. 40.

People who are for the four-day workweek schedule argue that it cuts down on absenteeism and improves workers' output. But to Dun's panelists, increased productivity is doubtful at best. Chairman Pamplin of Georgia-Pacific Corporation bluntly stated:

I think industry would be making a terrible mistake if it went to a four-day week. It would merely make us more non-competitive in world markets, for I am sure productivity would decrease.

According to Avellano, executive vice-president, Hunkar Laboratories, Inc., Cincinnati, Ohio, the novelty will wear off of the four-day workweek. After that the same inefficiencies will be present that exist with the five-day workweek.⁴⁴

Many union officials balk at converting to a four-day workweek and they encourage their members to work toward the four-day, thirty-two-hour workweek. This stops many unionized companies from making the move to four/forty.

Some companies have studies showing that three-day weekends usually result in a slower start-up on the following Monday. This slowdown results in a lower production on that day each week and compounds the problem of the slowdown late on the Thursday or Friday that occurs before the weekend.⁴⁵ Additionally, the feeling exists that the greater productivity thesis is based on the belief that Friday is traditionally a low productivity day and that workers will increase output

⁴⁴"New Day," p. 22.

⁴⁵Martin, p. 40.

during the other four days to make up for their added day off. Many top executives do not feel this way. Most of them agree with Chairman Rodney Gott of AMF Inc. He has stated that he does not believe lower productivity would be eliminated. He only believes the day lower productivity occurs will be Thursday instead of Friday.⁴⁶

When the question of efficiency comes up, many employers, unions, and employees agree with Nathan G. Mehaffy, District Manager, Equitable Life Assurance Society of the United States. He said, "If all the tests and analyses over the past forty years have any validity, then eight hours per day yields more efficiency than ten hours per day."⁴⁷

Specific Business Disadvantages of The Four-Day Workweek

Much of the opposition to the four-day workweek centers around the idea that the fatigue of working longer days erodes the worker's efficiency. Joseph Simpson of Harsco has pointed out that fatigue is an important factor where heat, weight, noise, and other such factors are an integral part of the job. The next-morning fatigue factor may be important to consider, because there is less time between the time a person quits one day until he starts the next day. Simpson also pointed out that fatigue is a major factor in accidents.⁴⁸ The problem that results from the

⁴⁶Martin, p. 40.

⁴⁷"New Day," p. 22.

⁴⁸Martin, p. 40.

drop in efficiency caused by fatigue of course is the drop in productivity.⁴⁹

One problem that must be dealt with if a factory has only one shift is that more raw materials must be on hand if a company is going to have production ten hours a day instead of eight. This increased working time might demand an addition to the building for storage as well as additional receiving docks.⁵⁰ Along with this need for more space goes the additional need for material handling equipment.

Some unions believe that all management is trying to do is make a higher profit off labor by opening only four days instead of five. They also feel cheated by the possible loss of overtime.⁵¹

The scheduling problem is the most frequently mentioned by companies. The problem appears to be how to schedule three shifts into one day or schedule a plant to be in operation twenty-four hours a day. Some plants try to schedule a plant so that people are there working six days a week.⁵² Though the plant operates six days a week, each individual employee works only four days. Of companies that use the four-day workweek, 26 percent of them mentioned that

⁴⁹Martin, p. 40.

⁵⁰Anonymous, "Short Workweek Has Short Life At Chrysler," Iron Age, (December 23, 1971), p. 18.

⁵¹Anonymous, "Two Views of 4-day Workweek," U. S. News, (May 3, 1971), p. 57.

⁵²Anonymous, "Latest on The Four-day Week," U. S. News, (March 20, 1972), p. 82.

it has become more difficult to schedule their employees than before they went to the four-day workweek schedule.⁵³

An important point to consider about the four-day workweek is that when an employee is gone one day from the job, he is missing 25 percent of his workweek instead of 20 percent. A company may have more need to hire a replacement for that one day because the increased amount of work to be done may cause more of a bind under a four-day workweek schedule compared to a five-day workweek schedule.⁵⁴

Disadvantages of the Four-Day Workweek To Society

Many people believe that individuals working on the four-day workweek would have their personal lives affected by having an additional day off each weekend. This opinion was voiced by H. Alex Rosenfelder who is President of the Straser Candy Company, Denver, Colorado. He stated that few people know how to use their leisure time well enough to have three days off each weekend and that too much time off can demoralize and/or bore a person.⁵⁵

"There's too much leisure time now," wrote Hardy office manager, Hays Distributing Company, Pulaski, Tennessee. "It will only lead to further disintegration of family life."⁵⁶

⁵³American Management Association, p. 32.

⁵⁴American Management Association, p. 33.

⁵⁵"New Day," p. 22.

⁵⁶"New Day," p. 22.

There is further agreement with this point of view in the American Management Association. Their survey results showed that one-half of the respondents considering four/forty believed that employees are unprepared for additional leisure time. The companies using the four/forty workweek supported this feeling in 28 percent of the four-day companies.⁵⁷

One labor relations expert, Connellan from the University of Michigan, has stated that too many corporations will seize upon the four-day workweek in hopes that it will solve all of their problems. He believed that four/forty may have good short term effects but that personal problems will begin to surface with four/forty just as they are now evident with five/forty. He saw the problem as being that most people have little or no interest in their jobs. People do not feel challenged by the jobs they hold and become bored by them.⁵⁸

One company, Hon Industries, gave up on the four-day workweek for two reasons. It felt that the extra fatigue was too much. More important was that many female employees did not like being away from home and their families an extra two hours a day. This extra working time can cause problems with babysitting, cooking meals, and getting children ready for school.⁵⁹

⁵⁷American Management Association, p. 40.

⁵⁸"Two Views," p. 57.

⁵⁹American Management Association, p. 47.

The formation of car pools becomes very difficult in most cases. This difficulty can be a very important factor, especially at this time when all companies and governments are encouraging the use of car pools.

Supervision can be the segment of the company that gets hurt most by the scheduling of long days. In most cases supervisors are the first people to arrive in the morning and the last to leave in the evening. Thus, they would be working more than ten hours a day instead of more than eight. Another group, management, is adversely affected by the four-day workweek. In many companies, the management people are required to come back to work on Friday mornings for business meetings.⁶⁰

Another argument against the four-day workweek is that there may possibly be adverse effects on the health and welfare of workers. This problem may lower production and increase operating costs in the long run. It may take years before these problems begin to show up.⁶¹

One road block that stops some companies from converting to the four-day workweek is the Walsh-Healey Act. Some hearings have been held to discuss the issue. The United States Department of Labor conducted public hearings to discuss

the questions of whether the public interest would be served by any change in overtime requirements for work in excess of eight hours a day on federally financed contract work when performed by contractors

⁶⁰Martin, p. 54.

⁶¹Hodges, p. 34.

who establish a forty hour workweek consisting of four ten hour days in lieu of the standard five, eight-hour days generally utilized throughout industry at the present time.⁶²

Leonard Woodcock, President of the U. A. W. has opposed the four-day workweek. His belief has been that it would lead to more moonlighting which would give some workers two jobs while others would not be employed at all.⁶³

LEGAL CONSIDERATIONS

This is a small but important section dealing with the legal points that a company must consider about hours of labor in one day. The legislative bodies that enacted the laws concerning limitation of hours of work in one day are considering the repeal or amendment of such laws so employees on the four-day week will not be covered.

Some companies are covered by the Walsh-Healy Act. This act states, in general, that employees working over eight hours in one day will be paid time and one-half for that time beyond eight hours. The total hours of labor in the week will not affect this ruling.⁶⁴

Four-day work schedules have raised legal problems for some firms in the area of women employees. Some state laws require more strict limitation of hours of work by women than by men. Such a law has been by-passed in Oklahoma by a ruling

⁶²Anonymous, "Rearranged Workweek (Labor Department Hearings)," Monthly Labor Review, (October, 1971), p. 2.

⁶³"Coming: The Four-Day Week," p. 550. ⁶⁴Poor, p. 95.

of an assistant Attorney General.⁶⁵ The ruling goes something like this:

1. If women are denied opportunity to have a three-day weekend because state law does not permit them to work the same hours as men, then these women are being discriminated against.

2. Discrimination is against the law, according to the U. S. Constitution.

3. United States law has precedent over state law.

4. Therefore, state law regulating women's working hours is null and void.

5. Therefore, women can work the same hours as men.⁶⁶

Obviously, the company must consider legality of using the extended work day. Each state has its own restrictions. These state laws must be considered thoroughly before changing to the four-day workweek. These laws deal with such practices as (1) limited hours for females, (2) time of day a female can be required to report to work, (3) time of day a female can be dismissed from work, and (4) matters such as amount of rest periods a woman is required to get.⁶⁷

SCHEDULES AND SOME RESULTS

Some different schedules of the four-day workweek are discussed in this section. It should be kept in mind that most of the four-day companies presently operating have a different variety of workweek to fit their own situation.

⁶⁵Poor, p. 21.

⁶⁶Poor, p. 21.

⁶⁷Poor, p. 95.

The readjustment in the schedule usually is not the only change made in the company format. Wheeler has stated that all the company's procedures should be updated going to the four-day workweek, or the five-day problems are merely pushed into four days.⁶⁸

One company could only process three batches of its product in eight hours. This gave them a total of fifteen batches a week, or seven hundred eighty batches a year. Each day, one hour is needed for getting ready in the morning. Then, that afternoon, before the employees go home at night, another hour is needed to clean up.⁶⁹ It requires 1.75 hours to prepare each batch. Thus, the working day is broken down in the following way:

Three batches.	5:25
Setup.	1:00
Cleanup.	<u>1:00</u>
	7:25

This total left forty-five minutes of wasted or busy time each day.

When the company changed to the four-day workweek, it went from a five-day, forty-hour workweek to a four-day, thirty-six hour workweek. Notice how much more efficient the new schedule is.

Four batches.	7:00
Setup	1:00
Cleanup	<u>1:00</u>
	9:00

⁶⁸Kenneth E. Wheeler, "Small Business Eyes the Four-day Workweek," Harvard Business Review, 69, (May, 1970), p. 144.

⁶⁹Wheeler, p. 144.

The new schedule results in sixteen batches a week (four days times four batches). This total means one extra batch a week or fifty-two extra batches a year. The employees work four hours less a week or two hundred eight hours less a year.⁷⁰

With another company, a slightly different scheme is used. It uses four shifts of nine hours. Employees work from 7:00 a.m. to 4:30 p.m., and the half-hour lunch period is paid time. The office hours are from 8:00 a.m. to 5:00 p.m. The formalized coffee breaks were abolished, and the washup time reduced. The elimination of the formalized coffee break means that employees may have coffee at their desk when they want it. Workers receive forty hours worth of pay for actual work of thirty-six hours. The difference is made up by paying them for their lunch hours and paying them time and one-half for time after eight hours a day. This wage method works as an incentive for the employees to be on the job, because absent people do not receive the time and one-half pay.

The results of this schedule have been (1) utility costs are down; (2) production is up at least 15 percent; (3) absenteeism has dropped from an average of 7 percent to almost zero; (4) company has a waiting list of qualified applicants; (5) company has stopped advertising for personnel; and (6) workers' morale is at an all-time high.⁷¹

⁷⁰Wheeler, p. 144.

⁷¹Wheeler, p. 145.

A third company operates on a five-day schedule. The employees each have the option of Friday or Monday off. The company has an over-ride if services are required on a particular day to ensure proper workflow. The labor force works four nine-hour shifts, 7:30 a.m. to 4:30 p.m. The company pays four hour bonus to ensure the employees the same pay as they had on a five-day workweek. The worker must be on the job all four days to receive the four hours of extra pay. This requirement cuts down on absenteeism and tardiness.

The results this company has received have been very pleasing. They include: (1) enough increase in productivity to allow management to eliminate part-time second shift; (2) elimination of recruiting problems; and (3) negligible absenteeism and elimination of overtime.⁷²

A fourth company has three shifts. There is one full shift that works from 7:00 a.m. to 5:00 p.m. and another that works 9:00 a.m. to 7:00 p.m. This company pays an eight hour bonus for attendance of four days for ten hours. An additional shift operates on a four-hour basis, 5:00 p.m. to 9:00 p.m. At the time of publication of 4 days, 40 hours, the fourth company had only given its four-day workweek a short test; but it had already noticed these results: (1) absenteeism had been reduced by 90 percent, and (2) turnover had been reduced very significantly.⁷³

⁷²Wheeler, p. 145.

⁷³Wheeler, p. 145.

SURVEY RESULTS OF EMPLOYEES ON FOUR/FORTY

Several surveys of the attitude of workers on four/forty have been conducted to assess their feelings toward four/forty. This section discusses these feelings.

In a study conducted by Poor of 148 employees on the four-day workweek the following results were found: 136 out of those 148 employees were pleased or very pleased with the four-day workweek. Of the remaining twelve, two were very displeased, five were displeased, and five were indifferent toward the four-day workweek.⁷⁴ The 92 percent of the positive responses is well above the 67 percent of positive responses that can normally be expected from any attempted improvement. (This is the established percentage from the Hawthorne Effect experiments.)⁷⁵

One important question asked was, "Do you like the company you work for more or less now that it is using the four-day schedule?" Fifty percent of the workers under thirty said they liked their company more, and none of this age group liked it less. Of the workers over thirty, 45 percent liked the firm more, but 5 percent liked it less than before the use of the four-day work schedule.⁷⁶ There was a pattern in that four out of the five who liked it less were female workers at the same firm.⁷⁷

⁷⁴Poor, p. 106.

⁷⁵Poor, p. 106.

⁷⁶Poor, p. 107.

⁷⁷Poor, p. 107.

All the managers who were questioned by survey were very pleased (18) or pleased (2) with the results of the four-day workweek.⁷⁸ In fact, out of the four new managers, three of them said that the four-day workweek schedule was important in their decision to join the company.⁷⁹

It appears that one of the greatest benefits for the four-day firms is the change in the attitude of employees towards the firm. The above results seem to confirm this.

Of the new employees, 75 percent of the new workers just joining the organizations using the four-day schedule reported that four/forty was a very important reason for joining the firm. Fewer than 25 percent said that the shorter workweek had little to do with their joining that firm. Not even one of the new employees felt that the schedule was a disadvantage.⁸⁰ Forty-four new employees were surveyed. Sixteen of the forty-four were females, and twenty of the forty-four were under thirty years of age. Thirteen out of sixteen new females stated that the four-day workweek was an important factor for joining. This number was 81 percent of the females, which appears to indicate the females like the extra day at home to either do their housework or be with their family. The males responded that the four-day workweek was an important factor in 67 percent of their responses.

⁷⁸Poor, p. 106.

⁷⁹Poor, p. 108.

⁸⁰Poor, p. 108.

Several of the women reported that they returned to work because the four-day workweek meant that they could stay with their family one more day a week than they could with a firm still using the five-day workweek.⁸¹ For the whole group of under thirty-year-olds, 80 percent said that the four-day workweek was important in their decision to go to work for that firm.⁸²

The average amount of employees who moonlight on the five-day workweek was 5 percent. The employees on the four-day schedule admitted that 17 percent of them were moonlighting. Most people believed that a more accurate figure is around 25 percent.⁸³ Moonlighting is more prevalent among male workers. Twenty percent of the males on the four-day schedule admitted having a second job.⁸⁴

One part of four/forty expected to be the biggest difficulty was the area of adjusting from the eight-hour day to a longer day ranging from nine to ten working hours. Previous studies do not bear out this expectation. Of the 142 labor respondents, only 37 stated that they experienced adjustment problems. Female workers reported more adjustment problems than males. Twenty-three of 61 female workers said they had problems adjusting to the longer working days. It is interesting that all the women having adjustment problems were over thirty.⁸⁵ Only 14 out of 61 males reported adjustment difficulties. While 40 percent of the older females

⁸¹Poor, p. 108.

⁸²Poor, p. 108.

⁸³Poor, p. 109.

⁸⁴Poor, p. 110.

⁸⁵Poor, p. 112.

reported adjustment problems, only 15 percent of the older males reported having adjustment problems. Thirty-five percent of the managers (7 out of 20) reported adjustment problems, also.⁸⁶

It appears that the problems are more related to the person's functions and responsibilities than to age or sex alone. It must be remembered that 74 percent of the people reported that they experienced no adjustment problems at all.⁸⁷

The surveys show that the firms that have the most employees suffering from adjustment problems are primarily firms with more strenuous jobs. Also, the firms that schedule the longest workdays appear to have more employees who suffer adjustment problems.⁸⁸

In the surveys conducted by Wheeler, the employees of four-day firms were 90 percent in favor of the new schedule. In Wheeler's studies of the four-day workweek, he, like Poor, commented on the improved morale of workers on the four-day workweek. He made the following statement in his Harvard Business Review article.

I have had occasion to see many before and after situations, and the improvement in employee morale is unbelievable. On the old schedule, the average worker put in his time and had little loyalty to the company as long as his weekly pay was right and on time. In the same plant, on a four day schedule that same worker is a pleasant, hard working individual who applies his skills to his job and offers many suggestions on new methods and new equipment.

⁸⁶Poor, p. 112.

⁸⁷Poor, p. 113.

⁸⁸Poor, p. 113.

In the companies I have studied conversions have meant rapid and dramatic decreases in absenteeism, turnover, recruitment activity and expense, and payroll for overtime pay. In some cases, these evils have been eliminated entirely. The practical and psychological comfort of the extra day off is mainly responsible for the drop in all but one of these areas, the drop in overtime payroll is a result of better scheduling and increases in production efficiency.⁸⁹

Employees overwhelmingly welcome the idea of a four day workweek. If they know it is going to be installed in their company, they will actually assist other changes that management may want to make but which they might resist strongly under any other circumstances.

I refer specifically to improvements in management systems and management styles. To implement changes like these, management must have the cooperation of the employees; and in every case I have observed, the 4-day week oils the wheels for management innovation. It acts as a carrot, as the sugar coating on the pill.⁹⁰

Part of Wheeler's research included a comparison of two firms that for all practical purposes were equal. They manufactured the same product, had approximately the same annual volume, and were in the same geographical area. The only difference was that one was on the five-day workweek and the other on the four-day workweek.

The firm using the four-day workweek had 40 percent less employees. Also, the four-day firm had an absentee rate of only 1 percent or less for the last month period prior to the 1970 study. Such a low rate pays off in reduced production costs.⁹¹

⁸⁹Wheeler, p. 143.

⁹⁰Wheeler, p. 144.

⁹¹Poor, p. 102.

One problem with the three-day weekend that employees have sooner or later to face up to is overspending. In one survey, one third of the respondents commented that this was a problem with the four-day workweek. The employees commented that they felt they have more time to take trips and do other activities that are more expensive than staying at home watching television.⁹²

Some firms that have been questioned or surveyed have provided the following list of "don'ts." These points are meant to be used as a guide for companies making preparations for converting to the four-day workweek or deciding whether four-day schedules are for the company contemplating changing its work schedule. They include:

1. Don't use the four-day workweek schedule as a gimmick. Use much planning before converting to it, not afterwards.
2. Don't tell your employees you are going to the four-day workweek. Do all your planning and investigating before announcing that you are going to the four-day workweek schedule.
3. Don't fail to correct all problems before converting to four/forty. Do not compress the problems of the five-day workweek into four days.
4. Don't dismiss the four-day workweek potential as being foreign to your type of business. There are so many variations of four/forty that one will fit any business.

⁹²Poor, p. 22.

5. Don't think all your employees will be on four/forty. There are some who have to stay on the five-day schedule.

6. Don't expect the Sales Department to be ready for four/forty until all their customers are on four/forty.

7. Don't feel that the entire organization has to be converted to the four-day workweek at one time. It is very effective to convert on the piece-meal basis. Employees not on the four-day schedule will voluntarily look for ways to improve their productivity so they too can become part of four/forty.

8. Don't forget the possibility that you may be able to extend your open hours with conversion to the four-day workweek schedule. This may be due to spreading out of schedules of employees over a six-day period of time.⁹³

Similar to the "don'ts" but different in a way are items that companies have discovered that they would do differently if they had the conversion from the five-day workweek to the four-day workweek to do again. These items include:

1. Paying overtime after the eighth hour in a day, to provide more incentive.

2. Settling vacation days and their rate of pay before converting to avoid dispute after conversion.

3. Allowing old employees an extra day off each month.

⁹³Poor, p. 100.

4. Advertising more heavily to make the firm better known and to bring in more customers. (This comment came from a new firm that started from scratch on the four-day schedule.)

5. Changing other plant rules at time of introducing four/forty; in other words, trading one favor for another.

6. Spending more time explaining the four-day workweek and persuading employees to choose the four-day option rather than the five-day option.

7. Spending more money on advertising when first converting to the four-day workweek to let the public know about the conversion to the new work schedule in hope that this new schedule will draw many new qualified applicants.

8. Spending more time explaining and introducing four-day workweek procedures to employees.⁹⁴

SUMMARY OF THE REVIEW

The four-day workweek has been used by many firms in an attempt to alleviate various problems. These problems range from the energy crisis to employment recruiting.

The slowdown in the yearly production rate increase has caused many companies to start searching for new methods or new formulas to increase production. Many companies have voiced satisfaction with their experience with the four-day workweek.

⁹⁴Poor, p. 34.

Production increased in 66 percent of the companies that tried the four-day workweek schedule, according to the American Management Association, while it decreased at only 3 percent of the companies using the four-day workweek. Some of the companies reported that overtime had been cut to zero after implementation of the four-day workweek.

Three problems that most companies have in one form or another were reduced or eliminated by the use of four/forty. The list includes recruiting, turnover, and absentee problems.

The latter two problems are the results, in many cases, of a deeper difficulty, low morale. Improved morale, most companies feel, is one result that is unmeasurable; but they feel morale is improved with the conversion to the four-day workweek.

Many union officials are against the four-day workweek schedule. They have been attempting to convince their members that now is the time to convert to the four-day workweek with thirty-two hours.

Most companies are using the wait and see approach. They say that most tests over the last forty years show that eight-hour days yield more efficiency than the ten-hour days that would be in use with the four-day workweek schedules.

Many people believe that there are some places where the four-day workweek will not work. Areas including items such as heat, weight, noise, and other factors that

are an integral part of the job are all unsuited to the longer daily hours of the four-day workweek.

The major problem of the four-day workweek is the problem of scheduling. Many companies have peak periods and slow periods. The problem is how to schedule most of the employees to be on the job at the peak periods so that the employees and equipment can be used as efficiently as possible.

According to reports from companies on the four-day workweek, one major problem the employees face is what to do with their spare time. They have grown accustomed to two days off each week; and when they have the extra day off, some employees have problems in adjusting to it.

Chapter 3

METHODS AND PROCEDURES

The purpose of this chapter is to explain the procedure for the statistical analysis for this study. The techniques used for gathering, analyzing, and interpreting the data comparing the attitude of workers on the four-day workweek schedule to workers on a five-day work schedule are discussed.

POPULATION AND SAMPLING

The population for the study consisted of, or was limited to, firms in the states of Kansas, Missouri, Iowa, Nebraska, and Colorado. The companies using the four-day workweek were selected by sending letters of inquiry to the following organizations or groups: The United States Department of Labor, The Chamber of Commerce of Greater Kansas City, Missouri, and The Chamber of Commerce of Greater Kansas City, Kansas. Also included were The Administrative Management Society of Wichita, Kansas, The American Management Association of New York, New York, and The Kansas State Department of Labor. Additionally the want ads of the Kansas City Star were read carefully for companies advertising the use of the four-day workweek. Finally, the author obtained information

from his associates at Farmers Insurance Group, Inc. and at Emporia Kansas State College of Emporia, Kansas.

The firms used in the control group were chosen by various methods. Some of the control group came from companies using various rearranged workweek schedules other than the four-day workweek. The listing of companies using four-day work schedules obtained from the American Management Association did not specify which rearranged work schedules the companies were on. When some of the questionnaires were returned by mail from the firms expected to be using four-day schedules, it was discovered that they were using other rearranged schedules. Included were workweeks calling for four, nine-hour days, and one four-hour day. Other arrangements were also included besides the conventional five-day, forty-hour workweek. The remainder of the questionnaires were filled out by employees working for selected firms in the Kansas City area.

MATERIALS AND INSTRUMENTATION

The study makes use of two survey instruments developed by the investigator. Many of the questions asked both on the Employer Questionnaire and General Information Sheet and the Employee Questionnaire were selected while the "Review of Related Literature" chapter was being researched.

Many of the questions or statements concerning job satisfaction were originated or were mentioned by Fredrick Herzburg in his Motivation-Hygiene theory in his book entitled

The Motivation to Work with the publication date of 1959. At the end of each group of questions on the Employee Questionnaire there was space left for the interviewee to provide other factors in the mentioned areas not listed on the questionnaire. This space was provided in hope that the people being surveyed would provide details or ideas that no one mentioned in other studies done on this topic and that the author had not thought of while the questionnaire was in the process of being prepared.

DESIGN

The study was designed to determine primarily whether the four-day workweek is worth the additional fatigue of working two additional hours each day in order to be free from original employment for a three-day weekend each week. The companies at the same time must have a reason or reasons to give the four-day workweek a try.

The study has questions that are aimed at evaluating whether workers' lives have been affected by the use of the four-day workweek, including factors such as: (1) how their present work schedule has affected them as far as being able to produce the most goods or services that their ability permits; (2) how their schedule affects them as far as being fatigued at the end of the day; (3) how the four-day workweek schedule might prohibit them from working; (4) how the workers' attitudes toward an assortment of job factors on the four-day workweek compare with the attitude of workers on

the five-day workweek schedule on these same factors; (5) and finally, how the four-day workweek has affected the personal lives of individuals on that schedule.

The study was designed to determine if the companies in the Kansas, Missouri, Nebraska, Iowa, and Colorado area using the four-day workweek schedule have benefitted in the areas of absentee rate, turnover rate, overtime, morale, total production, total wage bill, profits, reduction of jobs required, jobs not filled, amount of energy required, and other areas that the company representatives felt important.

DATA COLLECTION

Two different methods of data collection were utilized. Method one required the investigator to travel to the companies and to ask the receptionist at the front door if the investigator could talk to a company representative about the company's work schedule. The representative was informed about the purpose for the investigator's visit. The details of the study were explained. The company was then asked to participate in the study. If the company consented, then enough questionnaires were left for employees volunteering to participate in the study.

The second method made use of a mailed packet. Each packet contained ten Employee Questionnaires and one Employer Questionnaire and General Information Sheet. Also included was a letter explaining the details of the study and

appropriate postage and label to return the above described questionnaires.

DATA ANALYSIS

The Likert Scale Technique was used in the design of the questionnaire in order that the mean of each group could be determined. On the Employee Questionnaire each question was limited to five possible responses. The questions were answered by a strongly like, like, indifferent, dislike, and strongly dislike response. The responses were assigned the following values: all strongly like responses were assigned a value of one; all like responses were assigned a value of two; all indifferent responses were assigned a value of three; dislike responses were assigned a value of four; and all strongly dislike responses were assigned a value of five. The sum of the values derived from the responses to each question was added up, and the total was divided by the number of individuals who responded to that question in the group being analyzed. This procedure gave the mean response for that group.

The Emporia Kansas State College computer installation was used for this phase. The responses from the questionnaires were taken from the optiscan answer sheet and were punched into cards. The cards were run through the computer following a program that analyzed these data by the use of the significant difference between the means test. This test at the .05 level of significance was used to accept or reject the null hypothesis.

The means of the groups are important as indicators of weak and strong areas to be studied individually. When the Likert Scale Technique is used with the value system assigned to the questionnaire responses, the lower the value the more satisfied the employee is with that phase of his job covered by the question he responded to.

The following formula was used to compute the T score, which was compared against a T table to determine if the null hypothesis was to be accepted or rejected.

$$\sigma_D = \sigma(m_1 - m_2) = \sqrt{\sigma^2 m_1 + \sigma^2 m_2}$$

$$\sigma_D = \sqrt{\frac{\sigma_1^2}{N_1} + \frac{\sigma_2^2}{N_2}}$$

(Standard Error of the Difference Between Uncorrelated Means)

In this formula:

σ_{m_1} = the S E of the means of the first sample.

σ_{m_2} = the S E of the means of the second sample.

σ_D = the S E of the difference between the two sample means.

N_1 and N_2 = sizes of the two samples.

When the significant difference between the means test is used, there are five different levels of significance usually considered. They are the .10 level, the .05 level, the .02 level, the .01 level, and the .001 level of significance. The lower the absolute value of the index the greater the significant difference that exists between the two or more groups being compared. For this study, the null hypothesis was rejected when a comparison had a .05 index or below.

Chapter 4

ANALYSIS OF DATA

The data of this study are treated in three parts. The first part deals with the significant differences between the means of selected groups of employees on four-day workweek schedules compared to corresponding groups of employees on a five-day workweek. Schedule preferences of the employees are discussed in part two. The third part deals with the information obtained from companies on a four-day workweek schedule.

QUESTIONNAIRE RESPONSE

Four hundred eighty-five questionnaires were distributed to twelve company representatives and to individuals employed by selected companies in the Kansas City area. Upon tabulation of the completed questionnaires, it was found that one hundred twenty-six, or 26 percent, were filled out.

WORK SCHEDULE

In the first category, each individual was asked to mark, from the five choices, a response that most nearly represented his attitude toward that statement concerning the work schedule he was on at the time he filled out the

questionnaire. This category was subdivided into four statements.

Statement one asked each individual how he felt about his work schedule as a function of production. The second statement asked how his work schedule affected him as far as the factor of fatigue was concerned. The third statement asked how the individual felt toward the work schedule as a factor of employment. The purpose for this statement was to determine which schedule makes employment more feasible. The fourth statement was general in nature but important in that it asked the individual about his attitude towards the work schedule he was presently working. The question pertaining to the schedule an individual would prefer to work was asked in the general information portion of the questionnaire. The results of the schedule preference are discussed in the second section of this chapter.

The results of this study are presented in table form. Table 1, line one, is read in the following manner: The mean response for the group of office workers of companies making use of the four-day workweek schedules was 1.8125. The mean response for the office workers on a five-day workweek schedule was 2.5714. The T-test value or index was 2.8538. The null hypothesis was rejected at the .05 level of significance because the level of significance in this case was .01. This procedure is explained in more detail in the Data Analysis sections of Chapter three. The degrees of freedom for this comparison were thirty-five.

Table 1

Significant Differences Between Employees on Four-Day
Workweek Schedule Compared to Employees on a Five-
Day Workweek Schedule as Far as Classifications
of Job, Age/Sex, Distance Lived From Work,
and the Total Group as a
Productivity Factor

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.8125	2.5714	2.8538	.01	35
Factory worker	2.0714	1.3333	1.6398-	--	29
Supervisor/ Foreman	1.6250	1.8667	.7426	--	21
Administrator	1.2500	1.5000	.5164	--	4
Craftsman	1.7143	2.0000	.5091	--	7
16-29 male	1.6364	2.3889	2.2389	.05	27
16-29 female	2.0455	2.7000	2.4225	.05	30
16-29 total	1.9091	2.5000	2.8759	.01	59
30-39 male	1.6667	1.5000	.6830	--	6
30-39 female	2.0000	2.0909	2.0895	--	17
30-39 total	1.6000	2.0769	2.1304	.05	26
40-49 male	1.5000	2.2500	.9714	--	12
40-49 female	2.0833	0.0000	.0000	--	0
40-49 total	2.0000	2.0769	.1787	--	17
50-59 male	2.1500	1.5000	.7715-	--	4
50-59 female	2.0000	1.6667	.2549	--	5
50-59 total	2.1250	1.8000	.5458-	--	11
0-5 miles	2.0000	2.2105	.5509	--	32
6-10 miles	1.8421	2.3125	2.2575	.05	33
11-15 miles	1.5385	2.3571	2.7959	.01	25
16-20 miles	2.1667	2.5000	1.1951	--	10
21 miles and beyond	1.7500	2.0000	.6831	--	13
Four-day and five-day totals	1.8571	2.2742	2.9238	.01	123

*P stands for level of significance.
**D.F. stands for degrees of freedom.

All other lines for this table are read in a like manner. All other tables relating to the statements made and the responses of the employees are read likewise. The only variation from this occurs when the T-test index has a minus to the right of the index. This simply indicates that the employees on a five-day workweek schedule have lower mean values on their responses than employees on the four-day work schedules have for their mean responses. When the level of significance is greater than .05, then a dash appears in that column.

Analysis of the tables for category one follow. The tables follow the final table analysis for this category.

FIRST DIVISION - WORK SCHEDULE

Each individual was asked to mark a response "that most nearly represents your attitude toward that statement from the five choices below each statement" concerning the work schedule he was on at the time he filled out the questionnaire. Four questions were asked in this division.

Question one asked each individual how he felt about the work schedule as allowing for production of the most goods or for performance of the most services. The second question asked how his work schedule affected him in the aspect of fatigue. In literature about the four-day workweek and in comments from people in manufacturing and business with whom the investigator had contact, a major concern was the possibility of employee fatigue during the final two hours of a ten-hour day.

The third question asked how the individual felt toward the work schedule as a factor of employment. The purpose for this question was to determine how much effect the work schedule had in making it possible or impossible for some individuals to work. The primary group affected by the schedule as a factor of employment is usually the housewives.

The fourth question was a general question which asked the individual about his attitude towards the work schedule he was presently working. The question of what schedule he would prefer to be on was asked in the general information portion of the questionnaire.

Result Analysis of Work Schedule Division of Study

In the work schedule division there were eighty-eight comparisons, with twenty-seven of them having significant differences between them. Only one comparison out of the twenty-seven showed a preference for the five-day work schedule. This was the group of factory workers and their attitude towards the fatigue factor.

Work Schedule As A Productivity Factor

Under the question of the work schedule as a productivity factor, there were four categories or groups where the null hypothesis was rejected at the .05 level of significance. There were also four groups where the null hypothesis was rejected at the .01 level. Of the twenty-three categories, eight had significant differences between the means. That is, 35 percent rejected the null hypothesis.

Four of the differences were at the .01 level of significance. This is the highest level of significance of the study. The most important difference was the difference between the total groups. Other classifications or groups having significant differences at the .01 level were the office workers, the total group of employees aged sixteen to twenty-nine, and the group of employees who lived eleven to fifteen miles from their jobs.

A total of four groups had significant differences at the .05 level. Two of the four groups were the males and females aged sixteen to twenty-nine. The remaining two included the total group of employees aged thirty to thirty-nine and the group of employees living six to ten miles from work.

The results indicate that a young individual who is more energetic and who probably performs an office job enjoys the four-day workweek the most. The results do not indicate that older people dislike the four-day workweek, but they do not favor it as strongly as younger people do.

The distance a person lives from or drives to work does not appear to be a factor when the individual lives from zero to five miles from work. When the individual lives from six to fifteen miles, apparently the ride to work takes long enough that the person would rather work longer each day to avoid driving to work the fifth day.

The results would seem to indicate that when an individual lives sixteen miles and beyond, the free fifth

day is not worth the limited daily free time the person has after the long drive to work, ten hours of work, and the long drive home.

The attitude of the total group towards the four-day workweek as a factor in productivity bears repeating. The attitude of the full group of employees on the four-day workweek was very significantly different from the total group of employees on the five-day workweek. All employers, as they well should be, are concerned about finding a schedule or developing work conditions conducive to the highest production possible. This figure should indicate the value of the four-day workweek as a productivity factor.

Fifteen of the groups had no significant differences between them. A study of the means columns can indicate areas that a firm considering conversion to the four-day workweek may want to watch out for.

Each idea or concept on the Employee Questionnaire has a section devoted to it similar to the above question on the work schedule as a factor of production. Each section begins with an analysis of the results. This tells how many of the comparisons have significant differences between them. The breakdowns of the different levels of significance are given next. This is followed by the interpretation section. There will be no further explanation of procedure for the next twenty-two factors. For explanation, return to this section.

Work Schedule As A Fatigue Factor (Table 2)

The only group that had a significant difference between the four-day and the five-day workers was the factory workers. This difference was at the .01 level of significance. Four percent of the comparisons have significant differences between them. This was the only comparison in the work schedule division that showed a favorable attitude toward the five-day workweek.

This result indicates that two additional hours of labor each day may make the working day too long for this group. In a factory, a person may be on his feet or may perform a job requiring strenuous output of energy. Heat, noise, or other stimulus factors may affect the employee. Therefore, the factory workers may be expected to have little desire to put up with these conditions for two extra hours a day.

Work Schedule As A Factor of Employment (Table 3)

Eight out of twenty-three of the comparisons on the factor of employment question had significant differences between them. This means that 35 percent of the groups of employees on a four-day workweek had a better attitude toward their work schedule as a factor of employment compared to employees on the five-day workweek schedule.

Two of the comparisons between the two groups had significant differences at the .05 level. The groups were the males aged sixteen to twenty-nine and the employees living zero to five miles from work.

Table 2

Significant Differences Between Employees on Four-Day
Workweek Schedule Compared to Employees on a Five-
Day Workweek Schedule as Far as Classifications
of Job, Age/Sex, Distance Lived From Work,
and the Total Group as a
Fatigue Factor

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.5000	2.7273	.6883	--	36
Factory worker	2.7586	1.3333	2.5255-	.01	30
Supervisor/ Foreman	2.3750	2.2308	.4008-	--	19
Administrator	2.5000	2.5000	.0000	--	4
Craftsman	2.1429	2.0000	.1801-	--	7
16-29 male	2.1818	2.7222	1.8790	--	27
16-29 female	2.5455	2.7000	.3721	--	30
16-29 total	2.4242	2.7143	1.2052	--	59
30-39 male	3.3333	2.6667	.8818-	--	7
30-39 female	2.3750	2.3333	.1194-	--	18
30-39 total	2.7333	2.4000	1.0175-	--	28
40-49 male	2.0000	2.5455	.6935	--	11
40-49 female	3.2500				
40-49 total	2.8333	2.5455	.6095-	--	15
50-59 male	3.2000	2.0000	.9758-	--	5
50-59 female	2.2500	1.6667	.7337-	--	5
50-59 total	2.7778	1.8000	1.4173-	--	12
0-5 miles	2.8000	2.2778	1.3872-	--	31
6-10 miles	2.5000	2.6875	.6095	--	34
11-15 miles	2.5385	2.8571	.8281	--	25
16-20 miles	2.3333	2.6667	.5591	--	10
21 miles and beyond	2.3750	2.2500	.3444-	--	14
Four-day and five-day totals	2.5625	2.5484	.0827-	--	124

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 3

Significant Differences Between Employees on Four-Day
Workweek Schedules Compared to Employees on a Five-
Day Workweek Schedule as Far as Classifications
of Job, Age/Sex, Distance Lived From Work,
and the Total Group as a Factor
of Employment

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.6875	2.6667	3.4998	.01	35
Factory worker	1.8966	1.6667	.5298-	--	30
Supervisor/ Foreman	1.7500	2.0667	1.0263	--	21
Administrator	1.5000	2.0000	.6667	--	4
Craftsman	1.2857	1.5000	.5092	--	7
16-29 male	1.5455	2.3333	2.2437	.05	27
16-29 female	1.5000	2.5000	3.0618	.01	30
16-29 total	1.5152	2.3929	3.9148	.01	59
30-39 male	2.0000	2.0000	.0000	--	6
30-39 female	2.0000	2.5833	1.6409	--	18
30-39 total	2.0000	2.5000	1.9720	--	27
40-49 male	2.0000	2.0833	.1437	--	12
40-49 female	1.7500	--	--	--	
40-49 total	1.8333	2.0769	.7307	--	17
50-59 male	2.4000	2.5000	.0963	--	5
50-59 female	1.7500	2.0000	.3358	--	5
50-59 total	2.1111	2.2000	.1492	--	12
0-5 miles	1.6667	2.4211	2.0602	.05	32
6-10 miles	1.6500	2.5625	3.8059	.01	34
11-15 miles	1.4615	2.2857	3.3686	.01	25
16-20 miles	2.1667	2.0000	.3072	--	10
21 miles and beyond	1.8750	2.3750	1.4402	--	14
Four-day and five day totals	1.7344	2.3810	4.3438	.01	125

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Six of the groups had differences at the .01 level of significance. The most significant again was the comparison between the total groups. Other groups at this level of significance were the office workers, the females aged sixteen to twenty-nine, the total group aged sixteen to twenty-nine, the employees living six to ten miles from work, and the employees living eleven to fifteen miles from their jobs.

Table 3 indicates that the use of the four-day workweek could be considered as a fringe benefit. Two sectors of employees appear to consider the four-day workweek schedule an important factor in employment at the company they were working for. One sector was the group of individuals who were probably just beginning their careers and possibly could have chosen the company they were working for because of the work schedule. This group was the individuals aged sixteen to twenty-nine.

The other sector was a combination of three groups on the table. These individuals lived zero to fifteen miles from their jobs. This would indicate a possibility that a majority of these employees may have heard that the company was using the four-day workweek so they applied for jobs there.

The group of office workers had a majority of its members aged sixteen to twenty-nine. This probably accounts for this particular group considering the four-day workweek as a factor of employment. Office workers in general favor

the four-day workweek. This type of work is not as physically fatiguing as factory work. Mental fatigue is more bearable if the possibility exists for a three-day weekend every week.

Work Schedule Itself (Table 4)

Nine out of twenty-three comparisons had significant differences between them on this subject, making this factor the one with the most significant differences in the work schedule division. The differences appear in 39 percent of the comparisons.

One of the significant differences was at the .05 level. This consisted of the males aged sixteen to twenty-nine years of age. Another significant difference was at the .02 level. This was the total group of individuals aged sixteen to twenty-nine.

The final seven significant differences between the means were at the .01 level. The most important again was the total group of employees on the four-day workweek schedule compared to the total group of employees on the five-day workweek schedule.

The other six differences were distributed throughout the table. Two of the job classifications had significant differences between them. They were the office workers and the administrators.

The thirty to thirty-nine age group had one of the other significant differences at the .01 level, while the females of the same age group made up another.

Table 4

Significant Differences Between the Attitude Toward Their Work Schedule of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.5625	2.6364	3.6398	.01	36
Factory worker	1.8966	1.6667	.5298-	--	30
Supervisor/ Foreman	1.7500	2.2000	1.2634	--	21
Administrator	1.0000	2.5000	4.8989	.01	4
Craftsman	1.5714	1.5000	.1583-	--	7
16-29 male	1.6364	2.4444	2.2879	.05	27
16-29 female	1.9091	2.4000	1.4325	--	30
16-29 total	1.8182	2.4286	2.6403	.02	59
30-39 male	1.5000	2.6667	1.7579	--	7
30-39 female	1.3750	2.4167	3.2655	.01	18
30-39 total	1.4000	2.4667	3.9475	.01	28
40-49 male	1.0000	2.1667	1.9111	.10	12
40-49 female	2.0000	--	--	--	--
40-49 total	1.6667	2.1538	1.3545	--	17
50-59 male	2.0000	2.5000	.6299	--	5
50-59 female	1.7500	2.3333	.6270	--	5
50-59 total	1.8889	2.4000	.9129	--	12
0-5 miles	1.9333	2.1053	.4780	--	32
6-10 miles	1.6000	2.5882	3.8748	.01	35
11-15 miles	1.4615	2.3571	3.5973	.01	25
16-20 miles	1.8333	2.8333	1.7616	--	10
21 miles and beyond	1.7500	2.3750	1.7222	--	14
Four-day and five-day totals	1.7031	2.3906	4.5865	.01	126

*P stands for level of significance.

**D.F. stands for degrees of freedom.

The final two groups on this table at the .01 level were in the distance classification. One consisted of the employees living six to ten miles from where they were employed. The other lived from eleven to fifteen miles from work.

One group had a difference significant at the .10 level. This was the forty to forty-nine year old males. The .10 level of significance was not considered adequate for rejecting the null hypothesis, but it does bear mentioning to show that employees from most groups showed approval of this work schedule.

This table indicates that individuals from many of the difference groups liked the four-day workweek schedule, and it shows a trend, as Table 3 did, that younger people and those living from six to fifteen miles from their job appreciated the four-day workweek the most. It should be noted, however, that neither the older people nor the ones living quite a driving distance from work showed any bad feelings toward the four-day workweek.

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DIVISION TWO - THE JOB ITSELF

Each individual was asked to mark a response that most nearly represented his attitude toward different phases of his job. This section was to determine how much effect the four-day work schedule had on the job the individual was performing. Nine questions on various factors of a person's job were asked in this division.

Herzberg's Hygiene-Motivation theory contains the following nine factors. The nine factors taken together help the researcher determine a person's total attitude towards his position.

The first question is a catch-all term or statement. It questioned the employees attitude toward the job itself. The following statements are, of course, minor areas under the job itself. The means column in Table 5 is worth special notice. If a person listened to the complaining of employees, he would think that most employees would answer a question like this strongly dislike. However both four-day and five-day employees answered the question regarding the job itself as like or strongly like.

The second question of this division was devoted to the pay scale aspect of the job. Most responses were on the like or indifferent side.

The morale question of the company was the third question in this section. There is quite a discrepancy between the employer and employee points of view on the effect that conversion to the four-day work schedule has on

company morale. There is a possibility that the companies that have converted to the four-day work schedule may have had serious morale problems before they converted to the four-day workweek.

The fourth question was concerned with working conditions. Job security for the employees was the topic in question five in this division, and employees' achievement was the topic for question six. The recognition an employee receives from his place of employment was the topic for question number seven, and responsibility and advancement were the topics for question eight and nine respectively.

Result Analysis of Job Division of Study

In this group there were 207 different comparisons between groups of employees on the four-day workweek and employees on five-day workweek schedules. Ten or 5 percent of the comparisons had significant differences between them. None of the significant differences between the groups were in favor of the five-day workweek. There were some in favor of the five-day workweek at the .10 level of significance, but that level is not adequate for rejecting the null hypothesis.

The Job Itself (Table 5)

The only significant difference between the means in this category was for the group of office workers. The null hypothesis was rejected at the .01 level of confidence in this case. The three-day weekend must alleviate the job

Table 5

Significant Differences Between the Attitude Toward Their Jobs of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.3125	2.0476	3.3157	.01	35
Factory worker	1.8966	1.3333	1.1008-	--	30
Supervisor/ Foreman	1.5000	1.5333	.1253	--	21
Administrator	1.0000	1.5000	1.6330	--	4
Craftsman	1.4286	1.5000	.1583	--	7
16-29 male	1.4545	2.1111	1.9687	.10	27
16-29 female	1.7273	2.0000	.7107	--	30
16-29 total	1.6364	2.0714	1.8122	.10	59
30-39 male	1.5000	2.0000	1.0000	--	6
30-39 female	1.7500	1.5833	.4801-	--	18
30-39 total	1.6000	1.6429	.1615	--	27
40-49 male	1.5000	1.2500	.6838-	--	12
40-49 female	1.5000	--	--	--	
40-49 total	1.5000	1.3077	.7775	--	17
50-59 male	1.6000	1.5000	.2050-	--	5
50-59 female	1.5000	2.0000	1.4638	--	5
50-59 total	1.5556	1.8000	.8731	--	12
0-5 miles	1.6000	1.8421	.7757	--	32
6-10 miles	1.6500	1.8125	.5610	--	34
11-15 miles	1.3846	1.7857	1.9097	.10	25
16-20 miles	2.1667	2.0000	.2774-	--	10
21 miles and beyond	1.3750	1.5000	.4752	--	14
Four-day and five-day totals	1.5938	1.7937	1.4213	--	125

*P stands for level of significance.

**D.F. stands for degrees of freedom.

boredom enough to make the job more bearable. The longer time span allows the employee to concentrate on something completely alien to his job.

Pay Scale (Table 6)

There were no significant differences on the comparisons of the groups on the question of pay scale where the individual was employed.

Morale (Table 7)

There were no significant differences in the comparisons of the groups on the question of morale. It is mentioned again that in this analysis of data, the .10 level of difference was not considered adequate for rejecting the null hypothesis. A company thinking about converting to the four-day schedule should study the means column to find ideas or concepts to contemplate before making a decision.

Working Conditions (Table 8)

There were no significant differences between the groups of employees on working conditions. However, there were three groups with differences at the .10 level in favor of the five-day workweek. The three groups were the factory workers, the females aged fifty to fifty-nine, and the total group of workers aged fifty to fifty-nine. Apparently these groups were affected more by standing up for long periods of time and physical fatigue than the other groups.

Table 6

Significant Differences Between the Attitude Toward Their Pay Scale of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.5000	3.0476	1.5258	--	35
Factory worker	2.9310	1.6667	1.5462-	--	30
Supervisor/ Foreman	2.7500	3.0000	.6255	--	21
Administrator	1.5000	2.5000	1.8856	--	4
Craftsman	2.5714	3.0000	.5092	--	7
16-29 male	2.4545	3.0000	1.1606	--	27
16-29 female	2.8636	2.5000	.7954-	--	30
16-29 total	2.7273	2.8214	.3022	--	59
30-39 male	2.8333	2.5000	.3704-	--	6
30-39 female	2.7500	3.4167	1.3715	--	18
30-39 total	2.7333	3.2857	1.3771	--	27
40-49 male	2.5000	2.5000	.0000	--	12
40-49 female	2.2500	--	--	--	
40-49 total	2.3333	2.4615	.3021	--	17
50-59 male	2.8000	3.0000	.1494	--	5
50-59 female	2.7500	2.6667	.0895-	--	5
50-59 total	2.7778	2.8000	.0306	--	12
0-5 miles	3.1333	2.9474	.4044-	--	32
6-10 miles	2.5000	2.8750	1.0286	--	34
11-15 miles	2.3846	2.5714	.4390	--	25
16-20 miles	2.6667	2.8333	.2862	--	10
21 miles and beyond	2.5000	2.8750	.8510	--	14
Four-day and five-day totals	2.6719	2.8254	.7630	--	125

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Table 7

Significant Differences Between the Morale of Employees On
 A Four-Day Work Schedule Compared to the Morale of
 Employees on a Five-Day Workweek as Far as
 Classifications of Job, Age/Sex,
 Distance Lived from Work, and
 the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.3125	2.5455	.7419	--	36
Factory worker	2.5517	1.6667	1.4631-	--	30
Supervisor/ Foreman	2.2500	2.4000	.3797	--	21
Administrator	1.5000	2.0000	1.1547	--	4
Craftsman	1.8571	2.0000	.5093	--	7
16-29 male	2.3636	2.6667	.7213	--	27
16-29 female	2.3182	2.1000	.6184-	--	30
16-29 total	2.3333	2.4643	.5043	--	59
30-39 male	2.6667	2.3333	.6237	--	7
30-39 female	2.7500	2.4167	.8159-	--	18
30-39 total	2.6667	2.4000	.8882-	--	28
40-49 male	1.5000	2.0833	.9714	--	12
40-49 female	1.7500	--	--	--	
40-49 total	1.6667	2.0769	1.1926	--	17
50-59 male	2.2000	3.0000	.8198	--	5
50-59 female	2.2500	2.6667	.5242	--	5
50-59 total	2.2222	2.8000	1.0209	--	12
0-5 miles	2.2667	2.3684	.2725	--	32
6-10 miles	2.2000	2.3529	.4918	--	35
11-15 miles	2.1538	2.5714	1.2397	--	25
16-20 miles	3.0000	2.5000	.8885-	--	10
21 miles and beyond	2.2500	2.1250	.4472-	--	14
Four-day and five-day totals	2.3125	2.3906	.4750	--	126

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 8

Significant Differences Between the Attitude Towards the Work Conditions of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office Worker	2.0625	2.2727	.6652	--	36
Factory Worker	2.4828	1.3333	1.8982-	.10	30
Supervisor/ Foreman	2.1250	2.2000	.1889	--	21
Administrator	1.5000	1.0000	1.1547-	--	4
Craftsman	2.2857	2.0000	.3459-	--	7
16-29 male	2.3636	2.7222	.8097	--	27
16-29 female	2.3636	1.9000	1.3593-	--	30
16-29 total	2.3636	2.4286	.2420	--	59
30-39 male	1.6667	2.3333	1.7636	--	7
30-39 female	2.0000	1.8333	.4191-	--	18
30-39 total	1.8667	1.9333	.2364	--	28
40-49 male	2.0000	1.9167	.1437-	--	12
40-49 female	2.2500	--	--	--	
40-49 total	2.1667	1.9231	.7307-	--	17
50-59 male	2.8000	1.5000	1.0335-	--	5
50-59 female	2.5000	1.6667	1.8897-	.10	5
50-59 total	2.6667	1.6000	1.8234-	.10	12
0-5 miles	2.5333	2.1053	1.1150-	--	32
6-10 miles	2.2500	2.2353	.0460-	--	35
11-15 miles	1.8462	2.0000	.5396	--	25
16-20 miles	2.3333	2.0000	.9999-	--	10
21 miles and beyond	2.1250	2.1250	.0000	--	14
Four-day and five-day totals	2.2500	2.1094	.8353-	--	126

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Job Security (Table 9)

There were no significant differences under the category of job security.

Job Achievement (Table 10)

Two groups out of the twenty-three groups, or 9 percent, had significant differences between them.

One of the significant differences was at the .05 level. This was the group of office workers. The other significant difference was at the .02 level of significance. This was the group of workers living eleven to fifteen miles from work.

The total group had a difference at the .10 level. The null hypothesis was not rejected.

The reasoning of employees on the four-day workweek who felt that they achieved more in their employment may be the same reasoning as that behind the favorable responses to the topic of recognition, responsibility, and advancement. The same two groups appear on most of the tables of recognition, responsibility, and advancement. The two groups were the office workers and the individuals living eleven to fifteen miles from their jobs.

It appears that employees may be given more responsibility which gives them a better chance for achievement. The reason for this is that most companies are open five or six days a week. Since on one or two days a week supervisors will be having their day off, lines of authority will be

Table 9

Significant Differences Between the Attitude Towards Job Security of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.0000	2.4091	1.3797	--	36
Factory worker	2.3793	1.6667	1.0509-	--	30
Supervisor/ Foreman	1.8750	1.7333	.4316-	--	21
Administrator	1.5000	2.5000	1.2344	--	4
Craftsman	2.2857	2.5000	.2244	--	7
16-29 male	1.9091	2.3333	1.1103	--	27
16-29 female	2.0000	2.0000	.0000	--	30
16-29 total	1.9697	2.2143	.9799	--	59
30-39 male	2.5000	2.0000	1.0000-	--	7
30-39 female	2.6250	2.5000	.2543-	--	18
30-39 total	2.5333	2.4000	.3838-	--	28
40-49 male	1.0000	1.8333	1.3649	--	12
40-49 female	2.5000	--	--	--	
40-49 total	2.0000	1.8462	.3243-	--	17
50-59 male	2.6000	2.0000	.5976-	--	5
50-59 female	2.2500	1.3333	1.1531-	--	5
50-59 total	2.4444	1.6000	1.4313-	--	12
0-5 miles	2.6000	2.0526	1.4079-	--	32
6-10 miles	1.9500	2.2941	.9948	--	35
11-15 miles	1.9231	2.2857	1.1163	--	25
16-20 miles	2.3333	2.0000	.5422-	--	10
21 miles and beyond	2.0000	2.1250	.3140	--	14
Four-day and five-day totals	2.1563	2.1719	.0891	--	126

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 10

Significant Differences Between the Attitude Towards Job Achievement of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.9375	2.5909	2.3286	.05	36
Factory worker	2.2069	1.6667	.9675-	--	30
Supervisor/ Foreman	2.1250	2.0000	.4392-	--	21
Administrator	1.2500	2.0000	2.0000	--	4
Craftsman	1.5714	2.5000	2.0592	--	7
16-29 male	2.1818	2.5556	.9577	--	27
16-29 female	1.9545	2.0000	.1587	--	30
16-29 total	2.0303	2.3571	1.4190	--	59
30-39 male	2.0000	3.0000	1.8708	--	7
30-39 female	2.1250	2.3636	.5648	--	17
30-39 total	2.0667	2.5000	1.3891	--	27
40-49 male	1.5000	1.9167	.8120	--	12
40-49 female	1.7500	--	--	--	
40-49 total	1.6667	1.9231	.7454	--	17
50-59 male	2.0000	2.0000	.0000	--	5
50-59 female	2.2500	1.6667	.7337-	--	5
50-59 total	2.1111	1.8000	.6968-	--	12
0-5 miles	2.2000	2.2105	1.0316	--	32
6-10 miles	1.8000	2.2941	1.5985	--	35
11-15 miles	1.7692	2.5000	2.5530	.02	25
16-20 miles	2.5000	2.1667	.7254-	--	10
21 miles and beyond	2.0000	2.0000	.0000	--	13
Four-day and five-day totals	2.0000	2.2698	1.7821	.10	125

*P stands for level of significance.
**D.F. stands for degrees of freedom.

passed down, possibly making each person feel a little more responsible or important than would be the case if the supervisor were on the job all of the time the subordinator was on the job.

Job Recognition (Table 11)

There are two significant differences under the attitude the employees had toward job recognition.

The office workers had a difference between the means significant at the .01 level. Employees living eleven to fifteen miles from their jobs had a mean difference at the .02 level.

Two groups had differences at the .10 level, employees aged thirty to thirty-nine and the total group of four-day employees compared to the total group of five-day employees.

As with achievement, it appears that an employee feels he is recognized more for his work on the four-day work schedule. This recognition appears to result from the employee and his supervisor having different days off. The employee will probably make more of his own decisions. Along with this decision-making employees may have to go to their supervisor's boss to get a decision that cannot be delayed until the employee's supervisor gets back. An employee may feel more important when he gets to talk to one of the big bosses.

Table 11

Significant Differences Between the Attitude Towards Job Recognition of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.1875	2.9545	3.1806	.01	36
Factory worker	2.4828	2.0000	.7144-	--	30
Supervisor/ Foreman	2.1250	2.3333	.4850	--	21
Administrator	1.5000	2.5000	1.8856	--	4
Craftsman	2.2857	2.5000	.2904	--	7
16-29 male	2.4545	2.8889	.9505	--	27
16-29 female	2.4091	2.5000	.2181	--	30
16-29 total	2.4242	2.7500	1.1223	--	59
30-39 male	2.0000	2.3333	.7637	--	7
30-39 female	2.1250	2.5833	1.2405	--	18
30-39 total	2.0667	2.5333	1.7656	.10	28
40-49 male	2.0000	2.1667	.3948	--	12
40-49 female	2.5000	--	--	--	
40-49 total	2.3333	2.2308	.2758-	--	17
50-59 male	2.2000	2.5000	.3483	--	5
50-59 female	2.2500	2.6667	.5242	--	5
50-59 total	2.2222	2.6000	.7154	--	12
0-5 miles	2.6667	2.7368	.1674	--	32
6-10 miles	2.1500	2.4118	.9453	--	35
11-15 miles	1.9231	2.8571	2.5483	.02	25
16-20 miles	2.3333	2.5000	.3493	--	10
21 miles and beyond	2.2500	2.2500	.0000	--	14
Four-day and five-day totals	2.2813	2.5938	1.8238	.10	126

*P stands for level of significance.

*D.F. stands for degrees of freedom.

Job Responsibility (Table 12)

Three or 13 percent of the comparisons had significant differences between them on this table. The sixteen to twenty-nine year old group had a difference significant at the .05 level. Two groups had differences significant at the .02 level. These groups were the office workers and the employees living eleven to fifteen miles from their jobs.

Responsibility, as noted above, is the factor leading to or resulting in achievement and recognition. A person must have or feel the responsibility or authority of a position to feel that he is progressing on his job.

Job Advancement (Table 13)

Two of the twenty-three or 9 percent of the comparisons between groups of employees on the four-day workweek to the same groups of employees on five-day workweek schedules resulted in significant differences in the area of job advancement. The two differences were significant at the .05 level. Office workers and employees living eleven to fifteen miles from their jobs were the groups having differences again.

The two groups with better attitudes toward advancement appear to like most phases of their jobs. They would be expected to like this aspect more, also, than their five-day counterparts. People may advance faster because they get more training as they work than they would have received on a five-day schedule.

Table 12

Significant Differences Between the Attitude Towards Job Responsibility of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	1.7500	2.3182	2.4612	.02	36
Factory worker	1.9655	1.3333	1.6740-	--	30
Supervisor/ Foreman	2.0000	1.9333	.2651-	--	21
Administrator	1.2500	2.0000	2.0000	--	4
Craftsman	1.8571	1.5000	.4344-	--	7
16-29 male	1.6364	2.4444	2.1945	.05	27
16-29 female	1.9091	1.8000	.3990-	--	30
16-29 total	1.8182	2.2143	1.7928	.10	59
30-39 male	1.8333	1.6667	.5090	--	7
30-39 female	1.8750	1.9167	.1991	--	18
30-39 total	1.8667	1.8667	.0000	--	28
40-49 male	1.5000	1.8333	.6087	--	12
40-49 female	1.7500	--	--	--	
40-49 total	1.6667	1.8462	.5657	--	17
50-59 male	2.2000	2.0000	.2440-	--	5
50-59 female	2.0000	2.3333	.4517	--	5
50-59 total	2.1111	2.2000	.1774	--	12
0-5 miles	1.8000	2.0526	.8562	--	32
6-10 miles	1.8500	1.9412	.3705	--	35
11-15 miles	1.6154	2.3571	2.5469	.02	25
16-20 miles	2.1667	2.0000	.4153-	--	10
21 miles and beyond	2.0000	2.0000	.0000	--	14
Four-day and five-day totals	1.8594	2.0781	1.6557	.10	126

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 13

Significant Differences Between the Attitude Towards Job Advancement of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.4667	3.2381	2.2401	.05	34
Factory worker	2.5172	1.6667	1.1591-	--	30
Supervisor/ Foreman	2.3750	2.2667	.2614-	--	21
Administrator	2.0000	3.0000	1.1546	--	4
Craftsman	2.5714	2.5000	.0625-	--	7
16-29 male	2.4545	2.8333	.7648	--	27
16-29 female	2.3182	2.9000	1.3265	--	30
16-29 total	2.3636	2.8571	1.5996	--	59
30-39 male	2.3333	2.6667	.6237	--	7
30-39 female	3.0000	3.0833	.1882	--	18
30-39 total	2.6667	3.0000	.9999	--	28
40-49 male	2.5000	2.3333	.1941-	--	12
40-49 female	2.2500	--	--	--	
40-49 total	2.3333	2.3077	.0477-	--	17
50-59 male	2.7500	3.0000	.2038	--	4
50-59 female	2.7500	2.3333	.5242-	--	5
50-59 total	2.7500	2.6000	.2280-	--	11
0-5 miles	2.8571	2.7368	.2803-	--	31
6-10 miles	2.3500	2.6471	.7993	--	35
11-15 miles	2.0000	2.8462	2.1671	.05	24
16-20 miles	2.5000	2.8333	.5198	--	10
21 miles and beyond	2.5000	2.7500	.6010	--	14
Four-day and five-day totals	2.4603	2.7460	1.4638	--	124

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Individuals living eleven to fifteen miles from work appear to like most aspects of the four-day workweek more than a five-day schedule. They drive far enough and are on the road long enough that the time they save on the road by driving one less day is very valuable. Individuals living sixteen miles and beyond must feel that days are just too long and they are too tired at the end of the day to appreciate the extra day off. It may take that day to appreciate the extra day off. It may take that day for them to rest up from the long-houred days of the workweek.

DIVISION THREE - COMPANY WORKED FOR

Each individual was asked to mark a response that most nearly represented his attitude toward certain areas of the company he worked for. This section's purpose was to see if the employees liked the company they were employed by more than employees working for firms using another form of work schedule.

The first question pertained to the company policy. The reason for this question was to determine if the use of the four-day work schedule changes the employees' attitudes toward the company worked for.

The second question concerned the employees' attitudes toward the companies' administrators. Similar to this second question were questions dealing with direct supervision and the employees' relationship with their supervisors. These factors were covered in questions three and four respectively.

Question five dealt with the company philosophy. The companies' policies on major concepts like the four-day work schedule reflected many of the companies' philosophies.

Result Analysis of Company Division of Study

In this group there were 115 different comparisons between groups of employees on the four-day workweek and like groups of employees on the five-day workweek schedules. Nine of the comparisons (8 percent) had significant differences between them. None of the significant differences

between the names of the groups were in favor of the five-day workweek.

Company Policy (Table 14)

There was only one significant difference under the question regarding company policy. This was at the .05 level. The group involved was again the employees living eleven to fifteen miles from their jobs. The group of fifty to fifty-nine year old female had difference at the .10 level. The null hypothesis was not rejected.

The employees liked the company policy because it made it possible for them to enjoy a three-day weekend every week.

Company Administration (Table 15)

There were no significant differences between the means in the workers' attitudes toward company administrators. Two of the groups had differences at the .10 level. Included were the office workers on a four-day work schedule and the employees aged sixteen to twenty-nine on four-day schedules.

Supervision (Table 16)

One comparison out of the group of twenty-three or 4 percent had a significant difference between the means. The group was composed of craftsman. The difference was at the .05 level. The forty to forty-nine year old males had a difference at the .10 level.

Table 14

Significant Differences Between the Attitude Towards Company Policy of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classification of Job, Sex/Age, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.3125	2.6667	1.3757	--	35
Factory worker	2.3571	1.6667	1.0524-	--	29
Supervisor/ Foreman	2.5000	2.4667	.0828-	--	21
Administrator	1.5000	1.5000	.0000	--	4
Craftsman	2.8571	2.0000	1.0800-	--	7
16-29 male	2.1818	2.7778	1.6266	--	27
16-29 female	2.5909	2.7000	.2992	--	30
16-29 total	2.4545	2.7500	1.2085	--	59
30-39 male	2.1667	2.5000	.5400	--	6
30-39 female	2.7500	2.4167	.7219-	--	18
30-39 total	2.4667	2.4286	.1101-	--	27
40-49 male	3.0000	2.2500	.9719-	--	12
40-49 female	2.2500	--	--	--	
40-49 total	2.5000	2.2308	.5656-	--	17
50-59 male	1.5000	2.0000	.5976	--	4
50-59 female	2.2500	1.3333	2.2548-	.10	5
50-59 total	1.8750	1.6000	.6010-	--	11
0-5 miles	2.7333	2.4737	.6750-	--	32
6-10 miles	2.2105	2.5625	1.2127	--	33
11-15 miles	2.0000	2.6429	2.1396	.05	25
16-20 miles	2.6667	2.0000	1.0847-	--	10
21 miles and beyond	2.6250	2.2500	.8321-	--	14
Four-day and five-day totals	2.3651	2.4603	.5655	--	124

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 15

Significant Differences Between the Attitude Towards Company Administration of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far As Classifications of Job, Age/Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.1875	2.6842	1.9104	.10	33
Factory worker	2.3793	1.6667	1.1119-	--	30
Supervisor/ Foreman	2.2500	2.2857	.0828-	--	20
Administrator	1.7500	2.5000	1.5491	--	4
Craftsman	2.4286	2.0000	.5916-	--	7
16-29 male	2.1818	2.9412	2.0000	.10	26
16-29 female	2.4545	2.5000	.1194	--	30
16-29 total	2.3636	2.7778	1.6216	--	58
30-39 male	2.1667	2.5000	.5400	--	6
30-39 female	2.7500	2.6000	.3295-	--	16
30-39 total	2.4667	2.5833	.3403	--	25
40-49 male	2.0000	2.1667	.2213	--	12
40-49 female	2.0000	--	--	--	
40-49 total	2.0000	2.1538	.3472	--	17
50-59 male	1.8000	2.0000	.3194	--	4
50-59 female	2.2500	1.6667	1.4347-	--	5
50-59 total	2.0000	1.7500	.7124-	--	11
0-5 miles	2.4667	2.5789	.3047	--	32
6-10 miles	2.3000	2.6667	1.1032	--	33
11-15 miles	2.0769	2.5000	1.1730	--	23
16-20 miles	2.1667	2.1667	.0000	--	10
21 miles and beyond	2.2500	2.1429	.2772	--	13
Four-day and five-day totals	2.2813	2.4915	1.2630	--	121

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Table 16

Significant Differences Between the Attitude Towards Supervision of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work and the Total Group

Group	Four-day mean	Five-day mean	t-test	P*	D.F.**
Office worker	2.4375	2.5455	.3914		36
Factory worker	2.3103	1.6667	.8676-		30
Supervisor/ Foreman	1.8750	2.0000	.3646		21
Administrator	1.5000	2.5000	1.8856		4
Craftsman	1.4286	2.5000	2.3758	.05	7
16-29 male	2.1818	2.5000	.8794	--	27
16-29 female	1.8636	2.1000	.6724	--	30
16-29 total	1.9697	2.3571	1.6154	--	59
30-39 male	2.1667	2.0000	.2099-	--	7
30-39 female	2.5000	2.3333	.3120-	--	18
30-39 total	2.26677	2.26677	.0000	--	28
40-49 male	3.0000	2.0000	1.8516-	.10	12
40-49 female	2.0000	--	--		
40-49 total	2.3333	2.0000	.9114-	--	17
50-59 male	2.6000	1.5000	.9439-	--	5
50-59 female	2.2500	1.6667	1.4347-	--	5
50-59 total	2.4444	1.6000	1.5517-	--	12
0-5 miles	2.0000	2.0526	.1798	--	32
6-10 miles	2.2500	2.3529	.3091	--	35
11-15 miles	1.7692	2.2857	1.5316	--	25
16-20 miles	2.5000	2.0000	.8076-	--	10
21 miles and beyond	2.1250	2.3750	.5239	--	14
Four-day and five-day totals	2.1406	2.2188	.4637	--	126

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Craftsman always have less supervision than other groups, due to the nature of their work. With the four-day workweek they would have less than before. Craftsman take pride in their work and would rather not have anyone tell them what to do.

Relationship With Supervisor (Table 17)

One comparison out of the group of twenty-three or 4 percent had a significant difference between the means. This was the group of employees living eleven to fifteen miles from their jobs. The significance was at the .05 level.

Many of the employees working for the four-day workweek firms felt their supervisor was the individual responsible for the new work schedule. When individuals like their jobs more they also get along better with their supervisor. The supervisor may also like his job more on the new schedule and find it easier to get along with his subordinates.

Company Philosophy (Table 18)

Six comparisons out of the total group of twenty-three or 26 percent had significant differences between them as far as employees' attitudes toward company philosophy was concerned.

Three of the differences were at the .05 level. Included at this level were the office workers, the employees living from six to ten miles from work, and the workers living from eleven to fifteen miles from work.

Table 17

Significant Differences Between the Attitude Towards the Relationship with Supervisor of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived From Work, and Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	1.9375	2.4091	1.6201	--	36
Factory worker	2.1379	2.0000	.2689-	--	30
Supervisor/ Foreman	1.7500	1.9333	.5050	--	21
Administrator	1.2500	2.5000	2.5819	.10	4
Craftsman	1.7143	2.0000	.5091	--	7
16-29 male	1.8182	2.4444	1.8093	.10	27
16-29 female	1.8182	1.8000	.0678-	--	30
16-29 total	1.8182	2.2143	1.8812	.10	59
30-39 male	2.1667	1.6667	.6831-	--	7
30-39 female	2.0000	2.4167	1.0777	--	18
30-39 total	2.0000	2.2667	.8070	--	28
40-49 male	1.0000	1.7500	1.6500	--	12
40-49 female	2.5000	--	--	--	
40-49 total	2.0000	1.7692	.6005-	--	17
50-59 male	2.4000	2.0000	.9759-	--	5
50-59 female	2.0000	2.0000	.0000	--	5
50-59 total	2.2222	2.0000	.5855-	--	12
0-5 miles	2.0667	1.9474	.4177-	--	32
6-10 miles	1.9000	2.1765	.8729	--	35
11-15 miles	1.6154	2.1429	2.0845	.05	25
16-20 miles	2.0000	2.0000	.0000	--	10
21 miles and beyond	2.2500	2.7500	1.2472	--	
Four-day and five-day totals	1.9375	2.1563	1.4965	--	126

*P stands for level of significance.
**D.F. stands for degrees of freedom.

Table 18

Significant Differences Between the Attitude Towards Company Philosophy of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	2.3125	2.8500	2.0932	.05	34
Factory worker	2.2857	2.0000	.5537-	--	29
Supervisor/ Foreman	2.2500	2.6667	1.1325	--	21
Administrator	1.7500	2.0000	.6667	--	4
Craftsman	2.1667	2.0000	.2104-	--	6
16-29 male	2.1818	3.3125	3.9541	.01	25
16-29 female	2.1429	2.4000	.7704	--	29
16-29 total	2.1563	2.9615	3.6632	.01	56
30-39 male	2.5000	2.0000	1.5275-	--	7
30-39 female	2.4286	2.3636	.1725-	--	16
30-39 total	2.4286	2.2857	.5479-	--	26
40-49 male	2.0000	2.3333	.4248	--	12
40-49 female	2.5000	--	--	--	
40-49 total	2.3333	2.3077	.0533-	--	17
50-59 male	2.4000	3.0000	.7032	--	5
50-59 female	2.2500	2.6667	1.0250	--	5
50-59 total	2.3333	2.8000	1.1115	--	12
0-5 miles	2.4667	2.6111	.4468	--	31
6-10 miles	2.1000	2.6667	2.0272	.05	33
11-15 miles	2.0000	2.7143	2.2584	.05	25
16-20 miles	2.4000	2.3333	.1716-		9
21 miles and beyond	2.4286	2.7500	.7182	--	13
Four-day and five-day totals	2.2419	2.6393	2.6683	.01	121

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Three groups had differences significant at the .01 level. These were the sixteen to twenty-nine year old males, the sixteen to twenty-nine year old total group, and the total group of four-day employees compared to the total group of five-day employees.

Many times the employee feels, as is shown in the Hawthorne experiments, that when a company implements something such as the four-day workweek the company is really trying to make the job as pleasant as possible. Many people also feel that when a company tries something as new as the four-day workweek, it is a company willing to try anything to make the company a better place in which to work. There is always hope that the company will continue to come up with innovations to improve working conditions.

DIVISION FOUR - PERSONAL LIFE

The employees were asked their attitude on different aspects of their personal life. The purpose of this section was to determine how the various areas of a person's personal life were affected.

The first question dealt with the matter of energy. Some advocates of the four-day workweek have stated that this would be a good way to save energy.

Another question, and supposedly the main appeal for the four-day workweek schedule, was how did the work schedule affect the employee's leisure time. A surprising element in the responses to this question was that some employees strongly disliked their free time. Perhaps these were individuals who wanted a seven day workweek, with ten hour days.

The question of how the employee's family felt about the work schedule was number three in this division. Some work schedules make it so hard on the family that a person must quit his or her job. This problem affects more females than males.

The fourth question involved the work schedule as a conflict with the spouse's work schedule and was similar to the previous question.

The fifth question asked the employees their attitude toward their work schedules as far as housekeeping matters were concerned. This question attempted to find out if baby sitting, meal preparation, and house cleaning would be

significant enough problems to cause companies to stop using the four-day workweek.

Result Analysis of Personal Life Division of Study

In this section there were 115 comparisons. Twenty-eight of the comparisons or 24 percent had significant differences between them.

Energy Conservation (Table 19)

Four of the twenty-three comparisons or 17 percent had significant differences between the groups.

One of the differences was at the .05 level of significance. This difference was the group of men forty to forty-nine years old.

Three of the groups had differences at the .01 level. The total group of four-day and the total group of five-day workers, the most important groups, had a significant difference between them. Also included at the .01 level were the females and the total group of individuals sixteen to twenty-nine years old.

It is obvious that if a person drives to work four times a week instead of five, he will save money and save gas. The big question is whether the individual does something, such as take more short trips or go boating, that will burn more fuel in the long run. Apparently, the total group feel that the fuel consumption went down because everyone did not take more trips but everyone did drive to work less on the four-day work schedule.

Table 19

Significant Differences Between the Attitude Towards Work Schedule as a Energy Conservation Method of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	2.3571	2.7647	1.4521	--	29
Factory worker	2.1786	2.3333	.3224	--	29
Supervisor/ Foreman	2.0000	2.5714	1.6321	--	20
Administrator	1.7500	3.0000	1.3245	--	4
Craftsman	2.0000	2.0000	.0000	--	7
16-29 male	2.0000	2.3750	1.1457	--	25
16-29 female	2.0000	3.0000	3.3850	.01	28
16-29 total	2.0000	2.5833	2.7629	.01	55
30-39 male	2.5000	2.3333	.4831-	--	5
30-39 female	2.5000	2.6364	.4956	--	17
30-39 total	2.4615	2.5714	.5412	--	25
40-49 male	1.0000	2.5455	2.7025	.05	10
40-49 female	2.7500	--	--	--	
40-49 total	2.4000	2.5000	.2392	--	15
50-59 male	2.4000	3.0000	.7032	--	4
50-59 female	2.0000	3.0000	1.0350	--	5
50-59 total	2.2222	3.0000	1.3120	--	11
0-5 miles	2.2000	2.5625	1.3165	--	29
6-10 miles	1.9444	2.3125	1.5397	--	32
11-15 miles	2.1667	2.5455	1.2145	--	21
16-20 miles	2.5000	3.4000	1.5070	--	9
21 miles and beyond	2.1250	2.7500	1.8524	--	14
Four-day and five-day totals	2.1475	2.5893	3.1518	.01	115

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Leisure Time (Table 20)

This area of the personal life had the most significant differences in this division, or any division. Twelve groups or 52 percent of the groups had significant differences.

Six of the groups had differences at the .05 level of significance. Included from the job classifications were the office workers and the administrators, from the age groups were the thirty to thirty-nine year old total group and the forty to forty-nine year old group, and from the distance from work groups were employees living from six to ten miles from work and employees living from sixteen to twenty miles from work.

One group, the sixteen to twenty-nine year old females, had a difference significant at the .02 level. Five of the groups compared had a difference significant at the .01 level. At the top of the list was the total group of five-day workers compared to the total group of four-day workers. Also included were the foreman/supervisor group, the sixteen to twenty-nine year old males, the total group of sixteen to twenty-nine year olds, and the employees living eleven to fifteen miles from work.

It is easy to understand why employees like the three-day weekend if they have something to do. The longer time span permits them to do more things and complete more small projects than they could before. It gives them more time to take care of matters that they could not handle previously without taking time off from work.

Table 20

Significant Differences Between the Attitude Toward Personal Leisure Time of Employees on a Four-Day Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/ Sex, Distance Lived From Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	1.5000	2.2857	2.3188	.05	35
Factory worker	1.6207	1.6667	.1131	--	30
Supervisor/ Foreman	1.2500	2.7333	3.8300	.01	21
Administrator	1.0000	3.0000	3.2660	.05	4
Craftsman	1.4286	2.5000	1.4182	--	7
16-29 male	1.6364	2.3333	1.7710	.01	27
16-29 female	1.3636	2.1000	2.4933	.02	30
16-29 total	1.4545	2.2500	3.4530	.01	59
30-39 male	1.3333	1.0000	1.0800-		6
30-39 female	1.2500	2.0909	2.0591	.10	17
30-39 total	1.2667	1.9231	2.2510	.05	26
40-49 male	2.0000	2.8333	.9549	--	12
40-49 female	1.5000	--	--	--	
40-49 total	1.6667	2.8462	2.3880	.05	17
50-59 male	2.0000	2.5000	.6299	--	5
50-59 female	1.7500	2.3333	.6270	--	5
50-59 total	1.8889	2.4000	.9129	--	12
0-5 miles	1.5333	2.2105	2.4265	--	32
6-10 miles	1.6500	2.4375	2.1666	.05	34
11-15 miles	1.2308	2.5000	3.9043	.01	25
16-20 miles	1.6667	2.6667	2.3553	.05	10
21 miles and beyond	1.5000	2.0000	1.5275	--	13
Four-day and five-day totals	1.4844	2.3548	5.3637	.01	124

*P stands for level of significance.

**D.F. stands for degree of freedom.

The employees have more time to spend with their families. If the spouse works, there is one day that a baby sitter is not required. If both spouses are on the four-day workweek schedule, it permits the possibility of needing a sitter only three days a week.

Family's Attitude Toward Work Schedule (Table 21)

Six of the groups in this category or 26 percent had significant differences between them.

One of the six groups had a difference significant at the .05 level. This was the group of thirty to thirty-nine year old females. The administrators had a difference significant at the .02 level.

Four groups had differences at the .01 level of significance. The most important group again was the total group of employees on the four-day work schedule compared to those on the five-day work schedule. Also included at the .01 level significance were the supervisor/foreman groups, the sixteen to twenty-nine year old females, and the total group of sixteen to twenty-nine year olds.

Families like the four-day work schedule because they can have more time for away-from-home leisure activities than families whose breadwinners are on five-day work schedules. More time can also be spent doing odd jobs around the house.

Table 21

Significant Differences Between the Attitude of Families Toward the Work Schedule of Employees on a Four-Day Work-Week Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived From Work, and the Total Group.

Group	Four-day mean	Five-day mean	t-test	D*	D.P.**
Office worker	1.6429	2.1500	1.5936	--	32
Factory worker	2.0370	2.0000	.0644-	--	28
Supervisor/ Foreman	1.6250	2.7143	2.9706	.01	20
Administrator	1.3333	3.0000	4.7139	.02	3
Craftsman	1.5714	2.5000	2.0592	.10	7
16-29 male	1.5455	2.0625	1.5829	--	25
16-29 female	1.5909	2.2500	2.8778	.01	28
16-29 total	1.5758	2.1250	2.9639	.01	55
30-39 male	2.3333	2.0000	.4605-	--	7
30-39 female	1.6667	2.7273	2.3556	.05	15
30-39 total	2.0000	2.5714	1.5810	--	24
40-49 male	1.0000	2.2500	1.9738	.10	11
40-49 female	2.7500	--	--	--	--
40-49 total	2.4000	2.2500	.3000-	--	15
50-59 male	2.2500	3.0000	1.2087	--	4
50-59 female	2.0000	2.3333	.5975	--	5
50-59 total	2.1250	2.6000	1.1969	--	11
0-5 miles	1.9286	2.1250	.6754	--	28
6-10 miles	1.7222	2.3125	1.9642	--	32
11-15 miles	1.6667	2.3846	1.9986	.10	23
16-20 miles	1.6667	2.4000	1.8863	.10	9
21 miles and beyond	2.0000	2.7143	1.5811	--	13
Four-day and five-day totals	1.7966	2.3333	3.5487	.01	114

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Attitude Toward Work Schedule Conflict (Table 22)

Four groups out of the twenty-three or 17 percent had significant differences between them on the question of "did the work schedules cause conflicts".

Two of the differences were at the .02 level. One of them was in the group of craftsman. The other was in the group of individuals consisting of males aged forty to forty-nine years old.

Two of the groups had differences significant at the .01 level. The first one was the group of supervisor/foreman. The other was the group of males aged sixteen to twenty-nine years.

It appears that some people like the idea of getting ready for work before and maybe getting home from work latter than their spouse. In most cases, it appears to be the men. Maybe this way their meal is waiting for them when they get home at night. The situation would exist only for four days a week. There would also be the problem of using bathrooms for shaving, taking baths, etcetera. The facilities would be free for both spouses when they worked different schedules.

Housekeeping Chores (Table 23)

Two of the groups or 9 percent had significant differences between them on this question at or below the .05 level.

The total group of individuals aged forty to forty-nine had a difference significant at the .05 level. This was

Table 22

Significant Differences Between the Attitude Towards Conflicts of Work Schedules Because Spouse Is Working on a Different Work Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	2.0833	2.5333	1.4381	--	25
Factory worker	2.7600	2.0000	1.2843-	--	24
Supervisor/ Foreman	1.6667	2.5455	3.7365	.01	15
Administrator	3.0000	2.0000	2.8283-	--	1
Craftsman	3.2000	.0000	3.5594-	.02	5
16-29 male	1.5556	2.6000	4.8291	.01	17
16-29 female	2.8333	2.5714	.6627-	--	23
16-29 total	2.4074	2.5882	.7596	--	42
30-39 male	3.1667	2.5000	.7410-	--	6
30-39 female	2.6000	2.6000	.0000	--	8
30-39 total	2.9091	2.5714	1.1340-	--	16
40-49 male	1.0000	2.5000	3.4016	.02	7
40-49 female	3.2500	--	--	--	
40-49 total	2.8000	2.5000	.7626-	--	11
50-59 male	1.6667	4.0000	3.8187	.10	2
50-59 female	2.5000	2.5000	.0000	--	4
50-59 total	2.1429	3.0000	2.0328	.10	8
0-5 miles	2.0000	2.2500	.8680	--	22
6-10 miles	2.7500	2.8182	.1873	--	25
11-15 miles	2.7273	2.8571	.5605	--	16
16-20 miles	2.6000	2.0000	1.4411-	--	5
21 miles and beyond	2.5000	3.0000	2.0000	.10	8
Four-day and five-day totals	2.5200	2.6111	.6063	--	84

*P stands for level of significance.

**D.F. stands for degrees of freedom.

Table 23

Significant Differences Between the Attitude Towards Housekeeping Duties of Employees on a Four-Day Workweek Schedule Compared to the Attitude of Employees on a Five-Day Workweek as Far as Classifications of Job, Age/Sex, Distance Lived from Work, and the Total Group

Group	Four-day mean	Five-day mean	t-test	D*	D.F.**
Office worker	2.0000	2.5294	1.7581	.10	27
Factory worker	2.9565	3.0000	.0730	--	22
Supervisor/ Foreman	2.0000	2.2727	.8178	--	17
Administrator	2.0000	1.0000	1.6330-	--	1
Craftsman	2.0000	.0000	4.6666-	.01	4
16-29 male	2.2222	2.5000	.8319	--	19
16-29 female	2.4706	2.4286	.1287-	--	22
16-29 total	2.3846	2.4737	.4067	--	43
30-39 male	3.1667	2.3333	1.1386-	--	7
30-39 female	2.4000	3.2000	3.0358	.02	8
30-39 total	2.8182	2.8750	.2026	--	17
40-49 male	1.0000	1.8750	1.7974	--	7
40-49 female	3.6667	--	--	--	--
40-49 total	3.0000	1.8750	2.4368-	.05	10
50-59 male	2.0000	3.0000	1.0911	--	2
50-59 female	2.0000	2.5000	.9258	--	4
50-59 total	2.0000	2.6667	1.4065	--	8
0-5 miles	2.0769	1.9167	.5374-	--	23
6-10 miles	2.5000	3.0000	1.5492	--	24
11-15 miles	2.7273	2.4444	.8560-	--	18
16-20 miles	2.8000	2.3333	1.0933-	--	6
21 miles and beyond	2.3333	2.3333	.0000	--	7
Four-day and five-day totals	2.4490	2.4359	.0859-	--	86

*P stands for level of significance.

**D.F. stands for degrees of freedom.

a negative difference which means that individuals on the five-day work schedule liked their work schedule better.

The thirty to thirty-nine year old female group had differences at the .02 level of significance. This means that this group liked the four-day schedule better.

The forty to forty-nine year old group of five-day workers would have to have the evening meal very late. Perhaps the ten hour work day is so long that it confuses the remainder of the day. The thirty to thirty-nine year old females may like this schedule better because they are gone longer four days a week, but they are home the whole fifth day of the week. This day may be used for house-keeping chores leaving Saturday and Sunday free to be with the family. Friday would be free to work while the husband and children are gone to work and school.

SCHEDULE PREFERENCE

A question in the general information section of the Employee Questionnaire asked the employees what work schedule they would prefer to work. The question asked preceded the answer choices numbered nine and ten.

The tables break the responses down into three groups. The first table (Table 24) is the group of employees who were working on a five-day work schedule. The second table (Table 25) contains the responses of the employees who were working on a four-day workweek schedule. The third table (Table 26) has the two groups combined.

The employees on a five-day schedule showed preferences toward three schedules. Two of the three are four-day schedules. Their first preference was probably the work schedule they were currently working--the five-day schedule with eight hour days. Twenty-five percent chose this schedule.

The next most popular schedule was the four-day schedule with ten-hour working days. This was chosen over the next most popular schedule of four, nine-hour days for the workweek. Apparently employees believe that the extra hour is needed to complete required duties.

Twenty-one percent of the five-day workers chose the four, ten-hour days for their preferred workweek. The schedule calling for four, nine-and-one-half-hour days was chosen by 18 percent of the people on the five-day schedule.

The employees on a four-day work schedule indicated strongly that they preferred the four-day schedule to the five-day schedule. The table indicates only 2 percent of the employees on a four-day workweek schedule preferred to be on a five-day work schedule.

The preferred four-day workweek schedule was the one calling for four, ten-hour days. This schedule was the choice of 26 percent of the employees.

The schedules chosen as the next most popular were both chosen by 20 percent of the employees on a four-day workweek. One of the two schedules called for nine-hour days, the other for nine-and-one-half-hour days.

The third table in this series (Table 26) was the average of the two groups together. There were two schedules that were chosen significantly more times than the rest. The most popular was the schedule calling for four, ten-hour days in the work schedule. This schedule was chosen by 24.2 percent of all the employees that answered the questionnaires.

The second most popular schedule was the one calling for four, nine-hour days. This was chosen by 19.4 percent of the total employees who answered the questionnaire.

Table 24

Schedule Preferences of Five-Day Workweek Employees

5 days - 8 hours	15	or	25%
5 days - 7.5 - 7.9 hours	2	or	3%
5 days - 7 hours	5	or	8%
4 days - 8.75 hours	7	or	11%
4 days - 9 hours	11	or	18%
4 days - 9.5 hours	4	or	6%
4 days - 10 hours	13	or	21%
3 days - 12 to 13 hours	3	or	5%

Table 25

Schedule Preferences on Four-Day Workweek Employees

5 days - 8 hours	1	or	1%
5 days - 7.5 - 7.9 hours	1	or	1%
5 days - 7 hours	0	or	0%
4 days - 8.75 hours	9	or	14%
4 days - 9 hours	13	or	20%
4 days - 9.5 hours	13	or	20%
4 days - 10 hours	17	or	26%
3 days - 12 to 13 hours	10	or	15%

Table 26

Schedule Preferences of the Total of Five-Day
and Four-Day Employees

5 days - 8 hours	16	or	12.9%
5 days - 7.5 - 7.9 hours	3	or	2.4%
5 days - 7 hours	5	or	4.0%
4 days - 8.75 hours	16	or	12.9%
4 days - 9 hours	24	or	19.4%
4 days - 9.5 hours	17	or	13.7%
4 days - 10 hours	30	or	24.2%
3 days - 12 to 13 hours	13	or	10.5%

REVIEW OF RESULTS FROM EMPLOYER QUESTIONNAIRE AND
GENERAL INFORMATION SHEET

The remainder of this chapter is devoted to the Employer Questionnaire and General Information Sheet. The first six questions were general information. This helped determine what schedule a company was on, how long it had been on the four-day work schedule if it were on it, and some general information about the size of the company.

The questionnaire was different from the Employee Questionnaire in that many of the questions could have more than one response marked. Two questions were good examples of this. They were questions numbered seven and eight.

Most of the companies that converted to the four-day schedule had more than one reason to try it. Furthermore, in most cases, more than one phase of the business was affected by the conversion.

The Company Questionnaire was more useful for evaluating the companies on a four-day work schedule than companies on a five-day work schedule, because the companies using five-day schedules were used as a control group. The questions in many cases pertained to or asked the company to compare the results obtained using the present schedule to the results obtained on those same aspects when a previous schedule was utilized.

The Company or Employer Questionnaire appears in the Appendix, p. 124. A short statement of the questions is mentioned below with the results obtained.

Question seven (Table 27) asked the firm why it selected its present schedule. The responses included:

- (A.) To improve production
- (B.) To improve morale
- (C.) New fringe benefit
- (D.) To reduce absenteeism
- (E.) Other companies use this schedule
- (F.) To reduce turnover
- (G.) To conserve energy
- (H.) To improve profits
- (I.) Recruiting edge
- (J.) Other

The companies indicated that the most popular reason for trying the four-day workweek was to improve morale. Thirty percent indicated this was a reason for trying a four-day workweek schedule. Twenty-two percent of the companies indicated that they tried it as a new fringe benefit. Seventeen percent tried it in an attempt to reduce absenteeism. Thirteen percent of the companies listed one of their reasons for trying a four-day schedule was to improve production. Thirteen percent tried it to reduce turnover. Four percent tried it in an attempt to aid recruiting.

Question eight (Table 28) asked each company to mark how its present work schedule affected the following phases of its business. The phases included:

- (A.) Morale
- (B.) Total production

- (C.) Total wage bill
- (D.) Profits
- (E.) Total amount of jobs
- (F.) Turnover
- (G.) Overtime
- (H.) Jobs not filled
- (I.) Energy consumption
- (J.) Other important areas.

The responses the companies gave will now be analyzed. If the companies did not respond up, down, or same to certain phases of their businesses, then no comment on these phases will be made in this section.

Eighty-six percent of the companies said that morale was up. Fourteen percent said that morale was the same as with a previous schedule. Eighty-six percent of the companies filling out the questionnaire said that total production was up. Fourteen percent said that production was the same.

All of the companies said the total wage bill stayed the same. Forty-three percent of the companies said their profits were up since they converted to the four-day work-week. Fifty-seven percent said their profits stayed the same.

Fourteen percent of the companies said the total number of jobs they had were up. The remainder or 86 percent said the number of jobs stayed the same.

Turnover was down for 43 percent of the companies using the four-day work schedule. The rate stayed the same at 57 percent of the firms.

Overtime rates were down at 71 percent of the firms using a four-day work schedule. The rates stayed the same at 29 percent of the firms.

The number of jobs not filled was down at 43 percent of the companies on the four-day work schedule. At 57 percent of the companies, the number of unfilled jobs stayed the same.

Twenty-nine percent of the firms reported that energy consumption was down. Seventy-one percent reported that energy consumption stayed the same.

Overtime (Table 29)

The companies were asked if they paid overtime for over eight hours of labor in one day. All the firms that responded to this question and that were using a four-day workweek said they did not pay overtime for over eight hours.

Breaks (Table 30)

The companies were asked how many and how long the daily breaks were. Forty-three percent had two fifteen minute breaks daily. Fourteen percent did not have formal breaks, but employees could have food and drinks at their desk anytime.

Lunch Periods (Table 31)

All of the companies using the four-day workweek schedule had thirty-minute, non-paid lunch periods. The companies must feel this is long enough. If the period was

Table 27

Company Reason for Selecting Present Work Schedule

Reason	Percent
A. To improve production.	13
B. To improve morale.	30
C. New fringe benefit	22
D. Reduce absenteeism	17
E. Other companies use schedule	0
F. To reduce turnover	13
G. To conserve energy	0
H. To improve profits	0
I. Recruiting edge	4
J. Other.	0

Table 28

Results From Present Schedule

Area being studied	Percentage		
	Up	Down	Same
A. Morale	86	0	14
B. Total production	86	0	14
C. Total wage bill	0	0	100
D. Profits	43	0	57
E. Total amt. of jobs	14	0	86
F. Turnover	0	43	57
G. Overtime	0	71	29
H. Jobs not filled	0	43	57
I. Energy consumption	0	29	71

Table 29

Overtime for Over Eight Hours of Labor in One Day

Yes	No
0%	100%

Table 30

The Company Procedure for Breaks

A. 2 Breaks, 10 minutes long	43%
B. 2 Breaks, 15 minutes long	43%
C. 2 Breaks, 20 minutes long	0%
D. No formal breaks	0%
E. No formal breaks, food allowed and drinks allowed at desk	14%
F. Other	0%

Table 31

Lunch Periods

A. 45 minute non-paid	0%
B. 1 hour non-paid	0%
C. 30 minute non-paid	100%
D. 45 minute paid	0%
E. 1 hour paid	0%
F. 30 minute paid	0%
G. Other	0%

any longer, then the workday would be that much longer, of course.

Attendance Bonus System (Table 32)

Fourteen percent of the companies had an attendance bonus system. This system paid the employees more if they worked the whole workweek. They received standard pay if they missed any work that week. Eighty-six percent of the companies did not have any such system.

Holiday Procedures (Table 33)

Fifty-six percent of the companies using the four-day workweek had a stated number of holidays. Thirty-three percent of the firms took the day before or the day after the weekend if a holiday fell during the weekend. Eleven percent of the companies said that a holiday automatically became everyone's third day off that week.

Table 32
Attendance Bonus System

Yes	No
14%	86%

Table 33
Procedure Dealing with Holidays

A. Have a stated number of paid holidays off	56%
B. Holiday Bonus is paid when holiday comes on weekend	0%
C. If a national holiday comes during weekend, the previous or following workday is taken off	33%
D. When holiday comes during the workweek then that day is taken off. The day that is missed is scheduled to be made up during the previous or following weekend	0%
E. Other - Holiday becomes everyone's day off that week. We work the four remaining days	11%

Chapter 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to determine by an attitudinal survey whether employees on a four-day workweek schedule liked their work schedule, their job, their company, and their leisure time better than employees on a five-day work schedule liked the same phases of their jobs. A Significant Difference Between The Means Test was used to test the null hypothesis.

SUMMARY

This study made use of two separate survey instruments that were developed by the researcher. The Employer Questionnaire And General Information Sheet asked the companies on the four-day workweek why they tried the four-day workweek schedule and what results they have obtained from its use. Information about the schedule was also obtained. The additional information covered items such as length and amount of breaks, length of lunch periods, and length of use of the present schedule.

The Employee Questionnaire was constructed using the Lickert Scale Technique. This questionnaire was used to obtain the employee's attitude toward his or her work schedule and certain aspects of that schedule.

There were sixty-four employees on some form of a four-day workweek schedule used in the study. There were also sixty-four employees on five-day workweek schedules involved in the study.

The two groups were broken down further into groups of Supervisor/Foremen, Engineers, Craftsman, Office Workers, Administrators, Accountants, Managers, Factory Workers, and Others. The two groups were then broken further and compared by groups of males, females, and the total age group by the age groups of sixteen to twenty-nine, thirty to thirty-nine, forty to forty-nine, fifty to fifty-nine, and sixty to sixty-nine. The group of employees aged sixty to sixty-nine was so small it was dropped from the study.

The two groups were also divided into groups according to the distance the employee lived from work. The dividing lines were as follows: zero to five miles lived from work, six to ten miles lived from work, eleven to fifteen miles lived from work, sixteen to twenty miles lived from work, and twenty-one miles and beyond lived from the job.

Seventy-four different comparisons or 14 percent had significant differences between the means out of 529 comparisons. For a comparison to have a significant difference, the level of significance had to be at the .05 level or below.

Employees from fourteen different companies, industries, or institutions were used in the study. Seven of those were on four-day workweek schedules and seven were on five-day workweek schedules.

Some of the questionnaires were delivered by the investigator in person or by mail to the companies with the companies administering the questionnaires while some were administered by the investigator in person. The location of the companies was determined by the use of many methods. The main method for determining the companies on the four-day workweek was to check listings obtained from the American Management Association and an article obtained from the Chamber of Commerce of Greater Kansas City, Missouri.

CONCLUSIONS

Companies have implemented the four-day workweek for various reasons. Some companies have tried the four-day workweek and then reconverted back to the five-day workweek. According to Poor, 25 percent of the companies that revert back to a five-day schedule will probably return to a four-day schedule, with some revision, at a later date.

The companies involved in this study tried the four-day workweek schedule in an attempt to improve production, to improve morale, as a new fringe benefit, to reduce absenteeism, to reduce turnover, and as a recruiting edge. Other studies have indicated that companies also try a four-day work schedule in an attempt to conserve energy, to improve profits, and a combination of the above reasons in an attempt to fill hard to fill positions.

Advantages

The results companies have obtained are favorable to the four-day workweek. Eighty-six percent of the companies using the four-day workweek reported that morale was up, 86 percent of the firms also reported production was up, and 43 percent indicated that profits were up. Forty-three percent of the companies reported turnover was down, 71 percent reported that overtime was down, 43 percent reported that the number of jobs not filled was down, and 29 percent reported that energy consumption was down.

Employees themselves reported that the four-day workweek schedule was advantageous in the following areas:

- (1) helps them produce more;
- (2) makes employment possible in some cases;
- (3) gives the employee more responsibility in some cases;
- (4) helps a person enjoy his leisure time more;
- (5) improves a family's attitude toward the work schedule;
- (6) helps the schedule at home run smoother.

The groups that appreciate the four-day workweek the most consisted of: (1) employees aged sixteen to twenty-nine; (2) office workers; and (3) employees living from six to fifteen miles from work.

Disadvantages

Two groups appeared not to like the four-day work schedule as much as the five-day work schedule. One of the groups was the group of factory workers, and their unfavorable attitude toward their schedule seemed to stem from a fatigue factor. The four-day schedule requires some factory workers

to be on their feet longer each working day. Also, lifting, heat, noise, or other environmental factors must be put up for longer continuous periods of time. Older workers comprised the other group which had problems adjusting to the longer days.

The only group that indicated fatigue was the group of factory workers. However, in most of the preliminary studies of the four-day workweek, the fatigue factor was expected to be a major difficulty of the shift to the four-day schedule. The fatigue factor is a disadvantage, but a disadvantage to only one of the several types of workers.

One thing a company must consider when contemplating putting the four-day work schedule on trial is how much opposition it might face reconverting back to a five-day schedule if the four-day schedule does not work out at that company. Companies that have had to do this report that employees quickly become accustomed to the three-day weekend. They begin planning activities accordingly and are very upset when they lose this privilege.

One company the investigator approached would not allow him to distribute the questionnaires because the vice-president in charge of operations was afraid it would, "stir up a hornets' nest on the subject again." This fear was voiced more than a year after the company had converted back to the five-day workweek.

Schedule Itself

The use of the four-day workweek appears to achieve the best results in an office setting or in a business in which a major part of the work is done by craftsman or journeyman. This schedule allows a person to forget his job long enough to completely relax.

The most successful schedules appear to be the ones calling for four, nine or nine and one-half hour days. Two breaks of ten or fifteen minutes and a thirty-minute lunch break seem to be universal. The seniority basis is used for making the decision on who will take their third day off when they want it. Supervisors have to decide where it is necessary to tell a person when his day off will be in order to help work proceed smoothly.

Unions

Some companies have problems convincing the unions involved to allow the company to use the four-day workweek. A company usually has more luck converting if employees are given the choice of going to a four-day workweek schedule or if they are consulted in the design of the new schedule. One of the companies in the investigation had a union voted out in order that the four-day workweek could be implemented. The reason for this action was that the employees wanted a four-day work schedule, but the union voted or was against it; so the employees voted the union out.

Planning

The four-day workweek is something that is very successful, it appears, if the proper planning and management is conducted. Every manager, supervisor, and administrator should be involved in the planning and decision making process when implementing the four-day workweek schedule. Scheduling of employees appears to be the most difficult phase, so as much time as possible should be devoted to this aspect.

The results the companies have obtained using their new schedules appear to be worthwhile, and employees, in the main, have been quite satisfied with the new arrangement.

RECOMMENDATIONS

As a result of this study, the following recommendations are made:

1. That a follow-up study be made using the same groups in five years.
2. That a study be conducted in various regions of the country using the questionnaires from this study. Other studies indicate that the four-day workweek is more popular in some populated parts of the country. In order to have reliable results, employees from other areas of the country need to be sampled.
3. That a study with larger samples be made.

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APPENDIX

**EMPLOYEE QUESTIONNAIRE
DIRECTIONS AND INFORMATION
ABOUT THIS STUDY**

This questionnaire is a very important section of my research for a Thesis, which is a major requirement for my Master's degree in Psychology (Industrial Psychology). I sincerely appreciate the time and effort it will take you to complete this instrument.

Please answer the questions as honestly as possible. Please do not discuss the questions with anyone before you answer the questions. The reason for this is I want your opinion. In order that your responses will remain anonymous be sure not to write your name or make any identifying marks on your questionnaire.

The fact that I am conducting this study does not mean in any fashion or form that the company you work for is considering changing the working schedule. The study and its content was originated by myself and the members of my Thesis committee.

Use a number 2 lead pencil to fill out the answer sheet. After reading each question or statement choose the response that most nearly represents your attitude toward that statement from the 5 choices below each statement. Mark that corresponding answer on the answer sheet provided inside each questionnaire form. When a question asks for any other factor or factors that are concerned with the idea or area being questioned please print any ideas on the line provided in the questionnaire.

EXAMPLE: 1. Your breaks

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

1 | 1 | 1 | 1 | 1 |

Please place a mark in the space that most nearly represents your attitude towards the job you are performing as far as the following phases are concerned.

6. Job itself

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

7. Pay scale

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

8. Morale

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

9. Work Conditions

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

10. Job security

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

11. Achievement

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

22. Recognition

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

23. Responsibility

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

24. Advancement

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

25. Other factor about your job

-
- A. Strongly Like
 - B. Like
 - C. Indifferent
 - D. Dislike
 - E. Strongly Dislike

Please place a mark in the space that most nearly represents your attitude towards this company.

26. Company policy

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

27. Administration

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

EMPLOYEE QUESTIONNAIRE

Are you a/an: (answer 1 or 2, not both)

1. A. Office worker
 B. Factory worker
 C. Supervisor or foreman
 D. Manager
2. A. Administrator
 B. Craftsman
 C. Engineer
 D. Accountant
 E. Other (please describe)

3. Age group:

- A. 16-29
 B. 30-39
 C. 40-49
 D. 50-59
 E. 60-69

How long have you worked for this company? (answer 4 or 5, not both)

4. A. 0-5 months
 B. 6-11 months
 C. 1-2 years
 D. 3-5 years
5. A. 6-10 years
 B. 11-20 years
 C. 21-30 years
 D. 31 or more years

6. Sex: Female A. Male B.

Please mark how many days and hours per week your present work schedule calls for. (answer 7 or 8, not both)

7. A. 5 days - (8 hours)
 B. 5 days - (7.5-7.9 hours)
 C. 5 days - (7 hours)
 D. 4 days - (9 hours)
8. A. 4 days - (9.5 hours)
 B. 4 days - (10 hours)
 C. 3 days - (12 to 13 hours)
 D. Other (please describe)

If you had a choice of work schedules from the list below which one would you select? Assume that your pay and production would stay the same as it is now. (answer 9 or 10, not both)

9. A. 5 days - (8 hours)
 B. 5 days - (7.5-7.9 hours)
 C. 5 days - (7 hours)
 D. 4 days - (8.75 hours)
10. A. 4 days - (9 hours)
 B. 4 days - (9.5 hours)
 C. 4 days - (10 hours)
 D. 3 days - (12 to 13 hours)

Please place a mark in the blank that most nearly represents your attitude towards the following statements concerning your present work schedule.

11. Work schedule as a productivity factor

- A. Strongly Like
 B. Like
 C. Indifferent
 D. Dislike
 E. Strongly Dislike

12. Work schedule as a fatigue factor

- A. Strongly Like
 B. Like
 C. Indifferent
 D. Dislike
 E. Strongly Dislike

13. Work schedule as a factor of employment

- A. Strongly Like
 B. Like
 C. Indifferent
 D. Dislike
 E. Strongly Dislike

14. Work schedule itself

- A. Strongly Like
 B. Like
 C. Indifferent
 D. Dislike
 E. Strongly Dislike

15. Other factor dealing with schedule

- A. Strongly Like
 B. Like
 C. Dislike
 D. Strongly Dislike

Please place a mark in the space that most nearly represents your attitude towards the job you are performing as far as the following phases are concerned.

16. Job itself

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

17. Pay scale

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

18. Morale

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

19. Work Conditions

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

20. Job security

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

21. Achievement

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

22. Recognition

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

23. Responsibility

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

24. Advancement

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

25. Other factor about your job

-
- A. Strongly Like
 - B. Like
 - C. Indifferent
 - D. Dislike
 - E. Strongly Dislike

Please place a mark in the space that most nearly represents your attitude towards this company.

26. Company policy

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

27. Administration

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

28. Supervision

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

29. Relationship with supervisor

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

30. Philosophy

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

31. Other factor dealing with this company

-
- A. Strongly Like
 - B. Like
 - C. Indifferent
 - D. Dislike
 - E. Strongly Dislike

Please place a mark in the space that most nearly represents your attitude towards your personal life on the following matters, IF APPLICABLE TO YOU.

32. Schedule you are on as far as energy conservation matters are concerned

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

33. Your leisure time

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

34. Family's attitude towards your work schedule

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

35. Does your work schedule you are on cause conflicts because your spouse is working a different schedule?

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

36. Attitude towards the work schedule you are on now as far as areas of baby sitting, getting children ready for school, cooking meals, and taking care of the house are concerned?

- A. Strongly Like
- B. Like
- C. Indifferent
- D. Dislike
- E. Strongly Dislike

37. Other factor dealing with personal life that work schedule affects

-
- A. Strongly Like
 - B. Like
 - C. Dislike
 - D. Strongly Dislike

38. Any other factor that you feel relevant to the groups mentioned above

-
- A. Strongly Like
 - B. Like
 - C. Dislike
 - D. Strongly Dislike

39. Distance you live from work

- A. 0-5 miles
- B. 6-10 miles
- C. 11-15 miles
- D. 16-20 miles
- E. 21 miles & beyond



LETTER A

EMPORIA KANSAS STATE COLLEGE

1200 COMMERCIAL / EMPORIA, KANSAS 66801 / TELEPHONE (316) 343-1200

Dear Personnel Manager,

I am Philip R. Clark. I am a graduate student at EKSC working on my Master's degree in Psychology (Industrial Psychology). To fulfill my degree requirements I am writing a Thesis on the use of the 4-day workweek. It is a study of the effect the 4-day workweek has on employees and employers. I would greatly appreciate it if your company would participate in this study.

The study will consist of two phases. Phase I will consist of you filling out a Company Questionnaire. Phase II would consist of as many as 50 of your employees completing an Employee Questionnaire. This group would consist of a sample of administrators, managers, supervisors, office workers, factory workers, accountants, engineers, and/or whatever other groups of employees your organization utilizes in Kansas City.

This study will compare the companies on the 4-day workweek to companies on other work schedules. The questions will pertain to areas such as employees' attitude toward their jobs, their attitude toward their work schedule they are now on as far as being a fatigue factor, their work schedule as a factor of employment, and other questions dealing with attitudes of the employees. For those who participate in the study a copy of the findings will be provided upon request.

Each individual's responses will be kept confidential. Only results of the complete group of companies on the 4-day workweek will be compared with results of firms on the other work schedules.

Please use the enclosed self addressed envelope to send your reply. I would like to thank you in advance for all your help and effort that you put forth in this matter.

Sincerely yours,

Philip R. Clark

Philip R. Clark, graduate student

Approved by Dr. Elton Amburn, Chairman of graduate committee
Approved by Dr. Dal Cass, Chairman of Psychology Department



LETTER B

EMPORIA KANSAS STATE COLLEGE

1200 COMMERCIAL / EMPORIA, KANSAS 66801 / TELEPHONE (316) 343-1200

Dear Personnel Manager,

I need your help! I need to know the opinion you and nine of your employees have towards your work schedule.

I am Philip R. Clark. I am a graduate student at EKSC working on my Master's degree in Psychology (Industrial Psychology). To fulfill my degree requirements I am writing a thesis on the use of the 4-day workweek. It is a study of the effect the 4-day workweek has on employees and employers. I would greatly appreciate it if your company would participate in this study.

This study will compare the companies on the 4-day workweek to companies on the other work schedules. Each individuals responses will be kept confidential. Only results of the complete group of companies on the 4-day workweek will be compared with results of firms on the other work schedules.

If your firm has employees on a 4-day schedule I need 5 employees to fill out an Employee Questionnaire. If your firm also has employees on 5-day schedules I need 5 of these employees to fill out an Employee Questionnaire. If all of your employees are on one form of schedule have all 10 of the questionnaires filled out by your employees please. If you could please fill out the Employer Questionnaire plus an Employee Questionnaire for whatever group you are in I would be very grateful. The Employee Questionnaires should take only 5-10 minutes to complete.

To return the questionnaires, please use the enclosed, self addressed label and place it over the address label on the brown envelope that you received the questionnaires in if it is useable. Please tear off the old stamps and replace them with the enclosed stamps. Please securely package the questionnaires. If it is at all possible I would like to get the questionnaires back by February 10, 1975. This will help me complete the study so that I may graduate in May.

Your help on this matter will be appreciated tremendously. I sincerely thank you in advance for all your help on this matter. By the way your address and the information that your company is using or has used some form of rearranged work schedule was obtained from the American Management Association,

New York, New York. I assume you are a member of this fine organization.

Sincerely yours,

A handwritten signature in cursive script that reads "Philip R. Clark".

Philip R. Clark

P.S. If 10 questionnaires cannot feasibly be filled out, then as many as possible will be greatly appreciated. Thanks again and have a nice day.

COMPANY QUESTIONNAIRE AND GENERAL INFORMATION

1. What is the name of this company? _____

2. What is the principal product? _____

3. Is this company primarily:
Union _____ Nonunion _____
4. Please answer these questions about your company.
 - A. Absentee rate (Monthly) _____
 - B. Number of employees? _____
 - C. Number of employees on 4-day workweek? _____
 - D. Number of employees on 5-day workweek? _____
 - E. Number of women employees? _____
 - F. Number of men employees? _____
 - G. Monthly turnover rate? _____
 - H. Monthly average amount of overtime? _____
5. Check the work schedule your company is presently on (one or more)
 - A. 5 days-(8 hrs)
 - B. 5 days-(7.5-7.9 hrs)
 - C. 5 days-(7 hrs)
 - D. 4 days-(9 hrs)
 - E. 4 days-(9.5 hrs)
 - F. 4 days-(8.75 hrs)
 - G. 4 days-(10 hrs)
 - H. 3 days-(12-13 hrs)
 - I. Other (please describe) _____

6. How long has your company been on the work schedule it is now on? _____
7. Why did your firm select the present work schedule? Please mark your correct response or responses.
 - A. Improve production
 - B. Improve morale
 - C. New fringe benefit
 - D. Reduce absenteeism
 - E. Other companies use this schedule
 - F. Reduce turnover
 - G. Conserve energy
 - H. Improve profits
 - I. Recruiting edge
 - J. Other (please describe) _____

8. Please mark how your present schedule has affected the following phases of your business. Place the word up in blanks beside the phases that have gone up. Place the word down beside the phases that have gone down. In the blanks beside phases that have stayed the same please the word same.
 - A. Morale _____
 - B. Total production _____
 - C. Total wage bill _____
 - D. Profits _____
 - E. Total amount of jobs _____
 - F. Turnover _____
 - G. Overtime _____
 - H. Jobs not filled _____
 - I. Energy consumption _____
 - J. Other areas you feel important _____

9. Does your firm pay overtime for over 8 hours of labor in one day?
Yes _____ No _____

10. Please mark the correct response describing your company's procedure dealing with breaks.

- A. 2 breaks, 10 min.
 B. 2 breaks, 15 min.
 C. 2 breaks, 20 min.
 D. No formal breaks
 E. No formal breaks but employees may have food at their desks
 F. Other (please describe) _____

11. Please mark the correct response describing your company's procedure dealing with the length of lunch periods.

- A. 45 min. nonpaid
 B. 1 hr. nonpaid
 C. 30 min. nonpaid
 D. 45 min. paid
 E. 1 hr paid
 F. 30 min. paid
 G. Other (please describe) _____

12. Does your firm have an attendance bonus system?

Yes _____ No _____

13. Please mark the correct response or responses concerning your company's procedure dealing with holidays.

- A. Have a stated number of paid holidays off.
 B. Holiday bonus is paid when holiday comes on weekend
 C. If a national holiday comes during the weekend, the previous or following workday is taken off
 D. When holiday comes during the workweek then that day is taken off. The day that is missed is scheduled to be made up during the previous or following weekend
 E. Other (please describe) _____

14. Do you want a copy of the results of my study?

Yes _____ No _____

Thank you so much for all the help, assistance, time, and effort you have taken from your busy schedule to make my study worthwhile. I hope that the results I obtain will help you in some way. If you do want a copy of my results please put your address and to whose attention you want them sent.