

**WILLINGNESS OF BPO EMPLOYEES TOWARDS  
IMPLEMENTING A 4-DAY-WORK WEEK SCHEME**



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**The University of Mindanao**

An undergraduate Thesis Presented to the Faculty of  
College of the Business Administration Education  
University of Mindanao  
Davao City

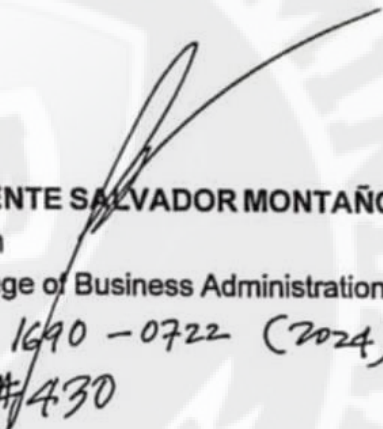
In Partial Fulfillment of the Requirements for the Degree of  
Bachelor of Science in Business Administration  
Major in Human Resources Management

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**January 2024**

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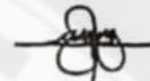
  
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1690 - 0722 (2024)  
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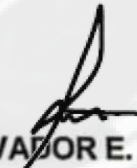


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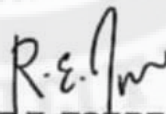
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ACCEPTED and APPROVED after examination of the final defense per requirements in the research protocol of the College of Business Administration Education, University of Mindanao – Main, Davao City.



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## ABSTRACT

For decades, working five days a week has been the norm in employment culture, adopted across various industries for simplicity and efficiency. However, studies have discovered the detrimental effects of long work hours on work-life balance and productivity. This research seeks to explore employee attitudes toward implementing a four-day workweek schedule. Especially employees in BPO Industries. Understanding these perspectives aims to identify a work schedule that prioritizes employees' convenience and maximizes productivity. This study will employ a survey research approach of 50 participants and quantitative data will be collected through a validated questionnaire using the Likert scale as the primary data collection method. After reviewing the findings, the results indicate that there was no substantial evidence to support the notion that BPO employees are willing enough to implement a 4-day workweek schedule scheme.

**Keywords:** *BPO, Work-Life Balance, Job satisfaction, Alternative Work Schedules, Employee Well-being*

**Sustainable Development Goal: (8) Decent Work and Economic Growth**

## ACKNOWLEDGEMENT

The researchers would like to extend heartfelt thanks and appreciation to all individuals and organizations who contributed significantly to the development of this quantitative research.

First and foremost, they express gratitude to God, the heavenly father, for providing them strength and motivation throughout the difficult course of this study's completion.

They also want to sincerely thank **Restie E. Torres, MBA, and Archie G. Reyes, MBA**, for their unfailing assistance, support, and expertise throughout the research process.

The researchers also express their utmost appreciation to their research statistician, **Jesson Rey F. Sabado, MBA**, for assisting them in validating the research instrument and analyzing the collected data.

This study succeeded with the cooperation and participation of the following BPO companies: **Alorica Philippines Inc., VXI Global Solutions, Inc., and FGC+**. They were kind enough to allow the researchers to gather data at their respective institutions and participate in this research.

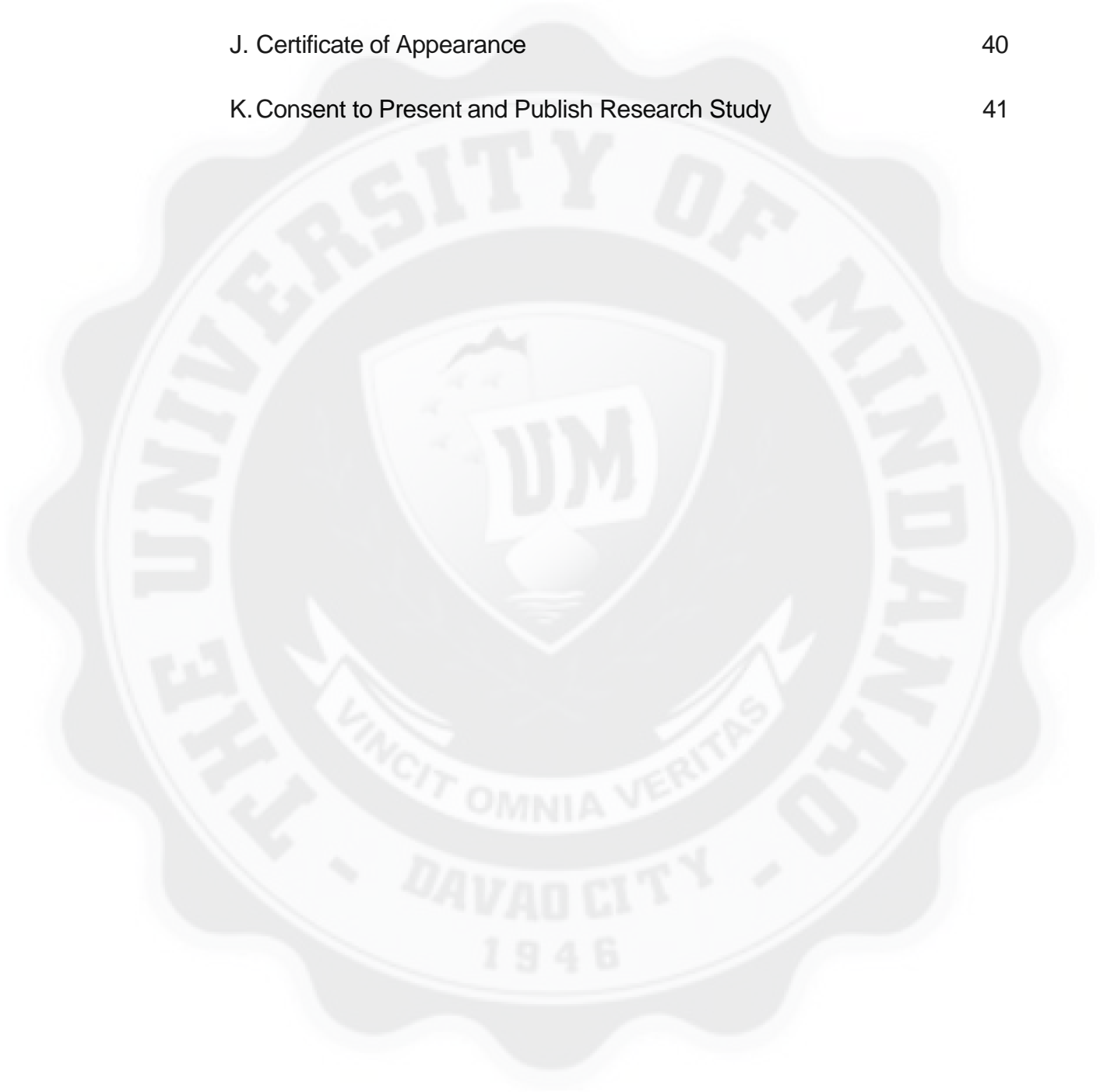
Last but not least, the researchers extend the most excellent thanks to their families and loved ones for their undying support and encouragement throughout their journey to completing the study.

**The Researchers**

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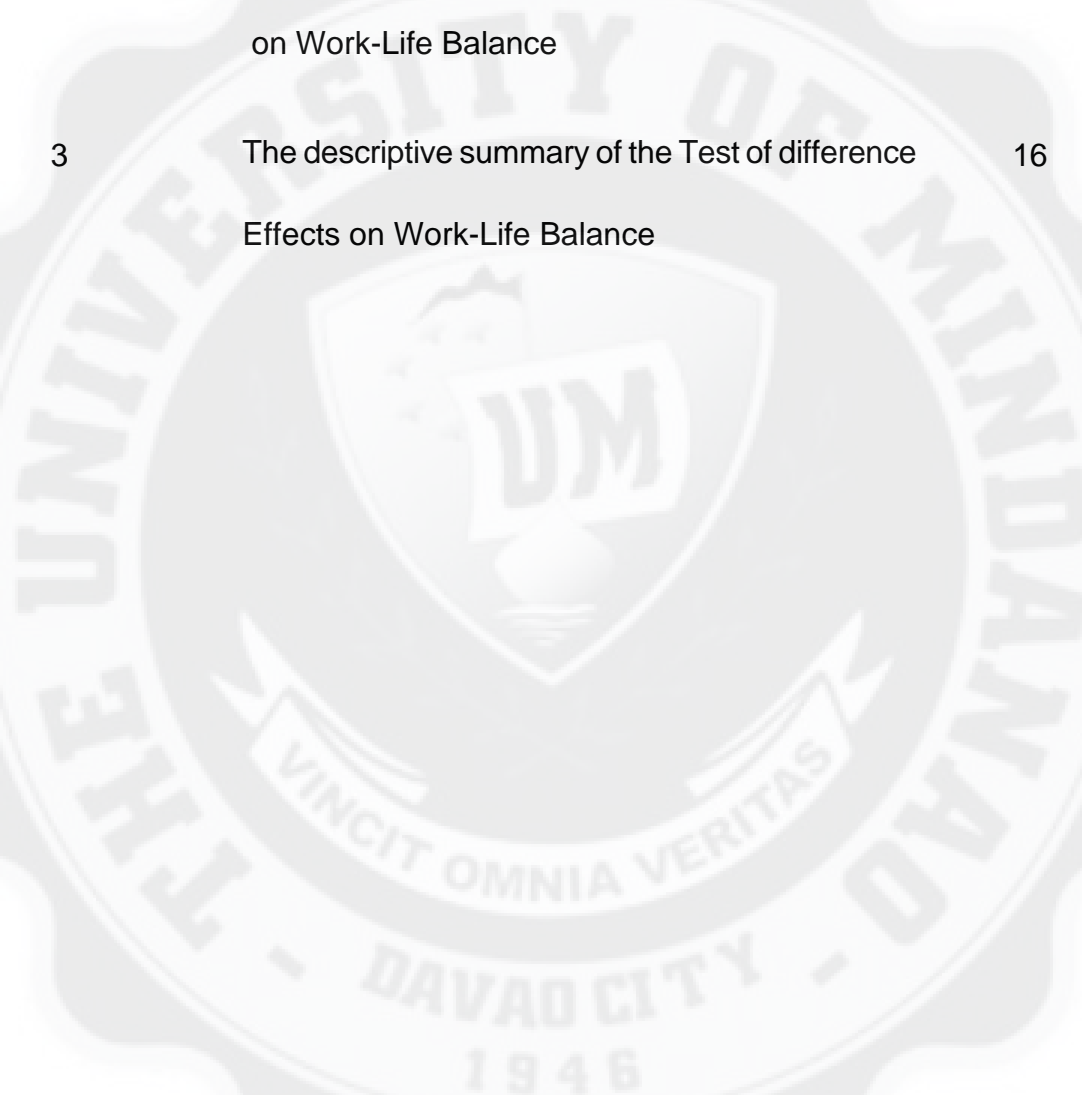
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## INTRODUCTION

Working five (5) days a week has been around for decades and has been a standard for working conditions. With its simplicity and cost-effective structure, many industries have habituated to this type of working conditions. Although it has contributed a lot in most industries, it must be aware that there are still drawbacks to this specific working system. Some evidence from a study shows that their long work hours are related to adverse health (Hulst, 2003). Employees often find themselves in a challenging state of maintaining a work-life balance, as they feel that the two (2) days are insufficient to spend time with their loved ones, do some physical activities, or even compensate for what they have been doing throughout their working days. Workforces have felt that 40 hours a week can lead to uncertainties such as stress, burnout, and job dissatisfaction, comprising productivity levels (Abbas, A., Fatima, D. K., & Imran, M.,2019). Employees tend to be ultimately healthier, happier, and can be less prone to burnout when working fewer hours. Additionally, the extra time of day would mean more hours for family, hobbies, and friends leading to a more committed workforce (Stevens, 2022). A study said that the company's productivity will not be compromised if a company operates a 4-day-work week instead of a five-day work week and will ultimately improve the overall well-being of the employees (Bushwick & Donges, 2023).

A four-day-work week concept was introduced between the 1920s and 1930, with Henry Ford (founder of Ford Motor Company), finding out that reducing the work week from 60 to 40 hours can increase employee productivity. From there on, there have been numerous

companies that liked the concept of reducing work hours in exchange for more or higher productivity rates. In the present day, there are big companies that undergo a 4-day workweek program to improve their productivity, one of which is Microsoft Japan. The test resulted in a staggering 40 percent boost in productivity and employee satisfaction (Paul, 2019). The stress levels that BPO employees encounter are elevated because of demanding work schedules and mentally draining work tasks. Usually, if a worker is overworked, then the tendency is that it will reflect on their performance at work and ultimately compromise their productivity. However, adopting a 4-day work week will not only reduce stress, but it will also improve the issues related to employee burnout (Ngyuen, 2023).

Spillover's theory anchored the study, and it insists that a person's attitudes, emotions, skills, and behaviors in one domain flow into the other and vice versa, and it can occur in both positive and negative ways. Spillover theory explains what is needed to balance personal and professional life. If an individual is not satisfied with the work effort or is mentally upset from work, they may come home with an upset mind, thus affecting their personal life. Similarly, if the person has tension at home, like any domestic issue, it may negatively influence their work life (Sok, Blomme, Tromp, J., Rob, Debbie, 2014). A study conducted by Hamidullah and Wheatly determined that the outlook of employees toward alternate work, such as a four-day workweek, is affected by demographic factors (Rupasinghe, 2022). The majority of the business bosses who experienced a four-day workweek rated that their business performance and productivity remained consistently high which is a good

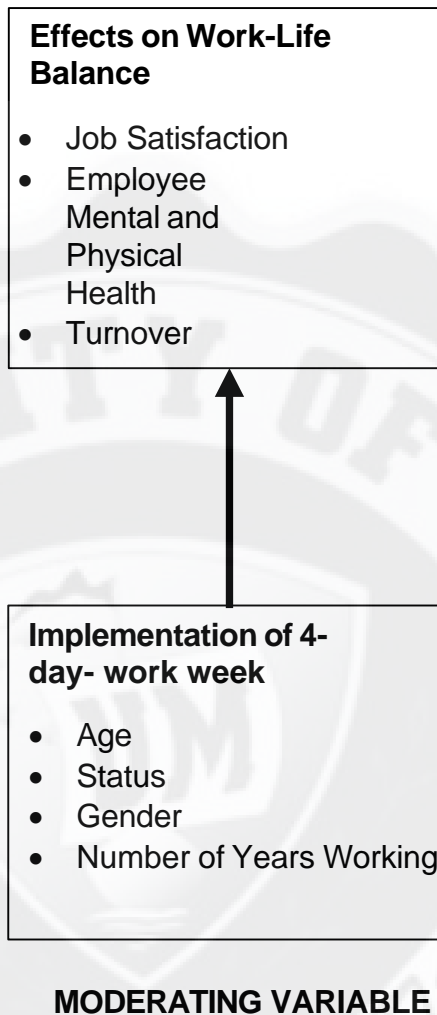
result for a test trial. Meanwhile, the turnover drastically decreased, resulting in increased productivity and reduced cost of training and recruitment (Liu, 2023). The four-day workweek dramatically raised job satisfaction, improved work-life balance, and reduced employee stress. The findings also revealed increased product quality and customer service, as well as a considerable decrease in absenteeism and sick days (Laker, 2023). Job satisfaction is a key element in studying the organizational behavior of an individual, as it pertains to their work adjustment and well-being at work (Shani Pindek, S., Zhou, Z., & Spector, P., 2020).

The compressed workweek is becoming a more popular option for progressive companies as more research and case studies appear, contributing to the growing body of information supporting its benefits. Seventy-seven percent of employees stated that working four days a week boosted their productivity, ultimately creating a feeling of satisfaction within their work. Moreover, 66 percent of workers view a shortened workweek favorably when evaluating a job offer. The case for shorter workweeks is becoming more compelling as companies recognize the importance of promoting the employee's well-being to maintain an engaged and effective staff (Rodgers, 2023). While the idea of a four-day workweek was once thought to be an unrealistic benefit that would never catch on with employers, matters are shifting as more international studies show effectiveness (Gofus, 2023). Anxiety, fatigue, and sleep problems decreased, while mental and physical health improved. Work-life balance metrics also improved during the trial period. Employees reported that working four days a week made it easier to balance job, family, and social obligations (UK ResearchInnovation,2023).

The four-day workweek schedule was associated with higher levels of exercise and sleep, while employee stress, burnout, fatigue, and work/family conflict all decreased. In addition, workers reported better work-life balance, enhanced general life satisfaction, and better physical and mental health (Broom, 2023). Reduced stressors related to work and more time for personal activities resulted in improved mental and physical health, increased physical activity, and made it easier to rest comfortably. Employees with more control over their time used it more carefully, spending it with friends and family and engaging in social activities (Liu, 2023).

A 4-day work week gives employees one extra day off each week, allowing for a better work-life balance. This can boost job satisfaction while decreasing the desire to leave the firm for a better work-life balance, reducing Turnover (Tucker, 2023). Offering more flexible work is now a benefit that keeps employees at a company. Research shows that 63 percent of companies found that having a four-day workweek made it simpler to find and retain talented employees (Sands, 2024). In 2022, a six-month trial was conducted with the 4-Day Week Campaign by Think Tank Autonomy. When asked how the four-day framework had evolved, 82 percent of the employers surveyed said it had improved employee wellbeing. 50 percent considered the policy had a favorable impact on lowering employee turnover, and 32 percent stated it had a discernible positive impact on their recruitment (Sarnoff, 2024)

## MAIN VARIABLE



*Figure 1: The Conceptual Framework of the study*

The objectives of this study are as follows; To know the effectiveness of a 4-day-work week system in terms of measuring job satisfaction and work- life balance, Employee Mental and Physical Health, and Retention; To understand employee generational preference towards compressed or diminished work hours by age, gender, number of years working, and income level; lastly, to analyze positive as well as the adverse effects of the implementation of a 4-day-work week. This can or will be a significant study where employers will be able to understand the concept of a 4-day work week and how it influences or promotes work-life balance. This study will also be a determinant to boost the morale and culture of a specific BPO company as

well as improve the health and well-being of a specific employee. Moreover, the study will change the perceptions of job seekers and reduce the unemployment rate, helping the economy thrive and reducing avoidable employee retention.

Lastly, this study will be necessary for organizational strategies and optimization to determine the growth of sustainable and attainable work practices. Redefining work cultures and setups is now becoming significant to ensure both social well-being and environmental sustainability. Sustainable work principles encourage a range of options that accommodate diverse needs and preferences. It enables individuals to fully partake in society while being granted a sense of dignity and worth as an employee. This approach addresses work-life balance matters and holds potential benefits for productivity and employee satisfaction. Various institutions also believe that hybrid work setups should be considered and implemented more, this opens up possibilities for contributing to the attainment of sustainable development objectives, especially SDG 8 (Moglia, M., Hopkins, J., & Bardoel, A.,2021).

Redefining work cultures and setups are now becoming significant to ensure both social well-being and environmental sustainability. Sustainable work principles encourage for a range of options that accommodate diverse needs and preferences. It enables individuals to fully partake in society while being granted a sense of dignity

and worth as an employee. The United Nations Development Program states that this can enhance human development if specific policies or strategies are created through productive and quality work opportunities. This encourages continuous economic growth and ensures complete and productive employment with decent working conditions for everyone.



## **METHOD**

### **Research Respondent**

In this study, the respondents consist of BPO employees, specifically front office call center agents, to help the researchers acquire the specific information for the 4-day workweek study. In this study, the researchers had 30 respondents. The researchers utilized a non-probability sample, and the sampling technique is judgment sampling, also called authoritative sampling to provide convenience for the researchers collecting the data since the respondents are not based on random and only the target respondents produce the desired result for this study. Furthermore, the specific industry chosen is Business Process Outsourcing, specifically, within the VXI, FGC, and Alorica companies in Davao City through face-to-face survey. The BPO industry is considered one of the major industries in Davao City (Techursion, 2023).

### **Materials and Instrument**

A questionnaire checklist was used to gather the needed information or data for the respondent's profile. The conditions needed for designing good collection instruments were considered when developing the instrument. The respondents were over 18 years old and were regular employees in a particular company. When a respondent is tenured and is new to a certain company, a seniority of at least 1 year is required. Likert Scale and Likert questions were utilized in this study. Five choices were provided for every question or statement given. The choices correlated to the level of

agreement each respondent has on the statement or questions. Also, the researchers adapted survey questionnaires that were used in this study. This enabled the researchers to quantify and analyze each participant's response. Below is a range and interpretation of the Likert Scale.

Scale	Range	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	It shows that a 4-day-work week has significant impact on work-life balance
4	3.41 – 4.20	Agree	It shows that a 4-day-work week has a frequent impact on work-life balance
3	2.61 – 3.40	Moderate	It shows that a 4-day-work week has a neutral impact on work-life balance
2	1.81 – 2.60	Disagree	It shows that a 4-day-work week has a rare impact on work-life balance
1	1.00 – 1.80	Strongly Disagree	It shows that a 4-day-work week has an erratic impact on work-life balance

### Design and Procedure

In this study, the researchers used a descriptive study design and a correlational approach, allowing the researchers to get systematically reliable data by observing and describing a certain variable without any external influence. The researchers used adapted survey questionnaires distributed to BPO employees within the city. The descriptive approach helps determine the effects of a 4-day-work week

implementation by utilizing said methods to emphasize as well as determine or predict certain objectives based on the collected data. In addition, the approach enabled thorough data examination to determine the influence of the 4-day work week on work-life balance. Furthermore, due to its descriptive nature, it allowed the researchers to assess the significance of well-being and work-life balance as well as determine the attitudes and willingness of BPO employees towards a foreseeable implementation of a 4- day work week. The data was gathered using a statistical analysis, in which the researchers selected a number of BPO employees who obtained a specific criterion. Moreover, the researchers developed a purposive or judgmental sampling technique to obtain reliable data.



## RESULTS AND DISCUSSION

This research determined the willingness of BPO employees towards implementing a 4-day-work week schedule scheme in Davao City. The researchers were able to collect data that was extracted from a survey of 30 respondents. Each response was carefully assessed, verified, and interpreted. This chapter centers on the survey methodology and outlines the findings regarding the willingness of BPO employees to implement 4-day-work week schedule scheme. Table 1 illustrates the demographic profile of the respondents, emphasizing their age, civil status, gender, and duration in the company. The data presented in the table indicate the distribution of respondents across different age groups, providing insight into the demographic composition of the sample.

Most respondents belong to the younger age group of 18-29 years, precisely 53.3 percent of the sample. The second largest group, comprising 36.7 percent of the respondents, comprises those aged 30-39. The third group comprises 6.7 percent respondents aged 40-49. The smallest group, accounting for 3.3 percent of the respondents, comprises individuals aged 50. The civil status of respondents indicates that the vast majority are single, constituting 90 percent of the sample. This high percentage of single respondents could influence various aspects of work- life balance differently than married individuals. The remaining 10 percent are married, representing a minor but notable portion of the sample. The distribution of respondents by gender shows a slightly higher representation of males at 53.3 percent compared to females at 46.7.

Table 1: The descriptive summary of the Demographic Profile

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
18 - 29	16	53.3
30 -39	11	36.7
40 - 49	2	6.7
50 and above	1	3.3
<b>Total</b>	<b>30</b>	<b>100.0</b>
<b>Civil Status</b>		
Single	27	90.0
Married	3	10.0
<b>Total</b>	<b>30</b>	<b>100.0</b>
<b>Sex</b>		
Male	16	53.3
Female	14	46.7
<b>Total</b>	<b>30</b>	<b>100.0</b>
<b>Years of Working</b>		
Less than 1 year	5	16.7
2 – 4 years	10	33.3
5 – 10 years	12	40.0
More than 10 years	3	10.0

Within the duration in the company, the distribution of respondents provides insights into the level of experience within the sample. A considerable portion of respondents, 40.0 percent falls into the category of 5-10 years of working, indicating a significant presence of mid-career professionals. This group might have distinct perspectives on work-life balance compared to those with fewer or more years of experience. Additionally, 33.3 percent of respondents have worked for 2-4 years, while 16.7 percent have less than 1 year of experience, and only 10.0 percent have more than 10 years of experience.

Further elaborating on the demographic breakdown, the concentration of mid-career professionals with 5-10 years of experience suggests a substantial presence of individuals who have likely established themselves in

their roles but are not yet at the highest level of their careers. This group may have a nuanced understanding of work-life balance and balancing career advancement with personal commitments. Additionally, the significant percentage of respondents with 2-4 years of experience indicates a notable addition of relatively newer employees. Their perspectives on work-life balance may differ, reflecting a balance between adapting to the demands of their roles and maintaining personal time. The smaller group with less than 1 year or more than 10 years of experience provided further insights. Those with less than 1 year might still be in the early stages of acclimatizing to their roles and workplace dynamics, while those with over 10 years of experience likely represent experienced professionals whose perspectives on work-life balance could be influenced by their extensive tenure within the company. Overall, the diverse distribution of respondents across different experience levels offers a comprehensive view of how varying career stages can impact perceptions and practices related to work-life balance within the surveyed population.

The Table 2 shows a summary of the level of effects on work-life balance among BPO employees, focusing on different variables and their corresponding mean values, standard deviations, and descriptions. The work-life balance indicators enabled the researchers to formulate significant conclusions regarding different aspects of the respondent's lifestyle in terms of professional and personal grounds. It is important to understand the mean and standard deviation results regarding the level of effects on work-life balance in order for organizations to nurture a healthy and coordinative working environment that can promote the highest level of employee well-being and productivity.

*Table 2: The descriptive summary of the Level of Effects on Work-Life Balance*

<b>Indicators</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Descriptive Equivalent</b>
Job Satisfactions	4.17	0.84	High
Employee Mental and Physical Health	3.96	0.78	High
Turnover	3.73	0.67	High
<b>Overall</b>	<b>3.95</b>	<b>0.62</b>	<b>High</b>

Job Satisfaction measures the degree of contentment that employees gain from job roles. The mean score for this indicator is 4.2 with a standard deviation of 0.84, which indicates that respondents report moderate to high levels of job satisfaction within their role. The standard deviation signifies that the gathered data displays a high level of agreement among participants, indicating a consistent overall perception of job satisfaction.

Employee Mental and Physical Health evaluates employees' perceived mental and physical well-being. The mean score for this indicator is 3.96 with a standard deviation of 0.78, which indicates that respondents consider their mental and physical health to be in good condition. The standard deviation displays an average level of variation in responses, this suggests a diverse perception regarding employee mental and physical health among the respondents.

Turnover measures the effectiveness of actions implemented by the organization to reduce employee turnover rates. The mean score for this indicator is 3.73 with a standard deviation of 0.67, which indicates that respondents perceive moderate effectiveness in the strategies employed to

reduce turnover. Improvements regarding the strategies to reduce turnover is suggested. The standard deviation signifies that the gathered data displays a high level of agreement among participants, which indicates a consistent overall perception of the need to improve the turnover strategies.

As summarized, the 3.95 is the overall mean score for work-life balance, accompanied by a standard deviation of 0.62. The mean score indicates that the respondents generally viewed on their work-life balance positively. The standard deviation indicates an average level of variation in responses, showing variety in perceptions among the respondents.

Table 3 presents the examination test of difference effects on work life balance of various factors affecting work-life balance. Researchers can uncover potential differences across demographic groups by analyzing these factors. Through thoroughly examining the statistical test outcomes, this study offers valuable insights into how demographic factors impact people's views on work-life balance. Determining how age, marital status, gender, and years of service affect perceptions of work-life balance will ultimately help the organization's policies and practices to build a supportive and inclusive workplace for every employee. Furthermore, identifying any notable gap helps companies allocate resources and solutions effectively, tackle challenges, and raise employee satisfaction levels with work-life balance.

*Table 3: The descriptive summary of the Test of difference Effects on Work-Life Balance*

<b>Profile</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	<b>Decision</b>
Age	1.317	3	0.439	0.737	0.539	Failed to Reject
Civil Status	0.948	1	0.948	1.675	0.206	Failed to Reject
Sex	0.086	1	0.086	0.144	0.708	Failed to Reject
Years of Working	3.483	3	1.161	2.267	0.104	Failed to Reject

Despite the diverse demographic characteristics within the study sample, statistical analyses did not reveal any significant variations in how work-life balance is perceived based on age, marital status, gender, or years of work experience. This consistency suggests that participants generally perceive work-life balance similarly, regardless of their demographic background. While this may suggest a fair approach by organizations in promoting work-life balance initiatives, it also highlights the importance of ongoing efforts to address individual needs and preferences.

The statistical analysis involves computing the F-value and significance level (Sig.) to assess the magnitude and importance of the observed effects. The F-value reflects the ratio of organized variance to random variance among various demographic categories. A higher F-value signifies a more pronounced impact of demographic variables on work life balance indicators. The significance level (Sig.), often represented as the p-value, indicates the likelihood of obtaining the results if the null hypothesis (i.e., no significant difference among demographic groups) were valid. A significance level below a predetermined threshold (typically 0.05) suggests that the observed

distinctions are unlikely to be coincidental, leading to the rejection of the null hypothesis and the acknowledgment that demographic factors do influence perceptions of work-life balance.

Decisions regarding whether to reject or fail to reject the null hypothesis are based on the significance level (Sig.). If the significance level falls below a predetermined threshold, usually 0.05, the null hypothesis is rejected, signifying significant differences in work-life balance perceptions among demographic groups. If the significance level exceeds the threshold, the null hypothesis is not rejected, indicating no significant disparities in work-life balance perceptions among demographic groups. In this case the Age's F-value statistic is 0.737, and the significance level is 0.737. We fail to reject the null hypothesis, indicating that there is not enough evidence to conclude that age significantly affects work-life balance. Civil Status F-value statistics is 1.675, and the significance level is 0.206. Thus, insufficient evidence to suggests that civil status significantly affects work-life balance. Sex F-value statistics is 0.1444, and the significance level is 0.7806. Therefore, there is no adequate evidence to conclude that gender significantly impacts on work-life balance. Lastly, years of working F value statistics is 2.267, and the significance level is 0.104. Although the significance level of years of working is relatively close to 0.05, it is still greater than it. Hence, we fail to reject the null hypothesis, indicating that there is not enough evidence to suggest that years of working significantly affect work-life balance. All the demographic factors show no adequate evidence to conclude that Age, Civil Status, Sex, and years of working have a significant impact on work-life balance.

## CONCLUSION AND RECOMMENDATIONS

The study discussed the willingness of BPO employees towards implementing a 4-day workweek scheme and provides valuable insights into the factors influencing work life balance among the participants. Descriptive findings revealed a diverse demographic profile, with a majority of young, single individuals with several years of working experience. However, after thorough analysis, the results did not show significant correlations between demographic variables and work-life balance indicators. The lack of significant correlations should not be interpreted as insignificance; instead, it indicates the necessity of a comprehensive approach to grasp work-life balance within the BPO industry. Elements like workload distribution, job satisfaction, organizational culture, and individual preferences likely interact in complex ways, affecting perceptions and behaviors related to work-life balance. Regarding implementing a 4-day work week scheme, the findings offer a basis for informed decision-making. While demographic factors might not directly influence employees' readiness to embrace such a scheme, factors like organizational preparedness, employee preferences, and operational feasibility must be thoroughly evaluated.

Drawing from the Spillover Theory (2014), which posits that experiences in one domain of life (e.g., work) can spill over into other domains (e.g., personal life), organizations should recognize the potential ripple effects of alternative work arrangements on employee wellbeing and overall organizational culture. This theory suggests that the boundaries between work and personal life are connected, and experiences in one domain can impact individuals' behaviors, emotions, and interactions in the other domains. Correspondingly, negative experiences at work, such as increased workload or difficulties in adjusting to the new schedule, may have adverse

effects that spill over into employees' personal lives. For instance, heightened work-related stress or fatigue may impede employees' ability to fully engage in personal activities or maintain healthy relationships outside of work. In light of the findings mentioned above, the following recommendations are provided:

For BPO employers, it provides significant insights for BPO employers who wish to offer the best quality of working experience to their employees through enhanced employee satisfaction and retention. The researchers would like to encourage BPO employers to explore flexible and adaptable working structures, including the 4 day-work-week scheme, to allow both employers and employees to discover the best alternative work set-up. The researchers also recommend actively involving the employees in the decision-making process, taking into account and considering their feedbacks and inputs. This way, employers can assess these responses directly and make decisions that benefit the employers and the whole organization. These decisions can include matters related to workload distribution, expectations, and operational effectiveness, putting high priority on communication and transparency nurtures an environment of trust and teamwork. Regularly addressing any issue that arises hand in hand builds an environment that positively affects employee well-being and productivity.

BPO employees are encouraged to be vocal and communicate their preferences regarding alternate work set-ups. By voicing out their concerns and ideas, they can play a part in the development of new practices or policies that cater best to their needs and interests that are conducive to higher levels

of productivity and satisfaction. By actively participating with and consistently providing substantial feedback, BPO employees can contribute to fostering a work environment that is both flexible and fulfilling.

For Future Researchers, the researchers suggest that future studies could use this research as a foundation, providing valuable insights regarding the willingness of BPO employees in implementing a 4-day-work week in Davao City. Additionally, conducting a similar study with a larger sample size would allow for the utilization of diverse demographic data from respondents, facilitating more comprehensive result comparisons.



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### APPENDIX A

#### Letter to the Adviser

Due to unforeseen circumstances, the original document titled "Letter to the Adviser" has been lost. Despite considerable efforts to locate it, the document remains unfound. Attached below is an Affidavit of Loss to serve as formal documentation of the missing document.

Republic of the Philippines )  
City of DAVAO )  
X-----X

### AFFIDAVIT OF LOSS

We, Kent Daryl B. Laureno, Alyssa Nicole T. Alviola and Christel Eve C. Vale, students, Filipinos, and are residents at Davao City, Philippines after having been duly sworn to in accordance with law, do hereby depose and say;

1. That we, bonafide students, taking up Business Administration major in Human Resource Management from the University of Mindanao with postal address 8000 at Bolton Street, Davao City.
2. That our requirements in BAHR 301 "Letter to Adviser" was declared missing;
3. That despite extra efforts, we cannot locate the said Letter.
4. That we are executing this Affidavit to attest to the veracity of the foregoing facts in connection with the requirements in Research subject.

IN WITNESS WHEREOF, we have hereunto set our hands this 16<sup>th</sup> day of July 2024 in the City of Davao, Philippines.

KENT DARYL B. LAURENO  
Affiant  
UM ID No. 527890

ALYSSA NICOLE T. ALVIOLA  
Affiant  
UM ID No. 526865

CHRISTEL EVE C. VALE  
Affiant  
UM ID No. 524440

SUBSCRIBED AND SWORN to before me this \_\_\_\_\_ day of July 2024 in Davao City, Philippines. Affiants exhibited to me their competent identification stated above.

Doc. No. 700  
Page No. 11  
Book No. 111  
Series of 2024

**TTY. KARL MAX L. LABANON, RN**  
 Notary Public for Davao City  
 Roll of Attorneys No. 82238  
 Commission No. 2024-023-2025  
 Until December 31, 2025  
 IBP No. 332979 • 12/21/2023  
 PTR No. 9299459C • 12/21/2023  
 MCLE Compliance Admitted May 28, 202

**APPENDIX B**

## Survey Questionnaire Validation

February 26, 2024  
Glendon Sobrejuanite, MBA  
Technical Assistant, College of Business Administration Education  
University of Mindanao

Dear Mr. Sobrejuanite:

Greetings!

You are chosen to be one of our expert validation for our research study entitled:

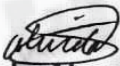
**“The Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme”**. We humbly request your valuable time and knowledge in validating our prepared questionnaire.

Knowing fully of your expertise along this line, the researcher wishes your end for the possible enhancement of the survey questionnaire.


Your effort in improving the research instrument will surely help the research come up with a thorough study.

Thank you.

Respectfully yours.



**Alviola, Alyssa Nicole**



**Lauren, Kent Daryl**



**Vale, Christel Eve**

Noted by:



**Archie G. Reyes, MBA**

Research Adviser



**Glendon Sobrejuanite, MBA**

Conforme

February 26, 2024  
Dr. Vicente Salvador E. Montaña  
Dean, College of Business Administration Education University  
of Mindanao

Dear Dr. Montaña:

Greetings!

You are chosen to be one of our expert validation for our research study entitled:

**“The Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme”**. We humbly request your valuable time and knowledge in validating our prepared questionnaire. Knowing fully of your expertise along this line, the researchers respectfully request for your assistance for the possible enhancement of the survey questionnaire.

Your effort in improving the research instrument will surely help the research come up with a thorough study.

Thank you.

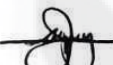
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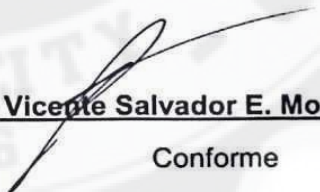
  
**Alviola, Alyssa Nicole**

  
**Laureño, Kent Daryl**


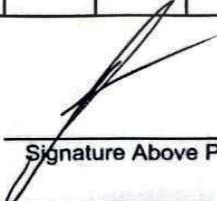
  
**Vale, Christel Eve**

Noted by:

  
**Archie G. Reyes, MBA**  
Research Adviser

  
**Dr. Vicente Salvador E. Montaña**  
Conforme



 The University of Mindanao	<b>RESEARCH AND PUBLICATION CENTER</b> [✓] Main [ ] Branch _____ <b>QUESTIONNAIRE VALIDATION SHEET</b>																																																
Title of Research: <u>The Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme</u> Proponents : _____																																																	
To the Evaluator: Please check the appropriate box for your ratings. Point Equivalent:    5 – Excellent                      2 – Fair 4 – Very Good    1 – Poor 3 – Good																																																	
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### SUMMARY OF VALIDATOR'S RATING

Validator	Rating	Description
GLENN DON SOBREJUANITE, MBA	4.00	Very Good
VICENTE SALVADOR E. MONTAÑO, DBA	4.14	Very Good
<b>Overall Mean</b>	<b>4.07</b>	<b>Very Good</b>

Scale	Range	Description
5	4.24 – 5.00	Excellent
4	3.43 – 4.23	Very Good
3	2.62 – 3.42	Good
2	1.81 – 2.61	Fair
1	1.0 – 1.80	Poor

**APPENDIX C**

## Letter to Conduct study

**Permission to Conduct the Study**

March 07, 2024

**VICENTE SALVADOR E. MONTAÑO, DBA**  
Dean, College of Business Administration Education

Dear Sir:

Greetings!

We, the researchers, are students pursuing Human Resource Management (HR) at the University of Mindanao. We are conducting a study entitled "The Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme," which aligns with our Business Research (BAHR 301) subject requirements.

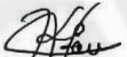
In line with this, we respectfully request your permission to proceed with our survey among the BPO Employees in Davao City. We assure the confidentiality of the primary data collected and be used for academic purposes only.

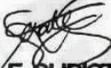
We eagerly await your response regarding this request.

Respectfully,


Researchers:

  
**ALVIGLA, ALYSSA NICOLE**

  
**LAURENO, KENT DARYL**


  
**VALE, CHRISTEL EVE**

Noted by:

  
**ARCHIE G. REYES, MBA**  
Research Adviser

  
**GLENNDON C. SOBREJUANITE, MBA**  
Technical Assistant

Approved by:

  
**VICENTE SALVADOR E. MONTAÑO, DBA**  
Dean, College of Business Administration Education

## APPENDIX D

## Letter to Statistician

## LETTER FOR STATISTICIAN

April 5, 2024

**Jesson Rey F. Sabado, MBA**  
 Research Statistician, College of Business Administration Education  
 University of Mindanao

Dear Sir,

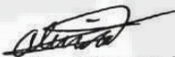
Greetings!


In partial Fulfillment of our degree, we the researcher conducted a study entitled "**The Willingness of BPO Employees Towards Implementing a 4-day-workweek Scheme,**" with this, the researcher adviser asks your expertise for statistical treatment of our data.

Moreover, we are seeking your valuable time and knowledge for our work.

Hoping for your positive response.

Respectfully yours,

  
**Alviola, Alyssa Nicole**  
 Researcher

  
**Ladrado, Kent Daryl**  
 Researcher

  
**Vale, Christel Eve**  
 Researcher

**ARCHIE G. REYES, MBA**  
 Research Adviser

Noted by:

Accepted by: 

**VICENTE SALVADOR E. MONTAÑO, DBA**  
 Dean

**JESSON REY F. SABADO, MBA**  
 Research Statistician

## APPENDIX E

Certificate from the Statistician

Certificate from the Statistician

**CERTIFICATE FROM THE STATISTICIAN**

This certificate that research entitle **“The Willingness of BPO Employees Towards Implementing a 4-day-work week Schedule Scheme”** By Alyssa Nicole T. Alviola, Kent Daryl B. Laureno, and Christel Eve C. Vale was statistically analyze and interpreted. This certification is issued upon request for whatever purpose it may serve.

  
**JESSON REY F. SABADO, MBA**

Research Statistician

## APPENDIX F RESULTS

*The descriptive summary of the Level of Effects on Work-Life Balance*

<b>Indicators</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Description</b>
I will have a good balance between the time I spend at work and the time I have available for non-work activities.	4.40	0.86	High
I feel that the balance between my work demands, and non-work activities will be right	4.07	1.01	High
Overall, I believe that my work and non-work life will be balanced	4.10	1.09	High
I will not have difficulty balancing my work and non-work activities.	4.10	0.92	High
I will get carried away when I am working (In a positive note)	4.07	0.76	High
<b>Overall Mean</b>	<b>4.17</b>	<b>0.84</b>	<b>High</b>

<b>Indicators</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Description</b>
At my work, I will feel bursting with energy.	4.10	0.76	High
At my job, I will feel strong and vigorous.	4.07	0.78	High
I will be enthusiastic about my job	4.07	0.74	High
When I get up, I will feel like going to work.	3.60	1.10	High
I will be immersed in my work.	3.97	0.96	Moderate
<b>Overall Mean</b>	<b>3.73</b>	<b>0.67</b>	<b>High</b>

<b>Indicators</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Description</b>
At my work, I will feel bursting with energy.	3.03	1.35	Moderate
It is very possible that I will look for a job next year	3.00	1.51	Moderate
If I could choose again, I would choose to work for the current organization.	4.13	0.97	High
I will stay with my organization if I can work a compressed workweek.	4.30	0.79	High
Being able to work a compressed workweek is a factor I consider when looking for jobs	4.20	0.96	High
<b>Overall Mean</b>	<b>3.97</b>	<b>0.62</b>	<b>High</b>

**APPENDIX G**  
Turnitin

Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme

ORIGINALITY REPORT



PRIMARY SOURCES

<b>1</b>	www.coursehero.com Internet Source	<i>7/1/24</i> GLENDA SORRELLANTE	<b>4%</b>
<b>2</b>	Submitted to Missouri Valley College Student Paper		<b>1%</b>
<b>3</b>	kemahasiswaan.uhamka.ac.id Internet Source		<b>1%</b>
<b>4</b>	uwjss.org.pk Internet Source		<b>1%</b>
<b>5</b>	Submitted to Albany College of Pharmacy Student Paper		<b>1%</b>
<b>6</b>	shodhpatrika.co.in Internet Source		<b>1%</b>
<b>7</b>	Okiko, Lynet. "Mediating Effects of Moonlighting on the Relationship Between Job Design and Compensation on Job Performance and Work-Life Balance in Selected Universities in East Africa: Basis for Proposed Policies in Moonlighting.", Adventist University of the Philippines, 2021		<b>1%</b>

# APPENDIX H

## Grammarly

The screenshot shows a Grammarly report for a document. At the top left is the Grammarly logo. The document title is "Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme" by ARCHIE REYES. There is a handwritten signature and the date "7/15/24" next to the author's name. The report is divided into several sections: "General metrics" showing 40,683 characters, 5,695 words, 544 sentences, 22 min 46 sec reading time, and 43 min 48 sec speaking time; "Score" showing a 96% score with a note that the text scores better than 96% of all texts checked by Grammarly; "Writing Issues" showing 105 issues left, categorized into 31 Critical and 74 Advanced; and "Plagiarism" showing 5% of the text matches 24 sources on the web or in archives of academic publications. At the bottom, there is a "Writing Issues" section for "Correctness" with a score of 66. A large, faint watermark of the University of Mindanao seal is visible in the background.

grammarly

### "Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme"

by ARCHIE REYES *[Signature]* 7/15/24

#### General metrics

40,683 characters	5,695 words	544 sentences	22 min 46 sec reading time	43 min 48 sec speaking time
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#### Score

96

This text scores better than 96% of all texts checked by Grammarly

#### Writing Issues

105 Issues left	31 Critical	74 Advanced
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#### Plagiarism

5% 24 sources

5% of your text matches 24 sources on the web or in archives of academic publications

#### Writing Issues

66 Correctness

## APPENDIX I

### Survey Questionnaire

Title: The Willingness of BPO Employees Towards Implementing a 4-day-work week Schedule Scheme

We, the undergraduate students from the University of Mindanao, cordially extend an invitation to you to participate in a survey integral to our ongoing research endeavor. Our study focuses on assessing the willingness of BPO employees towards the implementation of a 4-day work week schedule scheme.

The completion of the entire questionnaire is estimated to require approximately 10 minutes of your valuable time. It is imperative to note that all responses provided will remain strictly anonymous. Furthermore, your participation in this survey is entirely voluntary and will be treated with the utmost confidentiality. Rest assured; no personal data will be solicited from any participant.

The insights gleaned from your participation will significantly contribute to the development of our research and will be incorporated into my dissertation. Your participation, alongside your candid opinions, holds immense value to us and is deeply appreciated.

We extend our heartfelt gratitude for considering our request and eagerly anticipate your invaluable contribution to our study.

Please tick the best option

Age:

- 18 – 29
- 30 – 39
- 40 – 49
- 50 +

Status:

- Single
- Married
- Separated/Divorced
- Widowed

Gender:

- Male
- Female
- non-binary

Years of Working

- Less than 1 year
- Between than 1 – 4 years
- Between than 5 – 10
- More than 5 years

The respondent's level of agreement with the statements or questions will be determined using Likert's scale from one to five:

The questions that follows will operate under the assumption that the current arrangement adheres to either a **compressed work week or a 4-day-work week structure**, wherein employees typically fulfill their work obligations within a condensed time frame spread across fewer days per week.

5 - Strongly Agree, 4 – Agree, 3 - Moderately Agree, 2 – Disagree, 1 - Strongly Disagree

**Job Satisfaction**

	5	4	3	2	1
1. I will have a good balance between the time I spend at work and the time I have available for non-work activities.					
2. I feel that the balance between my work demands, and non-work activities will be right					
3. Overall, I believe that my work and non-work life will be balanced					
4. I will not have difficulty balancing my work and non-work activities					
5. I will get carried away when I am working (In a positive note)					

### Physical and Mental Health

	5	4	3	2	1
1. At my work, I will feel bursting with energy					
2. At my job, I will feel strong and vigorous.					
3. I will be enthusiastic about my job					
4. When I get up, I will feel like going to work					
5. I will be immersed in my work.					

### Turnover

	5	4	3	2	1
1. I often think of leaving the organization.					
2. It is very possible that I will look for a job next year.					
3. If I could choose again, I would choose to work for the current organization.					
4. I will stay with my organization if I can work a compressed workweek.					
5. Being able to work a compressed workweek is a factor I consider when looking for jobs.					

### Comments and Recommendation:

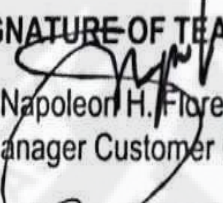


APPENDIX J

Certificate of Appearance

CERTIFICATE OF APPEARANCE

TO WHOM IT MAY CONCERN

This is to certify that Mr./Mrs. Alyssa Nicole T. Alviola, Kent Daryl B. Laureno, Christel Eve C. Vale of University of Mindanao has appeared on the following office(s).  
March, 2024.

OFFICES	PURPOSE	SIGNATURE OF TEAM LEAD
<u>ALORICA</u>	<u>SURVEY</u>	 Napoleon H. Flores 04/03/2024 Team Manager Customer Experience
<u>VXI</u>	<u>SURVEY</u>	 Napoleon H. Flores SMC - VXI
<u>FGC+</u>	<u>SURVEY</u>	 James Joseph B. Guzman 4/5/2024 Team Leader

## APPENDIX K



**College of Business Administration Education**  
2<sup>nd</sup> Floor SS Building  
Bolton Street Davao City  
Telefax (082)221-5456 Local 131

**CONSENT TO PRESENT AND PUBLISH RESEARCH STUDY**

The undersigned gives their consent to their co-author and adviser. Glenndon C. Sobrejunaute, to present and publish their research stud entitled **“Willingness of BPO Employees Towards Implementing a 4-day-work week Scheme”**, in local, national or international research conferences, research journals and intellectual property protections. It is the responsibility of the adviser to ensure that the primary authors are given due recognition.

Respectfully yours,

A handwritten signature in black ink, appearing to read 'Alviola', written over a faint circular watermark of the University of Mindanao seal.

Alyssa Nicole T. Alviola

A handwritten signature in black ink, appearing to read 'Laureno', written over a faint circular watermark of the University of Mindanao seal.

Kent Daryl B. Laureno

A handwritten signature in black ink, appearing to read 'Vale', written over a faint circular watermark of the University of Mindanao seal.

Christel Eve C. Vale