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## Competency and Ability of Workers in Four Day Work Week



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**ABSTRACT:** Creating a sustainable work environment has been a very big strategy for the HR retention policies. Work places where employees are given some relief in terms of work hours or now even days has proved to be very helpful in the efficiency of workers. Studies have been conducted on 4 day work week policies of workers across the world and the conclusion has been very positive and has supported the four day work week policy. Very often we come across people who are tired and their working efficiency decreases with increased level of fatigue and lack of family time. Lack of work life balance has been the most common reason of attrition irrespective of geography and profession. Considering this scenario, human resource management leaders have been promoting the four day week work policy for all the employees in their company. This paper would study the benefits and challenges observed with the four day work week policy. The study would highlight the feasibility of this practice in the long run.

**KEYWORDS:** Work Efficiency; Workers; Four day work week; Work life balance; Family time

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### INTRODUCTION

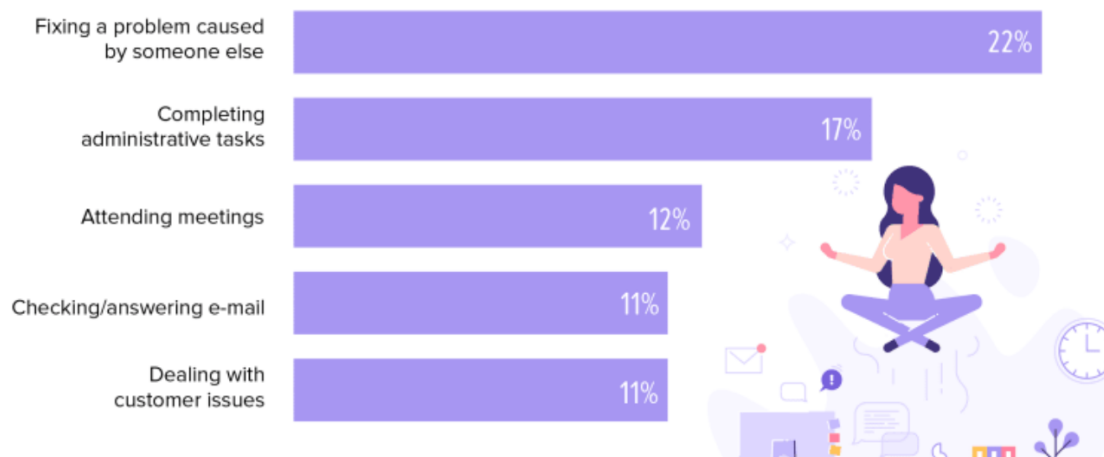
The decreased level of energy and disinterest of the staff represent a risk for any company, be it a large corporation or a small start-up. Productivity falls, the environment is dense and conflicts take over. To avoid this scenario, it is necessary to guarantee a concrete incentive that mobilizes the team and promotes growth. Companies must respect the employee and set instructions to make them more comfortable and effective. On the other hand, mutual partnerships must be established by aims, namely to contribute the employee to the work goals. In order to achieve their own goals, companies need to have the required policies. Therefore, the mechanisms for personal and career achievement will have to be strengthened.

The significance of the study is that retention of employees has gained great strength within organizations. It allows identifying individuals located in key positions within the aviation company, and taking actions that are aimed at remaining in it. The current work industry across the world is tremendously changeable and much nuanced, administrators and workers are well aware of the value of corporate reward systems. It motivates experienced, educated and trained practitioners to produce positive and even excellent results. Companies are retained in the business. Incentive programs are excellent allies for business success. Keeping employees motivated is a strategy that increases productivity and improves the quality of the work environment. Recognition and reward are two ingredients as rewarding as receiving the salary at the end of the month. (Sadik, R.M., 2018)

The research is important because it will point out the advantages from implementing employee incentive programs and improving morale of employees and the retention of personnel. It will generate an increase in productivity and improves the quality of the work environment by learning how incentive programs can influence employees' morale shown in Figure 1.

### Does a 4-Day Workweek Make Employees More Productive?

Nearly half of workers worldwide said they could do their job in less than five hours each day if left uninterrupted. Workplace time wasters, employees said, include:



**Figure 1: Productivity in a 4-day work week**

**Source:** <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/four-day-workweek.aspx>

Four day work week policy is gaining momentum across the world and is being appreciated for its better productivity. The impact of employee incentive programs on employee retention and morale depends on how much correlation employees' behaviour show with these incentives and the retention rate. There are cases when the long term goals of employees are different and the incentive programs offered by the companies do not add much value to their morale. So, this depends on employee to employee and their goals and objectives. Companies aim to establish themselves as a leader in the work services across the world. The company's objective is to become a one stop incentive station for all the work services and gain employee satisfaction in the long term. It also plans to reduce the retention rate for the employees and acquire new employees in the long run. The company has define its current strategy to fulfil its aims and objectives by designing a long term plan to take care of the existing problems in their work services and have planned to launch features based on the employee pain points to gain a competitive advantage in the market. The company has set a target of making their employees happy and retentions a lot of profit with the volume of employees and their trust is expected to create a brand value for the company in future. (Sharma, G., 2017)

A comparison with the other leading incentive providers would be a good area of study. The present strategies of companies have been phenomenal in achieving the organizational goals. The company has divided its strategies into short term, medium term and long term goals. The short term strategy focuses on employee satisfaction, the medium term strategy focuses on reducing the employee retention and the long term strategy focuses on profit and expansion of the company across the world by acquiring new employees. This clear division of strategy and defined goals has established a stable image of the company along with strong involvement of stakeholders to work together for a common aim of achieving organizational goals. This strategy of the company will bring further growth and stability to the company's brand image and would make it a strong incentive provider.

Organizations have planned its objectives well every year to grow at a steady rate. The company has slowly gained the trust of the employees to create a niche market by serving best telecom services and employee support. The employee satisfaction and acquisition of new employees has been the planned objectives of the company. The company is in the middle of its growth path and similarly the planned objectives have also been achieved partially with the brighter future scope. The company plans to continue this rate of growth and expansion to acquire more employees and establish its brand image. The further growth and expansion of the company is in the planned objective which is supposed to be achieved in medium term from now. As of now, the defined and planed objectives of the company have been achieved well and have a huge scope of doing better business in future. Long term goals of the company are to establish as a leading work incentive provider in the market by providing high value incentive program. Companies have been excelling in creating the long term strategies to align with the company's aims and objectives. The existing organizational strategy focused on employee satisfaction and expansion by acquiring new employees and reducing the retention rate of existing employees truly align with the company's aim of growth and expansion along with its objective of employee satisfaction and becoming one of the best incentive providers. The organizational strategy also focuses on the short term goals of the company by maximizing its profits and future cash flows. The company would achieve its defined aims and objectives with these long term and short term organizational strategies by excelling in all domains and gaining employees.

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The investments made under current strategy would bring future cash flows which would further make the company more profitable. Keeping employees' perspective in mind this paper involves the in-depth study of the impact of different incentive programs on employee's retention rate and their morale (Simon and Schuster. Ahmad, A. and Salam, S., 2015)

### 1. Research and Discussion- Four day work week and work efficiency

Work culture is paramount for a good mental health of employees and giving a four day work week has been proving phenomenal in this regard. Employee incentive programs have been the main strategy for employee retention in the work industry. The strategic plans of companies have been in line with the company's aims and objectives. The markets factors have been taken into account while defining the company's long term vision and the company aims at monitoring this to establish a long term gain scenario for the employees as well as the stakeholders. The tools used by the company include the continuous performance monitor at all the levels starting from measuring the individual performance to team performance. The company's aims and objectives are also analyzed to check if the strategic options adopted by the company are in line with its long term vision. The company ensures that the monitoring exercise suggests the modifications in the strategy of required to maintain the interests of the company overall along with its stakeholders.

The team performance plan is designed to meet the strategic objective. The performance plan is adhered by each team in order to achieve the strategic objectives defined by the company's higher management. The performance plan is reviewed by the senior management to ensure that the team is set to perform and fulfil the goals and objectives of the company to help them achieve the set target and profit. The shareholder's interest is also kept in mind while setting the goals and objectives and designing the performance plans. The decision is made at the top and the performance plan drills down at each level to support the higher level goals and objective. So it is based on the top to bottom approach and based on that team performance plans are designed to meet the strategic objectives (Ali, A.Y., Dahie, A.M. and Ali, A.A., 2016).

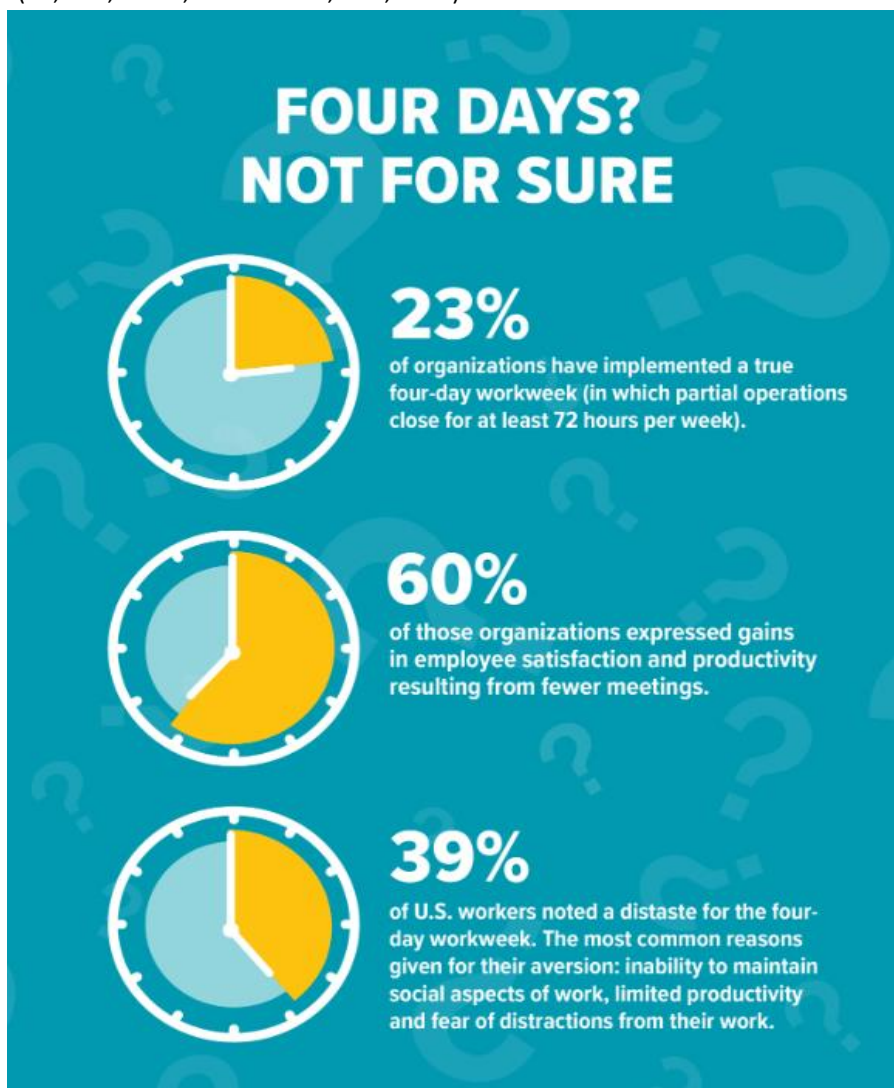


Figure 2: Survey of companies implementing 4-day work week

Source: <https://www.shrm.org/hr-today/news/all-things-work/pages/four-day-workweek.aspx>

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Companies implementing four day work week and their experience with that has been shown in Figure 2. The potential strategic problems of companies would be to overcome the challenges faced by the employees in terms of their satisfaction. Giving the best services in the economical cost is one of the most challenging problems every organisation faces. Further, the competition in the market makes this problem even more difficult by increasing the retention rate of the employees. The company could not simply give lucrative offers to the employees to retain them as the company also has to look into the profit the organisation is expecting and the shareholders' interest as well. So to maintain a balance, the company would need to provide a solution to the employees' problems instead of giving them monetary benefits. The root cause of the problem needs to be sorted instead of fixing the problem in the short run. (Asim, M., 2013).

The long term plan for companies has been on cutting down the retention rate of the existing employees and acquiring the new ones. The company aims to establish a strong base before expanding further and for that the satisfaction of the existing employees is important for the company. The aim of the company is to excel in the field of work services and maintain a brand image for its unique and excellent services. The employee satisfaction would bring more employees and then volume to the sales of the company which would in turn bring profit to the organisation in the long run. The risk assessment has been done for this strategy based on all the existing horizons and the alternatives have been defined based on the options available in the market. The feasibility analysis has also been done to make the strategic objectives a successful attempt to define the company's vision.

Companies is an employee centric company and to measure the team performance target, employee satisfaction index and the number of new employees acquired sums up the criteria for to measure the team performance targets. They use employee satisfaction index, retention rate and percentage of new employees acquired to set team performance targets and the team and individuals are measured against those set targets, The company evaluates the set targets at a quarterly level to make sure the team performance is on track and this timely check on performance metrics helps the team and individuals to modify their strategy in case it is required to achieve the annual targets (Baxter, P. and Jack, S., 2008).

Employee retention rate is continuously monitored in companies to make sure there is not an abrupt trend due to any change in management strategy. The employee feedback team makes a note of all the feedbacks and that data is used to analyse the main reasons for the retention. The strategic plans of companies aim at fulfilling company's long term goals and objectives. The planning done by the organisation is at all the levels. The company believes that for a stable growth and development of the organization, an around planning is required which would take care of the company's vision in both long and short terms. The company's strategic plan of reducing the retention rate in the short term and acquiring the new employees in the long run along with gaining the employees; trust is the fundamental factor in achieving the organizational objectives. The planning of the company has been always in line with the organizational objectives and the continuous monitoring ensures the achievement of that goal (Bipp, T. & Kleingeld, A., 2011).

The wider market in work industry has been phenomenal in defining the company's strategy. The competitor analysis has been done by the organization to understand the available services offered by the market with respect to the employees' satisfaction. The company has explored different strategic options to achieve competitive advantage in the market and has been successful in defining its strategy accordingly. The strategic options chose by the company has been beneficial in defining the horizons of growth and establish a path of growth and expansion further down the line. The competitor impact has been negligible for companies as the company believes in creating an incentive program for its employees and establishes a different image. The company wants to set up its own area of expertise and offers to create a comprehensive yet unique platform for incentive in the work industry compared to its competitors across the world.

Long term growth is one of the most important parameters for any employee to make a decision on which company to choose. Amongst the multiple works offering various offers, companies need to establish a unique career growth to lure the employees. Making the employees choose your incentive from a list of multiple incentive providers available in market is a tough job and to gain the employees in the long run, incentive program need to be maintained. This is the only way to retain the employees. This project will conduct an in-depth study on the incentive program of companies, compared with the other work incentive providers in the market. A detailed analysis would establish a relationship between the employee retention rate and the incentive program of the companies.

The scope of the study pertains to the importance of reducing employee retention at Work to retain the current employees and to attract new employee segments. The retention rate reduction will assist the business to thrive as a leading work across the UAE Aviation industry as well as transforming on a global scale. The incentive program is an important factor in reducing the retention rate in companies because employees will find it beneficial and keep using their incentive depending on the perceived quality. The prospective employees will keep increasing at a consistent growth rate for companies with incentive program improvements, strengthening the existing incentive program measures and/or practices, as well as newer actions.

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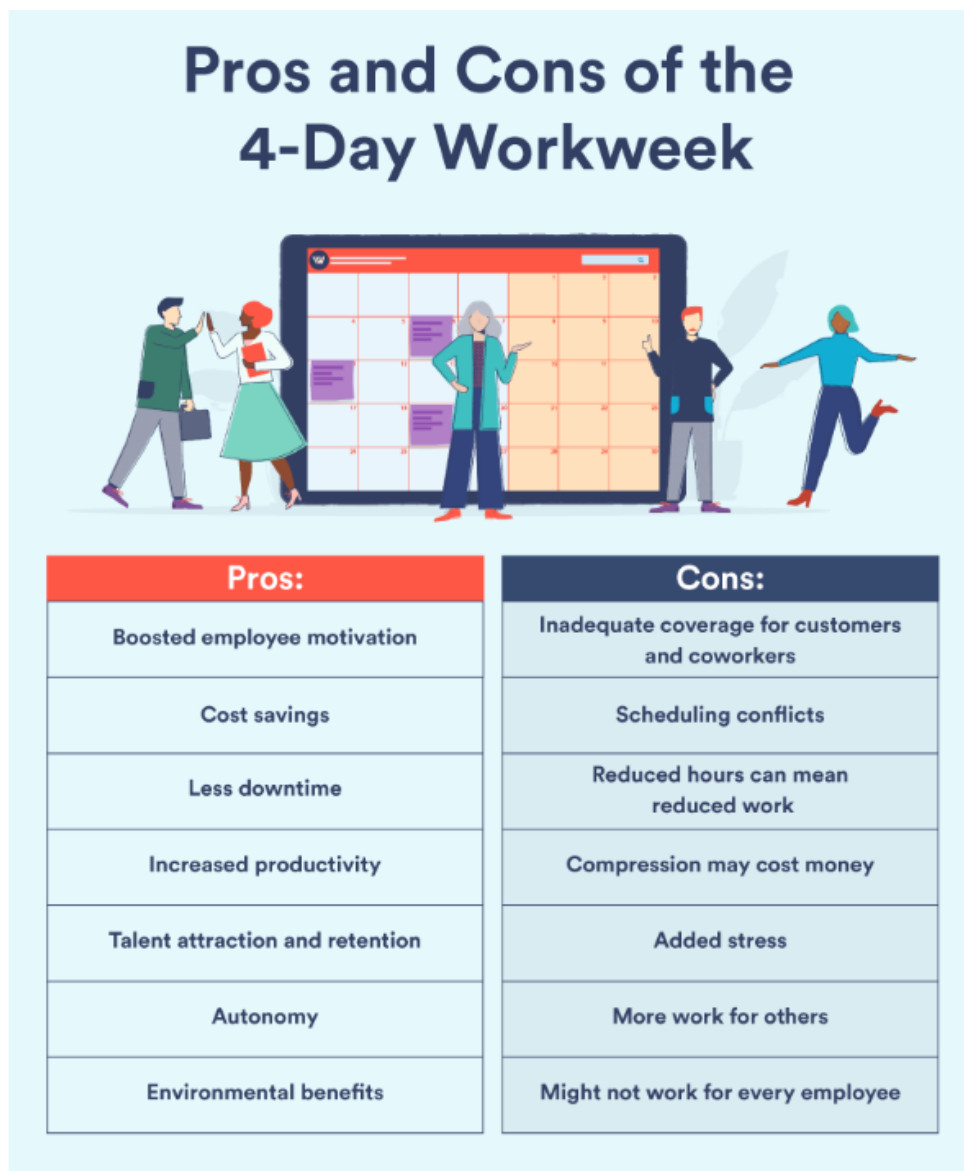
The study variables are employee retention which is the dependent variable subject to change from the perceived incentive program which is the independent variable. The interrelationship between the variables is the primary emphasis of the research study. The variables in the study will be excluded based on the criteria of employees that have not used companies in a very long time. The most recent visit could be right before the COVID pandemic or even after the stringent travel regulations were reduced. The participants will be directly included if they have travelled in companies in the recent three months.

Limitations of the study are that the study is subjective to biases as it is responded by different employees who might have not gone to companies, or simply because they prefer incentive program in another work. However, it can be applied in further studies by expanding the number of samples. The online survey questionnaire has the risk of biased responses due to a lack of directly conducting the survey questionnaire (Chintaloo, S., and Mahadeo, J. D., 2013).

### 2. Result and Conclusion

Four day work week has got a mixed response from the companies and employees across the world. Though it has proved beneficial for most of the population, some people also think that it breaks the work momentum during the 3 day weekend break. The strategic objective of companies has been defined by the company's aims and objectives. The position of organisation has been a benchmark in designing the company's strategy and defines its long term goal and objective. The accomplishment of the company's objectives highly depends on the position held by the organization and its brand name in the market. If the company is in the middle of establishing its brand name and is on the path of expansion, it would be not so easy to accomplish the objectives in that case compared to the situation when the company has a well established brand name in the market. The different strategic options chosen by the company focuses on reducing the retention rate. The aim is to provide the best telecom services to win employees' trust and satisfaction and try to acquire new employees based on the best services records. The company has been fundamentally strengthening its base and has been excelling in accomplishing its strategic objectives with these strategic options. The current position has helped the company a bit in achieving those objectives. The company's strategic objective of growth and expansion is supported by the strategic options chosen by the company with its medium and long term perspectives. The organisation has been doing phenomenal with these strategies and would continue to do better by accomplishing its defined goals and objectives (Derfuss, K., 2016).

Incentive program in companies is one of the most important metric in measuring employee's satisfaction. Companies are one of the leading incentive providers in Asia, Africa and Middle East. The company has defined its aims and objectives to further establish its brand across the nations. The strategic planning of the company is highly dependent on the defined aims and objectives of the organization which further determines the approach adopted for creating those strategies. The organization strategy is based on medium term and long term gain which helps in further strengthening the vision of the company. The aims and objectives of the organization have been aligned with the strategic planning and the approaches adopted for fulfilling the long term vision of the company has been in sync the company's expansion plan would work with this strategic planning and the aims and objectives would also be satisfied with this approach. The company would continue to expand by acquiring new employees and limiting the retention rate for the existing employees (Fu, W. and Deshpande, S.P., 2014).



**Figure 3: Pros and cons of 4-days work week**

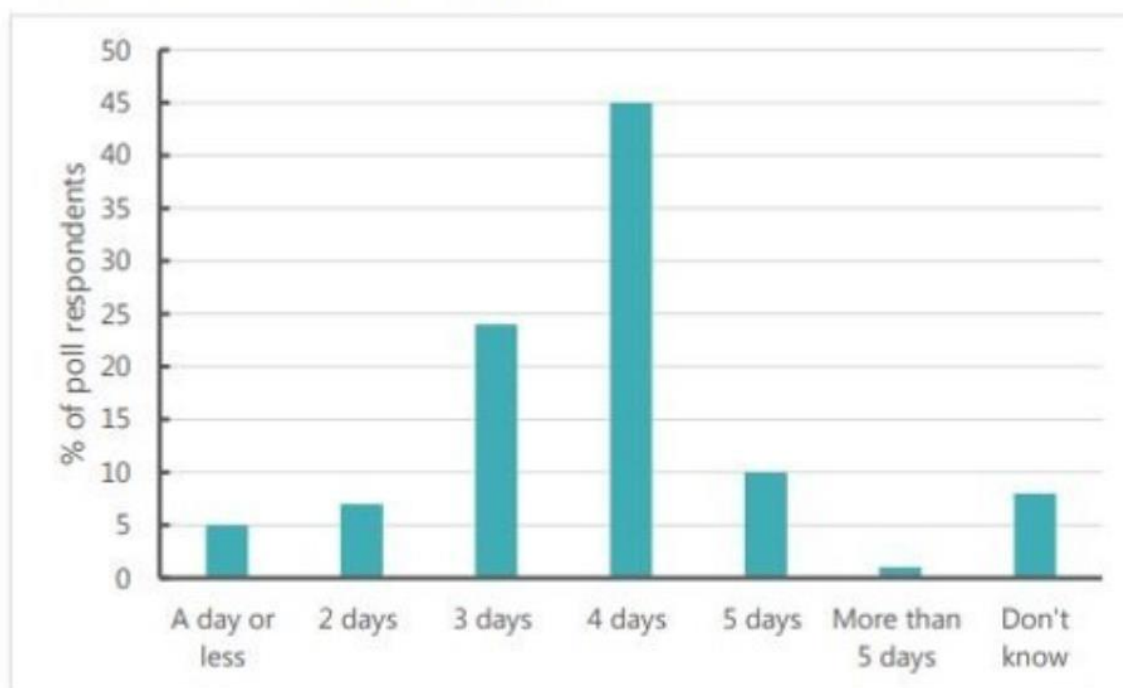
**Source:** <https://www.zenefits.com/workest/the-4-day-workweek-pros-and-cons/>

Four day work week has its own pros and cons as shown in Figure 3. The long term strategy made by companies would be dependent on the effectiveness of the employees’ retention rate. Here, the primary research methodology is to use a survey questionnaire created online. The link to the survey questionnaire will be shared with the respondents. The respondents will be the employees of companies. The sample will be selected with a random sampling method. The sampling method used is random sampling on the employees that travelled in work during a certain period. The variables will help to determine how the incentive program impacts employee loyalty which will lead to an increase or decrease in employee retention rate. This analysis will serve as the basis for developing multidimensional models to improve the incentive program from various perspectives (Allyn & Bacon, Hall, Tracy and others, 2007).

The secondary research methodology chosen for the research study is to perform secondary research. The secondary research objective is to use the previous researches from scholarly databases like Google scholar, scholars epub, JSTOR, etc. From these databases, the relevant keywords are entered to search for the latest research articles within the last five years. The findings from these studies are used to draw meaningful conclusions about the incentive program and reducing the employee retention rate. The secondary research methodology will be used to conduct the bibliographic review with scholarly articles on the subject matter in correspondence to companies. Workers’ preference also matter here as shown in Figure 4.



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**Figure 4: Workers' preference on number of working days**

**Source:** <https://www.weforum.org/agenda/2018/09/a-four-day-working-week-on-full-pay-technological-advances-could-make-it-possible/>

Further, the data collected also systematically analyses the financial impacts of the business sector in the world and its adaptive approach to the numerous external and internal challenges. This includes COVID-19-related factors such as interest of employees in online versus on filed jobs, availability and access of online learning platforms to the employees across the globe and the effectiveness and learning outcome of the new way of learnings. It also makes several short-term proposals, including introducing initiatives in the business sector to cope with the recession and to reduce detrimental financial effects and new market disruptions in the medium-term. (Hameed, A., and Waheed, A. 2011)

### 3. Future Scope

The paper has studied the available programs for the employees and proposes the existing gaps in the industry which could otherwise help in further increasing the employees' retention rate. The stakeholders' expectation in companies has been clearly defined with the company growth and expansion plans. The company believes in inclusive growth and takes care of the interest of the stakeholders to achieve the long term stability as after all they are the people who set the base and benchmark for the company and help the organisation in building its brand name. The company's strategic planning has been in sync with the stakeholder's expectations and requirements along with the interest of the company's goals and objectives. Both have been satisfied with the strategic planning of the organization which is a beneficial scenario from all the perspectives. The different horizons explored while planning the company's strategy has brought further meaning to the planning of the company's vision and establish a long term relationship with the stakeholders' in harmony (Haque, M.F., Islam, and Md., Haque, M.A., 2014).

Every team has a structure which includes employees working at an analyst or employee support levels who are delegated certain set of task for their supervisors. Their supervisors mentor them based on the set targets for each individual. The supervisors act as a coach to their subordinates and train them to achieve their set objectives. The aim of this structure is to formalize the set of works in an organized manner to ensure every individual is working on track to achieve the target set for the team. Everybody has special skills which are utilized here to work as a team and perform as a team to achieve the strategic objectives set for the team. Companies have planned its objectives well every year to grow at a steady rate. The company has slowly gained the trust of the employees to create a niche market by serving best telecom services and employee support. The employee satisfaction and acquisition of new employees has been the planned objectives of the company. The company is in the middle of its growth path and similarly the planned objectives have also been achieved partially with the brighter future scope. The company plans to continue this rate of growth and expansion to acquire more employees and establish its brand image. The further growth and

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expansion of the company is in the planned objective which is supposed to be achieved in medium term from now (Halepota, 2005).

### 4. Challenges and Limitations

Four day work week policy still needs to be improvised as per the organisational requirement. Though the incentive programs are highly instrumental in increasing employees' retention rate, there are challenges which need to be taken care of. Work industry in UAE is highly competitive and Work is one of the leading incentive providers in the market. The current performance is the benchmark for companies in defining the performance targets within teams. The aim is always to beat the current performance and do better in every financial year. The company sets individual targets by dividing the overall target set for the year. The individual targets are then monitored regularly to make sure that the performance is on track and the defined target would be met at the end of the year. Further, this overall target is calculated by adding a certain extra percentage to the current performance which was earlier defined as the benchmark for the team. The company strives to maintain a balance between team's growth and performance by aligning the company's objective as per the strategy defined by the higher management.

The potential problems of companies could be the struggle in achieving employee's satisfaction as the market and the government has different rules for different nations. The company would find it difficult to standardize its strategy and objectives as different countries would pose different challenges to the organisation. The future growth and expansion would highly depend on the business environment of the developed and specially developing nations. The selected strategy by the company mainly focuses on a detailed research of the employees and the work business market of the nations before planning to venture in the new market. The detailed research would establish and highlight the existing problems which focus on establishing a considerable solution to cater to the problems (Khodov, L., 2003).

The risk of having a consumer in this situation is that their reaction damages the image of the company, or that it generates a boycott against the products or services of the organization. In short, the importance of quality in incentive is indisputable. The competitive advantage of employee incentive program is critical because it can make a difference in any market or organization. This could lead to consumers' propensity towards a brand and any poor practices will directly cause the employees to their direct competitors. Meeting strategy is of prime importance to the company and honest feedback is given after accessing the performance of the teams. Criticism is important parts of feedback which keeps the work in check and helps the employees in maintain their efforts in the right direction.

The need for the study is to evaluate the existing incentive program measure implementations within companies. They are comprehensively evaluated in the study in comparison with industry standards to help the organization meet the incentive program exceeding these standards in lacking areas. Companies can use the findings from the study for reducing the employee retention rate by increasing the incentive program of the aviation company. It is necessary for the business to sustain, and thrive in the UAE work industry as the leading work amongst its competitors. The organization also requires the assessment of the current practices to improve incentive program, value-added services to improve the incentive program, as well as in retaining the employees. The results of the research will be useful for companies to scale up its operations in meeting the demands of a transforming contemporary employee segment. Currently, there is great business competitiveness as users are more demanding when selecting a product or service, as a consequence companies pay more attention to factors such as quality of service, job satisfaction, employee satisfaction, etc., hence the interest in performing the present investigation. With these measures, it retains the most profitable employees and therefore improves the quality and sustainability of the current portfolio in addition to reducing retention rates. This study is important for the key stakeholders of companies, the employees of work, employees working at the companies, and other competitors of the companies. The research results will ensure a long and successful relationship with their employee in the context to obtain excellent incentive which solves their need to the business and carries out its job (M.S., 2015).

Problem is associated with attaining employee satisfaction as the foundation of quality management systems in reducing employee retention rate. Employees need goods and services that satisfy their needs and specifications. Employee specifications may be set by the Employee on a contractual basis or by the company itself. But in either situation, the acceptability of the product may essentially be determined by the employee according to the quality offered by Work ranging from check-in, baggage, to boarding, and in-flight services. To orient Quality Control Processes towards employee loyalty, the amount of satisfaction obtained needs to be calculated. Different methodologies and models exist to assess employee loyalty.

The management of companies generates a product from which a certain quality is required, determined by the employee's view of the operation and how they are treated. The same goes with the internal consumer who needs to be handled by quality expectations and represents the picture that the outside consumer perceives when the product is purchased. The loyalty of



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consumers is a crucial indicator of measuring the organization's overall success to develop a culture of quality development of management. After all, efficiency matters the most and not the number of working days in a week.

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