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The Future of Work: An Analysis of the 4-Day Workweek as an Innovative Worktime Strategy and Its Impact on Employer Attractiveness and Prospective Applicants' Willingness to Compromise

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Abstract (English)

This master's thesis examines the impact of the 4-day workweek as a working time model on employer choice, providing valuable insights for employers' recruitment strategies, which are becoming increasingly important in the war for talent. In this study, the 4-day workweek is defined as a reduction in working hours and working days with unchanged pay. A quantitative online survey asked 289 employees from Germany and Austria to choose between potential employers using a choice-based conjoint analysis, allowing for the identification of preference structures. Additionally, the five attractiveness factors of the Employer Attractiveness Scale by Berthon et al. (2005) were included as attributes. The study also examined whether generation, duty of care responsibilities, and environmental awareness influence attitudes toward the 4-day workweek and to what extent employees are willing to sacrifice, for example, financial or social aspects in favor of a shorter workweek.

The findings indicate that the 4-day workweek significantly affects employer choice, though social and economic factors play an even larger role. Employees with access to a 4-day workweek place greater importance on the number of working days per week compared to those without this option. Duty of care responsibilities showed no influence, environmental awareness only a minor one, while Generation Z demonstrated a significantly stronger preference for the 4-day working week compared to Generation X.

Key Words: 4-Day Workweek, Working Time, Choice-Based Conjoint Analysis, Choice of Employer, Employer Attractiveness

Abstract (Deutsch)

Diese Masterarbeit untersucht den Einfluss der 4-Tage-Woche als Arbeitszeitmodell auf die Arbeitgeberwahl und liefert wichtige Erkenntnisse für die Recruitingstrategien von Arbeitgebern, die im War for Talents zunehmend an Bedeutung gewinnen. Die 4-Tage-Woche wird in dieser Arbeit als Reduzierung der Arbeitsstunden und -tagen bei gleichbleibendem Gehalt definiert. In einer quantitativen Online-Befragung wählten 289 Arbeitnehmer aus Deutschland und Österreich zwischen potenziellen Arbeitgebern im Rahmen einer Choice-Based Conjoint-Analyse, wodurch die Präferenzstruktur ermittelt werden konnte. Ergänzend wurden die fünf Attraktivitätsfaktoren der Employer Attractiveness Scale von Berthon et al. (2005) als weitere Attribute herangezogen. Zudem wurde untersucht, ob Generation, Betreuungspflichten und Umweltbewusstsein die Einstellung zur 4-Tage-Woche beeinflussen und inwieweit Arbeitnehmer bereit sind, beispielsweise auf finanzielle oder soziale Aspekte zugunsten einer verkürzten Woche zu verzichten.

Die Ergebnisse zeigen, dass die 4-Tage-Woche die Arbeitgeberwahl signifikant beeinflusst, jedoch soziale und ökonomische Faktoren eine noch größere Rolle spielen. Mitarbeiter mit Zugang zur 4-Tage-Woche messen die Anzahl der Arbeitstage pro Woche eine höhere Bedeutung bei als diejenigen ohne diese Option. Betreuungspflichten zeigten keinen Einfluss, Umweltbewusstsein nur geringfügig, während die Generation Z eine deutlich stärkere Präferenz für die 4-Tage-Woche aufweist als die Generation X.

Key Words: 4-Tage-Woche, Arbeitszeiten, Choice-Based Conjoint Analyse, Arbeitgeberwahl, Arbeitgeberattraktivität

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List of Abbreviations

4-DWW	<i>4-Day Workweek</i>
5-DWW	<i>5-Day Workweek</i>
B2B.....	<i>Business-to-Business</i>
B2C.....	<i>Business-to-Consumer</i>
BB.....	<i>Baby Boomer</i>
CBC	<i>Choice-based Conjoint</i>
CI.....	<i>Confidence Interval</i>
df	<i>Degree of Freedom</i>
EB.....	<i>Employer Brand</i>
GenX	<i>Generation X</i>
GenY	<i>Generation Y</i>
GenZ.....	<i>Generation Z</i>
SE	<i>Standard Error</i>
USP.....	<i>Unique Selling Point</i>
WLB.....	<i>Work-Life Balance</i>

1 Introduction

1.1 Problem Formulation and Research Questions

In an era where competition for skilled talent – often referred to as the "war for talent" – has become more intense than ever, attracting and retaining top talent has become a critical challenge for companies striving to be the employer of choice. The ongoing demographic shift, characterized by an aging population coupled with a shrinking workforce, is expected to exacerbate the talent shortage in the coming decades. Therefore, understanding and managing intellectual and human capital, which are recognized as the cornerstones of competitive advantage in the modern economy (Berthon et al., 2005), have become even more essential for organizations to remain competitive.

To achieve this, employers must proactively adapt their strategies to attract the right talent, which requires a deep understanding of what employees' value in a workplace. But what exactly do employees want, and how can employers increase their attractiveness? Various researchers have explored this topic and identified a range of factors that contribute to employer attractiveness, with some overlap and divergence in their findings (e.g., Ambler & Barrow, 1996; Berthon et al., 2005; Lievens & Highhouse, 2003).

However, as the world changes, so do the needs and expectations of employees. For instance, the COVID-19 pandemic led to a significant shift from traditional office-based work to remote work arrangements. As a result, flexible working models, such as remote work, have become a critical criterion in job selection (Statista, 2022). This demonstrates that employee preferences must be continuously reassessed to keep pace with these evolving trends and to remain attractive to both current and potential employees.

One of the most prominent topics currently discussed in the realm of flexible work arrangements is the introduction of a four-day workweek (4-DWW). The past shows that the reduction of standard working hours was common practice, but this trend has stagnated in recent decades (see chapter 2.2). At the same time, an increasing number of employees in Germany and Austria, where this study is conducted, are opting for part-time work, indicating a general preference for shorter working weeks (Eurostat, 2024). Also, recent surveys show that a significant proportion of employees express a desire for a 4-DWW, making it a relevant topic for further exploration (e.g., Lott & Windscheid, 2023; SPECTRA Marktforschung, 2022).

While numerous experiments have been conducted globally to measure the effects of a 4-DWW on existing employees, no research has extensively explored how this work model influences potential employees and their choice of employer. This gap in the literature forms the basis for the primary research question of this thesis:

Q1: Does the attribute '4-DWW' have an impact on employees' choice of employer?

To deepen the understanding of this relationship, the study further examines the following questions.

Q2: How does the attribute '4-DDW' compared to the five values according to Berthon et al. (2005) influence (potential) employees' choice of employers, and can the 4-day working week be considered as an independent dimension and extension of the model?

Q3: Can environmental awareness, duty of care, and generation be viewed as moderators for this relationship?

Q4a: To what extent would employees be willing to sacrifice the 5 values according to Berthon et al. (2005) for a 4-day working week? (employees without a 4-day working week)?

Q4b: To what extent would improvements in the five values outlined by Berthon et al. (2005) be required for employees to be willing to give up the benefits of a 4-day working week and return to a traditional 5-day week? (employees with a 4-day working week)?

This thesis seeks to examine the impact of the 4-DWW on employer choice, thereby contributing to the expanding research on flexible work arrangements. The study focuses on Germany and Austria, where cultural similarities are presumed to lead to comparable employee preferences regarding employer selection. Only individuals of working age are included, as employer attractiveness primarily concerns this demographic.

The study's findings provide practical insights for companies aiming to refine recruitment strategies. Understanding how the 4-DWW influences employer choice, along with the moderating effects of demographic and value-based factors, can help organizations better position themselves in a competitive and rapidly evolving labor market.

1.2 Structure of the Thesis

The thesis is divided into six chapters, beginning with the present chapter, which serves as the introduction. The purpose of the introduction is to provide an overview of the thesis, its research question, and its structure. Chapter two encompasses the literature review and theoretical framework, and is further subdivided into three sections: ‘Employer Branding,’ ‘Development of Standard Working Hours,’ and ‘The 4-Day Workweek as a Worktime Strategy.’ This chapter aims to present an overview of the current state of research and to identify the research gap. It also introduces the theoretical foundations of the study. The information from chapter two serves as the basis for the formulation of hypotheses in chapter three. Chapter four details the methodology, including the research method, sampling, survey design, and execution. Chapter five presents the results of the analysis, divided into descriptive results, CBC utility scores, and hypothesis testing. The thesis concludes with the final chapter, ‘Conclusion and Implications,’ where the findings are discussed and reflected upon, and implications for future research are presented.

2 Literature Review and Theoretical Framework

This chapter aims to elucidate the findings of previous research and provide insights into the field of employer branding and the 4-day workweek (4-DWW). The chapter begins with an introduction to the concept of "employer brand," detailing the measurement tool used in this study, namely the Employer Attractiveness Scale by Berthon et al. (2005) and continues with an overview of the historical development of standard working hours in order to illustrate that a reduction in working hours has historically been a trend. The chapter concludes by addressing various factors, such as generation, duty of care, and environmental awareness, which are analyzed as moderator variables in this study. The research presented in this chapter serves as the foundation of this scientific work, from which the research questions and hypotheses will be developed in the following chapter.

2.1 Employer Brand

2.1.1 Definition

The term "brand" is most commonly associated with a company whose products or services are well-known. The American Marketing Association generally defines a brand as "[...] any distinctive feature like a name, term, design, or symbol that identifies goods or services." (American Marketing Association, n.d.). However, in recent decades the concept of brand and branding has increasingly been linked to human resource management, leading to the emergence of the term "employer branding" (Backhaus & Tikoo, 2004). Unlike traditional marketing branding that targets buyers, employer branding focuses on current and potential employees, using marketing techniques to recruit and retain staff (Backhaus, 2016). In the process, the employer is transformed into a brand that is attractive to employees (Holste, 2012).

Since the late 20th century, when the term "employer brand" was introduced by Ambler and Barrow (1996), it has experienced rapid and widespread adoption in digital media (Backhaus & Tikoo, 2004). According to (Backhaus (2016), a Google search for "employer branding" in 2004 yielded approximately 3,000 results. By 2016, this number had exceeded 3 million hits (Backhaus, 2016). Despite the significant interest in the topic, there remains no universally accepted definition. Backhaus and Tikoo (2004) define employer branding as „(...) *the process*

of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors“ (p. 2). A further definition is provided by Kucherov and Zavvalova (2012), who describe employer brand “(...) as qualitative features of the employing company, which are attractive to a target audience. They are described by a totally positive image and appropriate set of material (economic) and non-material (psychological, symbolic) advantages distinguishing a company in the labor market” (p. 88). However, the most commonly used definition stems from the founders of the term, Ambler and Barrow (1996). They define it as „(...) the package of functional, economic and psychological benefits provided by employment, and identified with the employing company“ (Ambler und Barrow, 1996, p. 187).

Considering these definitions, it can be summarized that employer brand aims to create an image of the company in order to differentiate itself from competitors, while employer branding describes the process of creating it.

2.1.2 Relationship between Corporate Brand, Employer Brand and Product Brand

In addition to employer branding, companies pursue other branding strategies, such as corporate branding or product branding. Branding strategies are essential for shaping a company's reputation and attracting key stakeholders in today's competitive business environment, and considering their impact on each other, this chapter explores their relationship, highlighting their similarities and differences.

Branding techniques have long been used to distinguish companies from competitors. Before the rise of employer branding – driven by the increasing shortage of skilled workers and the growing importance of human capital – corporate branding was the primary focus (Rana et al., 2021). Technological advancements and globalization in the late 20th century led companies to offer multiple products in various markets, necessitating a shift from product branding to corporate branding to create a unified brand image (Rana et al., 2021). According to the American Marketing Association (n.d.), corporate branding is defined as as the creation and management of an organization's identity, aligning its mission, values, and culture with its public image to ensure a cohesive and positive perception among stakeholders. The main difference from product branding is that corporate branding targets all stakeholders instead of

focusing only on customers (Rana et al., 2021). In contrast to product branding, employer branding targets only current and potential employees (Holste, 2012). However, since employees are also stakeholders, they are addressed by corporate branding and product branding as well. Therefore, employees are crucial in creating and managing successful employer brands, corporate brands and product brands.

The relationship between the three concepts can be summarized as corporate branding being the overarching term that addresses all stakeholders, with product branding and employer branding as components of corporate branding, each focusing on different target audiences (Mokina, 2014). Although the target groups differ slightly, all branding processes share the common goal of creating a strong, positive image that distinguishes the organization from its competitors (Rana et al., 2021). Table 1 provides an overview of the differences between product branding and employer branding.

Table 1: *Differences and Similarities between Product Brand and Employer Brand*

	Corporate Brand	
	Product Brand	Employer Brand
Market	Consumer market	Labor market
Audience	Consumer	(Potential) Employees
Object	Product or service	Job experience
Aim	Create a Unique Selling Proposition (USP)	Become Employer of Choice (EoC)
Reason	positively differentiate themselves from competitors	positively differentiate themselves from competitors
Functional responsibility	Marketing department	HR department
Tools	Branding techniques	Branding techniques

Note. Developed by the author, based on Backhaus (2016), Backhaus & Tikoo (2004), Holste (2012) and Mokina (2014).

Regardless of their similarities and differences, it can be stated that both have a significant impact on each other. Due to their interdependence, it is difficult to separate them which can have both positive and negative effects (Holste, 2012). For instance, a product brand with a strong USP can help attract and satisfy customers. This leads to a positive external brand perception and brand identification among employees, which in turn has a positive effect on employer branding. Since potential employees are more likely to gain experience with B2C companies, it is easier for them to market an employer brand than for pure B2B companies (Holste, 2012). Furthermore, being an employer of choice impacts the product brand and corporate brand as well, since being popular among employees leads to brand loyalty and brand identification, which helps attract, retain, and motivate employees. This creates a feedback loop where a strong corporate and product brand strengthens employer branding, and in turn, a positive employer brand further boosts the corporate and product brands, illustrating the interconnected and cyclical nature of these branding elements (Holste, 2012).

2.1.3 Importance of the Employer Brand

Besides having a positive impact on the image of the corporate brand mentioned in the previous chapter, being an employer of choice is relevant for the company on another level - providing human capital. In the last century, the most valuable asset of a company was its production equipment (Drucker, n.d., as cited in Holste, 2012). However, in the modern economy, the productivity of the knowledge worker has taken on this role (Holste, 2012). Globalization, tertiarization and demographic change are leading to a decreasing supply of and increasing demand for workers, which has shifted decision-making power in favor of employees (Ewing et al., 2002). Germany is particularly affected by demographic change. If this trend continues, Germany will face major challenges from 2025 onwards due to the retirement of the “baby boomer” generation, which makes up a large part of the working population (Holste, 2012). A strong employer brand can significantly enhance recruitment efforts, as effective employer branding has been shown to increase the number of qualified applicants by up to 50% and reduce the time to hire by 1 to 2 times while reducing the cost-per-hire up to 50% (LinkedIn Study, 2011, as cited in LinkedIn Talent Solution, 2021). The negative impact of a poor brand image is illustrated by a survey published in Harvard Business Review, where nearly 50% of respondents said they would not work for a company with a bad reputation, even with a pay increase (Burgess, 2016). However, 28% of respondents mentioned they would consider working for such a company if their salary was increased by 10%. This indicates that a weak

employer brand may force companies to offer higher salaries to attract talent. Employer branding not only aids in attracting candidates but also positively influences employee retention, reducing turnover rates by 28% (LinkedIn Study, 2011, as cited in LinkedIn Talent Solution, 2021).

In conclusion, a strong employer brand is essential for attracting and retaining employees, who are crucial intellectual and human capital necessary for remaining competitive in the knowledge-based economy. The competition for skilled workers is also known as the "war for talent" (Holste, 2012).

2.1.4 The Employer Branding Process

Having defined and examined the importance of employer branding, the next step is to examine the process. According to the literature of human resource practitioners, the process of employer branding consists of three steps (Backhaus & Tikoo, 2004). The aim is to differentiate the employer in the labor market and to maintain the commitment of employees to the company (Backhaus, 2016). The three steps are explained in the following.

The first step involves developing a "value proposition" under consideration of the company's culture, management style, the qualities of current employees, the current employment image, and impressions of product or service quality managers (Sullivan, 2002). In this context, the integrity of the company plays a crucial role. Terpitz (2008, as cited in Holste, 2012) emphasize how employers must keep their promises and live up to the expectations they convey to external audiences as any form of false brand communication will be uncovered at the latest after the start of employment, leading to negative consequences for the brand itself (Holste, 2012). This effect is comparable to buying a product under certain promises and expectations and then being disappointed. As a result, customers will develop negative associations with the brand and will be less likely to buy other products from it.

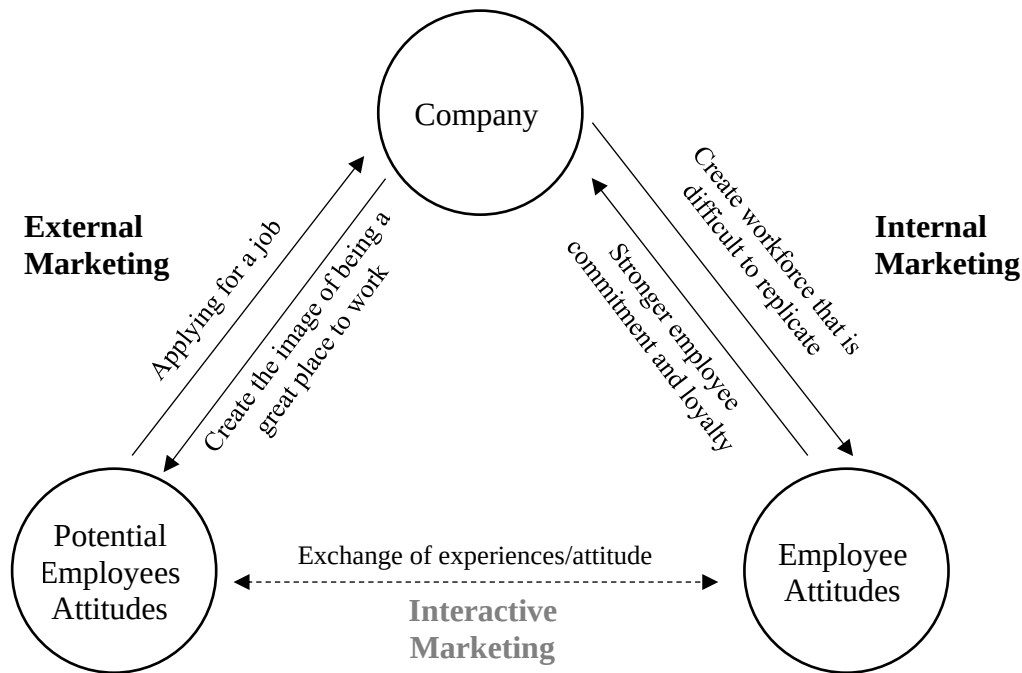
The second step relates to the external marketing of the developed value proposition. External brand marketing has become particularly important in recent decades as the supply of skilled workers has decreased and the war for talent has intensified (Ewing et al., 2002). The goal is to create an image in the minds of potential employees of being a great place to work by fostering positive brand associations among the desired audience (Backhaus, 2016). The employer brand image created consists of two types of elements (Backhaus & Tikoo, 2004). The first are instrumental elements, which refer to objective information about the job, such as salary,

benefits, and working hours (Lievens & Highhouse, 2003). In this thesis, the number of days worked is the independent variable of the analysis and will be explored as a potential extension of the EmpAt scale by Berthon et al. (2005). More information on this can be found in the chapter 2.1.7. The second part of the brand image consists of symbolic elements related to the prestige or social acceptance associated with working for the employer (Backhaus & Tikoo, 2004).

The final step in the employer branding process focuses on current employees, as advertising to them can have a significant impact on the organization, as stated by Berry (1981). This step, also known as internal marketing or internal branding, aims to create a workforce that is difficult for other companies to replicate (Backhaus & Tikoo, 2004), which leads to a competitive advantage, especially in an era of labor shortages. Moreover, Ambler and Barrow (1996) propose that internal marketing increases motivation and encourages longer tenure with the company. This can be attributed to the stronger employee commitment and loyalty that result from effective internal marketing (Backhaus, 2016). This positive employee perception also benefits the brand, as mentioned earlier. For example, word-of-mouth from employees and reviews on employer review platforms such as Kununu can influence the image of the brand and also lead to increase of job applications (Ambler & Barrow, 1996; Holste, 2012). The interaction between current and potential employees is known as ‘interaction marketing’. Figure 1 illustrates the process including external, internal and interactive marketing (Schlager et al., 2011).

In conclusion, employer branding is a crucial tool in the modern economy and its importance is expected to grow. To be able to fulfill the desired aspects and become an employer of choice, employers need to understand which aspects are important to their target group. The operationalization of these aspects is part of employer attractiveness and will be discussed in the next chapter.

Figure 1: The Employer Branding Process



Note. Developed by the author, based on Backhaus & Tikoo (2004) and Schlager et al. (2011).

2.1.5 Employer Attractiveness

Transforming an employer into a brand that is attractive to work for is essential in order to remain competitive in the war for talent. To measure how attractive an employer is perceived by current and potential employees, the concept of 'employer attractiveness' is used (Holste, 2012). According to Berthon et al. (2005), the concept of 'employer attractiveness' is closely linked to the more general concept of 'employer branding' and can be defined as "the envisioned benefits that a potential employee sees in working for a specific organization" (Berthon et al, 2005, p. 156). It can be seen as a precursor to 'employer branding' which means '(...) the more attractive an employer is perceived to be by potential employees, the stronger that particular organisation's employer brand equity' (Berthon et al., 2005, p. 156).

In order to increase their attractiveness in the eyes of (potential) employees, employers have to identify the components of 'employer attractiveness'. Aiming to operationalize these, numerous studies have been carried out (Backhaus, 2016). An overview of some exemplary studies is provided in chapter 2.3.5. Generally, these studies include both qualitative approaches (e.g.

Ambler & Barrow, 1996) and quantitative surveys (e.g. Berthon et al., 2005; Universum, 2023), as well as mixed methods (e.g. Holste, 2012).

However, there does not seem to be a "one-size-fits-all" solution, as these studies often examine different samples, such as variations in firm nationality or specific professions (Backhaus, 2016). For instance, Holtbrügge & Kreppel (2015) found that in Germany, compensation and job security were the most important attributes for employer attractiveness. In contrast, Roy (2008) discovered that in India the key criteria included the opportunity to apply knowledge in the workplace, involvement in exciting tasks, an ethical work environment, and fair compensation.

Another finding in the context of job choice behavior is that employees seek companies that match their actual or ideal personality (Kissel & Büttgen, 2015). This indicates that personal alignment with the company's values and culture is a significant factor in employer attractiveness.

These findings underline the importance of companies first identifying their target audience so that the development of their offerings can be better aimed to meet their prospective employees' needs and hence be perceived as attractive by them. Especially in today's labor market, where there is an abundance of employers and similar offerings, companies must be flexible in addressing the needs of their target audience to stand out and become the employer of choice (Zander, 2023).

2.1.6 Models for Operationalizing Employer Attractiveness

To differentiate themselves from competitors in the labor market, employers must offer benefits that are desired by employees and not provided by competitors. Consequently, several studies have been conducted to identify the factors desired by employees and thus to operationalize components of employer attractiveness (Backhaus, 2016). The findings indicate that there are no universal factors applicable to all employers, but that it rather depends on the target audience. Due to the heterogeneity of the samples, researchers have identified different factors influencing "employer attractiveness" (e.g. Holtbrügge & Kreppel, 2015; Roy, 2008). The studies vary not only in their samples but also in their methodological approaches. Some employed qualitative methods (e.g. Ambler & Barrow, 1996), others used quantitative approaches (e.g. Lievens & Highhouse, 2003), and some utilized a mix of both (e.g. Holste,

2012). The Employer Attractiveness Scale by Berthon et al. (2005) is the most commonly used scale for measuring employer attractiveness which is why it is used for this thesis. A detailed explanation is provided in the next chapter 2.1.7.

Nonetheless, other models also operationalize components of employer attractiveness in which some factors align with those developed by Berthon et al., while others differ. The following section presents some examples of other models.

The Employer Brand Model by Ambler & Barrow (1996):

According to Ambler and Barrow, the employer brand captures the perceived benefits that employees receive from working for an organization. Drawing on traditional product branding, they distinguish three types of benefits offered to the target audience: *functional*, *economic*, and *psychological*.

Functional benefits describe the concrete advantages that employees gain from their jobs. In the employment context, *functional benefits* might include opportunities for career development. The second – *economic benefits* – summarize the material or monetary rewards employees receive. This could include salary, bonuses, or physical work equipment such as a phone or car. Lastly, the *psychological benefits* refer to the emotional rewards associated with the job. For example, an increase in well-being due to friendly colleagues and a pleasant work environment (Ambler & Barrow, 1996).

This model served as the foundation for the development of Berthon's Employer Attractiveness Scale, which is used as the measurement tool in this paper. Berthon et al.'s (2005) confirmed the factors developed by Ambler and Barrow and deductively added two additional factors. A detailed description of the Berthon et al. (2005) Employer Attractiveness Scale can be found in the chapter 2.1.7.

The Instrumental and Symbolic Framework by Lievens & Highhouse (2003):

The instrumental-symbolic framework originated in the field of marketing and was first applied to recruitment research by Lievens and Highhouse (2003). Instrumental attributes describe objective aspects of a job or organization, such as salary, benefits, flexible working hours, or location, which attract applicants due to their utility. Symbolic attributes convey intangible qualities like innovativeness and prestige, enhancing employer attractiveness (Lievens &

Highhouse, 2003). These are particularly important when instrumental differences between brands are limited (Backhaus & Tikoo, 2004).

The study involved asking 275 final-year undergraduate students and 124 bank employees to evaluate a randomly assigned bank based on professional and organizational factors and to attribute characteristics to the bank. Lievens and Highhouse (2003) assumed that professional and organizational factors are not the only reasons why applicants are initially interested in a company. The results of the study confirmed their assumption, showing that ascribed characteristics, which can be both instrumental and symbolic, play an important role in predicting the attractiveness of an organization. Therefore, the study emphasizes the importance of including symbolic meanings in the conceptualization of a company's employment image, in addition to traditional job and organizational characteristics, to increase employer attractiveness.

The Corporate Character Scale by Davies et al. (2004):

The Corporate Character Scale, developed by Davies et al. (2004), was designed to evaluate an organization's reputation from both internal and external perspectives. The authors define reputation “(...) as something that is dependent upon actual experience of the organization, as compared to ‘image’ for example, which is often used to refer to an opinion that is independent of actual experience.” (p. 126). By being able to measure both perspectives simultaneously using the same or similar measures, this study is pioneering. Understanding these perspectives can enhance employer attractiveness, helping organizations align their characteristics with the preferences of potential and current employees.

The development process of the Corporate Character Scale involved several systematic steps. Initially, 200 potential items were identified. Given the impracticality of including all these items in a questionnaire, they were reduced to 113 through a detailed refining process. Subsequently, a pilot study was conducted to validate these 113 items, which resulted in a final set of 93 items. These were then utilized in comprehensive surveys, yielding 4,626 responses (comprising 2,565 customers and 2,061 employees) across 49 business units of 13 organizations.

To reduce the data and improve the construct, factor analysis was conducted on the database for all respondents using varimax rotation. The analysis identified five major factors (*Agreeableness*, *Competence*, *Enterprise*, *Ruthlessness*, and *Chic*) and two minor factors (*Informality* and *Machismo*). The final scale comprised 49 items describing 16 facets. An

overview of the scale, including the factors, facets, and items, is detailed in Table 2. The scale has proven reliable for both customers and employees, providing a tool for comparing organizational reputations across various sectors.

Table 2: *The Corporate Character Scale: Dimensions, Facets and Items*

Dimension	Facet	Item
Agreeableness	Warmth	Friendly, pleasant, open, straightforward
	Empathy	Concerned, reassuring, supportive, agreeable
	Integrity	Honest, sincere, trustworthy, socially responsible
Enterprise	Modernity	Cool, trendy, young
	Adventure	Imaginative, up-to-date, exciting, innovative
	Boldness	Extrovert, daring
Competence	Conscientiousness	Reliable, secure, hardworking
	Drive	Ambitious, achievement oriented, leading
	Technocracy	Technical, corporate
Chic	Elegance	Charming, stylish, elegant
	Prestige	Prestigious, exclusive, refined
	Snobbery	Snobby, elitist
Ruthlessness	Egotism	Arrogant, aggressive, selfish
	Dominance	Inward-looking, authoritarian, controlling
Informality	None	Casual, simple, easy-going
Machismo	None	Masculine, tough, rugged

Note. From Davies et al. (2004).

The Employer Brand of Choice by Bellou et al. (2015):

The concept of the Employer Brand (EB) of Choice integrates the constructs of employer brand and Employer of Choice (EoC) to provide essential components for employees in the decision-making process of selecting an employer. According to Ambler and Barrow (1996), the employer brand describes the benefits (*functional, economic, and psychological*) that employees gain from working for an employer. „EoC refers to the employer who, by possessing of attractive attributes, can attract the most talented employees.“ (Bellou et al., 2015, p. 1202). Thus, any employer can become an EoC, as long as they offer attractive attributes.

In their search for attributes perceived as attractive by potential employees, Bellou et al. (2015) adopted a holistic approach. The premise of their study was that the constructs of EB and EoC alone are insufficient to succeed in the "war for talent." Therefore, the study considers aimed to consider all previous approaches to measure EB and EoC, including benefits (e.g. Ambler & Barrow, 1996), organizational identity (e.g. Davies et al., 2004), and attractiveness (e.g. Berthon et al., 2005).

The study began with in-depth interviews with HR executives from large organizations to validate and complement existing scales. Based on these interviews and prior research on psychological contracts, organizational identity, and attractiveness, an initial set of 42 items was developed. After 12 semi-structured interviews, this set was refined to 48 items, which formed the questionnaire. The final survey was answered by 895 working students. Through a factor analysis, the following five distinct dimensions were finally identified:

- Self-Development
- Recognition
- Remuneration (consisting of extra benefits and salary)
- Corporate Image (consisting of commercial image and social image)
- Relationships (consisting of relationships with colleagues and relationships with managers)

Subsequent tests confirmed the validity and reliability of these dimensions.

Table 3 provides a comparison of the presented models. The dimensions of the various models can generally be categorized into instrumental (tangible) and symbolic (intangible) aspects. The instrumental aspects include the *functional* and *economic benefits* from Ambler and Barrow (1996), the *instrumental attributes* from Lievens & Highhouse (2003), and the dimensions of *Self Development* and *Remuneration* from Bellou et al. (2015). Since Davies et al. (2004) focus on corporate character, no dimensions from this model can be assigned to instrumental aspects. The *psychological benefit* (Ambler & Barrow, 1996), *symbolic attributes* (Lievens & Highhouse, 2003), the dimensions of *Agreeableness*, *Enterprise*, *Competence*, *Chic*, *Ruthlessness*, *Informality*, *Machismo* (Davies et al., 2004), and the dimensions of *Recognition*, *Corporate Image*, and *Relationships* (Bellou et al., 2015) are classified as symbolic aspects.

Table 3: *Comparison of Models for Operationalizing Employer Attractiveness*

Model	Author	Dimensions		Key findings
		Instrumental (tangible) aspects	Symbolic (intangible) aspects	
The Employer Brand Model	Ambler & Barrow (1996)	Functional benefit Economic benefit	Psychological benefit	Focuses primarily on basic benefits and views employer branding through a marketing lens.
The Instrumental and Symbolic Framework	Lievens & Highhouse (2003)	Instrumental attributes	Symbolic attributes	Employer attractiveness is shaped by both instrumental (tangible) and symbolic (intangible) factors, with equal importance.
The Corporate Character Scale	Davies et al. (2004)	None	Agreeableness Enterprise Competence Chic Ruthlessness Informality Machismo	Employees perceive employers based on their personality traits, influencing brand perception.
The Employer Brand of Choice	Bellou et al. (2015)	Self-Development Remuneration	Recognition Corporate Image Relationships	Provides a comprehensive approach, including both tangible and intangible aspects, while adding the importance of interpersonal relationships and social responsibility.

Note. Developed by the author, based on Ambler and Barrow (1996), Lievens and Highhouse (2003), Davies et al. (2004) and Bellou et al. (2015).

2.1.7 The Employer Attractiveness Scale by Berthon et al. (2005)

The employer attractiveness scale by Berthon et al. (2005) was chosen as the theoretical basis for this work, as it represents the most comprehensive study to date on employer attractiveness in relation to potential employees and specific influencing factors (Berthon et al., 2005). From a potential employee's perspective, Berthon et al. (2005) identified and operationalized components that make an employer attractive. The developed scale enables to measure the attractiveness of the employer on the basis of five factors. In the following the development of the scale as well as the five factors will be described in more detail.

The EmpAt scale is based on a combined inductive and deductive research approach. The inductive approach is used when there is limited theoretical knowledge, hence possible scale items are generated based on the qualitative findings collected from respondents (Hinkin, 1995). In contrast, the deductive approach uses previous research findings as the basis for creating items for constructs. Regarding the EmpAt Scale, the dimensions from Ambler and Barrow's (1996) model, which were summarized in the previous chapter, were used as a deductive base and further dimensions were identified inductively.

To develop a set of items, a sample of 683 final-year graduate and undergraduate students at a large Australian university was utilized. Participants were queried regarding their perceptions of an 'ideal' employer, specifically the factors they consider when evaluating potential employers. Based on the focus group responses, 32 potential scale items were inductively generated. During the subsequent scale purification phase, a reliability analysis was conducted, eliminating items with a corrected item-total correlation below 0.40 in the first phase and below 0.50 in the second phase. Consequently, the item count was reduced by 7. The final 25-item EmpAt scale demonstrated an alpha coefficient of 0.96, significantly exceeding the generally accepted reliability threshold of 0.7 (e.g. Carman, 1990, as cited in Berthon et al., 2005).

To reveal the underlying structure of the item set, an exploratory factor analysis was conducted. The analysis identified five factors: 'interest value', 'social value', 'economic value', 'development value', and 'application value'. The first evaluates how much an individual is drawn to an employer offering a stimulating work environment, innovative work methods, and opportunities for employees to utilize their creativity in producing high-quality, cutting-edge products and services. The factor 'social value' deals with the social environment and evaluates how much an individual is drawn to an employer that offers a pleasant and enjoyable working environment, fosters good collegial relationships, and promotes a team-oriented atmosphere. Aspects that evaluate how strongly an individual is attracted to an employer offering an above-

average salary, comprehensive compensation package, job security, and ample promotional opportunities are encompassed in the third factor, 'economic value'. 'Development value' evaluates the degree to which a person is drawn to an employer offering acknowledgment, a sense of personal value, and empowerment, along with opportunities for career growth and advancement prospects. The last factor, 'application value', assesses an individual's inclination towards employers who offer opportunities for applying acquired knowledge and mentoring others. Compared to Ambler and Barrow's (1996) model, which, as mentioned, served as the basis for the EmpAt scale, the latter can be seen as a refinement and extension of the former. Specifically, the factors 'interest value' and "social value" correspond to the dimension of 'psychological benefit', 'economic value' corresponds to 'economic benefit', and the remaining factors 'development value' and 'application value' correspond to 'functional benefit'. An overview of the relationships between Ambler and Barrow's three dimensions and the five factors of Berthon et al. (2005), along with the associated items, is presented in Table 4. The EmpAt scale thus confirms the three dimensions identified by Ambler and Barrow (1996) and expands the model by two additional factors, which result from splitting two of Ambler and Barrow's dimensions.

In addition to the exploratory factor analysis, a confirmatory factor analysis was conducted to confirm the five-factor structure of the EmpAt scale. The results confirmed the previously established structure. To ensure that the scale measured what it was intended to measure, various aspects of EmpAt's validity were examined, including nomological, convergent, discriminant, criterion and content validity. Each analysis provided evidence of validity.

In summary, it can be concluded that the EmpAt scale, along with numerous subsequent studies, is the most commonly used instrument for measuring employer attractiveness (Willems, 2024). Moreover, this scale remains the only validated one to date (Mayr, 2017). These arguments substantiate why this scale is chosen as the foundation for this study.

2.2 Development of the Standard Working Hours

The number of working hours is not determined by nature but rather it is a political question (Stronge et al., 2019). Studying the history of standard working hours, one can observe that working 8 hours a day for 5 days a week has not always been the norm. Reducing the number of working hours or days has been a trend for centuries.

Table 4: *The EmpAt Scale by Berthon et al. (2005) and its Relations to Ambler and Barrow's (1996) Three Dimensions.*

Ambler & Barrow (1996)	Berthon et al. (2005)	Items
Psychological benefit	Interest Value	- The organisation produces innovative products and services - Innovative employer – novel work practices/forward-thinking - The organisation both values and makes use of your creativity - The organisation produces high-quality products and services - Working in an exciting environment
	Social Value	- Having a good relationship with your colleagues - Having a good relationship with your superiors - Supportive and encouraging colleagues - A fun working environment - Happy work environment
Economic benefit	Economic Value	- An attractive overall compensation package - An above average basic salary - Job security within the organisation - Good promotion opportunities within the organisation - Hands-on inter-departmental experience
Functional benefit	Development Value	- Feeling more self-confident as a result of working for a particular organisation - Feeling good about yourself as a result of working for a particular organisation - Gaining career-enhancing experience - A springboard for future employment - Recognition/appreciation from management
	Application Value	- Recognition/appreciation from management - Opportunity to teach others what you have learned - Opportunity to apply what was learned at a tertiary institution - Humanitarian organisation – gives back to society

Note. Developed by the author, based on Ambler and Barrow (1996) and Berthon et al. (2005).

In the 19th century, it was common to work up to 16 hours per day and six days per week (Coote et al., 2020). Due to increasing worker dissatisfaction, the demand for a shorter workweek grew significantly (Aveling, 1890, as cited in Stronge et al., 2019). This movement was not confined to a single country but was an international phenomenon. In the 1830s, the Welsh businessman Robert Owen expressed his utopian vision of reduced working hours, with the slogan "Eight hours labour, Eight hours recreation, Eight hours rest" (Deutsches Historischen Museum, n.d.). The first successful implementation of this vision occurred in 1856 in Australia, where stonemasons played a pivotal role in establishing an eight-hour working day. This marked the first significant international success. However, it still wasn't until 1948 that Australia as a whole adopted a five-day workweek, a change achieved through persistent union efforts (The Green Institute, 2016). A few years after the first successful implementation in Australia, the demand for shorter working hours intensified in Europe. In 1890, thousands of demonstrators participated in the eight-hour day movement in Hyde Park, Britain, with the objective of pressuring the government to legislate a reduction in working hours (Aveling, 1890, as cited in Stronge et al., 2019). A legal reduction of working hours was also achieved in the German Empire, so that in 1900 a six-day, 10 hours per day week was legislated (Statista Research Department, 2024). At the international level, the International Labour Organization (ILO) was founded in 1919 to advance social justice and uphold globally recognized human and labor rights. The ILO facilitates collaboration among governments, employers, and workers from 187 member states to formulate labor standards, develop policies, and implement programs aimed at ensuring decent work for all. Regarding working time, the ILO introduced the Working Time (Industry) Convention, which established the principle of an eight-hour day or a 48-hour week, a standard that has since been ratified by 52 countries (*Convention C001 - Hours of Work (Industry) Convention, 1919 (No. 1)*, 1919).

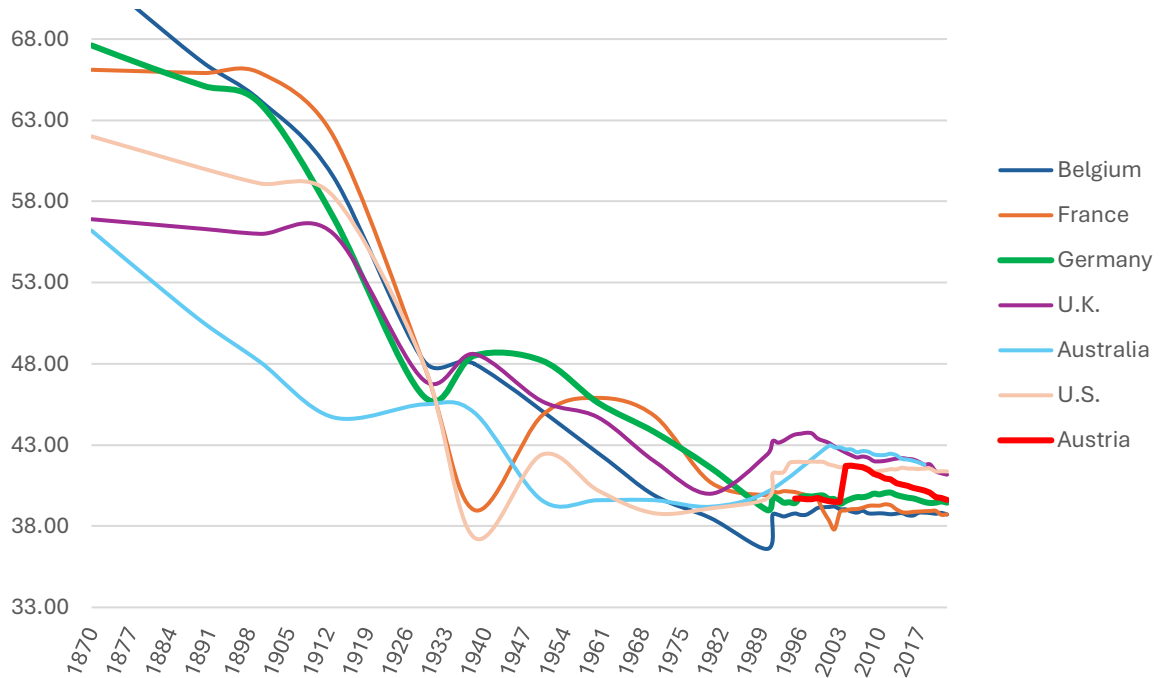
A few years later, on the other side of the Atlantic, Henry Ford and Kellogg's factories were among the first employers to successfully implement new models of working hours in the United States (Stronge et al., 2019). Both companies pursued different approaches to reduce working hours. In 1926, Henry Ford introduced a five-day, 40-hour workweek for employees in his factories, which resulted in increased productivity and profits (Hunnicut, 1984). In 1930, Kellogg factories replaced the three eight-hour shifts with four six-hour shifts, which reduced workers' hours to 30 a week (Hunnicut, 1996). This reduction in the number of hours worked per shift led to a reduction in labour costs, absenteeism and staff turnover. In addition, workplace accidents were reduced by 41% (Hunnicut, 1996). The success of Ford and Kellogg, combined with the rapid productivity gains and technological advances of the time, led

economist John Maynard Keynes to the famous prediction that the working week could be reduced to 15 hours by the early twenty-first century (Keynes, 1930). However, not everyone was convinced by the idea of reducing working hours; there was even aversion to a shorter working week. One example of this is Judge Gary, who considered work to be the God-given purpose of man and thus believed in a God-given standard for working hours (Messer-Kruse, 2011).

A significant event that temporarily halted the reduction of standard weekly working hours and even led to an increase was World War II. This increase in the immediate post-war period was due to the need to catch up on total factor productivity (Rogerson, 2006). Nonetheless, by the mid-20th century, the five-day, 40-hour work week had become the standard work-time model, driven by government initiatives and industrial labor movements (Coote et al., 2020). Of the countries examined in this thesis, Germany legislated the 40-hour week in 1965 (Statista Research Department, 2024), while Austria introduced the 8-hour day and 40-hour week in 1969 (Bundesgesetzblatt für die Republik Österreich, 1975). Even though the decline in average working hours continues (see Figure 2), it is important to note that its rate has slowed since 1980. This development can be attributed to a deceleration in productivity growth during that period, driven by factors such as reduced investment, a transition from manufacturing to service industries, and a decrease in technological advancements (Coote et al., 2020). However, when examining the development in recent years up to the present, there is evidence from the UK that productivity has more than doubled since the 1970s (ONS, 2024). This indicates that the current economy possesses the technological and productive capacities to support a reduction in the workweek. Nevertheless, the statistics (e.g. [OECD, 2024](#)) show that working hours have not decreased nearly as much as productivity has increased. The causes are varied and range from political to work culture developments, which will be explored in more detail in chapter 2.3.3.

In 2023, the average usual hours worked in the main job were 34.2 hours in Germany and 35.0 hours in Austria, which is less than in most other countries in the world (OECD, 2024). However, if only full-time employees are considered, the difference between Germany and Austria and the rest of the world becomes smaller, indicating that the low number of usual working hours among all employees is due to the larger proportion of part-time employees in Germany and Austria. This explanation is also supported by statistics which show that at the end of 2023, 28.8% of the total workforce in Germany and 30.3% in Austria worked part-time. In contrast, the proportion in the European Union was only 17.9% (Eurostat, 2024).

Figure 2: *Historical Trend in Average Hours per Week of Full-Time Workers (1970-2022)*



Note. Developed by the author, based on Huberman & Minns, 2007 (for the time period 1870-1990); OECD, 2023 (for the time period 1991-2022).

2.3 The 4-Day Workweek as a Worktime Strategy

Throughout history there has been a trend to reduce the standard working week, with pioneers such as Henry Ford and Kellogg's demonstrating possible positive effects of such reductions. The purpose of this chapter is to provide an overview of current attitudes towards the 4-day workweek (4-DWW). Prior to this exploration, the concept of the 4-DWW will be defined, highlighting its benefits for both employees and employers. It also discusses the challenges that may arise in implementing this new working model. Finally, examples from various countries that have already adopted the 4-DWW are presented to illustrate different approaches to this emerging trend.

2.3.1 Definition

There is no universal international definition of the concept of the 4-day workweek, which leads to different approaches in different countries.

The first approach involves shortening the standard full-time working week by one day or reducing the working week to 30-32 hours without a corresponding reduction in pay (Coote et al., 2020). This approach is distinct from the prevalent part-time work models, where reduced hours are proportionally reflected in reduced pay. For instance, if a person works four days a week in a company where the standard full-time work week consists of five days, this equates to 80% of the full-time hours, resulting in the person receiving only 80% of the full-time salary. Moreover, redistributing the current standard full-time hours across fewer days, such that up to 10 hours are worked per day, is inconsistent with the principle of this definition (Chung, 2022).

Another interpretation of the 4-DWW involves distributing the current total weekly working hours over 4 days, resulting in a daily work time of 10 hours (WKO, 2024). This model is also known as the 100:80:100TM model, which refers to receiving 100% of the pay for working 80% of the standard workweek (reduced from five to four days) while maintaining 100% output (4 Day Week Global, 2024). In the two countries examined in this thesis, namely Germany and Austria, the standard daily working time may not exceed 8 hours; however, exceptions are possible (§ 3 ArbZG (Germany); § 3 I AZG (Austria)). Legally, the maximum average weekly working hours are set at 40 hours Austria and at 48 hours in Germany (§ 3 I AZG (Austria); § 7 VIII ArbZG (Germany)). However, the average weekly working hours in Austria may be extended to 50 hours for limited periods (§ 4 AZG (Austria)). The term "working time" is defined as the period from the beginning to the end of work, excluding rest breaks (§ 2 ArbZG (Germany)). When an individual has multiple employers, the cumulative time spent working is considered the total working time. The 4-DWW as a time model is not yet legally referenced, which underpins the assumption that this concept so far represents an exception. This is supported by the WKO's (2024) publication of this model and the existing implementations, stating that this time model may be accepted as an exception.

Despite the two interpretations differing in their approach to the number of days and hours worked per day, they share a common objective: reducing the number of working days or hours, or both, without a corresponding reduction in salary.

Unless otherwise specified, the 4-DWW in this study is defined as a reduction in both the number of working days and the total working hours but at a full-time week's pay.

2.3.2 Benefits

Implementing a new working time policy solely based on employees' desire for reduced hours and increased free time is not a compelling argument for employers. Therefore, the reduction of the working week must present clear advantages for employers to motivate the adoption of a 4-DWW. This chapter thus examines the benefits of a 4-DWW for both employees and employers.

From the perspective of employees, the most apparent benefit of a 4-DWW is the increase in free time. By working four days instead of five, employees gain an additional day off, which can be spent with family and friends or on hobbies. This increase in personal time can foster a better balance between work and private life, leading to greater satisfaction with one's role management in various life domains and the avoidance of permanent overload. This state is referred to as work-life-balance (WLB) (Stock-Homburg & Roederer, 2009). The positive effects of a good WLB achieved through a 4-DWW can include fewer sick leaves and lower staff turnover (Immerschitt & Stumpf, 2019). Reducing the workload can also enhance employee morale and prevent early retirement (Åkerstedt et al., 2001, as cited in Stronge et al., 2019). Generally, research indicates that long working hours and overtime can have a significant negative impact on employees' well-being (Kelly & Moen, 2020) and can result in serious accidents (Landrigan et al., 2004). In contrast, reducing weekly working hours can be an effective strategy for improving workers' health (Stronge et al., 2019) and is more effective for long-term recovery than irregular leave (De Bloom et al., 2012; Westman & Eden, 1997). Although short holidays bring about a temporary improvement in health, these effects quickly disappear when returning to work. Improving employee health and wellbeing is not only beneficial for employees, but also for employers, as it can reduce the costs associated with poor health in the workplace (Westman & Eden, 1997).

After discussing the benefits for current employees, the focus will now be set on the benefits for employers in terms of potential employees, as the 4-DWW can also be a powerful tool for attracting new talents. In today's modern economy, attracting new talent is crucial for maintaining competitiveness, as human capital forms the foundation of competitive advantage (Berthon et al., 2005). Historically, the labor market favored employers, who had significant decision-making power due to the abundance of workers compared to the available jobs. However, this balance of power has shifted, and employees now have greater freedom in choosing their employers. In the war for talent, employers need innovative strategies in order

to enhance their attractiveness to potential employees. By offering more flexibility through shorter weekly working hours, employers can appeal to people who value flexibility and more time off. Additionally, the pool of potential employees expands when considering part-time employees who have time constraints due to other responsibilities such as childcare. For instance, employees working part-time, such as 32 hours per week, would likely prefer a 4-DWW with reduced hours and full pay, as it allows them to maintain their hours while receiving a full-time salary. This contrasts with traditional 5-day employers, where they are limited to part-time roles with part-time pay. Over the last 20 years, the proportion of part-time employees in Germany and Austria has almost doubled. In 1998, only 15.4% of the workforce in Austria and 18.0% in Germany worked part-time, predominantly women. By 2024, these numbers increased to 30.9% in Austria and 29.1% in Germany, exceeding the European average of 20.9% (Eurostat, 2024). Reasons for this development include the increase in dual-income households, which have become common (Stronge et al., 2019). By shortening the standard working week, employers could reach more qualified employees who would otherwise not be able to work for them due to time constraints (Stronge et al., 2019). It also facilitates gender equality, as most part-time employees are female (Eurostat, 2024), thereby enhancing the employer's attractiveness for women.

Becoming more attractive to work for is of particular importance for employers in certain sectors suffering from a shortage of skilled workers. Surveys indicate that Austria is facing an exceptionally high shortage of labor and skilled workers, a situation likely to worsen in the coming years due to demographic trends (Institut für Bildungsforschung der Wirtschaft, 2024). The situation in Germany is similar, which is why Zander (2023) emphasizes that the existing problem could worsen unless appropriate measures are taken. One potential solution could be recruiting skilled workers from abroad. The implementation of a 4-DWW might help increase the attractiveness of employers for immigrants. According to the Institut für Bildungsforschung der Wirtschaft (2024), the increase in foreign employees led to a slight reduction in the shortage in 2024 compared to the peak in 2022. However, whether and how quickly this problem can be resolved in the long term remains speculative (Zander, 2023).

The next aspect discussed is particularly important for employers - productivity. Is it possible to get five days' work done in four? At the beginning of the 20th century, Kellogg's proved that it was possible to reduce working hours and thereby increase productivity (Hunnicut, 1996). However, this effect could be attributed to a reduction in the number of hours worked per day. For instance, fewer hours worked per day could lead to a reduction in the number of accidents,

thereby mitigating the negative impact on productivity. This does not align with the definition of the 4-DWW, which reduces the number of working days per week while maintaining the same number of hours per day.

In terms of GDP, there is no direct causal link between the number of working hours and the strength of the economy. In fact, countries where people work fewer hours tend to have higher GDP per person (Coote et al., 2020). For example, people in Greece work far more hours than people in Germany, and yet their GDP is lower than there.

Further, reducing working hours can increase productivity (Stronge et al., 2019). The increase can be attributed to physiological, motivational, and organizational effects (ILO, 2004). The physiological effect addresses the adverse physical impacts, such as slower work performance due to fatigue resulting from longer working hours. Implementing a 4-DWW can help mitigate fatigue. Besides slowing down the pace of work, fatigue also negatively affects the ability to learn (Lee & Lim, 2017) and raises the likelihood of errors (Stronge et al., 2019). Studies on call centers have demonstrated that employees are significantly more productive during the initial hours of their workday compared to the later hours (Collewet & Sauermann, 2017). However, to fully benefit from the physiological effects, it is essential to reduce the number of working hours per day, such as working 6 hours instead of 8 hours. Solely reducing the number of working days while maintaining the same total number of hours, thereby extending the remaining workdays, does not yield the same physiological benefits. Nonetheless, as previously mentioned, reducing the number of working days can enhance overall well-being, which is a critical component of work performance (Taris & Schaufeli, 2015). Hence, different approaches to the 4-DWW can lead to productivity gains, albeit via different causalities.

The second effect, known as the motivational effect, is based on the premise that employees value the shorter workweek, which in turn motivates them to work more efficiently (ILO, 2004). The organizational effect refers to the re-evaluation of organizational processes during the reduction of working hours, with the goal of enhancing efficiency so that the same amount of work can be completed in less time. However, this step can also be carried out independently of the implementation of the 4-DWW.

Lastly, beyond the economic aspects, the environment may also benefit from the introduction of a 4-DWW. Knight et al. (2013) found through a systematic study that ecological footprints, carbon footprints and carbon dioxide emissions can be reduced by shorter working hours. Long working hours lead to 'time poverty', which causes workers to adopt non-sustainable lifestyles

(Chung, 2022). Effects of 'time poverty' include employees driving to work rather than using public transport or buying ready meals rather than cooking. The environmental impact will be further discussed in the chapter 2.4.3.

2.3.3 Challenges

The preceding chapter has described numerous benefits of reducing the workweek for both employees and employers. Nevertheless, the prevalent standard for full-time work continues to be the five-day workweek (5-DWW) comprising approximately 40 hours. Hence, the question is what factors contribute to this persistence and what challenges companies encounter in transitioning to a 4-DWW as the new full-time norm. This chapter will examine the reasons that have prevented a further reduction in weekly working hours and the challenges employers face when introducing a shorter working week.

One of the main reasons for the stagnation of working time in recent decades is the loss of worker power (Burchell et al., 2024). In order to achieve a shorter working week, workers need bargaining power, which traditionally came from trade unions and government support. Due to the decline of trade unions and stricter legislation in some countries in the 1970s, workers lost power and it became more difficult to enforce shorter working hours. This loss of power and its impact on working time is particularly evident in the US and the UK, where weekly working hours have remained high for longer than in other countries. In contrast, in Germany and the Netherlands there are some powerful unions in certain sectors that have been able to push through a shorter working week, although not yet a standard 4-DWW (Burchell et al., 2024). The second factor that contributes to this persistence of the 5-day, 40 hours work week is the difficult bargaining environment for workers due to the rise of the shareholder value model in corporate governance. Companies face pressure to keep dividends and share buy backs high. This puts more pressure on managers to cut costs and increase profits. Even if shorter working hours could improve productivity and reduce costs overall, firms have been hesitant to try shorter workweeks (Burchell et al., 2024).

In addition to economic and political reasons, there are also cultural factors influencing work hours. In modern society, working long hours is not always necessary to meet job demands, but rather it is used to show commitment, motivation, productivity, and performance (Berdahl et al., 2018). This contrasts with evidence that shorter working hours can increase productivity (see chapter 2.3.2). Despite this, firms have been hesitant to adopt shorter workweeks (Burchell

et al., 2024). The belief that long hours reflect commitment is based on the idea that time is limited, hence spending a lot of it on work shows its importance (Chung, 2022). Under this belief, employees often exaggerate their work hours to stay competitive in the job market (Reid, 2011). The trend of long working hours pushes society toward a work-centered society, devaluing non-work activities (Frayne, 2015). There are also some political and business leaders, such as Elon Musk or Jack Ma, Chinese billionaire and CEO of Alibaba Group, who support this trend, arguing that only hard work will lead to success (Coote et al., 2020). Moreover, people use long hours to demonstrate not only commitment but also high social status and base their self-worth on it (Bellezza et al., 2017). However, in some sectors, such as services, the pursuit of “always on” culture is at least primarily the result of the globalization of business, which has created the need for coordination across time zones (Burchell et al., 2024).

Another change in work culture relates to passion for work. In the past, work was mainly about earning money. Now, it has become more about enjoyment and fulfillment (Burchell et al., 2024). This shift means employees see benefits in their work, which leads them to work longer hours and not pushing for shorter work weeks.

The interim conclusion is that the 4-DWW can provide a number of benefits, but there are also various reasons why the movement to a shorter week has not been as successful as movements in the past. However, the implementation of a new working time strategy depends not solely on the will, but also on the feasibility. Since feasibility can also be considered a challenge, it will be analyzed next.

One aspect that affects the feasibility of a transition to a shorter working week is the type of demand an employer has to serve. If the employer operates in a sector where the demand is fixed, for around the clock service, it is not possible to reduce the working time without taking other measures to catch the work. For instance, considering nurses in hospitals, it is necessary to hire more workers to ensure that the demand for work is being covered. However, the new worker has to be paid, which leads to increased costs for the employer, since the reduction in working hours does not affect the worker's salary according to the definition of a 4-DWW. Although the cost of sick leave is reduced, an experiment in Sweden shows that the resulting savings do not cover the cost of the new worker (Spiegelaere & Piasna, 2017). Potential savings from increased productivity or more skilled workers are not possible for this type of employer. However, if the objective is to ensure a certain level of output might not have to hire additional

staff and can benefit from the aspects mentioned above (Spiegelaere & Piasna, 2017). Based on this, the 4-DWW is mainly implemented at the enterprise level (Chung, 2022).

The degree of difficulty of the job can also affect the choice of whether to implement the 4-DWW or not (Zander, 2023). Workers can be divided into white and blue collar workers where both type face different challenges on the job. Considering blue collar worker, the difficulty of the activity is mainly related to physical exertion which is limited. For instance, the introduction of a 4-DWW in a logistics center with a reduction in working hours would mean that a commissioner would have to cover the same distance in less time, which might not be physically possible for some workers. Considering the 4-DWW approach, where the number of hours is not reduced, but distributed over fewer days, the limit of physical work is reached here as well. In the example of the commissioner, this would mean a longer distance per day which might not be feasible all workers.

White collar workers also face limitations, albeit different ones. Their restrictions are related to cognitive limitations (Zander, 2023). Considering the model of increasing the work time of the remaining four days of work in order to reduce one day of work requires prolonged concentration per day. However, studies show a clear correlation between long working hours and a decrease in productivity (Collewet & Sauermann, 2017). Given this knowledge, it appears unlikely that the work typically completed in five days can be effectively accomplished in four days without compromising the quality of the work. However, measures can be taken to optimize processes such that less time is required. This idea leads to the next point - initial level of efficiency.

The potential for time savings through further optimization depends on the initial level of efficiency within an organization (Zander, 2023). For instance, one approach is to re-evaluate processes and eliminate redundant activities (Tseng, 2012). Additionally, the development of new technologies, such as AI software, can enhance efficiency. Keynes' (1930) prediction that technological advancements would reduce working hours to 15 per week by 2030 does not appear to be coming true. While it is possible that a full week's production requirements of 1930 can now actually be met within 15 hours due to new technologies, the overall production requirements have increased, which is why the number of hours per week has not decreased. Regardless of Keynes' prediction, it can be observed that technology has developed considerably, with information and communication technologies becoming increasingly important in the modern economy (Coote et al., 2020). In particular, jobs that are highly

structured, repetitive, and routinized benefit from new technologies. Given the technological advances of recent years, the automation of many work processes is expected to reduce the need for human labor. This means that employers will need less time to complete their work. Although the historical development shows that productivity has increased due to new technologies, the number of working hours has not decreased to the same extent (Stronge et al., 2019). Greater bargaining power is needed to ensure that productivity gains benefit workers (Burchell et al., 2024). Nevertheless, this indicates the potential for technological advances to reduce working hours. However, realizing these benefits requires significant investment in new technologies, which may be costly and unaffordable for some firms. Furthermore, companies that already have highly efficient processes do not have much leverage to further improve them, making it difficult to reduce the workweek. In contrast, employers with processes that have significant potential for further optimization could achieve substantial time savings through process review and redesign, thereby facilitating the implementation of a reduced workweek (Zander, 2023).

Finally, the size of a company and the number of current weekly hours can influence the decision for or against the 4-DWW (Zander, 2023). If we compare a company that currently works 40 hours a week with a company that works 35 hours a week, it is obvious that it is easier to implement the 4-DWW in the company that already works fewer hours. In addition, the size of a company can make the implementation more challenging. Considering a large company with hundreds of employees, the transition to a 4-DWW is a huge administrative step and cannot be easily reversed in case of failure. On the other hand, smaller companies can more easily experiment with new working time strategies, since it is easier to revert to the previous time model (Zander, 2023). However, large companies with a substantial number of employees benefit from being able to distribute tasks that require continuous attention among more individuals. This ensures the uninterrupted execution of these activities.

To summarize, organizations have unique circumstances that present different challenges. For instance, a large company may have the financial capacity to invest in technology to enhance efficiency, but it may simultaneously encounter the challenge of limited opportunities for further improvement. Additionally, it is important to emphasize that certain challenges, such as the level of job difficulty, are only relevant to the 4-DWW model without a reduction in working hours, but not to the approach where both days and hours are reduced.

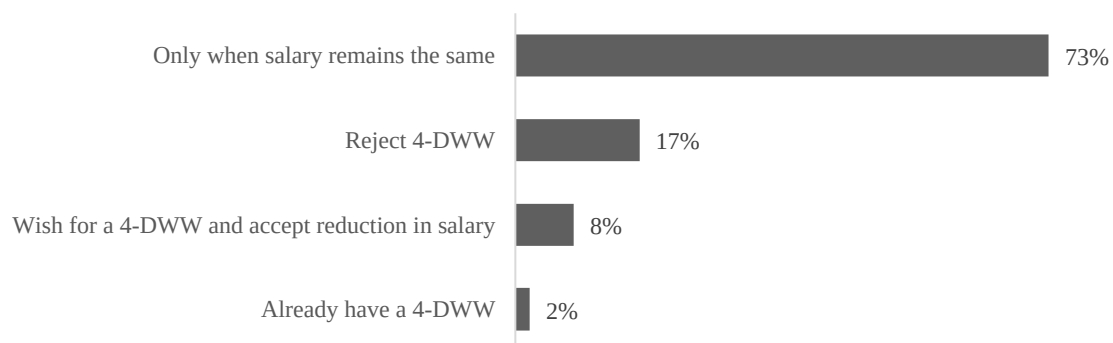
2.3.4 Employees' Attitude

The 4-DWW is a much-discussed topic in the media and numerous experiments have already been carried out in various countries (4 Day Week Global, n.d.; Gaedt, 2023). In addition to experiments and pilots, surveys were conducted to gain deeper insights into the impact of the 4-DWW and to understand employees' opinions and attitudes toward it. As the study in this thesis is carried out in Germany and Austria, the attitudes of the population in these countries towards the 4-DWW will be examined in the following.

Based on a survey of 2,575 full-time employees in Germany, over 80% expressed a desire for a 4-DWW (see Figure 3). A critical factor for introducing a shorter workweek, however, is maintaining unchanged salaries, with 73% of respondents emphasizing this condition. Notably, 8% of respondents who prefer a shorter working week are even willing to accept a reduction in salary in exchange for an additional day off (Lott & Windscheid, 2023).

Similarly, in Austria, there is strong support for the 4-DWW, with approximately 65% of the 900 study participants indicating that a 32-hour workweek would be desirable. One-third of all respondents would even be willing to accept a reduction in salary in exchange for a 4-DWW (DER STANDARD, 2023). Additional studies indicate that nearly half of Austrians favor having a choice between a 4- and 5-day workweek, even without reducing working hours. Support for this option is highest among younger participants (aged 15-29) and in eastern Austria (SPECTRA Marktforschung, 2022).

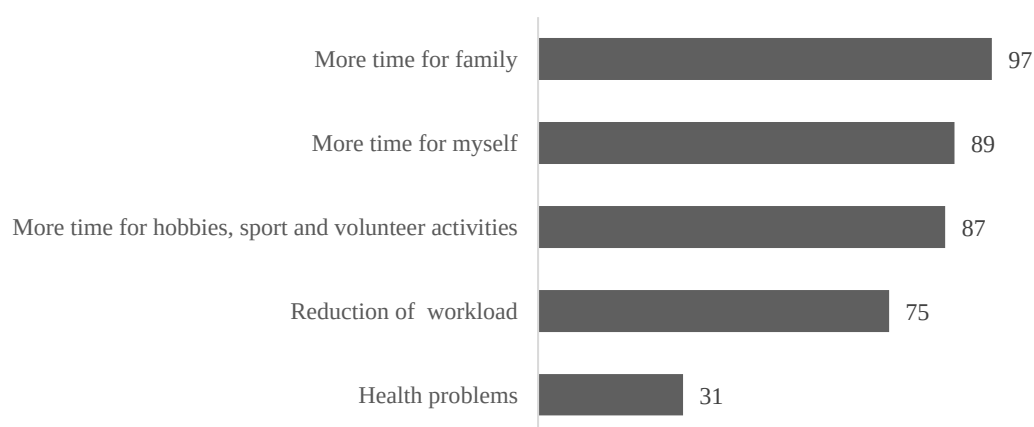
Figure 3: *German Employees' Attitude toward a 4-DWW*



Note. N=2,575. From Lott and Windscheid (2023).

Regarding the reasons for wanting a 4-DWW, nearly all survey participants in Germany mentioned using the additional free time for themselves (89%) and/or their families (97%). Engaging in hobbies, sports, and volunteer work (87%) is another key motivator for supporting a reduced workweek, though the distinction between this factor and the "more time for oneself" factor is not clearly explained in the study. Additionally, employees view the 4-DWW as a way to gain more rest and address health concerns (see Figure 4) (Lott & Windscheid, 2023). In Austria, one-third of respondents also cited improved mental health as a significant benefit of a shorter workweek (DER STANDARD, 2023). Among those in Austria who favored having the option to choose between a 4-DWW and 5-DWW, the top three reasons were "More free time/private life" (24%), "More days off/longer weekends" (23%), and "Freedom of choice/individual selection" (16%) (SPECTRA Marktforschung, 2022).

Figure 4: *Reasons why German Employees want a 4-DWW*

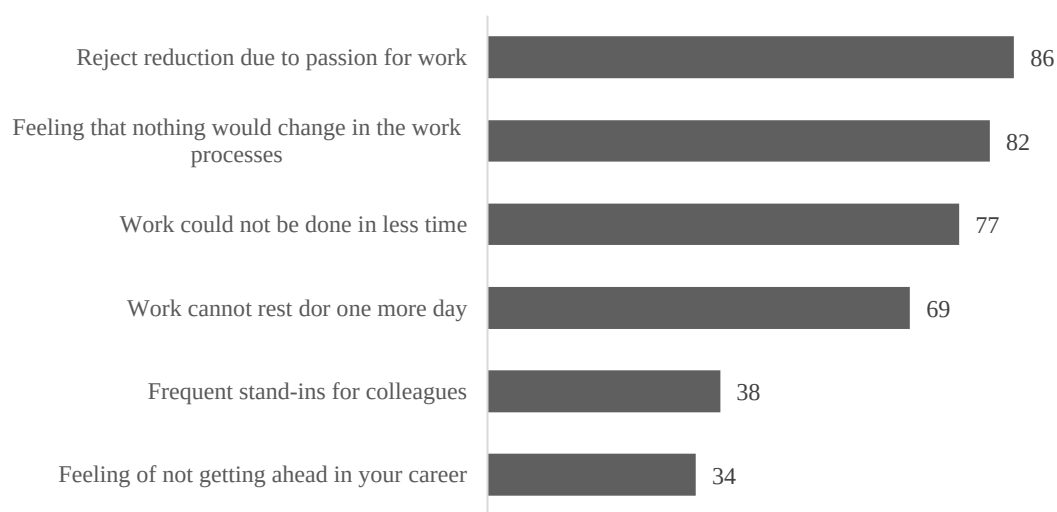


Note. Percentages refer to those who want a 4-DWW. Multiple answers were possible. From Lott and Windscheid (2023).

Besides the supporters, there are also 17% Germans who reject a shorter working week mainly due to the reason of enjoying work (86% of the 17%) (Figure 5). Another frequently given reason is the impossibility of doing the work in less time. 34% of the 17% say that the 4-DWW is hurting their career opportunities, which is in line with the previously mentioned development of an always-on culture and the belief that long hours are a commitment to work (Lott & Windscheid, 2023). However, if one considers the approach of not reducing the number of hours, but spreading them over four days, this justification would no longer apply.

In Austria, the most frequently cited reason for rejecting the model of being able to choose between a 4- or 5-day workweek is the objection to extended daily working hours (28%). Furthermore, 15% of Austrian respondents argue that this would lead to overwork (SPECTRA Marktforschung, 2022). However, these reasons apply specifically to the model without reducing total weekly working hours, making it difficult to directly compare these results with the German survey, which assumes a reduction in weekly hours.

Figure 5: *Reasons why German Employees do not want a 4-DWW*



Note. Percentages refer to those who do not want a 4-DWW. Multiple answers were possible. From Lott and Windscheid (2023).

In conclusion, the concept of the 4-DWW enjoys widespread support in both countries, though it is important to note that the majority of supporters are unwilling to accept salary reductions in exchange for shorter working hours. The most frequently cited reason for supporting the 4-DWW in both countries is the increase in leisure time, allowing more time to be spent with family and friends. On the other hand, key barriers include concerns about workload not being manageable with reduced weekly hours or, in cases without hour reductions, the extended daily working hours being too challenging. Notably, in Germany, under the assumption of reduced hours, the most common reason for rejecting the 4-DWW is passion for work.

2.3.5 Practical Applications: Trials and Implementation Efforts

The four-day workweek has been tested and implemented in various countries around the world. Examples from different countries will be discussed in the following.

Sweden

One of the first countries to conduct a trial on the impact of a reduced working week was Sweden (4 Day Week Global, 2024). In the experiment they adopted an approach focused on reducing the number of hours worked per day rather than the number of days. Consequently, the daily working hours for participants in the experiment were reduced from 8 to 6 hours without any reduction in salary (Dilani & Papadopoulos, 2018; Schiller et al., 2017). The most recent trial took place over 23 months in 2015 and 2016. For this study, 68 Swedish nurses from a retirement home (Svartedalen) in Gothenburg were selected. To meet the demands despite the reduction in hours, additional workers were hired, funded by public money, ensuring no additional costs were incurred by the employer. The study aimed to observe the changes experienced by the staff in connection with the project, including health effects, both subjective and objective, as well as changes in the potential for job creation. Questionnaires were administered to the nurses before the project, after six months, and upon completion of the project (Lorentzon, 2017, as cited in Dilani & Papadopoulos, 2018).

The main results from the trial were the following (Stronge et al., 2019):

- General health indicators, including perceived overall well-being, alertness, absence of stress, and maintaining an active lifestyle, showed significant improvement
- There were lower levels of blood pressure among the participants
- A decrease in sick leave was observed
- An increase in productivity and quality of service in the retirement home
- From the perspective of the government, which commissioned the study, the reduction in unemployment insurance costs—decreased by SEK 6 million—represents an additional positive outcome (Dilani & Papadopoulos, 2018). However, this positive effect relies on the availability of a sufficient number of unemployed individuals to fill the required positions.

Despite the many positive effects of the trial, the retirement home returned to an 8-hour day after the trial due to the high costs. Although the reduction in long-term sick leave resulted in modest budget savings, the expenses associated with hiring additional employees to provide twenty-four-hour care and prevent increased work pressure were higher. The total cost of the trial was approximately SEK 12.5 million. However, savings in unemployment reduced the net cost of the experiment to SEK 6.5 million. During the experiment, the local government covered the additional costs. However, if the reduced working week were to be implemented in the long term, the employer would have to bear these costs, which led the retirement home to return to standard working hours (Spiegelaere & Piasna, 2017).

Germany

In Germany, the car manufacturer Volkswagen had to reduce the working week more than 30 years ago, in 1993. The company had overcapacity issues, which placed a third of its 100,000 employees at risk. In order to avoid mass lay-offs and save costs in the short term, the working week was reduced from a 5-DWW of 36 hours to a 4-DWW of 28.8 hours. The resulting cost savings came from lower labor costs (Spiegelaere & Piasna, 2017). However, in order to prevent financial difficulties for employees, IG Metall union negotiated that the monthly wage should remain stable (Hans Böckler Stiftung, 1993, as cited in Spiegelaere & Piasna, 2017). Therefore, the hourly wage was increased and holiday pay and bonuses were adjusted. The short-time working model remained in place until 1999, when the overcapacity problems were resolved. In 2006, Volkswagen officially returned to a 34-hour week for white-collar workers and a 33-hour week for blue-collar workers (Dribbusch, 2006). Retrospectively, positive effects of the shorter working week can be observed, such as productivity gains (Seifert & Trinczek, 2000) and more free time, which was used for family, friends and discovering other cultural activities (Krull, 2014). Moreover, the approach chosen by Volkswagen enabled them to maintain human capital in the long term (Spiegelaere & Piasna, 2017).

However, it should be emphasized that this reduction does not align with any of the 4-DWW approaches described in the previous chapter, as although the monthly salary remained the same, adjustments to holiday pay and bonuses resulted in the total annual wage not remaining consistent. Nevertheless, it shows that a reduction in the working week is possible, and that people are willing to accept it, even though they earn less money in total over the year.

The largest and most recent pilot project in Germany started on 1 February 2024 involving around 50 companies. Over a period of six months, the weekly working hours are distributed over four days while maintaining the same salary, in other words the 100:80:100 approach is being pursued. The experiment is being carried out in collaboration with the NGO 4 Day Week Global and the consulting company Interprenoer and is supported by the University of Münster (Interprenoer, 2024).

Belgium

In 2016, the Belgian public broadcaster VRT (Vlaamse Radio en Televisie - Flemish Radio and Television) was confronted with problems in the form of cuts in public subsidies and restrictions on personnel expenditure (Dierckx, 2017). In order to avoid lay-offs, a strategy similar to that at Volkswagen in Germany was chosen - reducing labor costs by cutting working hours. However, only the bonus (1/14 of the annual salary) was affected by the cut, while the rest remained stable. Employees who voluntarily gave up their bonus received up to 22 days of additional holiday (Dierckx, 2017). The success of this strategy required working hours to be aligned with the needs of both employees and employers. To this purpose, employees needed to plan their leave well in advance, coordinating directly with their immediate supervisors in a decentralized process. In addition to the advantage of avoiding lay-offs, following this strategy could avoid an impact on social rights such as workers' pension rights, sick leave or "regular" annual leave. Those would have been effected if the company had chosen to switch to a part-time working system (Dierckx, 2017).

On November 21st, 2022, Belgium legislated the 4-DWW, becoming the first European country where employees can choose to work either four or five days a week (Euronews, 2024). However, employers can reject the request, but the rejection must be well justified (Sell, 2024). Despite the reduction in workdays, the weekly hours and salary remain the same, following the 100:80:100 model (Euronews, 2024). Additionally, Belgium offers an option for even greater flexibility, allowing employees to work more hours in some weeks and fewer in subsequent weeks, i.e. working 45 hours per week for two weeks and then only 30 hours the following week. The aim of this new work model is to create a more dynamic economy, increase the employment rate, and enhance employees' work-life balance. Comparing Belgium's employment rate to other European countries, it is below the average, with only approximately 71% of people aged 20 to 64 employed (Euronews, 2024).

The aim is to achieve an employment rate of 80% by 2030 (Euronews, 2024). One year after the legislation, surveys indicate a usage rate of only 0.8% (Bassi, 2023). One possible explanation for the low rate is that longer working days require extended childcare services, which in reality proves to be difficult (Sell, 2024). Moreover, it is also important to mention that the reduction is not feasible for every employee, such as e.g. shift workers whose type of work requires round-the-clock service implying that a work reduction for one employee requires hiring an additional worker. This is associated with additional costs for the employer and would be a sufficient reason to reject the request for a 4-day week. This scenario occurred in the Swedish experiment described in the previous chapter. In contrast to the Swedish trial, where the state bore the costs, this is not the case in Belgium.

2.3.6 The 4-DWW as Extension of the EmpAt Scale

The Employer Attractiveness Scale developed by Berthon et al. (2005), which serves as the measurement tool for this study, was formulated almost two decades ago. Since its inception, significant global changes, driven by globalization and digitalization, have occurred resulting in changes in values. Additionally, societal shifts, such as the rise of dual-earner households, have influenced employees' needs and preferences. As a result of these changes factors such as flexibility and work-life balance have gained prominence for employees when choosing an employer, whereas attributes such as commitment and career orientation have decreased in importance (Roth Institut, 2023). In a survey conducted in Austria in 2022 on the topic "What should an employer offer today to retain or attract employees?" 43% of respondents indicated a preference for a four-day workweek (multiple responses were allowed) (Statista, 2022). Therefore, the EmplAt Scale by Berthon et al. (2005) may no longer fully reflect contemporary employee values, and the impact of these changes should be taken into account. Consequently, analyzing whether a 4-DWW can be considered as a core factor in increasing employer attractiveness, and thus as an extension of the scale, is considered worthwhile.

2.4 Moderating Variable

In the context of employer choice, potential employees favor jobs with better conditions over those with poorer conditions. However, which conditions or attributes are perceived as attractive is subjective. For instance, some workers prioritize salary as the most important

aspect, while others place higher importance on development opportunities. This could lead to the same employer being perceived with different levels of attractiveness by different individuals. Despite the subjectivity in decision-making, it can be assumed that individuals who share certain characteristics also have similar preferences regarding employers. Moreover, it is impractical to develop an individual brand strategy for each potential employee, which is why segmentation and grouping are necessary to address the fundamental needs of the target audience.

This study investigates whether different generations perceive the attractiveness of companies offering a 4-DWW differently. In addition, it investigates whether environmental awareness and caregiving responsibilities, such as childcare, influence their preferences. The three potential moderating variables will be explored in detail in the following sections.

2.4.1 Generation

The concept of "generation" involves grouping individuals born within a similar time frame and naming these groups. Literature offers several common names for each generation. With regard to time spans, there is no standard definition, however, the years vary only slightly (Holste, 2012; Twenge et al., 2010). Currently there are four generations in the labor market – *the Baby Boomers (BB) (born in 1946 – 1964)*, *Generation X (GenX) (born in 1965 – 1981)*, *Generation Y (GenY) or Millennials (born in 1982 – 1999)* and *Generation Z (GenZ) (born 2000 onwards)* (Twenge et al., 2010). Despite the non-uniform time span of the generations, it can be stated individuals within a generation tend to have similar experiences as they have lived through historical and socio-cultural events at roughly the same age (Stiglbauer et al., 2022).

In the context of values, the different cultural, historical and political experiences of different generations during their developing years are explanations why they have different values, which includes work values (Twenge et al., 2010). Work values represent a broad set of evaluative standards related to work or the work environment, encompassing individual preferences, moral standards, and social norms (Dose, 1997). Twenge et al. (2010) conducted a survey on this topic in which high school graduates and college students from 1976 through 2006 were asked to rate work values using a 5-point Likert scale. This approach ensured that participants were of similar age, thereby controlling for the "life cycle effect," which describes how generational groups at different life stages have varying needs (Stiglbauer et al., 2022).

The results demonstrated that different generations rated work values (altruistic, intrinsic, social, extrinsic, leisure) differently. Some values, such as intrinsic and 'social values', decreased in importance over the generations, while others became more significant. The most substantial increase in importance was observed for the factor "leisure," indicating that younger generations had a greater desire to balance work and family life after completing high school. For instance, in 2006, nearly twice as many people stated that having a job with more than two weeks of vacation was very important to them. Additionally, GenY showed a more negative attitude towards overtime compared to the BBs (Twenge et al., 2010).

In addition to shared experiences, generations are typically at similar life stages, which may result in different needs that employers have to consider in their branding strategies. However, adjacent generations may be in comparable life stages, leading to similar needs. This could potentially explain the findings of Stiglbauer et al. (2022), which primarily show differences between the two older and two younger generations. For instance, BBs and GenX rate work values such as job clarity higher than GenY and GenZ. In contrast, GenY and GenZ prioritize money, career advancement, and stimulation, with development being significantly more valued by GenX. Table 5 provides an overview of other work-related differences among these generations within the workforce.

Regarding the preference for a four-day workweek, surveys in both Germany and Austria indicate that younger individuals are more supportive of this idea (SPECTRA Marktforschung, 2022; YouGov, 2022). The survey conducted by Spectra Market Research in Austria shows a clear trend, with younger individuals more likely to support a 4-DWW, mainly citing the desire for a longer weekend (SPECTRA Marktforschung, 2022). Among the 15-29 age group, 68% favored this option, compared to 55% of those aged 30-49 and only 40% of those over 50. It is important to note that this survey examined a four-day workweek without reducing overall working hours, raising the question of whether opinions would change if working hours were reduced.

Summarizing, research findings indicate that generations differ in their values and life stages, which must be considered in employer branding strategies. Additionally, the impending demographic shift, with the Baby Boomer generation approaching retirement, emphasizes the need for companies to understand and address the preferences of younger talents to attract and retain them effectively.

Table 5: *Overview of Work-related Differences between the Generations*

Generation	Baby Boomer 1946 – 1964	Generation X 1965 – 1981	Generation Y 1982 – 1999	Generation Z 2000 – x
Status in labor market	retired or retiring soon	present	Majority present	Start to enter
Work...	... is a duty („live to work“)	... is a contract („work to live“)	... is an opportunity for self-fulfillment („work to live“)	... should be enjoyable („work to live“)
WLB	Little balance	Desire a WLB	Desire a WLB	Expect a WLB
Teamwork	Unknown	Natural environment (multinational companies)	Belief in the success of common effort	On a virtual level (only if forced)
IT	It is based on self-instruction and incomplete	Uses with confidence	Part of its everyday life	Intuitive
Knowledge sharing	Willingly, voluntarily	It is based on mutuality and cooperation	Only in cases of self-interest or if forced	On virtual level, easily and rapidly, no stake, publically

Note. Developed by the author, based on Bencsik and Machova (2016), Ernst and Young (2020), Twenge et al. (2010), Zander (2023).

2.4.2 Duty of Care

The choice of an employer is a subjective decision influenced by individual preferences. The stage of life and the circumstances one currently faces can affect these preferences (Stiglbauer et al., 2022). One significant factor affecting daily life is the responsibility of caregiving, such as childcare or elder care. Research indicates that having children in a household, especially preschool-aged children, significantly decreases women's participation in the labor force, affecting both their employment rates and working hours (Fagan & Burchell, 2002). For example, the necessity to pick up young children from kindergarten at specific times is incompatible with long workdays or overtime.

Balancing duty of care responsibilities introduces a new role that an individual must manage. Balancing multiple roles can lead to internal conflicts known as work-life conflict, negatively impacting employee well-being (Greenhaus & Beutell, 1985). Rau & Hyland's (2002) study shows that individuals with high level of work-life conflicts find employers with flexible work arrangements more attractive. A possible explanation for this is provided by Holt's findings, which indicate that many employees report feelings of guilt about not having enough free time for their families due to work commitments. Therefore, offering more flexibility by reducing the working week by one day without extending the remaining working days and while maintaining the same salary, may be particularly attractive for people with care responsibilities, a group that consists predominantly of women (Stronge et al., 2019).

Besides facilitating better compatibility between work and caregiving duties, another reason for the higher attractiveness of such arrangements to employees with caregiving responsibilities is the potential for obtaining better or more suitable jobs. 77% report a lack of good quality part-time jobs (Timewise, 2017, as cited in Stronge et al., 2019) and often feel less valued compared to full-time workers (Stronge et al., 2019). By reducing the number of weekly hours for all full-time jobs, companies could address this issue.

In conclusion, a 4-DWW, characterized by an additional day off, can enhance employer attractiveness by allowing to improve the balance between caregiving responsibilities and work, and by providing better-quality jobs that are otherwise typically less available to those with limited time availability.

2.4.3 Environmental Awareness

In recent years, climate change and environmental awareness have gained significant attention and importance. Movements such as "Fridays for Future" and public demonstrations, like blocking streets, reflect the societal emphasis on this issue. Companies have also recognized the importance of environmental protection and are taking measures, such as providing public transportation tickets for their employees, to contribute to this cause.

According to the congruence theory, the affinity for an object can be increased by enhancing the congruence between consumers' self-concept and the perceived personality of the object (Sirgy, 1985). Applying this theory to employers, environmentally friendly practices should have the capacity to enhance employer attractiveness for employees who value sustainability.

The 4-DWW can be seen as an instrument for climate protection. For instance, reducing the number of commuting days can lower emissions, a benefit that employees can directly perceive and appreciate, as it reduces their personal environmental impact. This positive effect is particularly significant for employees who drive to work and do not have the option of working from home. Moreover, studies also indicate positive effects of a reduced working week on air pollution and the overall carbon footprint (e.g. Knight et al., 2013; Nässén et al., 2009). However, these studies often assume reduced daily working hours, decreased economic output, or a reduction in salaries, which do not align with the definition of the 4-DWW used in this study and are therefore not further explored.

In conclusion it can be stated that employees may not fully account for broader effects in their evaluation of the company's sustainability efforts but rather, their focus tends to be more on tangible, personal benefits, like the decreased need for daily commuting.

3 Research Model and Hypotheses

This chapter presents the research model and hypotheses that form the basis for this study. Drawing from the review of relevant literature (see chapter 2), several research questions and hypotheses are formulated. Hypotheses describe the assumed relationships between two variables (an independent variable and a dependent variable). The key variables and their relationships that will be tested in this study are delineated in the research model, which serves as a conceptual framework. By clearly defining these elements, this chapter sets the foundation for the following sections on methodology and data analysis.

The theoretical framework for this study is based on the EmpAt Scale developed by Berthon et al. (2005). The scale comprises five values, namely ‘interest value’, ‘social value’, ‘economic value’, ‘development value’, and ‘application value’. According to the theory, these values have a significant impact on employer attractiveness. A more detailed description of the theory can be found in chapter 2.1.7. Based on this scale, the five values are classified as independent variables, while choice of employer is classified as the dependent variable.

In 2005, the aforementioned values were identified as key factors contributing to employer attractiveness. However, the scale is now nearly 20 years old, and over time, needs and trends may have changed. One topic that has been widely discussed globally is the 4-DWW. Therefore, the fundamental research question of this study is:

Q1: Does the attribute ‘4-DWW’ have an impact on employees’ choice of employer?

To establish the connection to the theory, the following additional questions are formulated:

Q2: How does the attribute ‘4-DDW’ compared to the five values according to Berthon et al. (2005) influence (potential) employees’ choice of employers, and can the 4-day work week be considered as an independent dimension and extension of the model?

To formulate the hypotheses, the findings from the literature review (chapter 2) are utilized. It can be concluded that employers aim to be attractive to (potential) employees to become the employer of choice and thereby remain competitive in the war for talent. As mentioned in chapter 2.3.4, a good work-life balance and flexibility are of high importance to many individuals. The 4-day work week can be seen as a measure to enhance these two needs. This

aspect is not covered by any of the existing five values and therefore represents an extension of the EmpAt scale. Consequently, the following hypotheses are proposed:

H1: The 4-DWW has a significant impact on the choice of employer.

H2: Compared to the other factors on the EmpAt Scale, the 4-DWW is prioritized above average ($> 1/6$).

The next question concerns potential factors that could moderate the relationship between the 4-DWW and employer attractiveness. The first potential factor considered is environmental awareness, as sustainability has become increasingly important to many people today. Moreover, the rise of dual-earner households means that the share of employees with caring responsibilities increased. The final factor is generational belonging. Therefore, the following question is formulated:

Q3: Can environmental awareness, duty of care, and generation be viewed as moderators for this relationship?

The first moderating factor to be examined is the *generation*. A detailed analysis of the various generations and their impact on employer preferences can be found in chapter 2.4.1. In summary, it is evident that different generations hold varying attitudes (Twenge et al., 2010). Specifically, surveys indicate that younger generations are particularly supportive of the shortened workweek (SPECTRA Marktforschung, 2022). The youngest generation currently active in the workforce is Gen Z, aged about 15-24 years. Based on this, the following hypothesis is proposed:

H3: Individuals belonging to GenZ place greater importance on the 4-DWW when choosing an employer than individuals belonging to BBs, GenX and GenY.

As discussed in detail in chapter 2.4.2, individuals with caring responsibilities have to manage an additional role, which can lead to internal conflicts. Balancing these responsibilities alongside work obligations can create significant strain. Reducing the workweek allows individuals more time to dedicate to their caregiving duties, potentially reducing these internal conflicts. Based on this, the following hypothesis can be formulated:

H4: Individuals with duty of care responsibility place greater importance on the 4-DWW when choosing an employer than individuals without duty of care responsibilities.

Chapter 2.4.3 explored the influence of the factor "*environmental awareness*" in more detail. Based on the findings from the literature review, it can be assumed that people with a strong environmental awareness prefer employers who have similar values and beliefs towards environment. By reducing the workweek by one day, total commuting time and the associated emissions could be decreased. This could increase the attractiveness of an employer for those who consider the reduction of commuting time and its positive effects on the environment to be important. However, this effect is dependent on the extent to which the individual works from home, since less commuting would not occur if remote work is already practiced (extensively). Therefore, the following hypothesis can be formulated:

H5: Individuals who demonstrate a high level of environmental awareness and work 100% on-site (no home office) place greater importance on the ‘4-DWW’ when choosing an employer than individuals with lower environmental awareness.

The final question arising from the literature review concerns the value individuals place on the 4-DWW. Depending on whether someone has the opportunity to practice the 4-DWW with their current employer, two specific questions emerge:

Q4a: To what extent would employees be willing to sacrifice the 5 values according to Berthon et al. (2005) for a 4-day working week? (employees without a 4-day working week)?

Q4b: To what extent would improvements in the five values outlined by Berthon et al. (2005) be required for employees to be willing to give up the benefits of a 4-day working week and return to a traditional 5-day week? (employees with a 4-day working week)?

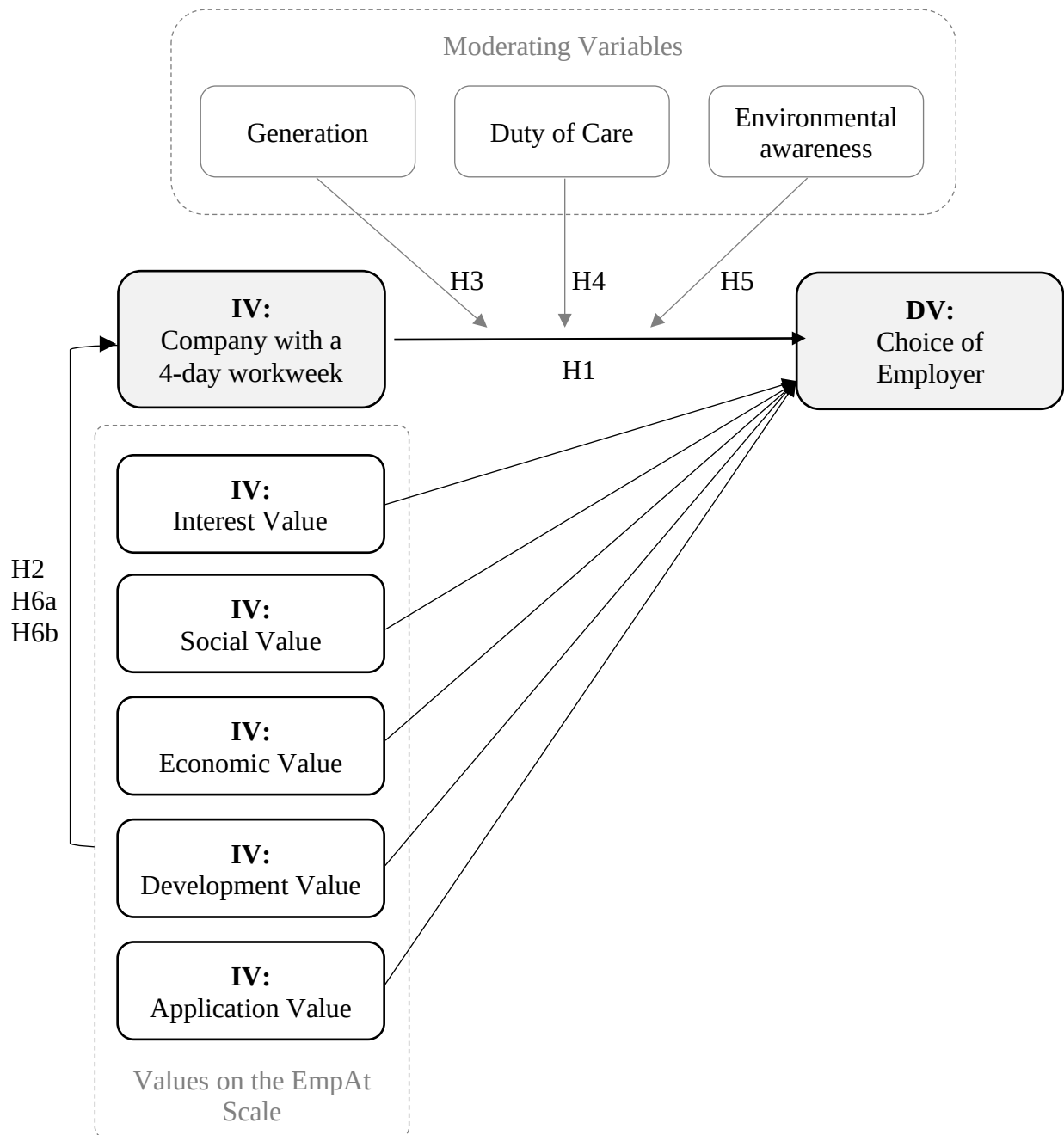
According to PwC, the most important factors for employees in 2024 are salary and financial security (PwC,2024). This findings are in line with Lott and Windscheid's (2023) survey in which 73% of participates state only to be interesting in the 4-DWW if the salary remains the same. Thus, the following hypothesis is formulated:

H6a: Among all the values in the EmpAt Scale, the willingness to sacrifice for ‘economic value’ is the lowest.

H6b: Among all the values in the employer attractiveness scale, ‘economic value’ requires the least change for individuals to be willing to return to a 5-DWW.

In order to answer the questions and test the hypotheses, the attribute "4-DWW" is introduced as an additional independent variable. Additionally, "*duty of care*," "*generation*," and "*environmental awareness*" are added as moderating variables. A visual representation of the research model, including the independent variables (IV), dependent variable (DV), moderating variables, and their relationships, is provided in Figure 6.

Figure 6: Research Model



4 Research Methodology

This chapter outlines the research methodology applied in this study and provides a rationale for the methodological choices made. It begins by discussing the overall research approach, which includes both data collection and data analysis methods. After describing the characteristics of the sample, the structure and design of the survey questionnaire developed for this research is explained. Finally, it concludes with an overview of the research, covering aspects such as the duration of data collection and the methods used for distributing the survey. Furthermore, the final participant count will be reported, detailing the data cleaning process and the number of fully completed and valid questionnaires that will be used for the subsequent analysis.

4.1 Research Method

4.1.1 Data Collection Method

There are two main data collection methods to choose from when conducting a study: the qualitative method and quantitative (Döring & Bortz, 2023). The qualitative method is often used when there is limited prior knowledge about a topic, and the goal is to develop a theory based on the research findings (Berthon et al., 2005). This approach involves using non-structured or semi-structured instruments, allowing flexibility to capture various details of the phenomenon under study. On the other hand, the quantitative method focuses on collecting numerical data and performing statistical analyses to test hypotheses, enabling the generalization of the results. However, for quantitative research a sufficiently large sample size is essential (Döring & Bortz, 2023). Both methods can be applied to measure employer attractiveness (Holste, 2012). For instance, Ambler and Barrow (1996) employed a qualitative approach, Twenge et al. (2010) adopted a quantitative method and a combination of both methods is also possible (e.g. Holste, 2012).

Due to the considerable amount of existing literature on employer attractiveness, this study chose to use a quantitative data collection method. Based on the literature research, hypotheses were deductively formulated and then statistically tested.

As the instrument for this study an online survey questionnaire was chosen. The standardized response options in the questionnaire facilitate the direct comparison and straightforward

analysis of the collected data (Döring & Bortz, 2023). Additionally, the digital format of the survey allowed it to reach a broader audience, thereby increasing the potential number of responses within a short period. This method is particularly advantageous for quantitative research, where obtaining a sufficient large sample size is essential to ensure the reliability and validity of the results.

4.1.2 The Choice-Based Conjoint Analysis

The choice-based conjoint (CBC) analysis, which is a specialized form of traditional conjoint analysis, is chosen as method to collect the data. After the collection process the goal is to measure and analyze consumers' preferences for a particular object, such as products or, in this study, the employer. The results of the analysis are intended to provide information about consumers' potential future (employer choice) decisions. The underlying principle is that individuals make decisions by jointly considering various attributes of objects and their different levels. Therefore, these decisions require some form of trade-off on the consumer's side (Backhaus et al., 2023). In the context of employer choice, individuals may consider attributes such as salary, location, or development opportunities.

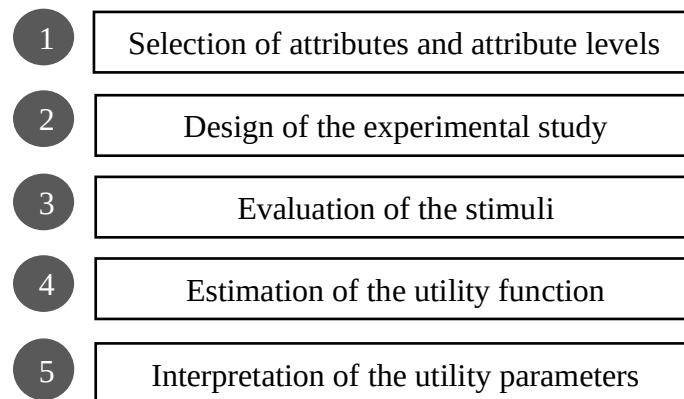
Compared to traditional conjoint analysis, where individuals are asked to rate or rank different objects with varying attribute levels (ordinal or metric measurement scale), the CBC analysis presents a choice set of different objects between which the individual is asked to choose (nominal measurement scale). Since the CBC analysis provides a more realistic representation of real-world decision making (Backhaus et al., 2023), it is chosen for this study.

The method of analysis consists of five steps, which are briefly explained in the following. An overview of the process steps of the CBC analysis is shown in Figure 7. How the steps are applied in this study to examine the influence of the 4-DWW on employer attractiveness is explained in the next chapter.

The first step involves selecting the attributes and attribute levels of the objects under study. Since the objects in the analysis are hypothetical, they are referred to as "stimuli." In this selection process, several factors have to be considered. The attributes have to be relevant to the decision-making process and independent of each other. Since conjoint analysis operates as an additive model, assuming that each attribute level contributes independently to the overall utility the attributes have to be independent. Moreover, the attributes should be adaptable, with levels that are realistic and feasible to achieve. Being compensatory is another criterion that

attribute levels must meet, meaning that no single attribute level acts as an exclusion criterion. This ensures that one attribute level can be offset by another, preventing any attribute from making a stimulus

Figure 7: *Process Steps of CBC Analysis*



Note. From Backhaus et al. (2023).

outright unacceptable. To avoid overwhelming respondents, the number of attributes and levels should be kept small. It is generally recommended to have no more than six attributes, each with a maximum of four levels (Backhaus et al., 2023).

The second step consists of designing the experiment, which includes determining the number of stimuli presented per choice set and the total number of choice sets presented. In CBC analysis, the full-profile method has to be used. This method ensures that respondents consider all attributes jointly, as the goal is to evaluate the combined effect of all attributes on decision-making. The maximum number of stimuli per choice set is typically four when each attribute has three to four levels. This setup provides minimal overlap between attributes, forcing respondents to make trade-off decisions between stimuli. Presenting a large number of attributes can overwhelm respondents, potentially affecting the accuracy of the data collected. Thus, the experimental design must balance the need for comprehensive data with the cognitive load on respondents. To simulate real-world decision-making more accurately, a "none" option can be included in the choice sets, allowing respondents to indicate if none of the presented options are acceptable (Backhaus et al., 2023). Regarding the number of choice sets, there are two main approaches: presenting all possible stimuli or using a reduced design, where the

number of choice sets is capped at 20 (Johnson & Orme, 1996). Given that the number of possible stimuli is often quite large, a reduced design is typically preferred. In order to create efficient reduced designs, specialized software is commonly used (Backhaus et al., 2023).

The following step refers to the evaluation of the stimuli. However, this step is primarily relevant in traditional conjoint analysis, where it is necessary to decide whether to use an ordinal or a metric scale of measurement. However, in a CBC analysis, only a nominal measurement scale is used, meaning respondents simply select or do not select a stimulus (0/1 variable). Therefore, this step can be skipped in favor of moving directly to the subsequent stage of analysis (Backhaus et al., 2023).

In order to accurately predict how consumers perceive a stimulus and value its different attributes of it, the collected data has to be analyzed. The goal is to calculate the probability that a respondent i will select a particular stimulus k from a given choice set K_r . Therefore, the probability is

$$Prob(k \in K_r) = \frac{\exp(y_k)}{\sum_{k=1}^{K_r} \exp(y_k)} \quad (4.1)$$

where y_k refers to the total utility of stimulus k ($k \in K_r$) (Backhaus et al., 2023). This analysis operates under the assumption that consumers choose the option with the highest overall utility, which is determined by summing the part-worth utilities of each attribute level, reflecting an additive model. Since the outcome of the question is whether a stimulus is chosen or not (a dichotomous dependent variable), traditional regression analysis is not suitable to estimate the values. Instead, a logit model, or if there are more than two alternatives to choose from, the multinomial logit (MNL) model, is typically employed in CBC analysis to estimate these probabilities. For instance, the Maximum Likelihood (ML) method can be utilized to estimate utility parameters (Backhaus et al., 2023). However, when noticing respondent heterogeneity, the Hierarchical Bayesian (HB) method is preferable. The Hierarchical Bayes model is referred to as "hierarchical" since it operates on two levels. On the higher level, it assumes that individual parameters (part-worths) follow a multivariate normal distribution. This distribution is defined by a mean vector and a covariance matrix.

$$\beta_i \sim Normal(\alpha, D) \quad (4.2)$$

Where β_i refers to a vector of part-worth for the i^{th} individual, α refers a vector of means of the distribution of the individual's part-worths and D refers to a matrix of variance and covariances of the distribution of part-worths across individuals (Sawtooth Software, Inc, 2016). At the lower level, it is assumed that, given an individual's beta values, the likelihood of them achieving a specific outcome, such as selecting a certain employer, is determined by a specific model, like multinomial logit. The formula can be found above Eq. (4.1) (B. Orme, 2000).

Initial part-worth estimates for each respondent are generated to serve as a baseline. These estimates are then refined through an iterative technique known as Gibbs Sampling. The model simultaneously estimates individual part-worth utilities as well as the mean and covariances of the beta distribution. During each iteration, parameters are updated based on the current estimates of other parameters, using random draws from their conditional distributions. After several iterations, the process stabilizes, leading to accurate and reliable parameter estimates. In essence, the HB algorithm adjusts betas to align closely with each individual's data while “borrowing” information from other respondents to enhance stability. Therefore, HB modeling enhances the accuracy of predicting preferences by estimating part-worth utilities on the individual level. Moreover, the reliability of the results is increased by combining each person's data with broader trends from the entire group (Orme, 2000). Due to these advantages, it has become the standard approach in CBC analysis. Once the utilities are estimated, they have to be evaluated. This can be done by checking the plausibility of the utility parameters, assessing the goodness-of-fit of the model, or evaluating predictive validity (Backhaus et al., 2023).

The final step entails interpreting these parameters to derive valuable insights. By applying various statistical tests, the proposed hypotheses can be evaluated and accepted or rejected. In the context of this thesis, this means testing the influence of the different values and the 4-DWW on the choice of employer.

4.2 Target Population and Sample Definition

To answer the research question, it is necessary to first identify the target population (Döring & Bortz, 2023). In this study, the target population consists of individuals making employer choices, which includes all those of working age. According to the OECD (n.d.), this encompasses individuals aged 15 to 64 years. Consequently, this age range was adopted for this study. Further, a geographical limitation is applied in this study. As discussed in chapter 2.4.1,

people tend to have similar preferences due to shared historical and cultural experiences during the same life stages. This indicates that people from similar cultural backgrounds will have similar preferences. This study focuses on Germany and Austria, countries that not only share a similar cultural background but also exhibit similarities in their labor laws (see chapter 2.3.1) and have comparable levels of development regarding the implementation of a 4-DWW. Since it is not feasible to survey everyone between the ages of 15 and 64 in Germany and Austria, a sample of the target population is surveyed. The sample consists of individuals from the researcher's personal network and those who responded to a public survey invitation, making it a convenience sampling (Döring & Bortz, 2023).

In addition to the sampling method, sample size is a critical factor in any research design. Typically, quantitative studies require larger sample sizes compared to qualitative research, often reaching into the three- or four-digit range or even higher (Döring & Bortz, 2023). When it comes to the chosen CBC analysis, the literature does not offer precise guidelines for determining sample size, as it depends on the complexity of the study, including factors such as the number of attributes, the number of attribute levels, and the number of choice sets. However, to draw valid conclusions, the sample size must be sufficiently large. To address this, Johnson, the creator of Sawtooth Software's CBC system, proposed a rule of thumb for determining the minimum sample size at the aggregate level, ensuring at least 500 appearances per level. The minimum sample size can be calculated using the following formula:

$$n \geq \frac{500c}{ta} \quad (4.3)$$

with

n	number of respondents
t	number of choice sets
a	number of stimuli per choice set
c	maximum number of levels in an attribute

Applying the rule of thumb to this study, the minimum sample size is calculated as $(500 \times 3) / (14 \times 3) = 35.71$. However, over time, it has been observed that this base number of 500 is too small, leading to an adjustment to a base of 1,000, thereby increasing the minimum sample size to $(1,000 \times 3) / (14 \times 3) \leq 71.43$. This rule was initially formulated under the

assumption of aggregate-level analysis (B. K. Orme, 2019). Nowadays, individual modeling techniques such as HB modeling are predominantly used, for which this rule may not be optimal. Nevertheless, it provides a useful benchmark and is still considered helpful by many researchers (Sawtooth, 2020). Another widely accepted guideline suggests obtaining at least 300 respondents per study, which has been proven effective in practice. In general, the sample size in conjoint analysis typically ranges between approximately 150 and 1,200 respondents (B. K. Orme, 2019). Considering these guidelines, the target for the minimum sample size in this study was set at 200 validly completed questionnaires., which appears to be appropriate for a research project within the scope of a master's thesis.

4.3 Survey Design

The survey questionnaire was developed using Sawtooth Software's *Discover*. Sawtooth is a provider in the field of conjoint analysis, known for its user-friendly interface and robust capabilities. The software not only facilitates the creation of surveys but also automatically calculates part-worth utilities and the importance of attributes in conjoint experiments. Additionally, it offers a market simulator feature that allows for comparisons of how different products with varying characteristics might perform based on the survey results. Due to these advantages, Sawtooth was chosen for this study.

Table 6 outlines the structure of the survey, with the specific sections explained in the following. Since the target group primarily speaks German, the survey was entirely written in German.

The first part of the questionnaire aims to capture the sociodemographic aspects of respondents. The questions are formulated as single choice questions and serve two primary purposes. First, they help to identify individuals who do not meet the criteria for participation, thus leading the survey system to terminate the process. For example, participants under the age of 15, which means they do not meet the requirement of working age, will be automatically excluded from further participation. Since GenZ, the youngest generation included in this study, is only partially of working age, those who identify as part of GenZ are required to confirm in a follow-up question that they are 15 years or older. This function is made possible through Sawtooth Software's "skip logic," which enables the survey to adapt based on previous responses, ensuring that only relevant questions are displayed. Furthermore, skip logic facilitates the disqualification process, where respondents indicating that they are younger than 15 years or

not residing in Germany or Austria will be automatically excluded from the survey, with an appropriate message displayed.

Table 6: *Structure of the Survey Questionnaire*

Thematic Area	Number of Questions	Description
1. Sociodemographic questions	5	Questions regarding age, gender, place of residence, duty of care and environmental awareness
2. Current working situation	6 *	Questions regarding work situation, including number of hours worked per week, number of days per week, home office conditions
3. CBC analysis	14	Choice sets involving three stimuli
4. Trade-off questions	5	If respondent has a 4-DWW: Required improvement in Berthon et al. (2005) values to revert to a 5-DWW. Otherwise: Willingness to sacrifice Berthon et al. (2005) values for a 4-DWW.

Note: * 1, if respondent is unemployed).

The second purpose of these sociodemographic questions is to gather data necessary for subsequent analysis. As this study examines whether generations, duty of care responsibilities, and environmental awareness influence the relationship between the 4-DWW and the choice of employer, these factors are systematically assessed.

The next part of the survey focuses on the respondent's current employment situation. If a respondent indicates being currently not employed, no further questions will be displayed as a result of the skip logic. This approach helps to minimize potential errors due to inattention.

Those who report being employed are asked work-related questions, such as the number of hours and days they work.

The third part is the core of the study and contains the CBC analysis questions. Chapter 4.1.2 explains why this analysis was chosen and how it is carried out. In the following, the general steps of the CBC analysis mentioned in chapter 4.1.2 will be applied to this study.

Initially, relevant attributes and their corresponding levels need to be selected. Given the strong deductive approach of this study, which is grounded in the employer attractiveness scale by Berthon et al. (2005), the five values identified by Berthon et al. (2005) are chosen as attributes. Since the study aims to investigate whether the 4-DWW can be considered an extension of the scale, the attribute, "number of days worked per week (full-time)," is added.

Regarding the attribute levels, each of the original values ('interest value', 'social value', 'economic value', 'development value', and 'application value') is divided into three levels. Generally, the first level reflects a below-average offering, the second represents an average level, and the third indicates an above-average provision of that attribute. For the attribute "number of days worked per week (full-time)," there are two levels: the traditional five-day workweek with approximately 40 hours per week and the 4-day workweek with around 32 hours per week. The specific mention of hours clarifies that this study focuses on the 4-DWW approach with reduced hours, which is important to distinguish as perceptions of different 4-DWW models vary. For example, the primary reason many people favor a 4-DWW is the desire for more free time (Lott & Windscheid, 2023). Further details can be found in chapter 2.3.4. An overview of the attribute selected for the study and their levels is given in Table 7.

The next step involves determining the number of stimuli per choice set and the total number of choice sets. Given the attributes and their levels in this study, there are $(3^5) \cdot 2 = 486$ possible stimuli (5 attributes with 3 levels each, and 1 attribute with 2 levels). With 3 stimuli per choice set, there are $C_3(486) = \frac{486!}{3!(486-3)!} = 19,013,940$ possible combinations. Due to the impracticality of using all these combinations, a reduced design has to be employed.

Discover, the software used in this study, offers an algorithm that optimizes the design by determining which stimuli are shown and in what combination within a choice set. There are two primary methods for designing a CBC analysis: the "fixed design," where all respondents receive the same set of questions, and the "randomized design," where each respondent gets a unique set of questions (Johnson & Orme, 1996). The software utilized in this study implements a randomized design that follows three key principles: minimal overlap, level balance, and orthogonality. Minimal overlap ensures that each attribute level is shown as

infrequently as possible within a choice set. Level balance ensures that each attribute level is presented approximately the same number of times. Orthogonality ensures that attributes remain independent, meaning that changing one attribute does not affect another. These principles are essential for generating a high-quality and efficient design that effectively captures the main effects (Sawtooth, 2017).

Table 7: *Attributes and Levels used in the Study*

Attribute	Level
Number of days worked per week (full-time)	1: Five days (approx. 40h/week) 2: Four days (approx. 32h/week)
Exciting and innovative working environment (Interest Value)	1: Little exciting & innovative 2: Moderately exciting & innovative 3: Very exciting & innovative
Teamwork and social working environment (Social Value)	1: Weak social environment 2: Average social environment 3: Strong social environment
Salary, security and career opportunities (Economic Value)	1: Basic package 2: Standard package 3: Premium package
Development (Development Value)	1: Low development 2: Moderate development 3: Extensive development
Application and transfer of knowledge (Application Value)	1: Low application & sharing 2: Moderate application & occasional sharing 3: High application & active sharing

Additionally, including a "no-choice" option is possible. However, in this study it is excluded since it could affect the validity of the utility parameters by allowing respondents to avoid making difficult decisions (Backhaus et al., 2023). Moreover, the option to include prohibitions,

which prevent certain combinations of attribute levels from appearing together, is not considered necessary for this study

Based on all these considerations, Discover recommended using 14 choice sets with 3 stimuli each, which is in line with the literature suggesting a maximum of 20 choice sets and no more than 4 stimuli per task. This recommendation was adopted for the study.

Before presenting the choice sets, respondents are given a detailed overview explaining the various attribute levels. These explanations remain accessible throughout the questionnaire, allowing respondents to click on any attribute level for further clarification. To facilitate the understanding of the different levels, color coding (red, yellow, green) is used, with red indicating below-average, yellow representing average, and green above-average levels. This intuitive color scheme helps respondents quickly grasp the relative standing of each level. However, to maintain objectivity for the attribute "number of days worked per week (full-time)," no colors are applied. The decision to use color coding was based on feedback from the pre-test (see chapter 4.4). An example of a choice set from the study is shown in Figure 8.

Figure 8: Example of a Choice-Set from the Survey Questionnaire

Frage 1/14

Attribute	Option 1	Option 2	Option 3
Arbeitstage pro Woche (Vollzeit)	4 Tage	4 Tage	4 Tage
Spannendes und innovatives Arbeitsumfeld	Mäßig spannend & innovativ	Wenig spannend & innovativ	Sehr spannend & innovativ
Teamarbeit und soziales Arbeitsklima	Starkes soziales Umfeld	Schwaches soziales Umfeld	Durchschnittliches soziales Umfeld
Bezahlung, Sicherheit und Karrierechancen	Standardangebot	Basisangebot	Premiumangebot
Entwicklung	Umfassende Entwicklung	Geringe Entwicklung	Mäßige Entwicklung
Anwendung und Weitergabe von Wissen	Moderate Anwendung & gelegentliche Weitergabe	Hohe Anwendung & aktive Weitergabe	Geringe Anwendung & Weitergabe
	Auswählen	Auswählen	Auswählen

The final part of the survey consists of trade-off questions designed to determine how much value respondents place on a 4-DWW. Unlike in the CBC analysis, where the importance of

the 4-DWW is assessed indirectly, this section directly measures its significance by evaluating the willingness to sacrifice other values in order to obtain or keep the 4-DWW.

Depending on whether the respondent is already employed full-time at a company offering a 4-DWW, they are presented with different sets of questions. To ascertain which questions to pose, respondents are first asked whether they are currently employed full-time at a company that offers a 4-DWW. Apart from determining the subsequent questions, this serves as a control question. Control questions are used to verify the quality of responses, such as checking for consistency and minimizing random answering (Döring & Bortz, 2023). In this case, the survey checks whether those who answer this question affirmatively also indicated in the second part of the survey that they work full-time. However, it does not verify whether these respondents actually work a 4-day week, since some companies offer employees the choice between a 4-day or a 5-day workweek. The focus is solely on whether the employee has the option of a 4-day workweek at their current employer.

If the respondent does not work full-time at a company with the option of a 4-DWW, they are subsequently asked how much they are willing to sacrifice from the values developed by Berthon et al. (2005), namely 'interest value', 'social value', 'economic value', 'development value', and 'application value'. A 5-point scale is used for this purpose. One end of the scale represents 'no sacrifice,' indicating that the respondent insists on the highest possible level of the value. The other end represents 'complete sacrifice,' meaning the respondent is willing to accept the lowest level of the attribute, i.e., a substandard level, in exchange for a 4-DWW. This definition of 'complete sacrifice' is optimal since defining 'complete' as a 100% sacrifice of an attribute, such as 'economic value,' would be unrealistic (e.g., no one would give up 100% of their salary, as it would mean earning nothing at all). Thus, percentages were not used to describe sacrifices in this context.

For respondents who indicate they are employed full-time at a company with a 4-DWW, questions are asked about the extent to which each value would need to improve for them to be willing to revert to a traditional 5-day workweek. A 5-point scale is also used here, with endpoints labeled 'no improvement necessary' and 'significant improvement necessary'.

This section aims to evaluate both the willingness to make sacrifices and to ensure that the results align with the findings from the indirect questioning in the CBC analysis.

Finally, participants have the option to enter their email address to participate in the prize draw mentioned in the introductory text. The complete survey questionnaire can be found in Appendix 1.

4.4 Execution and Data Cleaning

After the questionnaire was finalized, it was initially tested by a small group of individuals (8 persons) as recommended in the literature (Döring & Bortz, 2023). The goal of this quantitative and qualitative pre-test was to identify any issues participants might encounter when answering the survey, allowing for subsequent adjustments. For instance, the pre-test aimed to uncover any aspects that were unclear or any technical problems that would arise. The received feedback was incorporated into the survey. An example from the feedback highlights the overwhelming amount of information in the choice sets, which prompted the implementation of color coding to facilitate comprehension and comparison. Additionally, the pre-test allowed for measuring the time required to complete the survey, which was then provided as a reference when the link was distributed.

The revised and final questionnaire was published and available online from June 19th, 2024 to August 11th, 2024, accessible via the following link: <https://surveys.sawtoothsoftware.com/6672901f1b24951f20f0871f>. Since the survey was only available for the mentioned period of time, the survey is no longer available via this link. The survey was distributed through emails and various social media channels, such as LinkedIn, Instagram, and WhatsApp. As an incentive for participation, four vouchers each valued 10€ were raffled. The amount of the voucher was determined on the basis of the feedback from the pre-test.

During this period, the survey was accessed 731 times in total. However, 391 respondents did not complete the survey. A possible explanation could be the length of the survey leading to an early termination. Among the remaining 340 respondents, 6 individuals were disqualified during the process since they did not meet the participation requirements (being at least 15 years old and residing in Germany or Austria). As a result, 334 completed survey responses were obtained.

Before analyzing the data from these 334 respondents, it is necessary to clean the raw data as part of the data preparation process. The purpose of data preparation is to enhance the quality of the data (Döring & Bortz, 2023). In this study, only the data cleansing process was necessary, as other processes such as anonymization were carried out automatically. Common criteria for data cleaning include checking for data completeness and handling missing data. Here, it was unnecessary to verify data completeness since the survey could only be submitted if all questions were answered.

The raw data collected in this study were cleaned by examining the completion speed and the plausibility of responses. "Speeding" refers to the phenomenon where a survey is completed in an unrealistically short time, suggesting that respondents may not have read and answered the questions carefully (Döring & Bortz, 2023). To ensure a more accurate reference value for the time taken to complete the survey, the median was calculated instead of the mean. This approach was chosen since the raw data contained several extreme outliers that would have significantly inflated the average completion time. For instance, participants who likely did not complete the survey in a single session. Since the goal was to determine the average time for those who completed the survey in one session, the median was calculated, which amounted to 7 minutes and 46 seconds. Based on theoretical minimum reading time established through personal testing, it can be assumed that respondents who completed the survey in less than 4 minutes did not engage thoroughly. This criterion affected 21 participants, reducing the number of valid survey responses to 313. One possible reason for such non-conscientious participation could be the monetary incentive offered.

The next step is to evaluate the plausibility of the responses (Döring & Bortz, 2023). Using the skip logic function in Discover, certain errors were prevented by for instance not displaying irrelevant questions to respondents. In order to further ensure the plausibility and quality of the data, criteria based on logical consistency were established and sequentially checked. Participants who violated these criteria were excluded from the analysis. A complete list of the criteria, along with their justifications and the corresponding eliminations, can be found in Appendix 2. For example, if respondents reported working more days from home than their total number of days worked, they were excluded. As a result of this process, 24 participants were excluded, reducing the final sample size to 289. This reduction still meets the original goal of obtaining 200 valid participants.

5 Results

This chapter presents the survey results. First, a descriptive analysis of the sample is provided, divided into sociodemographic and work-related characteristics. Following this, the results of the CBC analysis are presented and assessed for quality. After evaluating the utility scores, the hypotheses outlined in chapter 3 are tested.

5.1 Descriptive Results

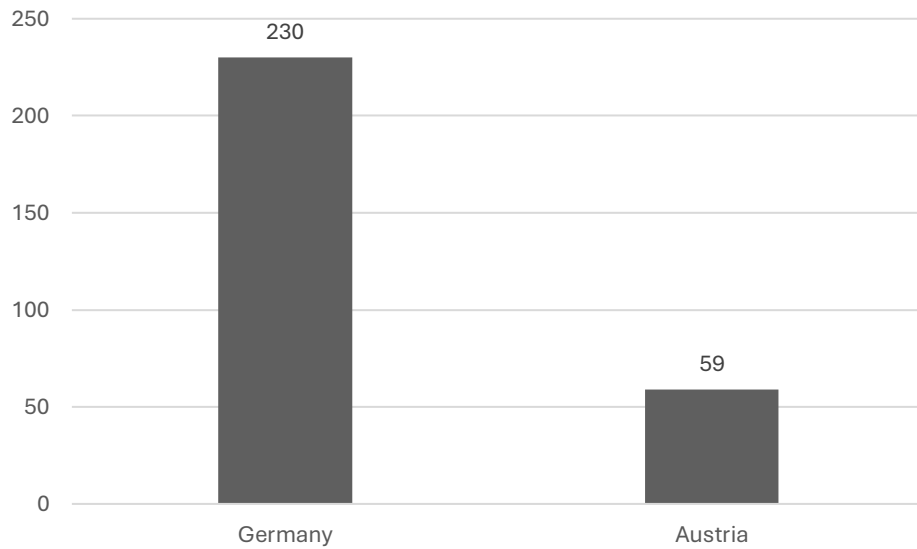
This section provides a description of the sample. In total, 731 participants started the survey, but only 340 successfully completed it. After the data preparation process, which is detailed in chapter 4.4, 289 participants remained. Henceforth, only those participants who remained after the data preparation process will be referred to as participants in the following analysis. In the following, the socio-demographic characteristics and the current work situation of the sample will be presented.

5.1.1 Sociodemographic Characteristics

In general, it can be stated that all participants in the study were at least 15 years old and resided in either Germany or Austria, as these two criteria were prerequisites for participation. A more detailed presentation of additional demographic characteristics, such as the distribution of generations, gender, and place of residence, is provided below.

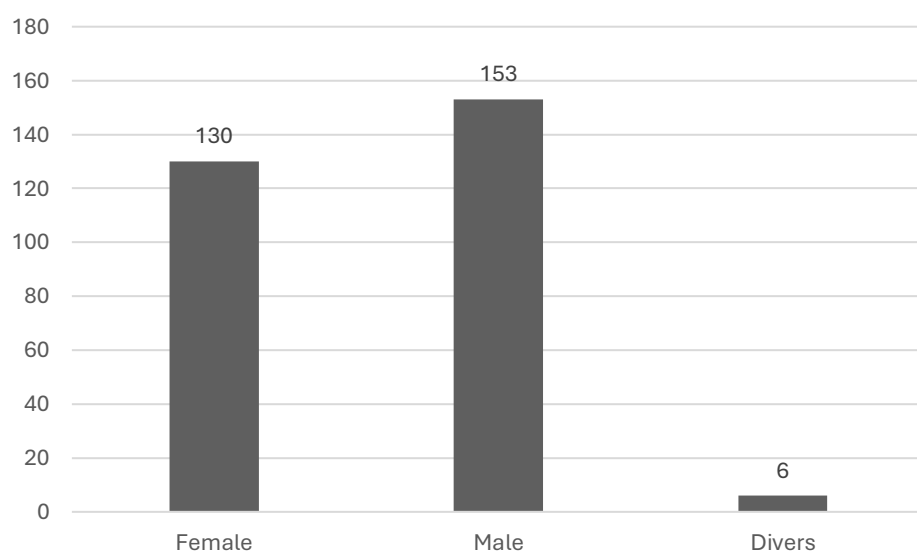
The results regarding participants' places of residence indicate that the majority of participants, 230 out of 289 (79.58%), reported residing in Germany. The remaining 59 participants (20.42%) were from Austria. The results are presented in Figure 9.

Figure 9: *Residence of the Participant*



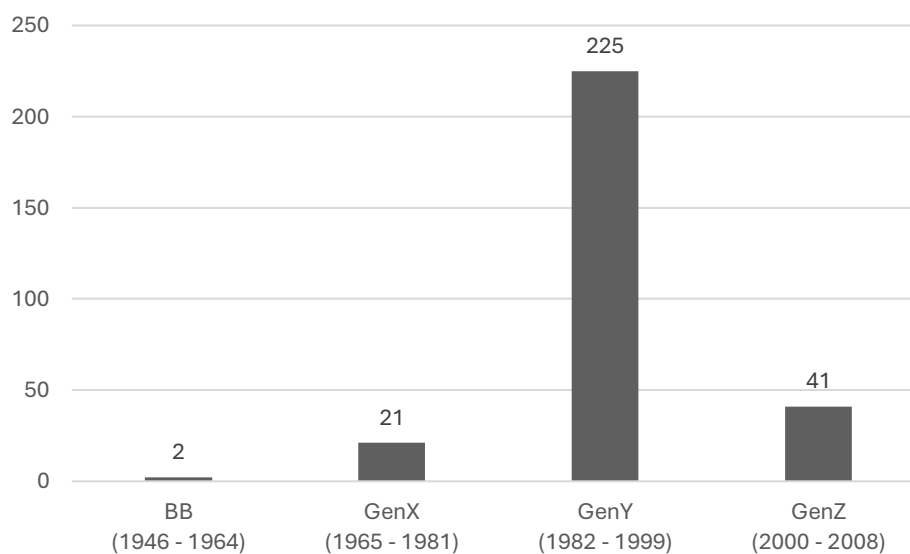
Regarding gender, Figure 10 shows its distribution. The participants had the choice between “female”, “male” and “diverse”, of which approximately every second participant stated being male (52.94%). 130 of the participants were women (44.98%) and 6 were diverse (2.08%).

Figure 10: *Distribution of Gender*



Since one of the goals of the research is to test whether generation has an impact on the relationship between 4-DWW and employer attractiveness, the generation of the participants was surveyed. A three-quarter majority of participants were from GenY (77.85%). The second largest generation represented was GenZ with 41 participants (14.19%). GenX had 21 participants (7.27%) and 2 participants belonged to BB (0.69%). The distribution of generation is presented In Figure 11.

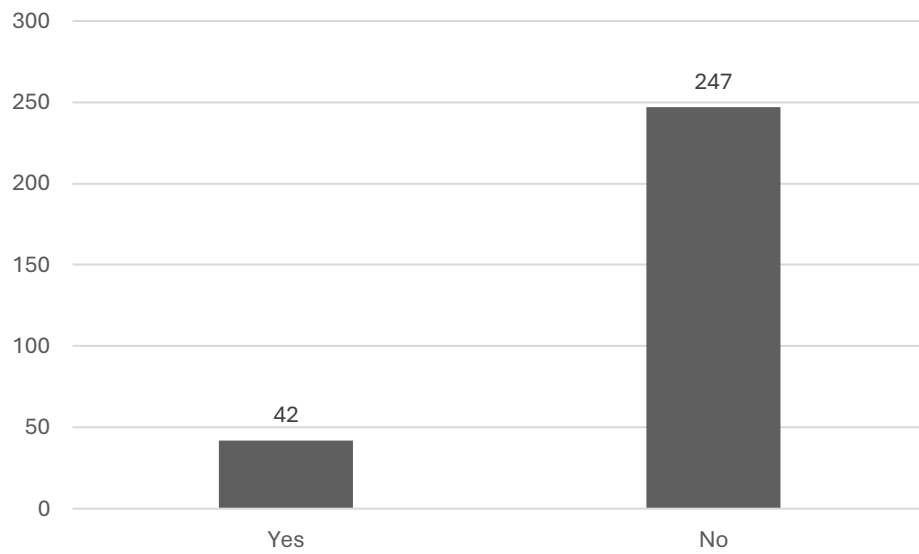
Figure 11: *Distribution of Generations*



In relation to the question of whether the participant has duty of care responsibilities, 42 participants stated that they had caring responsibilities, of which 40 stated child care and 2 stated caring for relatives. The majority of the sample of 247 people had no caring responsibilities (85.47%). An illustration of the distribution is shown in Figure 12.

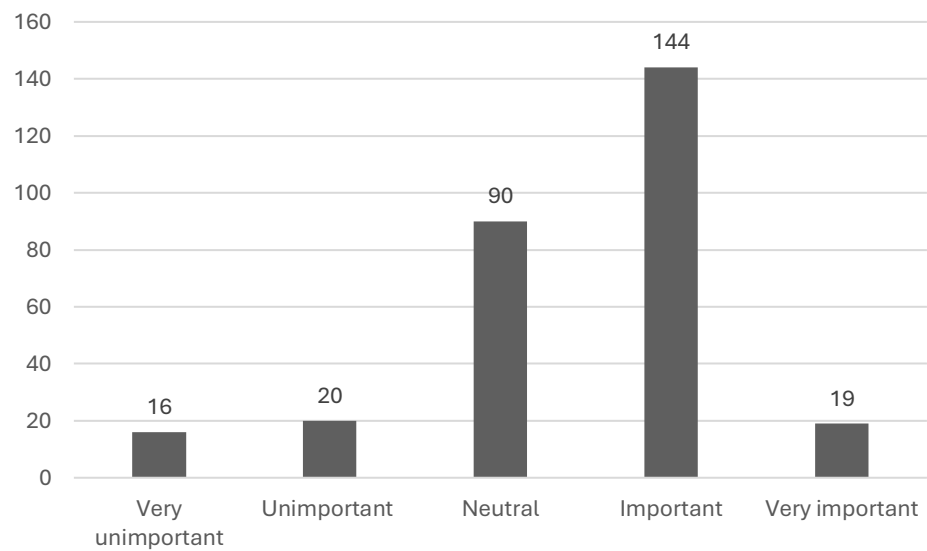
The last criterion presented in this chapter pertains to respondents' attitudes toward minimizing their ecological footprint (see Figure 13). The majority, consisting of 144 participants, indicated that reducing their ecological footprint is important to them (%). For 19 respondents, it is even very important (%). A total of 90 respondents considered the issue neither important nor unimportant (%), making this the second most common viewpoint. Twenty participants viewed minimizing their ecological footprint as unimportant, while only 16 respondents marked it as very unimportant (%), making this the least frequent response.

Figure 12: *Distribution of Duty of Care Responsibility*



Note. The answer options from the survey ‘Yes, childcare’ ($N= 40$) and ‘Yes, care for relatives’ ($N= 2$) were merged into the category ‘Yes’.

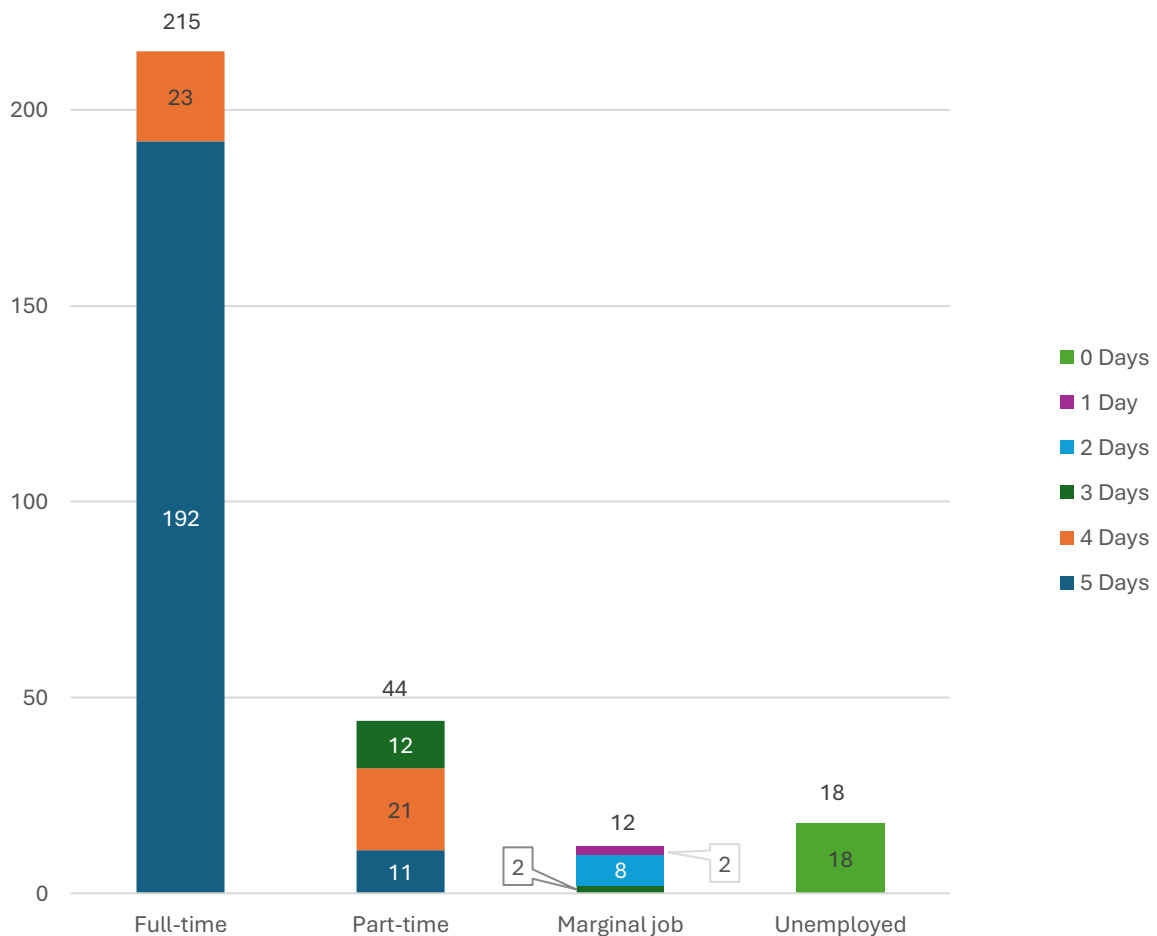
Figure 13: *Importance of Minimizing Ecological Footprint*



5.1.2 Current Working Conditions

Participants in the survey were also asked about their current working situation. The results indicate that the majority of respondents work full-time (74.4%), with approximately 11% of these full-time employees working a 4-day week. A total of 44 respondents work part-time (15.2%), of whom approximately half distribute their work across 4 days. The proportion of part-time employees in this study is significantly lower than the actual share of part-time workers in Austria (30.9%) and Germany (29.1%) (Eurostat, 2024). Among the part-time employees in this study, 12 work 3 days a week, while the remaining 11 work 5 days a week. A minority of the sample is either unemployed (6.2%) or employed on a marginal basis (4.2%). Those working marginally have a workweek of 1 to 3 days. Figure 14 presents the distribution of employment status and the number of working days per week.

Figure 14: *Distribution of Employment Status and the Number of Working Days per Week*



Moreover, participants were asked whether they are currently employed at a company that offers the option to work a full-time 4-day week. According to the results, 33 respondents have this opportunity, representing 15.35% of all full-time employees. However, one-third of those with the option do not take advantage of it and continue to work 5 days a week. Therefore, 23 participants are currently working full-time 4 days a week, which corresponds to 10.7% of full-time employees and 7.96% of the overall sample. Table 8 provides an overview of the absolute and relative number of full-time employees and their respective workdays.

Table 8: *Distribution of Full-Time Employees between 4-DWW and 5-DWW*

Working Days/Week (full-time)			Working full-time in a company with a 4-DWW	
Summary			Yes	No
4 days	Count	23	23	0
	Column %	10,7%	69,7%	0,0%
5 days	Count	192	10	182
	Column %	89,3%	30,3%	100,0%
Summary	Count	215	33	182

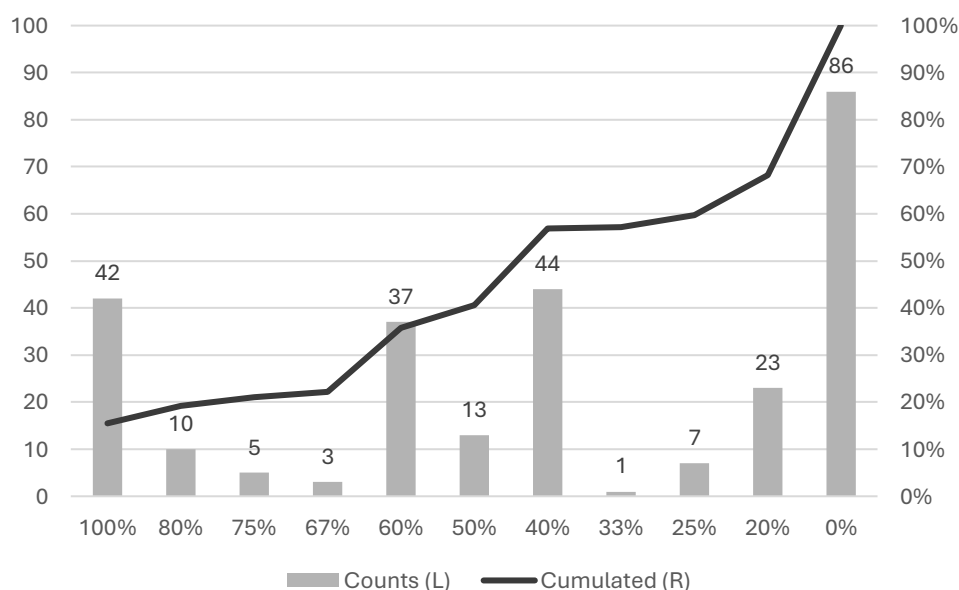
In this study, the 4-DWW is defined as a reduction in both days and hours. However, in practice, there are various approaches, some involving only a reduction in days or hours (see chapter 2.3.1). To determine the type of 4-day workweek (4-DWW) implemented by the companies where the participants are employed, respondents were asked about the number of hours they work per week. The distribution of working hours among respondents with a full-time 4-DWW is presented in Table 9. The most common number of hours per week in a 4-DWW in this sample are 32 hours per week (34.78%) and 36 hours per week (43.48%). Four out of the 23 employees with a 4-DWW work an intermediate number of hours, such as 34 hours per week. The highest number of hours worked in a 4-DWW is 38.5 hours per week and applies to one individual.

Table 9: *Number of Hours Worked in a 4-DWW (Full-Time)*

Hours/Week	Count	Column %
32	8	34.78%
34	1	4.35%
34.5	1	4.35%
35	2	8.70%
36	10	43.48%
38.5	1	4.35%
Total	23	100%

The frequency of home office practiced in the sample is the last aspect presented in this chapter. Since participants work a varying number of days, the relative proportion of home office days was calculated in relation to the total number of working days per week to ensure comparability. Figure 15 illustrates the frequency of home office shares within the sample. Moreover, in the figure the cumulated values are presented. Approximately one-third of participants do not work from home at all (31.73%). At the other extreme, 15.5% of employees in the sample work exclusively from home. Furthermore, every third (35.79%) work at least 60% of their working time from home and more than half of the respondents (56.83%) work at least 40% of their working time from home.

Figure 15: *Distribution of the Relative Frequency of Home Office*



Note. L = Left axis; R = Right axis. N=271.

5.1.3 Results Trade-Off Question

To address the third research question, which explores how much participants are willing to sacrifice from other values for a 4-DWW, or, in cases where a 4-DWW is already available with their current employer, how much the other values would need to improve for them to consider returning to a traditional 5-DWW, trade-off questions were posed. A 5-point Likert scale was used for the response options. First, the results of the trade-off questions for respondents without a 4-DWW are presented. Afterwards, the results of the trade-off question for respondents who already have the option of practicing the 4-DWW are shown.

The results of the trade-off questions for respondents without a 4-DWW and their statistical metrics are presented in Table 10. For subsequent statistical calculations, the following coding was applied to the questions for participants without a 4-day workweek: “No sacrifice” = 1; “Small sacrifice” = 2; “Moderate sacrifice” = 3; “Considerable sacrifice” = 4 and “Complete sacrifice” = 5. For clarity, the values in Table 10 are ranked in ascending order based on the mean (M).

Table 10: *Willingness to Sacrifice to get a 4-DWW*

	1		2		3		4		5					
Value	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Min	Max	Mean	SD
Economic Value	30.86%	79	46.09%	118	20.31%	52	2.73%	7	0.00%	0	1	4	1.95	0.7865
Social Value	20.31%	52	31.25%	80	22.66%	58	13.28%	34	12.50%	32	1	5	2.66	1.2826
Development Value	5.08%	13	33.59%	86	40.63%	104	19.92%	51	0.78%	2	1	5	2.78	0.8485
Interest Value	8.20%	21	23.83%	61	43.75%	112	20.31%	52	3.91%	10	1	5	2.88	0.9545
Application Value	5.86%	15	15.63%	40	40.63%	104	29.30%	75	8.59%	22	1	5	3.19	0.9953

Note. N = 256.

The findings indicate that respondents are least willing to sacrifice ‘economic value’ (M = 1.95; SD=.79). Nearly one-third (30.86%) would make no sacrifice regarding ‘economic value’, and almost half (46.06%) would be willing to make only a small sacrifice. Notably, no respondents would accept a complete sacrifice, which would imply accepting an underperforming ‘economic value’ to obtain a 4-DWW.

‘Social value’ has the second highest mean (M = 2.66; SD = 1.28). The most common response here is "Small sacrifice" (31.25%). Similar proportions of respondents chose "No sacrifice"

(20.31%) and "Moderate sacrifice" (22.66%). A total of 32 respondents would accept a reduction to an underperforming level for a 4-DWW (12.5%).

The majority of respondents indicated a willingness to make either a small (33.59%) or moderate sacrifice (40.63%) for 'development value' ($M = 2.78$; $SD = .85$). Unlike 'social value', where the distribution of responses was relatively balanced across all categories (ranging from 12.5% to 31.25%), the responses for 'development value' show a clear concentration in the middle, with a slight skew toward "No sacrifice" (33.59% choosing 2; 40.63% choosing 3; 19.92% choosing 4). Less than 1% of respondents would accept an underperforming level of 'development value' (0.78%).

According to the mean score, 'interest value' ranks fourth ($M = 2.88$; $SD = .95$). The most frequent response is a moderate willingness to sacrifice (43.75%). Around one-fifth of respondents indicate either a small (23.83%) or considerable sacrifice (20.31%). The extremes of "No sacrifice" (8.20%) and "Complete sacrifice" (3.91%) is the least chosen options.

The highest willingness to sacrifice is observed for 'application value' ($M = 3.19$; $SD = 1.00$). Over two-thirds of respondents are willing to make either a moderate or considerable sacrifice (40.63% + 29.30% = 69.93%).

To sum up the mean scores of the mid-ranked values ('social value', 'development value', and 'interest value') show only minor differences, with approximately 0.1 points separating them. The largest difference in means is between the first-ranked 'economic value' and the second-ranked 'social value', with a gap of 0.71 points.

The coding for participants with a 4-DWW option is similar to that for participants without the 4-DWW option. Thus, the coding is as follows: "No improvement necessary" = 1; "Small improvement necessary" = 2; "Moderate improvement" = 3; "Considerable improvement necessary" = 4; and "Significant improvement necessary" = 5. This coding is based on the assumption that attributes with a significant influence on the potential return to a 5-DWW require only a small improvement; in other words, the individual is more sensible regarding these attributes. Therefore, a lower score indicates a higher importance of the attribute. Table 11 presents the results of the trade-off questions for 4-DWW participants and the corresponding statistical metrics. It is notable that the sample size of this group is considerably smaller than the previous group ($N=33$ vs. $N=256$).

The results indicate that 'Social value' requires the least improvement for respondents to return to a 5-DWW ($M = 2.94$; $SD=1.70$). More than one-third of participants would return to a traditional 5-DWW without any improvement in 'social value' (36.36%). On the other hand, nearly one-third (30.30%) of respondents say they would switch only if there was a significant

improvement in ‘social value’. The remaining third falls into the intermediate values (2 = 9.09%, 3 = 9.09%, 4 = 15.15%).

Table 11: *Required Improvements to Return to a 5-DWW*

	1		2		3		4		5					
Value	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Min	Max	Mean	SD
Social Value	36.36%	12	9.09%	3	9.09%	3	15.15%	5	30.30%	10	1	5	2.94	1.7045
Application Value	24.24%	8	24.24%	8	9.09%	3	15.15%	5	27.27%	9	1	5	2.97	1.5664
Interest Value	27.27%	9	12.12%	4	9.09%	3	15.15%	5	36.36%	12	1	5	3.21	1.6653
Development Value	24.24%	8	12.12%	4	15.15%	5	12.12%	4	36.36%	12	1	5	3.24	1.6149
Economic Value	12.12%	4	6.06%	2	0.00%	0	18.18%	6	63.64%	21	1	5	4.15	1.3953

Note. $N = 33$.

With a small difference of .03 in the mean, ‘application value’ ($M = 3.03$; $SD = 1.57$) ranks second. Half of the respondents are willing to switch with no improvement (24.24%) or with small improvement (24.24%). In contrast, 27.27% of participants stated that significant improvement is needed for them to give up the 4-DWW.

The average score of the attribute ‘interest value’ is 3.21 which corresponds to third rank ($SD=1.67$). It is noticeable that the two extreme values were chosen most frequently (1 = 27.27%, 5 = 36.36%). This indicates that participants are divided on whether ‘interest value’ is very important or not important at all in their decision to give up the 4-DWW.

According to the results, ‘development value’ is the second least important and would need the second-highest level of improvement for participants to consider to switch to a 5-DWW ($M = 3.24$; $SD=1.61$). Here, the extreme values were chosen more often than the middle options as well (1 = 24.24%, 5 = 36.36%)

By far the highest average value has the ‘economic value’ with an average of 4.15 ($SD = 1.40$), indicating that this value would need the most improvement for participants to consider returning to a 5-DWW. Almost two-thirds of respondents (63.64%) are only willing to return to a traditional 5-DWW if there is a significant improvement in ‘economic value’. In contrast, one out of ten respondents would return without any improvement (12.12%).

In summary, the highest average score has the attribute ‘economic value’ and the smallest the attribute ‘social value’. Moreover, it is notable that participants in this subgroup tended to choose extreme values, indicating that the values either require no improvement or significant improvement.

Comparing the two groups reveals that the ranking of attributes does not align. Participants without a current 4-DWW would most likely sacrifice the ‘application value’ and least likely the ‘economic value’. In contrast, respondents who already have the option of a 4-DWW indicated that the ‘economic value’ would require the greatest improvement for them to return to a 5-DWW, suggesting that this attribute is the least important for them. The lowest average score in this group was observed for the attribute social value.

5.2 CBC Utility Scores

To assess the extent to which the 4-day workweek (4-DWW) influences employer choice, a Choice-Based Conjoint (CBC) analysis was conducted. Survey participants were asked to choose between different employers, each characterized by varying levels of attributes. Based on these choices, the importance of each attribute and its levels can be determined. The following section presents the results of this analysis.

5.2.1 Relative Impact of each Attribute Level

In working with CBC, a straightforward method for gaining an initial overview of the data is by conducting a *counting analysis*. This involves counting how often a particular attribute level is chosen relative to its total number of appearances. The software utilized in this study implements a randomized design adhering to three key principles: minimal overlap, level balance, and orthogonality, with no prohibitions applied. These principles ensure a consistent distribution of attribute levels across all choices, allowing the resulting count proportions to be comparable to the conjoint utility scores. When comparing the counts within the same attribute, they can be treated as ratio data (Sawtooth Software, n.d.).

To determine the relative proportion with which each level was selected, it is possible to simply count the number of times each level is chosen and divide this by the total number of times it was presented since the level balance principle in Sawtooth ensures that each attribute level is presented approximately the same number of times when generating stimuli. After calculating the relative proportion of selected attribute levels, the distribution can be tested for statistical significance using a chi-square test. The chi-square test is selected due to the categorical nature of the data. Table 12 presents the results of this analysis, including the chi-square statistics.

Table 12: Counting Analysis

Number of days worked per week (full-time)		Economic Value	
	Total		Total
Total respondents	289	Total respondents	289
Five days (approx. 40h/week)	.3759	Basic package	.1174
Four days (approx. 32h/week)	.6241	Standard package	.3082
		Premium package	.5744
Chi-Square	249.1389	Chi-Square	1278.9703
df	1	df	2
Significance	p < .001	Significance	p < .001

Interest Value		Development Value	
	Total		Total
Total respondents	289	Total respondents	289
Little exciting & innovative	.2279	Low development	.2511
Moderately exciting & innovative	.3324	Moderate development	.3408
Very exciting & innovative	.4397	Extensive development	.4081
Chi-Square	272.3020	Chi-Square	150.5136
df	2	df	2
Significance	p < .001	Significance	p < .001

Social Value		Application Value	
	Total		Total
Total respondents	289	Total respondents	289
Weak social environment	.1948	Low application & sharing	.2746
Average social environment	.3351	Moderate application & occasional sharing	.3307
Strong social environment	.4701	High application & active sharing	.3947
Chi-Square	460.1424	Chi-Square	87.6930
df	2	df	2
Significance	p < .001	Significance	p < .001

The results indicate that all levels of all attributes differ highly significantly in their frequency of choice ($p < 0.01$). For the attribute ‘number of days worked per week’, the level ‘4-DWW’ ($\chi^2 = 249.1389$) was selected in 62.41% of instances where it was presented, while the ‘5-DWW’ was chosen 37.59% of the time it was offered. Regarding the ‘economic

value' attribute ($\chi^2 = 1278.9703$), the 'premium package was the most popular level (57.44%), compared to 30.82% for the standard package and 11.74% for the basic package. For the remaining four attributes, the distribution was somewhat more balanced, though the third level of each attribute was most often chosen. For 'interest value' ($\chi^2 = 272.3020$), 'very exciting & innovative' was selected in 43.97% of cases where it appeared, followed by 'moderately exciting & innovative' in 33.24%, and 'little exciting & innovative' in 22.79%. A similar trend was observed for 'development value' ($\chi^2 = 150.5136$), with 'extensive development' selected in 40.81% of occurrences, 'moderate development' in 34.08%, and 'low development' in 25.11%. The most preferred level for 'social value' ($\chi^2 = 460.1424$) was 'strong social environment' chosen 47.01% of the time it was presented, while 'weak social environment' was the least preferred, selected in only 19.48% of cases. Lastly, for 'application value' ($\chi^2 = 87.6930$), 'high application & active sharing' was selected 39.47% of the time it appeared, followed by 'moderate application & occasional sharing' (33.07%) and 'low application & sharing' (27.46%).

In conclusion, the 4-DWW was selected more frequently compared to the 5-DWW. Additionally, across all other attributes, it is notable that the third level, representing an above-average expression of each attribute, was most often chosen, while the first level, which corresponds to a below-average expression, was selected least often. Moreover, all attribute levels exhibit highly statistically significant differences in their frequency of selection, indicating that the attributes have an influence on decision-making in the expected direction.

5.2.2 Hierarchical Bayesian (HB) Utility Estimates

The counting analysis conducted in the previous chapter provided a general overview of the participants' choices. However, it is recommended to use the Hierarchical Bayes (HB) method to estimate the part-worth utility scores, as this method enhances the accuracy of predicting preferences and increases reliability (B. Orme, 2000). Following the procedure explained in chapter 4.1.2, the Sawtooth software calculated the HB partial utility values, including the standard error (SE) and the 95% confidence interval (CI) which are shown in Table 13.

Table 13: Part-Worth Utility Scores

Attribute - Level	Utility	Standard Error	Lower 95% CI	Upper 95% CI
Number of days worked per week (full-time)				
1: Five days (approx. 40h/week)	-43.64	1.71	-47.03	-40.26
2: Four days (approx. 32h/week)	43.64	1.71	40.26	47.03
Interest Value				
1: Little exciting & innovative	-44.87	1,34	-47.53	-42.21
2: Moderately exciting & innovative	2.73	0,78	1.19	4.26
3: Very exciting & innovative	42.14	1,10	39.96	44.33
Social Value				
1: Weak social environment	-61.34	2.28	-65.86	-56.83
2: Average social environment	9.86	0.89	8.09	11.62
3: Strong social environment	51.49	1.71	48.10	54.87
Economic Value				
1: Basic package	-94.77	2.20	-99.11	-90.42
2: Standard package	10.31	.80	8.72	11.91
3: Premium package	84.45	2.05	80.41	88.50
Development Value				
1: Low development	-34.31	.82	-35.95	-32.68
2: Moderate development	3.01	.58	1.86	4.16
3: Extensive development	31.30	.87	29.57	33.03
Application Value				
1: Low application & sharing	-27.18	.75	-28.67	-25.70
2: Moderate application & occasional sharing	.42	.65	-.86	1.71
3: High application & active sharing	26.76	.75	25.27	28.25

Note. Data were calculated using HB, estimating individual utility scores and aggregating them as averages across respondents for each attribute level. The 95% confidence interval indicates the range in which true population utility scores are likely to fall, assuming a representative sample.

The utility scores for each attribute are zero-centered, meaning that they sum to zero within an attribute. Therefore, a negative score does not indicate that the level is undesirable but rather that it is relatively less preferred compared to other levels within the same attribute. Generally, the higher the utility score, the greater the preference. In addition, the raw utility values are adjusted by multiplying them with a constant, ensuring that the utility range for each attribute

averages 100 for each respondent. This method guarantees that all respondents contribute similarly when calculating the average utility scores across the sample.

For the attribute "number of days worked per week (full-time)", respondents expressed a preference for a 4-DWW with approximately 32 hours per week over a 5-DWW with approximately 40 hours (43.64 vs. -43.64). When considering the other five attributes – ‘interest value’, ‘social value’, ‘economic value’, ‘development value’ and ‘application value’ – it can be observed that the third level of each attribute, corresponding to an above-average expression of the attribute, is consistently the most preferred. Conversely, the first level, representing a below-average expression of each attribute, is the least preferred level of each attribute.

Since comparisons can only be made between different levels within the same attribute, it is not yet possible to assess the relative importance of attributes overall. The analysis of the relative influence of each attribute on employer choice will be discussed in the next chapter.

5.2.3 Relative Importance of Attributes

In order to compare the impact of each attribute on the employer choice, the relative importance of each attribute is calculated. This is done by examining the range of the attribute's utility scores, then converting this range into a percentage so that the total importance across all attributes sums to 100%. The importance coefficient reflects the impact of shifting from the least preferred to the most preferred level of the attribute on the overall utility. The calculated relative importance of each attribute is presented in Table 14.

Table 14: *Relative Importance of Attributes – Total*

Attribute	Importance	Standard Error	Lower 95% CI	Upper 95% CI
Number of days worked per week (full-time)	15.09%	.52%	14.06%	16.11%
Interest Value	14.82%	.37%	14.09%	15.55%
Social Value	19.35%	.61%	18.14%	20.56%
Economic Value	30.14%	.66%	28.84%	31.44%
Development Value	11.19%	.25%	10.70%	11.69%
Application Value	9.41%	.20%	9.01%	9.80%

Note. $N = 289$.

According to the survey results, nearly a third of the decision regarding the choice of employer is influenced by the ‘economic value’, with a relative importance of 30.14%, making it the most significant attribute. The ‘social value’ is ranked second, with participants attributing 19.35% of their decision to this factor. The ‘number of days worked per week’ ranks third with a relative importance of 15.09%, while ‘interest value’ ranks fourth with a relative importance of 14.82%. It is noteworthy that these two factors do not differ significantly, as their utility scores fall within each other's confidence intervals. Following these, ‘development value’ ranks fifth, with a relative importance of 11.19%. The least important factor in employer choice is the application value, with a relative importance of 9.41%.

Moreover, the sample was split according to whether employees have the option of a 4-DWW, allowing for comparison of the relative importance scores between these two groups and examination of any potential differences. The separately calculated relative importance scores for employees with and without the option of a 4-DWW are presented in Table 15 and Table 16.

Comparing the results of the two subgroups reveals that the ranking of attributes by importance does not align between them. For both groups, ‘economic value’ is the most important factor, contributing approximately 30% to the employer choice decision. However, the findings indicate that employees with access to a 4-DWW consider the reduced workweek as the second most important factor, placing significantly more value on it than employees without this option (19.84% vs. 14.66%). Among employees without a 4-DWW, ‘number of days worked per week’ ranks fourth, following ‘social value’ (19.73%) and ‘interest value’ (15.19%). For employees with a 4-DWW, however, these two attributes rank slightly lower in importance, at third (social value = 16.85%) and fourth (interest value = 12.71%), respectively, in comparison to the number of workdays. The final two factors, ‘development value’ and ‘application value,’ contribute equally to employer choice, with a relative importance of approximately 10%, regardless of current workweek structure.

Table 15: *Relative Importance of Attributes - Employees with the Option of a 4-DWW*

Attribute	Importance	Standard Error	Lower 95% CI	Upper 95% CI
Number of days worked per week (full-time)	19.84%	1.70%	16.51%	23.18%
Interest Value	12.71%	1.00%	10.75%	14.68%
Social Value	16.85%	1.72%	13.47%	20.23%
Economic Value	30.30%	2.24%	25.91%	34.68%
Development Value	10.29%	.68%	8.95%	11.63%
Application Value	10.00%	.65%	8.73%	11.28%

Note. N = 33.

Table 16: *Relative Importance of Attributes - Employees without the Option of a 4-DWW*

Attribute	Importance	Standard Error	Lower 95% CI	Upper 95% CI
Number of days worked per week (full-time)	14.66%	.54%	13.61%	15.72%
Interest Value	15.10%	.42%	14.28%	15.91%
Social Value	19.73%	.68%	18.40%	21.07%
Economic Value	30.21%	.70%	28.84%	31.57%
Development Value	11.17%	.30%	10.59%	11.75%
Application Value	9.13%	.22%	8.69%	9.57%

Note. N = 256.

In the next step, the focus shifts to the distribution and spread of relative attribute importance. To visualize this, a boxplot is created, as shown in Figure X. The results indicate that although ‘economic value’ consistently shows the highest importance ratings, it also exhibits the greatest spread, suggesting substantial heterogeneity in the data. Particularly in the subgroup of employees with the option of a 4-DWW, importance ratings are highly dispersed, with a concentration in the upper range but also a small number of individuals assigning very low importance to this factor.

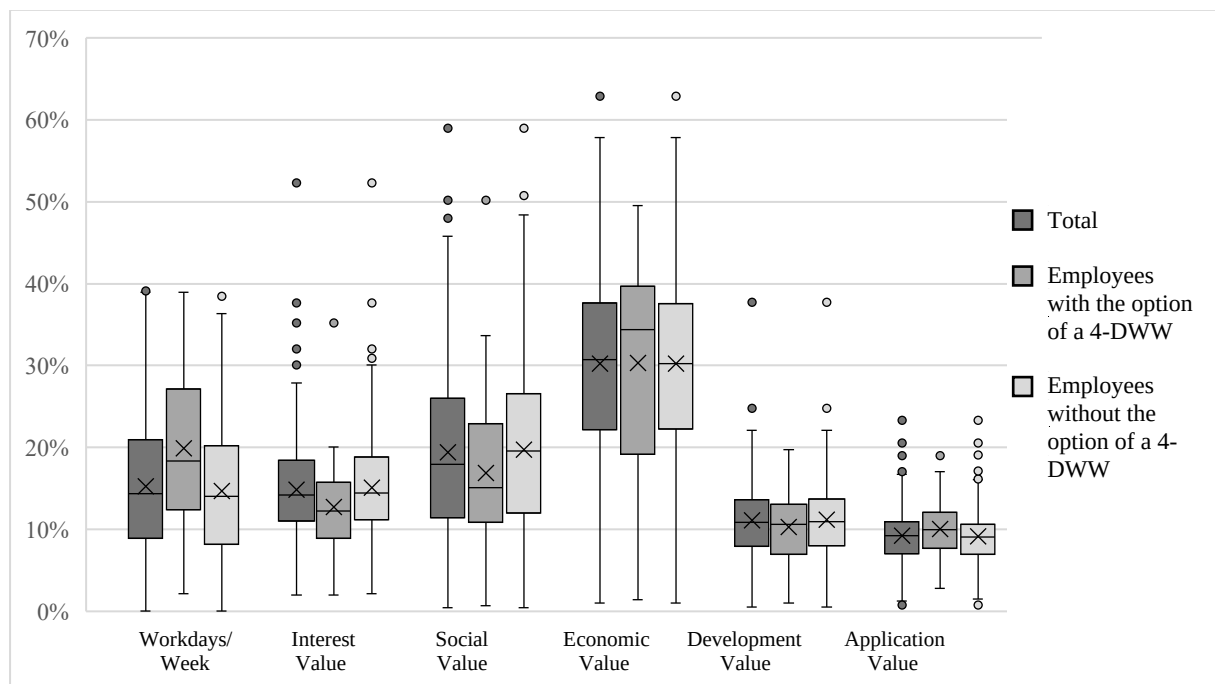
For the factors ‘interest value’ and ‘social value,’ there are more outliers than for other attributes, with some individuals assigning these attributes notably high importance, indicating high variability for these factors.

Regarding the factor ‘number of days worked per week,’ a similar spread is observed between the groups, though employees with a 4-DWW option generally rate this factor higher in relative

importance. Additionally, there are only a few outliers for this attribute, indicating that extreme ratings are rare.

In terms of ‘development value’ and ‘application value,’ there are no substantial differences in spread between subgroups. Despite some outliers, the interquartile ranges are relatively small, indicating low variability and higher homogeneity.

Figure 16: *Distribution and Spread of Relative Importance of Attributes*



In summary, ‘economic value’ is the most significant factor for both groups, though it shows high variability, especially among employees with a 4-DWW option, indicating heterogeneous perceptions. The factors ‘number of days worked per week,’ ‘interest value,’ and ‘social value’ occupy ranks 2-4 in varying order depending on the current work situation, with ‘number of days worked per week’ being 5% more important for employees with a 4-DWW option. Meanwhile, ‘development value’ and ‘application value’ consistently occupy the lowest ranks and show little variability in both groups, making them the least important factors.

5.2.4 Assessment of the Quality of the estimated Utility Scores

Before proceeding to test the hypotheses, the quality of the estimated utility scores has to be assessed. For this purpose, the standard criteria of objectivity, goodness of fit and validity will be employed. Moreover, the results will be tested for consistency.

The first criterion is objectivity, which refers to whether the results of a test are independent of the person administering it (Döring & Bortz, 2023). A test is considered objective if different individuals administering the same test would achieve the same results. The survey conducted as part of this thesis consists of a standardized online questionnaire, meaning that no influence from the researcher could affect the respondents. Therefore, the results can be deemed objective.

The second evaluation criterion is the goodness of fit of the model (Backhaus et al., 2023). To assess this, a Likelihood-Ratio Test (LLR) can be conducted, comparing the final model to a null model, in which the utility parameters are set to zero, meaning that all stimuli have an equal probability of being selected. The results of the test are presented in Table 17. The findings indicate that the final model fits significantly better than the null model. This effect is highly significant ($p < .001$).

Table 17: *Likelihood-Ratio-Test (LRT) – Null Model vs. Final Model*

Model	Null Model	Final Model
LL	-4444.9853	-1200.9753
LLR		6488.01996
df		11
Sig.		$p < .001$

The final criterion to be examined is the validity of the utility scores. Validity refers to whether the test values truly measure what they are intended to measure (Döring & Bortz, 2023). One type of validity is the face validity, which evaluates the plausibility of the estimated scores (Backhaus et al., 2023). In the following, the six attributes from the survey in this thesis will be examined for face validity.

Starting with the attribute ‘number of days worked per week’, the level ‘4-DWW’ receives a higher score than the ‘5-DWW’, indicating a preference for the ‘4-DWW’. This result is

plausible, as it is expected that individuals would favor shorter workweeks. Regarding the other five attributes – ‘interest value’, ‘social value’, ‘economic value’, ‘development value’, and ‘application value’ – the third level consistently achieves the highest score, while the first level scores the lowest. This result is also plausible since the levels for these attributes are structured such that the first level represents a below-average expression of the attribute, the second level corresponds to an average expression, and the third and final level represents an above-average expression. Therefore, it is expected that participants would prefer higher levels of these attributes, and accordingly, the scores increase as the level increases.

A statistical method to assess the quality of results is to examine their consistency. In this context, the results of the trade-off questions – where respondents indicated their willingness to make sacrifices for the 4-DWW, representing a direct trade-off – are compared with the results of the CBC analysis, in which participants made trade-offs indirectly. The correlation between these results is measured using the Spearman rank correlation coefficient (ρ).

To calculate the correlation coefficient, the ranks of the attributes must first be determined for each participant. For the trade-off questions, the response options on the 5-point Likert scale were initially quantified, allowing the assignment of ranks to the attributes in the next step. The process of transforming the Likert-scale responses into numerical ranks, is explained in detail in chapter 5.1.3.

Next, based on the individual utility scores derived from the CBC analysis, the relative importance of each attribute for every participant is calculated and ranked. The method for calculating relative importance follows the same approach described in chapter 5.2.3. A comprehensive list of the relative importance values and the corresponding ranks from the trade-off questions and the CBC analysis is provided in Appendix 3 and Appendix 4.

The calculation of the Spearman rank correlation coefficient shows that for the attribute 'interest value', the results from the trade-off questions and the CBC analysis are weakly correlated ($\rho = .1680$). According to Cohen (1988), correlation coefficients in the range of 0.1 to 0.3 suggest a weak correlation, those between 0.3 and 0.5 indicate a moderate correlation, and coefficients above 0.5 reflect a strong correlation. A two-tailed t-test confirms that the correlation for the 'interest value' attribute is highly significant ($p < .001$). The 'social value' attribute shows the strongest correlation with $\rho = .4773$, indicating a moderate correlation, which is also highly significant ($p < .001$).

Additionally, the attributes 'economic value' ($\rho = .1868$) and 'development value' ($\rho = .1128$) exhibit a highly significant correlation between the utility scores and the 5-point Likert scale results ($p < .001$). However, the correlations are weak. The last attribute 'application value' also

shows a weak correlation between the two measures ($\rho = .2377$). As the previous correlations, this one is also highly significant ($p < .001$). An overview of the correlation coefficients (ρ) is presented in Table 18.

To conclude the results for all five attributes from the CBC analysis and the trade-off questions show a highly significant correlation, albeit indicating weak consistency. This means that the attributes identified as important in the indirect CBC analysis were also similarly valued in the direct trade-off questions.

Table 18: *Correlation between Attribute's Utility Scores and Trade-Off Responses*

	Interest Value	Social Value	Economic Value	Development Value	Application Value
N	298	289	289	289	289
ρ	.1680	.4773	.1868	.1128	.2377
Significance	$p < .001$	$p < .001$	$p < .001$	$p < .001$	$p < .001$

Note. Two-sided t-test.

As a prerequisite for hypothesis testing, the results in this chapter were tested for quality by evaluating them against the criteria of objectivity, goodness of fit, validity and consistency. The tests show that the estimated utility values fulfill all of these criteria positively and therefore have a high level of quality, which enables the next step of hypothesis testing.

5.3 Empirical Testing of Hypotheses

In this chapter, the previously formulated hypotheses are tested using statistical methods. A normal distribution of the data is assumed, as the sample size of $N = 289$ exceeds the minimum threshold of $N > 30$, which allows for the assumption of normality (Döring & Bortz, 2023).

5.3.1 H1: Impact of the 4-DWW on the Choice of Employer

The hypothesis to be examined in this chapter is as follows:

H1: The 4-DWW has a significant impact on the choice of employer.

To evaluate whether the 4-DWW impacts employer choice, two models were constructed: one excluding the 4-DWW variable (null model) and one including it. These models were then compared in terms of their goodness of fit. Since the 4-day workweek is one of two levels in the attribute "Number of Days Worked per Week," removing this level would leave only one option, meaning participants would no longer make a choice regarding this attribute. Therefore, the entire attribute was excluded from the null model. As removing an attribute and recalculating utility scores in Discover is not possible, Sawtooth's CBC/HB System software was used for the calculation. The software also estimates utility scores using the hierarchical Bayes method, which operates through an iterative process involving the calculation of the parameters β , a , and D . Specifically, β_i denotes the vector of part-worths for each individual, a represents the vector of mean part-worths across individuals, and D is the matrix of variances and covariances within the part-worth distribution. At each step, one of these parameters is re-estimated based on the current values of the others. The process continues until the model converges, and the final values are obtained by averaging the stored results from the iterations. A total of 20,000 iterations were run, with the results shown in Table 19.

The lower part of Table 17 presents three statistics: "Pct. Cert", "RLH", and "Avg Variance", which measure the goodness of fit of the models. The key statistics are "Pct. Cert." (percent certainty) and "RLH" (root likelihood), both derived from the likelihood of the data. These metrics assess how well the model predicts the respondents' actual choices.

"Pct. Cert." indicates how much better the model performs compared to random chance, with values ranging from 0 (random fit) to 1 (perfect fit). The results show that Model 2, with the 4-DWW choice, has a higher percent certainty (Pct. Cert. = .727) compared to Model 1 (Pct. Cert. = .553), suggesting that the model including "number of days worked per week" fits the data better.

The root likelihood (RLH) is the geometric mean of the predicted probabilities. If each choice task had k alternatives and no information about the part-worths were available, we would expect each alternative to be chosen with a probability of $1/k$, and the corresponding RLH would also be $1/k$. In this thesis, each choice set contains three alternatives, so the expected RLH for a chance model is $1/3$. However, Model 1 has an RLH value of .612, indicating it is almost twice as good as a chance model. Model 2 performs even better, with an RLH value of .741, more than twice as good as the chance model. Thus, both models outperform a chance model, with Model 2 being superior to Model 1.

Table 19: *Results Model 1 (no 4-DWW) and Model 2 (with 4-DWW)*

	Model 1 (reduced model)	Model 2
Number of Days worked per Week		-1.6191
4 Days		1.6191
5 Days		
Interest Value		
Little exciting & innovative	-1.0758	-1.6692
Moderately exciting & innovative	.1159	.1578
Very exciting & innovative	.9598	1.5114
Social Value		
Weak social environment	-1.4109	-2.1720
Average social environment	.2059	.3208
Strong social environment	1.2051	1.8512
Economic Value		
Basic package	-2.2072	-3.5399
Standard package	.2516	.3765
Premium package	1.9556	3.1633
Development Value		
Low development	-.7893	-1.2349
Moderate development	.0659	.0717
Extensive development	.7234	1.1631
Application Value		
Low application & sharing	-.6261	-.9734
Moderate application & occasional sharing	.0035	.0165
High application & active sharing	.6226	.95681
Number of respondents	289	289
Iteration	20,000	20,000
Parameters per respondent	10	11
Pct. Cert.	.553	.727
Fit statistic (RLH)	.612	.741
Average Variance	.559	1.216

The last value represented in Table 17 is the average variance (Avg Variance), which refers to the average of the estimated variances of part-worths across respondents and can be considered an indirect indicator of fit. With a logit model, the scaling of the part-worths depends on the model's goodness of fit: the better the fit, the larger the estimated parameters. When a model fits the data well, it is better able to capture and differentiate the preferences of individual respondents, resulting in higher absolute values of the parameter estimates. This differentiation is reflected in greater variance across respondents. Therefore, a larger average variance indicates that the model captures more nuanced and distinct differences in individual preferences, suggesting a better fit. When comparing Model 1 (Avg Variance = .559) and Model 2 (Avg Variance = 1.216) 2, the results indicate a better fit for Model 2.

According to all three indicators of goodness of fit, Model 2, which includes the 4-DWW, fits better than Model 1, which does not. To assess whether Model 2 provides a significantly better fit, a Likelihood-Ratio Test (LLR) was conducted. The results are shown in Table 20.

Table 20: *Likelihood-Ratio Test (LLR) - Impact of the 4-DWW*

Model	Model 1	Model 2
LL	-1986.6790	-1212.8073
LLR		1547.743
df		1
Sig.		p < .001

For Model 1, the log-likelihood is $LL_1 = -1986.6790$, while for Model 2 it is $LL_2 = -1212.8073$, yielding an LLR of 1547.743. This value significantly exceeds the critical value of 10.828 from the chi-square distribution ($df = 1$, $\alpha = .001$). Therefore, the null hypothesis (H_0), which states that the number of days worked per week has no influence on the choice of employer, is rejected.

Based on the results, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 1, which posited that the 4-DWW has a significant impact on the choice of employer, is **accepted**.*

5.3.2 H2: The 4-DWW compared to the other Attributes

The hypothesis to be examined in this chapter is as follows:

H2: Compared to the other factors on the EmpAt Scale, the 4-DWW is prioritized above average ($> 1/6$).

In order to test whether the 4-DWW is ranked above average, the average relative importance for the attribute ‘Number of Days worked per Week’ across all participants was first calculated. For this purpose, the range of attribute utility values was computed for each participant and then normalized to 1. A prioritization above average means that with six attributes, the relative importance has to exceed $1/6$ on average. Since these are metric data, a t-test was used to check for significance. Since the hypothesis posits a directional effect (greater than $1/6$) an one-sided t-test was chosen. The results of the calculated average relative importance and the t-test are shown in Table 21.

Table 21: *T-Test - Number of Days per Week prioritized above Average*

	N	Average Relative Importance	SD	SE	t-value	df	Sig.
Number of Days worked per Week	289	.1526	.0888	.0052	-34.6093	576	$p < .01$

Note. One-tailed t-test.

The results indicate that the average relative importance of the attribute ‘Number of Days worked per Week’ does not exceed the threshold of $M = 1/6$ ($M = .1526 < M = .1667$). The t-value ($t = -34.6093$) also shows that the observed mean is smaller than the threshold. This difference is statistically significant, with a significance level of $p < .01$. Based on the results, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 2, which posited that the number of days worked per week is prioritized above average compared to the other factors on the EmpAt Scale, is **rejected**.*

5.3.3 H3: Generations

The hypothesis to be examined in this chapter is as follows:

H3: Individuals belonging to GenZ place greater importance on the 4-DWW when choosing an employer than individuals belonging to BBs, GenX and GenY.

To address Hypothesis 2, the sample is first divided by generation. This division is possible since demographic criteria were collected in the first part of the survey. Due to the small sample size for the Baby Boomer group ($N = 2$), which is insufficient for reliable testing, this group is excluded from further analysis. Consequently, the three remaining generations are GenX ($N = 21$), GenY ($N = 225$), and GenZ ($N = 41$). An initial assessment based on the mean utility scores indicates that the average utility score for the 4-DWW level of the attribute "number of days worked per week" is higher for GenZ ($M = 43.19$; $SD = 31.39$) than for GenX ($M = 27.21$; $SD = 36.87$). However, it is smaller than the average utility score of GenY ($M = 45.03$; $SD = 27.19$). To determine whether this result is significant, which means not due to chance, a t-test is performed. Since the hypothesis posits a directional effect (GenZ attributes greater importance), a one-sided t-test is conducted. The significance level was set as .05. The results of the t-test, including significance levels, are shown in Table 22.

Table 22: *T-Test - Generations*

	Total	Generation		
		GenX	GenY	GenZ
N	287	21	225	41
Utility Score average	43.4604	27.2083	45.0267	43.1890
Standard Deviation	28.9993	36.8679	27.1872	31.3918
Standrad Error	1.7118	8.0452	1.8125	4.9026
Varianz	840.9620	1359.2418	739.1418	985.4475
Significance		$p < .05$	$p > .05$	-

Note. One-tailed test.

The one-tailed t-test revealed a significant difference in mean utility scores between GenZ and GenX ($p < 0.05$). However, no significant difference was found between GenY and GenZ ($p =$

0.3496). Since only GenX exhibited a lower average utility score and significantly differed from GenZ, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 3, which posited that individuals belonging to GenZ place greater importance on the 4-DWW when choosing an employer than individuals belonging to BBs, GenX and GenY, is **accepted** for the comparison to GenX and **rejected** for the comparison to GenY.*

5.3.4 H4: Duty of Care

The hypothesis to be examined in this chapter is as follows:

H4: Individuals with duty of care responsibility place greater importance on the 4-DWW when choosing an employer than individuals without duty of care responsibilities.

To test Hypothesis 4, a similar approach to that of Hypothesis 3 was employed. The sample was divided into individuals with duty of care responsibilities and those without. In the survey, there were three response options: ‘No’, ‘Yes, childcare’ and ‘Yes, care of relatives’. For the purposes of this hypothesis, individuals who selected ‘Yes, childcare’ (N=40) and ‘Yes, care of relatives’ (N=2) were combined into a single group, as the hypothesis focuses solely on the presence of care responsibilities. Thus, the group with duty of care responsibilities comprised 42 individuals, while 247 participants indicated they have no such responsibilities.

In terms of average utility scores, individuals with care responsibilities have a higher average utility score for the 4-DWW (M = 47.9576, SD = 30.3850) compared to those without (M = 42.9112, SD = 28.6735). A one-tailed t-test was conducted to assess the significance of the difference between the two groups. The results of the t-test are presented in Table 23.

With a p-value of 0.1493, the t-test showed no significant difference at the 0.05 significance level between the two groups. Therefore, the null hypothesis (H_0), which states that there is no difference between the mean scores of the two groups, is not rejected. Based on the results, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 4, which posited that individuals with duty of care responsibility place greater importance on the 4-DWW when choosing an employer than individuals without duty of care responsibilities, is **rejected**.*

Table 23: T-Test - Duty of Care

	Total	Duty of Care	
		Yes	No
N	289	42	247
Utility Score average	43.6446	47.9576	42.9112
Standard Deviation	28.9831	30.3850	28.6735
Standrad Error	1.7049	4.6885	1.8245
df		287.0000	
Significance		p > .05	

Note. One-tailed test.

5.3.5 H5: Environmental Awareness

The hypothesis to be examined in this chapter is as follows:

H5: Individuals who demonstrate a high level of environmental awareness and work 100% on-site (no home office) place greater importance on the '4-DWW' when choosing an employer than individuals with lower environmental awareness.

To test this hypothesis, only participants who do not work remotely are considered relevant, resulting in a sample size of N = 86. To determine whether there is a correlation between environmental awareness and the attitude toward the 4-DWW among these participants, the Likert scale data are treated as metric data, allowing for the calculation of the Pearson's correlation coefficient. This coefficient measures the linear relationship between two metric variables, and the correlation is subsequently tested for significance. The results of the calculation are presented in Table 24.

Table 24: *Correlation between 4-DWW and Environmental Awareness*

		4-DWW
Environmental Awareness	N	86
	Correlation coefficient (r)	.0707
	t-value	.6498
	df	85
	Sig.	p < .001

Note. One-tailed t-test.

The findings show that environmental awareness and the importance of the 4-DWW have a correlation of $r = 0.0707$. Given that $r = 1$ represents a perfect positive correlation and $r = 0$ indicates no correlation, the calculated value suggests that there is only a very weak correlation. However, with a p-value less than .001, this correlation is statistically significant, leading to the rejection of the null hypothesis (H_0). In summary, while a significant correlation exists, it is very weak. Based on these results, the following conclusion is drawn regarding the hypothesis:

*Hypothesis 5, which proposed that Individuals who demonstrate a high level of environmental awareness and work 100% on-site (no home office) place greater importance on the ‘4-DWW’ when choosing an employer than individuals with lower environmental awareness, is **accepted**.*

5.3.6 H6a: Willingness to Sacrifice other Factors for a 4-DWW

The hypothesis to be examined in this chapter is as follows:

H6a: Among all the values in the EmpAt Scale, the willingness to sacrifice for ‘economic value’ is the lowest.

To test this hypothesis, the results from the trade-off questions are used. Since the hypothesis focuses on analyzing the willingness to sacrifice, the data from participants who currently do not have the option for a 4-DWW ($N=256$) are utilized. For each attribute, the average is calculated based on these data. The results and other statistical measures shown in Table 25.

Table 25: Willingness to Sacrifice – Overview

Value	Min	Max	Mean	SD	Total count
Economic Value	1	4	1.9492	1.9492	256
Social Value	1	5	2.6641	2.6641	256
Development Value	1	5	2.7773	2.7773	256
Interest Value	1	5	2.8789	2.8789	256
Application Value	1	5	3.1914	3.1914	256

The core of the hypothesis is to determine whether the willingness to sacrifice for the attribute 'economic value' is lower than for the other attributes. Therefore, this attribute is compared to the others. As the Likert scale responses are ordered in increasing levels of willingness to sacrifice, a lower mean score indicates a lower willingness to sacrifice. Comparing the attribute 'economic value' to the other four attributes – 'social value' (M = 2.6641), 'development value' (M = 2.7773), 'interest value' (M = 2.8789), and 'application value' (M = 3.1914) – 'economic value' has the lowest mean (M = 1.9492). To assess whether this difference is statistically significant, a one-sided t-test is performed. The choice of a one-sided test is justified due to the directionality of the hypothesis. The results of the t-test are presented in Table 26.

Table 26: T-Test – Willingness to Sacrifice

Value	Social Value	Dependent Value	Interest Value	Application Value
N	256	256	256	256
SD	2.6641	2.7773	2.8789	3.1914
SE	.1665	.1736	.1799	.1995
t-value	3.4648	3.9050	4.2785	5.3148
df	510	510	510	510
Sig.	p < .001	p < .001	p < .001	p < .001

Note. One-tailed t-test.

The t-test revealed a highly significant difference at the 0.001 significance level between the mean of 'economic value' and the means of all other attributes. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1), which states that there is a significant

difference between the attributes, is accepted. Based on the results, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 6a, which posited that among all the values in the EmpAt Scale, the willingness to sacrifice for 'economic value' is the lowest, is **accepted**.*

5.3.7 H6b: Required Improvements to Sacrifice the 4-DWW

The hypothesis to be examined in this chapter is as follows:

H6b: Among all the values in the employer attractiveness scale, 'economic value' requires the least change for individuals to be willing to return to a 5-DWW.

The approach for testing this hypothesis follows a similar process to that of Hypothesis 6. The mean values for the attributes are calculated based on the results from the trade-off questions and then tested for significance. Since the hypothesis addresses the improvements required in the attributes to return from a 4-DWW to a 5-DWW, only the results from participants who currently have a 4-DWW are considered. In this study, this applies to 33 participants (N = 33). The calculated mean values for the attributes, along with additional statistical measures such as standard deviation, are presented in Table 27.

Table 27: *Required Improvements to Return to the 5-DWW - Overview*

Value	Min	Max	Mean	SD	Total count
Social Value	1	5	2.9394	1.7045	33
Application Value	1	5	2.9697	1.5664	33
Interest Value	1	5	3.2121	1.6653	33
Development Value	1	5	3.2424	1.6149	33
Economic Value	1	5	4.1515	1.3953	33

The focus of this hypothesis is on the attribute 'economic value' and how its mean compares to the other attributes. If the hypothesis is correct, the mean for 'economic value' should be significantly smaller than that of the other attributes. A smaller mean score would indicate a

higher importance to the factor, meaning that a small required change would have a large impact. Further details on the coding of responses can be found in Chapter 5.1.3.

The results show that ‘economic value’ has a higher mean compared to all the other values ($M=4.1515$ vs. $M(\text{social}) = 2.9394$, $M(\text{application}) = 2.9697$, $M(\text{interest}) = 3.2121$, $M(\text{development}) = 3.2423$). The significance of these differences is tested using a one-sided t-test, with the results presented in Table 28.

The t-test reveals that all attributes significantly differ from ‘economic value’ ($p < .05$), meaning that the probability of the observed differences being due to chance is less than 5%, assuming the null hypothesis (H_0) is true. Therefore, the mean of ‘economic value’ is significantly larger than that of the other values. Based on the results, the following conclusion is drawn in relation to the hypothesis:

*Hypothesis 6b, which posited that among all values in the employer attractiveness scale, ‘economic value’ requires the least change for individuals to be willing to return to a 5-DWW, is **rejected**.*

Table 28: *T-Test - Required Improvements to Return to the 5-DWW*

Value	Social Value	Application Value	Interest Value	Development Value
N	33	33	33	33
SD	1.7045	1.5664	1.6653	1.6149
SE	.2967	.2727	.2899	.2811
t-value	-3.1611	-3.2364	-2.4839	-2.4470
df	64	64	64	64
Sig.	$p < .01$	$p < .01$	$p < .01$	$p < .01$

Note. One-tailed t-test.

5.3.8 Overview of the Results

This chapter provides an overview of the results of the hypotheses testing. The first two hypotheses examine the general influence of the 4-day workweek (4-DWW) on employer choice and its relative importance compared to other attributes in the context of employer selection. Hypotheses 3 through 5 explore the moderating variables, namely generation, duty of care, and environmental awareness. The final two hypotheses assess the significance of the

4-DWW in terms of willingness to sacrifice and the required improvement of other values. A summary of the hypotheses, including their respective outcomes, is presented in Table 29.

Table 29: *Results of the Hypothesis Testing - Overview*

Hypothesis	Result
H1: The 4-DWW has a significant impact on the choice of employer.	Accepted
H2: Compared to the other factors on the EmpAt Scale, the 4-DWW is prioritized above average ($> 1/6$).	Rejected
H3: Individuals belonging to GenZ place greater importance on the 4-DWW when choosing an employer than individuals belonging to BBs, GenX and GenY.	Accepted for the comparison to GenX. Rejected for the comparison to GenY.
H4: Individuals with duty of care responsibility place greater importance on the 4-DWW when choosing an employer than individuals without duty of care responsibilities.	Rejected
H5: Individuals who demonstrate a high level of environmental awareness and work 100% on-site (no home office) place greater importance on the '4-DWW' when choosing an employer than individuals with lower environmental awareness.	Accepted
H6a: Among all the values in the EmpAt Scale, the willingness to sacrifice for 'economic value' is the lowest.	Accepted
H6b: Among all the values in the employer attractiveness scale, 'economic value' requires the least change for individuals to be willing to return to a 5-DWW.	Rejected

6 Conclusion and Implications

This chapter summarizes the key findings of the study, discusses their broader implications, and addresses the limitations of the research. The discussion highlights how the results contribute to the existing body of knowledge and evaluates their relevance for theory and practice. The limitations section identifies potential constraints that may have influenced the outcomes, followed by the overall conclusion of the study. Finally, recommendations for future research are provided to suggest avenues for further exploration and to encourage continued investigation into the topic.

6.1 Discussion of Results

The present study sought to evaluate the influence of a 4-DWW on employer attractiveness, examining the comparative significance of this attribute relative to the established values on the EmpAt scale. It also aimed to investigate moderating effects of generational differences, environmental awareness, and caregiving responsibilities. In the following, the main findings are presented and discussed, while addressing the research questions formulated in chapter 3.

Based on Berthon's et al. (2005) employer attractiveness scale, the five values – namely 'interest value', 'social value', 'economic value', 'development value', and 'application value' – are key contributors to the attractiveness of an employer. However, this scale is nearly 20 years old, and new topics, such as the 4-day workweek, have gained importance in recent years. The 4-DWW offers several advantages for both employees and employers. Employees benefit not only from increased leisure time, but the shortened workweek has also been linked to improved health outcomes (Stronge et al., 2019), which in turn can lead to increased productivity and reduced absenteeism, benefiting employers as well.

Due to these advantages, which are discussed in detail in chapter 2.3.2, some countries, such as Belgium, have already implemented this model. In Belgium, employees have the option to choose between a 4-day or 5-day workweek without a reduction in overall weekly working hours (Euronews, 2024). In Germany and Austria – where the survey for this thesis was conducted – there is also considerable interest in this topic, as indicated by recent studies (DER STANDARD, 2023; Lott & Windscheid, 2023).

Consequently, the hypothesis (H1) was formulated that the 4-DWW has an impact on employees' choice of employer. The results confirm that the 4-DWW significantly influences

this decision ($p < .001$). Therefore, the following answer can be provided for research question 1, which asks whether the attribute ‘4-DWW’ has an impact on employees’ choice of employer:

A1: Yes, the attribute ‘4-DWW’ significantly impacts employees’ choice of employer.

This finding is consistent with the survey results from Germany and Austria presented in the literature review (see chapter 2.3.4), which also indicated a high level of interest in the 4-day workweek among employees in these countries. It is important to highlight that both the surveys referenced in the literature and the survey conducted for this thesis defined the 4-DWW explicitly as a reduction in weekly working hours, whereby employees would work approximately 32 hours instead of the typical 40 hours per week.

When comparing this preference to the implementation of the 4-DWW in Belgium, the importance of reduced working hours becomes evident. Statistics from Belgium indicate that, despite the availability of reducing the workweek by one day, less than 1% of employees opted for this arrangement in the first year after its introduction (Bassi, 2023). This suggests that the 4-DWW may have a positive effect on employer choice only if it also involves a reduction in weekly working hours.

The second research question examined how the 4-DWW influences the choice of employer compared to the values outlined by Berthon et al. (2005). Given the high levels of interest in previously conducted surveys in Germany and Austria, it was hypothesized that the 4-DWW would have an above-average impact on employer choice, corresponding to a relative importance greater than 16.67%. However, the results indicate a relative importance of just over 15%, suggesting a slightly below-average influence. This difference is statistically significant ($p < .01$). Despite this, it should be noted that when considering the relative importance of all attributes, ‘number of days worked per week’ ranked third out of six. This ranking can be explained by the high heterogeneity in the distribution of importance scores across attributes. For instance, ‘economic value’ has by far the greatest influence on employer choice (30.14%), while ‘application value’ shows the lowest influence (9.41%).

The prominence of ‘economic value’ aligns with the findings of PwC (2024), which identified financial aspects as the most important factor for employees in 2024. Similarly, a survey conducted by Lott and Windscheid (2023) in Germany revealed that over 70% of respondents

would only be interested in the 4-DWW if it did not involve a salary reduction. ‘Social value’ was considered the second most important factor (19.35%), indicating that respondents prioritize a sense of belonging and team cohesion over the opportunity to work fewer days. This result highlights the importance of internal branding and fostering a company culture where employees feel valued and supported – an attribute that is difficult to replicate elsewhere. One possible explanation is that the avoidance of social isolation in hybrid or remote work settings plays a role, as companies with a high social value can maintain team cohesion and support even in virtual environments. This can be more attractive than flexible work arrangements due to the potential risk of social isolation in remote settings.

The relative importance of the factors ‘number of days worked per week,’ ‘interest value,’ and ‘development value’ is similar, suggesting that these attributes are equally relevant for participants when choosing an employer. A possible explanation for the general ranking of factors can be provided by Maslow’s Hierarchy of Needs (Maslow, 1943). According to this theory, basic needs such as “physiological needs” and “safety and security” are the most fundamental. ‘Economic value’ falls into these categories. Only when these basic needs are met can individuals move on to higher levels. Following this, the need for “community and belonging,” which encompasses a human emotional need for interpersonal relationships and connectedness, becomes more relevant. This aligns with the attribute ‘social value’. Attributes such as ‘interest value,’ ‘application value,’ and ‘development value’ can be associated with the higher-order needs of ‘esteem’ and ‘self-actualization.’ The positioning of the 4-DWW within Maslow’s model is less clear. On the one hand, it can be categorized under the need for ‘social belonging’, as it provides more time to invest in family and social relationships. On the other hand, the 4-DWW can also be linked to ‘self-actualization’ if individuals use the additional time to pursue hobbies or personal projects that lead to self-fulfillment. Thus, the influence of the 4-DWW on employer choice may vary depending on which need level it satisfies for each individual. This could explain why the 4-DWW ranks third out of six factors, making the result plausible.

Regarding the second research question, whether the 4-DWW influences employer choice more significantly compared to the five values by Berthon et al. (2005) and whether it can be considered an independent dimension and extension of the model, the following conclusion can be drawn:

A2: *The 4-DWW does not exert an above-average influence on the choice of employer. It is also noteworthy that three attributes from Berthon et al. (2005) – ‘interest value,’ ‘application value,’ and ‘development value’ – similarly do not exceed this average threshold. The relative importance of ‘interest value’ and ‘development value’ is very close to the attribute ‘number of days worked per week,’ indicating that these factors are similarly weighted in employer choice. In contrast, ‘application value’ is noticeably lower (15.09% vs. 9.41%). Therefore, it can be summarized that, compared to the other factors, the 4-DWW has both a greater and a lesser influence on employer choice depending on the value. Thus, the 4-DWW can be considered, at least partially, as an independent dimension and an extension of the model by Berthon et al. (2005).*

The moderating variables examined in this study included generational differences (H3), caregiving responsibilities (H4), and environmental awareness (H5) to understand their influence on preferences for a 4-DWW. According to existing literature, younger generations tend to place a higher value on leisure time and generally exhibit a more negative attitude towards overtime work compared to older generations (Twenge et al., 2010). The results of this analysis reveal that individuals belonging to GenX prioritize the 4-DWW significantly less than those from GenY ($p < .05$). These findings align with previous studies on generational differences. However, when comparing GenY with GenZ, the expected higher preference for a 4-DWW in GenZ could not be confirmed. In contrast, GenY shows a higher preference. This difference is, however, very small and not significant. Due to the small number of respondents belonging to the BB generation, a comparison with them was not possible. In summary, only GenZ compared to GenX, showed a higher preference for the 4-DWW, leading to the rejection of H3.

A potential explanation for the similarity in preferences between GenY and GenZ may lie in the fact that these two generations are adjacent and thus likely to be in comparable life stages, resulting in similar needs and priorities. Furthermore, there is no universally accepted definition of generational boundaries, and variations in generational classifications could impact the results. For instance, Stiglbauer et al. (2022) define GenZ as those born between 1995 and 2009, while Twenge et al. (2010) categorize GenY up to 1999, which means that GenZ starts from the year 2000. Given that the majority of survey respondents were recruited from the author’s private network and are likely to have been born in the late 1990s, using a different generational classification might have yielded significant differences between GenY and GenZ.

Regarding the second moderating variable, duty of care responsibilities, individuals with caregiving duties showed a slightly higher preference for the 4-DWW; however, this difference was not statistically significant, resulting in the rejection of H4. This finding contradicts the initial assumption that individuals with caregiving responsibilities would place greater importance on a 4-DWW. This finding could be explained by the fact that people with caring responsibilities may have already achieved a well-organized balance between work and caring responsibilities, so that caring responsibilities do not have a significantly stronger influence on the preference for the 4-DWW. For instance, if an employee has a child of kindergarten age and the employer offers on-site childcare, the number of workdays may not significantly impact their preference, as childcare is already secured during working hours.

The influence of environmental awareness on preferences for a 4-DWW was investigated as the third moderating variable. It was hypothesized that individuals with higher environmental awareness who do not work from home and commute daily would have a stronger preference for the 4-DWW, as reducing the number of workdays could lower their commuting time and consequently reduce emissions. The results show a significant positive correlation between environmental awareness and a preference for a 4-DWW ($p < .001$), although the correlation is very weak. Thus, this finding is consistent with initial expectations, suggesting that higher environmental awareness is associated with a greater preference for a shortened workweek. Accordingly, H5 was accepted. However, given the weak effect size, further research is needed to investigate environmental awareness as a moderating variable in more detail.

Based on these results, research question 3, which examined whether environmental awareness, caregiving responsibilities, and generation can be considered as moderating factors, can be answered as follows:

A3: Of the three moderating variables examined, only environmental awareness showed a significant effect, although the correlation was very weak. Regarding generations, only between GenX and GenZ was a significant difference observed. Caregiving responsibilities did not show a significant influence. In summary, only environmental awareness can be considered a potential moderator in this context.

The final two research questions focus on the perceived value of a 4-DWW, measured in terms of participants' willingness to make sacrifices or the necessary improvements in the other five values proposed by Berthon et al. (2005). These insights were obtained through a direct survey method using a 5-point Likert scale. For participants without access to a 4-DWW, the survey asked how much they would be willing to give up from other values in order to obtain a reduced working week. A lower willingness to sacrifice indicates a higher importance of the attribute. Based on existing literature, 'economic value' is the most critical factor when choosing an employer (PwC, 2024). Therefore, it was hypothesized that the willingness to sacrifice this attribute would be the lowest. The results confirmed this assumption, showing that 'economic value' had the lowest willingness to be sacrificed by a substantial margin ($M_{\text{Economic}} = 1.95$ vs. $M_{\text{Social}} = 2.66$; $M_{\text{Development}} = 2.78$; $M_{\text{Interest}} = 2.88$; $M_{\text{Application}} = 3.19$). This difference is highly significant ($p < .001$).

Before evaluating research question Q4a, concerning the extent to which employees would be willing to sacrifice the five values according to Berthon et al. (2005) in favor of a 4-DWW, the mean values of the responses were rounded to provide a more interpretable summary, allowing the numerical results from the 5-point Likert scale to be translated into meaningful conclusions. The findings can be summarized as follows.

A4a: The lowest willingness to sacrifice was observed for 'economic value', indicating that respondents would only accept a small sacrifice in this area to obtain a 4-day working week. For the remaining values ('social value', 'development value', 'interest value' and 'application value'), a moderate willingness to sacrifice was reported. However, despite the relatively even distribution, it is noteworthy that respondents showed the highest willingness to sacrifice 'application value'.

Participants currently having the option of the 4-DWW were asked to indicate how much the five values would need to improve for them to consider returning to a traditional 5-day workweek. Similar to the previous question, existing surveys suggested that 'economic value' would require the least improvement, as it was assumed that important factors would need only minor enhancements to prompt a shift back. Contrary to these expectations, the findings revealed that 'economic value' demanded the greatest improvement for individuals to revert to

a 5-day schedule, leading to the rejection of Hypothesis 6b. In contrast, ‘social value’ required the least improvement, making it the most important attribute under the current conditions.

Interestingly, the results show that ‘development value’, ‘interest value’, ‘application value’, and ‘social value’ all displayed similar average improvement needs, with the range between the most satisfied value, ‘social value’, and the second least satisfied value, ‘development value’, being only .30. In contrast, the gap between the second least satisfied attribute and the least satisfied attribute, ‘economic value’, showed a mean difference of approximately .90. These results contradict the initial expectations and suggest that participants perceive ‘economic value’ as the least important factor in their decision-making process.

This unexpected outcome might be due to a misunderstanding of the survey question or other contextual factors, indicating the need for further investigation. One possible explanation why employees with a 4-DWW demand a significant improvement in ‘economic value’ to consider reverting to a traditional workweek could be the endowment effect. This effect suggests that people tend to assign a higher value to things they already possess and are reluctant to give them up, thus requiring greater compensation – in this case, a substantial increase in economic value – to part with them. In contrast, individuals without the option of a 4-DWW attribute less inherent value to a reduced workweek and, consequently, would sacrifice only a small amount of income to obtain it.

Nevertheless, to address research question Q4b, regarding the extent of improvements in the five values necessary for employees to consider giving up the 4-day workweek and returning to a 5-day schedule, the following summary can be provided. As already done for research question 4a, the mean value of the answers was rounded in order to obtain a summary that is easier to interpret,

A4b: The greatest improvement is required in the ‘economic value’ for respondents to consider giving up the 4-day working week and reverting to a traditional 5-day working week. In contrast, moderate improvements are required for interest value, social value, development value, and application value. The order of required improvements, in descending importance, is as follows: development value, interest value, application value, and social value.

The results from the direct survey using trade-off questions were compared to the outcomes of the CBC analysis, where participants also made trade-off decisions indirectly, to evaluate the quality of the data. The aim was to determine whether participants make similar decisions in direct trade-off scenarios as they do in indirect trade-offs within the CBC analysis. The consistency test revealed a significant correlation between the two survey methods. However, the correlation is weak. This suggests that participants make different decisions depending on whether they are presented with direct or indirect trade-offs. Accordingly, the ranking of importance varies depending on the trade-off method used, and it is further influenced by the current work situation, specifically whether a 4-DWW option is available. An overview of the ranking order is presented in Table 30.

Table 30: *Overview of the Ranks depending on the Trade-Off Method*

Rank	Trade-Off Question		CBC Analysis	
	Employees without a 4-DWW	Employees with a 4-DWW	Employees without a 4-DWW	Employees with a 4-DWW
1	Economic Value	Social Value	Economic Value	Economic Value
2	Social Value	Application Value	Social Value	Days/Week
3	Development V.	Interest Value	Interest Value	Social Value
4	Interest Value	Development Value	Days/Week	Interest Value
5	Application V.	Economic Value	Development V.	Development V.
6	-	-	Application V.	Application Value

Note. Employees without a 4-DWW: $N = 256$. Employees with a 4-DWW: $N = 33$.

With respect to the previously mentioned unexpected outcome of the trade-off questions concerning the factor ‘economic value’ among employees with a 4-day working week, which led to the rejection of Hypothesis 6b, Table 30 shows that these same individuals ranked ‘economic value’ as the least important factor in direct trade-off questions, yet considered it the most important in indirect trade-offs within the CBC analysis. One possible reason for the different ratings and the resulting weak correlation between the two methods is that participants may exhibit different behavior depending on perceived social expectations or risk aversion. In direct trade-off questions, respondents might choose answers that appear more socially

acceptable or cautious, while in CBC analysis, they are forced to make a choice, which can reveal their true preferences more accurately and thus better reflect real-world decision-making. Moreover, scale effects in direct questions, such as a tendency to choose middle or extreme options on a Likert scale, can also impact the results. Such effects do not occur in CBC analysis, where respondents must choose between predefined options, making the two methods more difficult to compare. As a result, CBC analysis is often considered to better mirror real-world decision-making processes, underscoring the need to combine direct and indirect methods to obtain a comprehensive understanding of participants' preferences.

In summary, several findings align with the literature review and the expected outcomes, such as the impact of the 4-DWW on employer choice and the prominence of economic value as the most important factor. However, other results, particularly those related to the moderating variables, deviated from initial expectations.

6.2 Limitations

While this study provides valuable insights into the role of a 4-DWW in employer attractiveness, several limitations should be noted. First, the choice-based conjoint (CBC) analysis utilized in this research, although robust, might not fully capture the complexity of real-world decision-making processes. The trade-off between attributes in a controlled experimental setting may not reflect all the contextual factors individuals consider when choosing an employer.

Furthermore, the design of the choice sets in the CBC analysis may have introduced biases. The visual presentation and colors in the choice sets could have influenced participant responses, an effect that was not explicitly controlled for in the study.

The length of the survey introduces two additional limitations. First, the response time of approximately 5-10 minutes may have caused some participants to drop out before completing it. Second, the number of choices and attributes presented could have led to respondent fatigue, potentially diminishing the accuracy of their selections.

Lastly, the sample used in this study is not fully representative of the broader population. The majority of respondents came from younger generations, leading to an underrepresentation of older age groups. There was also an unequal distribution between participants working a 5-DWW and those already on a 4-DWW, which could limit the generalizability of the findings to a more diverse population. Aside from that, the survey included a monetary incentive in the

form of a voucher prize, which may have attracted participants with a stronger interest in financial rewards. This could be an additional reason why "economic value" emerged as the most important attribute.

6.3 Implications for Future Research

Despite these limitations, the findings provide a solid foundation for further research on workweek structures and employer attractiveness. While this study mainly focused on short-term effects, it would be useful to investigate long-term outcomes such as employee retention, absenteeism, and overall company performance to better understand the sustainability and broader impact of a 4-DWW. Adopting a long-term perspective could provide more insights into how this work model influences organizations over time. The upcoming results from the long-term study in Germany, where several companies tested the 4-day workweek for six months, will be particularly interesting in shedding light on these aspects.

In addition to a long-term view, changes in the labor market should also be considered. With the impending retirement of the BB generation, it is crucial to explore whether younger generations entering the workforce bring new work preferences and expectations. This study found significant differences between GenX and GenZ. As GenZ and GenY will increasingly shape the labor market in the coming years, these generations should be closely monitored. Understanding how these emerging trends affect the desirability and feasibility of a 4-DWW could help organizations better attract and retain young talent in a changing job market.

Aside from the moderating variable “generation,” future research could focus on understanding how a 4-DWW is perceived across different demographic groups, with special attention to variations between urban and rural areas, as well as gender differences. Individuals in urban areas may have a stronger preference for a reduced workweek due to higher stress levels and longer commuting times compared to those in rural settings. Additionally, as more women actively participate in the labor market and pursue career advancement opportunities compared to previous decades, it is important to explore how these dynamics influence preferences for flexible work arrangements like a 4-DWW.

Lastly, further studies could explore the effects of a 4-DWW in specific industries, particularly those with high physical demands, such as logistics and warehousing. In these sectors,

implementing a reduced workweek has traditionally been challenging due to the physical nature of the work, where a reduction in working days without a corresponding decrease in workload can push workers to their physical limits. However, advancements in technology, such as automation, robotics, and AI-driven inventory management, could help address these challenges by reducing the physical strain on workers and increasing efficiency. As these technologies become more integrated, future research should investigate whether they enable a smoother transition to a 4-DWW in physically demanding professions, ultimately making such work arrangements more feasible and sustainable in these environments.

6.4 Conclusion

In today's 'war for talent' it has become increasingly important for employers to find and retain skilled employees. Understanding what these talents desire is essential to remain attractive to them. Flexible working time models are currently a much-discussed topic and could potentially influence employer attractiveness. Therefore, the aim of this study, conducted in Germany and Austria, was to investigate the influence of the 4-DWW on the choice of employer, considering a range of attributes such as 'interest value', 'social value', 'economic value', 'development value', and 'application value', which are part of the Employer Attractiveness Scale.

The results of the study confirm that the 4-DWW has a significant influence on the choice of employer. However, it is not the most critical attribute compared to other established factors on the Employer Attractiveness Scale, such as 'economic value' and 'social value'. A direct survey on the willingness to sacrifice the five values for a 4-DWW also confirmed the importance of the economic aspect for the participants. Further, it is observed that employees with the option of a 4-DWW place greater importance on the number of working days per week when selecting an employer, compared to those without this option.

Moreover, it was analyzed whether there are differences between sociodemographic groups in the preference for the 4-DWW regarding employer choice. Generations, people with caring responsibilities, and environmental attitudes were tested as sociodemographic groups. The results show that the youngest generation on the labor market (GenZ) significantly prefers the 4-DWW more than the second-oldest generation, GenX. The neighboring generations, GenY and GenX, show similar preferences; however, these are not significant. The hypothesis that caring responsibilities have an influence on the relationship between the 4-DWW and employer

choice could not be confirmed. Environmental attitude shows a slight correlation with the 4-DWW, indicating that employees who do not work from home and place great importance on the environment consider the 4-DWW more important in their job choice.

The findings of this study carry important practical implications for employers and their recruitment strategies, as they indicate that the introduction of a 4-DWW can increase the attractiveness of employers to both potential and current employees. This is particularly relevant for younger generations, who will play a significant role in the future labor market. However, it is crucial to emphasize that economic factors remain the most influential aspect in job seekers' decisions, consistent with previous surveys conducted in Germany and Austria. Therefore, when considering the implementation of a 4-DWW, employers should ensure that salary levels remain unchanged, as employees are generally less willing to accept reductions in salary despite their preference for a shorter workweek.

Moreover, the implementation strategy in terms of the chosen approach is a crucial factor. This study specifically focused on the approach of reducing both the number of working days and hours without changing the salary. Consequently, no conclusions can be drawn regarding employee preferences for a 4-DWW with the same total number of working hours.

In conclusion, this study contributes to the growing body of research on flexible work arrangements and highlights the need for employers to continuously adapt their offerings in response to changing employee preferences.

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Appendix 1: Screenshots of the Survey Questionnaire

Herzlich Willkommen,

ich freue mich über Ihr Interesse an dieser wissenschaftlichen Studie! Diese Umfrage zielt darauf ab, den **Einfluss einer 4-Tage-Woche auf die Arbeitgeberattraktivität** zu untersuchen und ist Teil meiner Masterarbeit an der Universität Wien.
Das Ausfüllen der Umfrage dauert etwa *10-15 Minuten*. Unter allen Teilnehmern werden **vier Amazon-Gutscheine im Wert von 10€** verlost.

Die Richtlinien guter ethischer Forschung sehen vor, dass sich Teilnehmer an empirischen Studien explizit und nachvollziehbar mit der Teilnahme einverstanden erklären.

- **Freiwilligkeit:** Die Teilnahme an der Studie ist freiwillig und Sie können jederzeit abbrechen.
- **Anonymität:** Ihre Teilnahme ist anonym und Ihre Antworten können nicht auf Sie zurückgeführt werden. Ihr persönlicher Datensatz ist nach Abschluss der Befragung für uns nicht identifizierbar.

Ihre Daten werden ausschließlich für wissenschaftliche Zwecke verwendet. Die Forschung verfolgt keinerlei kommerzielle Interessen. Wenn Sie Fragen oder Bedenken haben, wenden Sie sich gerne an mich:

[REDACTED]

Hiermit bestätige ich, dass ich die vorliegenden Informationen zur Studie vollständig gelesen habe. Durch das Klicken auf „Weiter“ stimmen Sie der Einverständniserklärung zu.

Weiter

0% Abgeschlossen

Wann wurden Sie geboren?

☐ 1946 - 1964

☐ 1965 - 1981

☐ 1982 - 1999

☐ 2000 - 2008

☐ 2009 - 2024

Welchem Geschlecht ordnen Sie sich zu?

☐ Weiblich

☐ Männlich

☐ Divers

5% Abgeschlossen

In welchem Land wohnen Sie derzeit?

☐ Deutschland

☐ Österreich

☐ Anderes Land

Haben Sie derzeit Betreuungspflichten?

☐ Ja, Kinderbetreuung

☐ Ja, Pflege von Angehörigen

☐ Nein, keine

Wie wichtig ist Ihnen Ihren ökologischen Fußabdruck zu minimieren?

☐ Gar nicht wichtig

☐ Weniger wichtig

☐ Neutral

☐ Wichtig

☐ Sehr wichtig

Zurück

Weiter

5% Abgeschlossen

Wie sieht Ihre aktuelle Arbeitssituation aus?

☐ Vollzeitbeschäftigung

☐ Teilzeitbeschäftigung

☐ Geringfügige Beschäftigung

☐ Keine Beschäftigung

Wie viele Stunden beträgt Ihre vertraglich festgelegte wöchentliche Arbeitszeit?

Wie viele Tage pro Woche arbeiten Sie?

☐ 1 Tag

☐ 2 Tage

☐ 3 Tage

☐ 4 Tage

☐ 5 Tage

Wie viele Arbeitstage pro Woche umfasst eine Vollzeitstelle in Ihrem Unternehmen?

☐ 4 Tage

☐ 5 Tage

Wie viele Arbeitsstunden pro Woche umfasst eine Vollzeitstelle in Ihrem Unternehmen?

Besteht die Möglichkeit, von zu Hause aus zu arbeiten? Wenn ja, wie viele Tage pro Woche arbeiten Sie von zu Hause?

☐ 0 Tage (= ich arbeite nicht von zu Hause)

☐ 1 Tag

☐ 2 Tage

☐ 3 Tage

☐ 4 Tage

☐ 5 Tage

Zurück

Weiter

14% Abgeschlossen

Auf der nächsten Seite werden potenzielle Arbeitgeber mit verschiedenen Ausprägungen ihrer Eigenschaften präsentiert. Diese Eigenschaften sind wie folgt zu verstehen:

- **Arbeitsstage pro Woche (Vollzeitbeschäftigung)**
4 Tage (32 Stunden pro Woche, gleichbleibendes Gehalt)
5 Tage (40 Stunden pro Woche)
- **Spannendes und innovatives Arbeitsumfeld**
Wenig spannend & innovativ (veraltete Arbeitspraktiken, seltene Nutzung von Kreativität, Herstellung veralteter Produkte)
Mäßig spannend & innovativ (teilweise werden neuartige Arbeitspraktiken genutzt, gelegentliche Nutzung von Kreativität, Herstellung einiger innovativer Produkte)
Sehr spannend & innovativ (neuartige Arbeitspraktiken, häufige Nutzung von Kreativität, Herstellung innovativer Produkte)
- **Teamarbeit und soziales Arbeitsklima**
Schwach soziales Umfeld (Geringer Zusammenhalt, wenige Teamaktivitäten)
Durchschnittliches soziales Umfeld (Mittleres Maß an Zusammenhalt und gelegentliche Teamaktivitäten)
Starkes soziales Umfeld (Hoher Zusammenhalt, viele Teamaktivitäten)
- **Bezahlung, Sicherheit und Karrierechancen**
Basisangebot (Unterdurchschnittliches Gehalt, geringe Arbeitssicherheit, beschränkte Aufstiegsmöglichkeiten)
Standardangebot (Durchschnittliches Gehalt, moderate Arbeitssicherheit, einige Aufstiegsmöglichkeiten)
Premiumangebot (Überdurchschnittliches Gehalt, hohe Arbeitsplatzsicherheit, viele Aufstiegsmöglichkeiten)
- **Bezahlung, Sicherheit und Karrierechancen**
Basisangebot (Unterdurchschnittliches Gehalt, geringe Arbeitssicherheit, beschränkte Aufstiegsmöglichkeiten)
Standardangebot (Durchschnittliches Gehalt, moderate Arbeitssicherheit, einige Aufstiegsmöglichkeiten)
Premiumangebot (Überdurchschnittliches Gehalt, hohe Arbeitsplatzsicherheit, viele Aufstiegsmöglichkeiten)
- **Entwicklung**
Geringe Entwicklung (Minimale Förderung des Selbstvertrauens, wenig Anerkennung, kaum karrierefördernde Erfahrungen)
Mäßige Entwicklung (Moderate Förderung des Selbstvertrauens, gelegentliche Anerkennung, einige karrierefördernde Erfahrungen)
Umfassende Entwicklung (Starke Förderung des Selbstvertrauens, regelmäßige Anerkennung, viele karrierefördernde Erfahrungen)
- **Anwendungen und Weitergabe von Wissen**
Geringe Anwendung & Weitergabe (Geringe Nutzung von Fähigkeiten, kaum Gelegenheit zur Wissensweitergabe)
Mäßige Anwendung & gelegentliche Weitergabe (Nutzung einiger Fähigkeiten und gelegentliche Möglichkeit zur Wissensweitergabe)
Hohe Anwendung & aktive Weitergabe (Nutzung aller Fähigkeiten und regelmäßige Wissensweitergabe, z.B. in Lehr- oder Mentoring-Programmen)

Zurück

Weiter

19% Abgeschlossen

Für welchen der folgenden Arbeitgeber mit den unten angegebenen Eigenschaften würden Sie am ehesten arbeiten?

Um die Erklärung der einzelnen Ausprägungen anzeigen zu lassen, klicken Sie auf die Ausprägung.

Die Farben dienen ausschließlich der besseren Übersicht.

Frage 1/14

Arbeitstage pro Woche (Vollzeit)	4 Tage	4 Tage	4 Tage
Spannendes und innovatives Arbeitsumfeld	Mäßig spannend & innovativ	Wenig spannend & innovativ	Sehr spannend & innovativ
Teamarbeit und soziales Arbeitsklima	Starkes soziales Umfeld	Schwaches soziales Umfeld	Durchschnittliches soziales Umfeld
Bezahlung, Sicherheit und Karrierechancen	Standardangebot	Basisangebot	Premiumangebot
Entwicklung	Umfassende Entwicklung	Geringe Entwicklung	Mäßige Entwicklung
Anwendung und Weitergabe von Wissen	Moderate Anwendung & gelegentliche Weitergabe	Hohe Anwendung & aktive Weitergabe	Geringe Anwendung & Weitergabe
	Auswählen	Auswählen	Auswählen

24% Abgeschlossen

Arbeiten Sie derzeit in Vollzeit in einem Unternehmen, das eine 4-Tage-Woche anbietet?

☐ Ja

☐ Nein

If respondent select the answer „Ja“, then:

Stellen Sie sich vor, es gäbe einen Arbeitgeber, der Ihrem jetzigen Arbeitgeber ähnlich ist, jedoch eine traditionelle 5-Tage-Woche mit etwa 40 Stunden bei gleichem Gehalt anbietet. In welchem Maße müssten sich die folgenden fünf Aspekte verbessern, damit Sie bereit wären, zu einer traditionellen 5-Tage-Woche zu wechseln?

Bitte betrachten Sie die Kategorien unabhängig voneinander, d.h. alle anderen Kategorien bleiben konstant.

	Keine Verbesserung notwendig	Geringfügige Verbesserung notwendig	Moderate Verbesserung notwendig	Erhebliche Verbesserung notwendig	Sehr erhebliche Verbesserungen notwendig
Innovatives und spannendes Arbeitsumfeld Keine Verbesserung notwendig = Arbeitspraktiken, Kreativitätsnutzung, Innovationsniveau bleiben gleich Sehr erhebliche Verbesserung notwendig = Deutlich neuere Arbeitspraktiken, häufigere Nutzung der Kreativität, deutlich innovativere Produkte	☐	☐	☐	☐	☐
Teamarbeit und ein soziales Arbeitsklima Keine Verbesserung notwendig = Zusammenhalt und Teamarbeit bleiben gleich Sehr erhebliche Verbesserung notwendig = Deutlich besserer Zusammenhalt und Teamarbeit	☐	☐	☐	☐	☐
Bezahlung, Sicherheit und Karrierechancen Keine Verbesserung notwendig = Vergütung, Sicherheit und Aufstiegschancen bleiben gleich Sehr erhebliche Verbesserung notwendig = Deutlich höhere Vergütung, höhere Sicherheit und bessere Aufstiegsmöglichkeiten	☐	☐	☐	☐	☐

Entwicklung

Keine Verbesserung notwendig = Förderung des Selbstvertrauens, Anerkennung und karrierefördernde Erfahrungen bleiben gleich

Sehr erhebliche Verbesserung notwendig = Deutliche Verbesserung der Förderung des Selbstvertrauens, der Anerkennung und der karrierefördernden Erfahrungen

☐
☐
☐
☐
☐

Anwendung und Weitergabe von Wissen

Keine Verbesserung notwendig = Nutzung von Fähigkeiten und Gelegenheit zur Wissensweitergabe bleiben gleich

Sehr erhebliche Verbesserung notwendig = Deutlich häufigere Nutzung von Fähigkeiten und erheblich mehr Gelegenheiten zur Wissensweitergabe

☐
☐
☐
☐
☐

90% Abgeschlossen

If respondent select the answer „Nein“, then:

Stellen Sie sich vor, Sie arbeiteten für Ihren idealen Arbeitgeber, der eine traditionelle 5-Tage-Woche mit 40 Stunden hat. Wie viel von jeder Kategorie würden Sie für eine 4-Tage-Woche mit 32 Stunden bei gleichen Gehalt aufgeben?

Betrachten Sie die Kategorien unabhängig voneinander, d.h. alle anderen Kategorien bleiben "ideal".

Kein Verzicht = Sie bleiben auf der höchsten ("idealen") Stufe

Kompletter Verzicht = Sie bekommen die niedrigste Stufe

	Kein Verzicht	Geringer Verzicht	Moderater Verzicht	Großer Verzicht	Kompletter Verzicht
Innovatives und spannendes Arbeitsumfeld Kein Verzicht = neuartige Arbeitspraktiken, häufige Nutzung von Kreativität, Herstellung innovativer Produkte Kompletter Verzicht = veraltete Arbeitspraktiken, seltene Nutzung von Kreativität, Herstellung veralteter Produkte ☐ ☐ ☐ ☐ ☐					
Teamarbeit und ein soziales Arbeitsklima Kein Verzicht = Hoher Zusammenhalt, viele Teamaktivitäten Kompletter Verzicht = Geringer Zusammenhalt, wenige Teamaktivitäten ☐ ☐ ☐ ☐ ☐					
Bezahlung, Sicherheit und Karrierechancen Kein Verzicht = Überdurchschnittliches Gehalt, hohe Arbeitsplatzsicherheit, viele Aufstiegsmöglichkeiten Kompletter Verzicht = Unterdurchschnittliches Gehalt, geringe Arbeitssicherheit, beschränkte Aufstiegsmöglichkeiten ☐ ☐ ☐ ☐ ☐					

Entwicklung
Kein Verzicht = Starke Förderung des Selbstvertrauens, regelmäßige Anerkennung, viele karrierefördernde Erfahrungen
Kompletter Verzicht = Minimale Förderung des Selbstvertrauens, wenig Anerkennung, kaum karrierefördernde Erfahrungen

☐
☐
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☐
☐

Anwendung und Weitergabe von Wissen
Kein Verzicht = Anwendung aller Fähigkeiten und regelmäßige Weitergabe
Kompletter Verzicht = Fähigkeiten werden kaum genutzt und Wissen selten weitergegeben

☐
☐
☐
☐
☐

From this point onward, applicable to all.

Falls Sie an dem Gewinnspiel teilnehmen möchten, geben Sie hier ihre E-Mail-Adresse ein.

Zurück

Weiter

90% Abgeschlossen

Vielen Dank für Ihre Teilnahme!
Ihre Antworten wurden erfolgreich übermittelt.

100% Abgeschlossen

Appendix 2: Data Cleaning Process

Condition	Applicable (number)	Explanation
“full-time” + “number of weekly days worked < 4”	1 (rot)	It is assumed that a full-time job comprises at least 4 working days per week.
“not full-time” + “Trade-off pre question = Yes”	6 (orange)	Control question: Responses to both questions must align. Specifically, if a respondent indicates that they are not employed full-time under "employment situation," they should also select "No" for the "trade-off pre-question," which asks about current full-time employment. A mismatch between these answers suggests that the respondent may not have completed the survey attentively.
“Number of weekly hours worked full-time” < 32 Or “Number of weekly hours worked full-time” > 48 for respondents from Germany and > 50 for respondents from Austria	4 (grün)	It is assumed that a realistic full-time workweek consists of at least 32 hours (§ 3 ArbZG (Germany); § 3 I AZG (Austria)). This assumption is based on the legal framework in Germany and Austria, where the standard working time is set at 8 hours per day, which corresponds to 32 hours for a 4-day week. The upper limit is set at 50 hours for respondents from Austria and 48 hours for respondents from Germany, taking into account the maximum legal working hours (§ 7 IX ArbZG (Germany); § 4 AZG (Austria)).
“Number of weekly hours worked part-time or in marginal jobs” ≤ 0 or ≥ 40	1 (blau)	In line with legal standards, a full-time position typically involves working 40 hours per week, which equates to 8 hours per day over 5 days. Therefore, anyone who reports working 40 hours per week or more cannot have a part-time job or marginal job.

“Number of weekly working days” < 7 (kakhi) “Number of weekly home office days”		It is not possible to work from home more days a week than one generally works.
“Number of weekly hours worked part-time or in marginal jobs” ≥ “Number of weekly hours worked full-time in the company”	0	The number of weekly hours entered for a part-time or marginal job cannot be equal to or exceed those of a full-time position.
“Number of days working per week part-time or in marginal jobs” > “Number of days worked per week full-time”	4 (lila)	The number of workdays entered for a part-time or marginal job cannot be equal to or exceed those of a full-time position.
“Number of days working per week full-time = 4” = “Trade-off pre question = “Yes”	1 (pink)	If the number of workdays entered for full-time is “4” then the “Trade-off pre question” which asked, if the respondents works in a company with a 4-DWW (full-time) has to be “Yes”.

Appendix 3: Results of Individual Trade-Off Questions and Rank Assignment

ID	5-Point Likert Scale Results					Rank				
	Interest	Social	Eco.	Dev.	App.	Interest	Social	Eco.	Dev.	App.
1	2	2	1	2	1	4	4	1.5	4	1.5
2	3	1	2	3	4	3.5	1	2	3.5	5
3	2	2	3	2	3	2	2	4.5	2	4.5
4	3	5	2	2	2	4	5	2	2	2
5	2	2	1	3	3	2.5	2.5	1	4.5	4.5
6	1	1	3	2	3	1.5	1.5	4.5	3	4.5
7	2	1	1	2	3	3.5	1.5	1.5	3.5	5
8	2	4	1	4	3	2	4.5	1	4.5	3
9	3	2	2	2	2	5	2.5	2.5	2.5	2.5
10	3	3	4	4	4	1.5	1.5	4	4	4
11	3	1	2	2	2	5	1	3	3	3
12	2	1	2	3	3	2.5	1	2.5	4.5	4.5
13	3	3	2	2	2	4.5	4.5	2	2	2
14	2	2	1	3	3	2.5	2.5	1	4.5	4.5
15	3	3	1	2	1	4.5	4.5	1.5	3	1.5
16	3	4	2	3	3	3	5	1	3	3
17	3	2	2	2	3	4.5	2	2	2	4.5
18	4	4	1	3	3	4.5	4.5	1	2.5	2.5
19	3	2	1	4	3	3.5	2	1	5	3.5
20	3	1	1	2	3	4.5	1.5	1.5	3	4.5
21	4	3	2	2	3	5	3.5	1.5	1.5	3.5
22	3	2	3	3	3	3.5	1	3.5	3.5	3.5
23	2	1	1	2	3	3.5	1.5	1.5	3.5	5
24	1	3	2	2	1	1.5	5	3.5	3.5	1.5
25	3	4	1	2	4	3	4.5	1	2	4.5
26	2	3	1	2	1	3.5	5	1.5	3.5	1.5
27	2	2	2	2	2	3	3	3	3	3
28	1	2	1	2	3	1.5	3.5	1.5	3.5	5
29	3	3	2	3	4	3	3	1	3	5
30	3	2	3	4	4	2.5	1	2.5	4.5	4.5
31	3	2	2	3	2	4.5	2	2	4.5	2
32	2	2	4	1	2	3	3	5	1	3
33	3	1	2	2	3	4.5	1	2.5	2.5	4.5
34	2	2	2	3	4	2	2	2	4	5
35	1	1	1	3	3	2	2	2	4.5	4.5
36	1	5	1	1	3	2	5	2	2	4
37	3	1	2	4	4	3	1	2	4.5	4.5
38	3	4	2	3	3	3	5	1	3	3
39	3	2	2	3	3	4	1.5	1.5	4	4

40	3	4	3	2	2	3.5	5	3.5	1.5	1.5
41	2	4	4	3	4	1	4	4	2	4
42	1	1	1	1	1	3	3	3	3	3
43	3	2	5	2	2	4	2	5	2	2
44	4	1	5	3	2	4	1	5	3	2
45	1	1	5	1	1	2.5	2.5	5	2.5	2.5
46	5	5	5	5	5	3	3	3	3	3
47	3	2	2	2	3	4.5	2	2	2	4.5
48	3	2	3	3	4	3	1	3	3	5
49	5	5	5	5	5	3	3	3	3	3
50	1	1	1	1	1	3	3	3	3	3
51	4	4	5	2	3	3.5	3.5	5	1	2
52	3	4	2	2	2	4	5	2	2	2
53	3	2	2	2	3	4.5	2	2	2	4.5
54	1	1	5	1	1	2.5	2.5	5	2.5	2.5
55	4	3	4	2	3	4.5	2.5	4.5	1	2.5
56	1	1	1	1	2	2.5	2.5	2.5	2.5	5
57	4	3	5	5	4	2.5	1	4.5	4.5	2.5
58	2	2	1	4	4	2.5	2.5	1	4.5	4.5
59	2	1	2	3	3	2.5	1	2.5	4.5	4.5
60	3	1	1	2	2	5	1.5	1.5	3.5	3.5
61	5	1	5	5	5	3.5	1	3.5	3.5	3.5
62	2	3	1	4	4	2	3	1	4.5	4.5
63	2	2	2	2	4	2.5	2.5	2.5	2.5	5
64	3	2	2	3	4	3.5	1.5	1.5	3.5	5
65	3	2	1	2	3	4.5	2.5	1	2.5	4.5
66	3	3	2	4	4	2.5	2.5	1	4.5	4.5
67	2	2	3	3	4	1.5	1.5	3.5	3.5	5
68	5	5	1	4	5	4	4	1	2	4
69	2	2	1	3	3	2.5	2.5	1	4.5	4.5
70	4	5	2	3	2	4	5	1.5	3	1.5
71	4	4	3	4	3	4	4	1.5	4	1.5
72	3	1	1	3	4	3.5	1.5	1.5	3.5	5
73	5	5	5	5	4	3.5	3.5	3.5	3.5	1
74	2	3	2	1	3	2.5	4.5	2.5	1	4.5
75	1	2	1	2	3	1.5	3.5	1.5	3.5	5
76	3	2	2	3	1	4.5	2.5	2.5	4.5	1
77	2	2	1	1	2	4	4	1.5	1.5	4
78	4	1	2	3	4	4.5	1	2	3	4.5
79	3	2	1	3	3	4	2	1	4	4
80	2	4	1	2	3	2.5	5	1	2.5	4
81	3	2	2	3	2	4.5	2	2	4.5	2
82	1	1	1	2	3	2	2	2	4	5
83	3	2	2	2	5	4	2	2	2	5
84	3	1	1	2	3	4.5	1.5	1.5	3	4.5
85	2	1	3	3	1	3	1.5	4.5	4.5	1.5
86	3	2	2	3	3	4	1.5	1.5	4	4

87	3	1	2	3	3	4	1	2	4	4
88	3	1	1	2	1	5	2	2	4	2
89	3	2	1	3	3	4	2	1	4	4
90	2	2	1	2	2	3.5	3.5	1	3.5	3.5
91	4	1	2	2	4	4.5	1	2.5	2.5	4.5
92	3	5	2	4	5	2	4.5	1	3	4.5
93	3	2	1	2	3	4.5	2.5	1	2.5	4.5
94	4	1	3	2	3	5	1	3.5	2	3.5
95	3	3	1	2	2	4.5	4.5	1	2.5	2.5
96	3	1	2	4	5	3	1	2	4	5
97	3	1	1	2	2	5	1.5	1.5	3.5	3.5
98	3	2	2	3	4	3.5	1.5	1.5	3.5	5
99	1	4	5	4	3	1	3.5	5	3.5	2
100	3	1	2	2	3	4.5	1	2.5	2.5	4.5
101	1	1	2	2	2	1.5	1.5	4	4	4
102	5	1	1	1	5	4.5	2	2	2	4.5
103	4	5	4	4	4	2.5	5	2.5	2.5	2.5
104	3	4	2	4	1	3	4.5	2	4.5	1
105	1	1	1	2	3	2	2	2	4	5
106	4	3	1	3	4	4.5	2.5	1	2.5	4.5
107	2	1	1	2	3	3.5	1.5	1.5	3.5	5
108	2	3	1	2	2	3	5	1	3	3
109	2	2	2	2	2	3	3	3	3	3
110	3	2	3	2	2	4.5	2	4.5	2	2
111	1	1	2	2	2	1.5	1.5	4	4	4
112	4	1	1	3	2	5	1.5	1.5	4	3
113	2	2	2	2	2	3	3	3	3	3
114	1	1	3	2	2	1.5	1.5	5	3.5	3.5
115	3	2	1	2	3	4.5	2.5	1	2.5	4.5
116	4	4	3	4	2	4	4	2	4	1
117	2	3	2	2	3	2	4.5	2	2	4.5
118	5	2	3	3	4	5	1	2.5	2.5	4
119	3	2	1	3	4	3.5	2	1	3.5	5
120	2	1	1	2	4	3.5	1.5	1.5	3.5	5
121	4	3	2	4	3	4.5	2.5	1	4.5	2.5
122	3	2	1	3	3	4	2	1	4	4
123	3	2	2	2	2	5	2.5	2.5	2.5	2.5
124	3	2	2	3	3	4	1.5	1.5	4	4
125	4	1	4	4	3	4	1	4	4	2
126	3	3	3	3	3	3	3	3	3	3
127	2	2	2	2	3	2.5	2.5	2.5	2.5	5
128	2	2	2	2	3	2.5	2.5	2.5	2.5	5
129	3	2	1	1	2	5	3.5	1.5	1.5	3.5
130	3	2	2	2	3	4.5	2	2	2	4.5
131	3	1	1	4	2	4	1.5	1.5	5	3
132	1	3	1	1	2	2	5	2	2	4
133	3	2	3	3	3	3.5	1	3.5	3.5	3.5

134	5	3	4	5	5	4	1	2	4	4
135	3	5	2	4	5	2	4.5	1	3	4.5
136	3	4	3	3	4	2	4.5	2	2	4.5
137	2	3	2	3	3	1.5	4	1.5	4	4
138	4	2	2	4	4	4	1.5	1.5	4	4
139	1	1	4	1	1	2.5	2.5	5	2.5	2.5
140	4	5	3	4	5	2.5	4.5	1	2.5	4.5
141	1	1	1	2	5	2	2	2	4	5
142	3	3	2	4	4	2.5	2.5	1	4.5	4.5
143	3	3	2	4	4	2.5	2.5	1	4.5	4.5
144	2	4	1	2	3	2.5	5	1	2.5	4
145	5	5	3	4	5	4	4	1	2	4
146	3	5	3	3	1	3	5	3	3	1
147	5	2	2	3	4	5	1.5	1.5	3	4
148	2	2	3	3	3	1.5	1.5	4	4	4
149	5	5	2	3	3	4.5	4.5	1	2.5	2.5
150	2	4	2	4	2	2	4.5	2	4.5	2
151	4	2	1	4	5	3.5	2	1	3.5	5
152	3	2	2	3	5	3.5	1.5	1.5	3.5	5
153	5	5	5	5	5	3	3	3	3	3
154	3	5	2	3	3	3	5	1	3	3
155	4	2	2	4	4	4	1.5	1.5	4	4
156	3	3	2	4	4	2.5	2.5	1	4.5	4.5
157	4	3	2	4	4	4	2	1	4	4
158	3	2	3	2	2	4.5	2	4.5	2	2
159	2	3	3	4	3	1	3	3	5	3
160	4	4	3	3	4	4	4	1.5	1.5	4
161	1	5	3	4	4	1	5	2	3.5	3.5
162	3	5	2	4	5	2	4.5	1	3	4.5
163	5	3	4	4	5	4.5	1	2.5	2.5	4.5
164	3	3	4	2	4	2.5	2.5	4.5	1	4.5
165	3	4	3	2	3	3	5	3	1	3
166	2	2	3	3	3	1.5	1.5	4	4	4
167	4	5	2	3	4	3.5	5	1	2	3.5
168	2	4	1	2	3	2.5	5	1	2.5	4
169	4	2	2	3	4	4.5	1.5	1.5	3	4.5
170	4	5	3	3	2	4	5	2.5	2.5	1
171	4	3	2	2	4	4.5	3	1.5	1.5	4.5
172	3	2	2	4	4	3	1.5	1.5	4.5	4.5
173	4	3	2	3	3	5	3	1	3	3
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175	1	1	4	1	1	2.5	2.5	5	2.5	2.5
176	3	2	3	2	3	4	1.5	4	1.5	4
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178	4	1	2	2	3	5	1	2.5	2.5	4
179	4	5	2	4	5	2.5	4.5	1	2.5	4.5
180	5	5	5	5	5	3	3	3	3	3

181	1	1	3	2	3	1.5	1.5	4.5	3	4.5
182	4	5	2	2	4	3.5	5	1.5	1.5	3.5
183	3	1	2	3	3	4	1	2	4	4
184	4	5	2	3	4	3.5	5	1	2	3.5
185	4	2	3	3	2	5	1.5	3.5	3.5	1.5
186	4	5	2	3	4	3.5	5	1	2	3.5
187	2	1	1	3	2	3.5	1.5	1.5	5	3.5
188	3	2	2	2	3	4.5	2	2	2	4.5
189	4	2	3	3	4	4.5	1	2.5	2.5	4.5
190	2	1	3	2	3	2.5	1	4.5	2.5	4.5
191	2	1	1	3	3	3	1.5	1.5	4.5	4.5
192	2	5	1	2	4	2.5	5	1	2.5	4
193	3	4	1	3	3	3	5	1	3	3
194	4	4	2	4	3	4	4	1	4	2
195	3	5	1	3	3	3	5	1	3	3
196	2	3	1	3	3	2	4	1	4	4
197	3	4	1	3	2	3.5	5	1	3.5	2
198	1	1	1	1	1	3	3	3	3	3
199	2	4	2	2	3	2	5	2	2	4
200	4	3	2	3	4	4.5	2.5	1	2.5	4.5
201	3	3	2	4	3	3	3	1	5	3
202	4	3	2	4	4	4	2	1	4	4
203	4	4	1	2	4	4	4	1	2	4
204	2	2	1	3	3	2.5	2.5	1	4.5	4.5
205	3	1	3	4	2	3.5	1	3.5	5	2
206	4	5	2	2	2	4	5	2	2	2
207	3	3	3	3	3	3	3	3	3	3
208	3	4	1	3	4	2.5	4.5	1	2.5	4.5
209	4	2	5	4	1	3.5	2	5	3.5	1
210	3	3	2	2	4	3.5	3.5	1.5	1.5	5
211	2	5	2	3	3	1.5	5	1.5	3.5	3.5
212	2	5	1	2	2	3	5	1	3	3
213	2	1	5	3	1	3	1.5	5	4	1.5
214	3	4	1	1	2	4	5	1.5	1.5	3
215	3	2	2	3	3	4	1.5	1.5	4	4
216	2	3	1	2	4	2.5	4	1	2.5	5
217	4	2	3	3	5	4	1	2.5	2.5	5
218	1	1	1	1	1	3	3	3	3	3
219	3	2	1	3	3	4	2	1	4	4
220	2	1	1	1	3	4	2	2	2	5
221	3	1	3	4	4	2.5	1	2.5	4.5	4.5
222	3	2	2	3	4	3.5	1.5	1.5	3.5	5
223	5	3	2	4	5	4.5	2	1	3	4.5
224	2	2	2	2	4	2.5	2.5	2.5	2.5	5
225	2	2	3	3	1	2.5	2.5	4.5	4.5	1
226	5	5	5	5	5	3	3	3	3	3
227	3	1	3	3	5	3	1	3	3	5

228	5	5	3	4	5	4	4	1	2	4
229	5	5	5	5	5	3	3	3	3	3
230	3	2	2	3	3	4	1.5	1.5	4	4
231	4	3	2	2	3	5	3.5	1.5	1.5	3.5
232	4	5	2	3	4	3.5	5	1	2	3.5
233	2	2	2	3	2	2.5	2.5	2.5	5	2.5
234	1	4	2	4	4	1	4	2	4	4
235	3	3	2	3	3	3.5	3.5	1	3.5	3.5
236	2	3	4	2	2	2	4	5	2	2
237	3	1	2	2	4	4	1	2.5	2.5	5
238	4	3	2	3	4	4.5	2.5	1	2.5	4.5
239	4	2	1	2	4	4.5	2.5	1	2.5	4.5
240	2	2	2	3	3	2	2	2	4.5	4.5
241	2	3	2	3	4	1.5	3.5	1.5	3.5	5
242	3	3	2	4	3	3	3	1	5	3
243	3	2	2	3	3	4	1.5	1.5	4	4
244	3	3	3	3	3	3	3	3	3	3
245	2	4	1	3	3	2	5	1	3.5	3.5
246	4	4	2	4	4	3.5	3.5	1	3.5	3.5
247	3	3	3	3	3	3	3	3	3	3
248	3	3	1	2	4	3.5	3.5	1	2	5
249	2	3	2	2	3	2	4.5	2	2	4.5
250	4	5	2	4	5	2.5	4.5	1	2.5	4.5
251	1	1	5	1	2	2	2	5	2	4
252	2	3	2	2	4	2	4	2	2	5
253	4	3	3	3	4	4.5	2	2	2	4.5
254	3	4	1	3	3	3	5	1	3	3
255	2	2	2	3	3	2	2	2	4.5	4.5
256	4	1	2	2	3	5	1	2.5	2.5	4
257	3	1	4	5	4	2	1	3.5	5	3.5
258	3	3	1	3	3	3.5	3.5	1	3.5	3.5
259	3	4	2	4	4	2	4	1	4	4
260	3	1	2	1	3	4.5	1.5	3	1.5	4.5
261	5	5	3	3	4	4.5	4.5	1.5	1.5	3
262	4	3	2	3	4	4.5	2.5	1	2.5	4.5
263	4	3	2	5	5	3	2	1	4.5	4.5
264	4	3	2	3	4	4.5	2.5	1	2.5	4.5
265	3	2	2	3	4	3.5	1.5	1.5	3.5	5
266	3	3	2	3	4	3	3	1	3	5
267	2	4	1	4	4	2	4	1	4	4
268	5	4	5	5	2	4	2	4	4	1
269	3	5	3	2	2	3.5	5	3.5	1.5	1.5
270	3	4	3	4	5	1.5	3.5	1.5	3.5	5
271	1	3	2	3	3	1	4	2	4	4
272	3	2	3	3	4	3	1	3	3	5
273	4	3	3	4	4	4	1.5	1.5	4	4
274	2	2	1	3	1	3.5	3.5	1.5	5	1.5

275	3	2	3	3	3	3.5	1	3.5	3.5	3.5
276	3	5	3	4	4	1.5	5	1.5	3.5	3.5
277	3	3	2	3	4	3	3	1	3	5
278	3	3	2	3	3	3.5	3.5	1	3.5	3.5
279	3	3	1	2	4	3.5	3.5	1	2	5
280	1	4	1	3	2	1.5	5	1.5	4	3
281	5	5	5	5	5	3	3	3	3	3
282	4	4	3	3	3	4.5	4.5	2	2	2
283	3	5	2	2	5	3	4.5	1.5	1.5	4.5
284	4	4	3	4	4	3.5	3.5	1	3.5	3.5
285	4	4	1	3	3	4.5	4.5	1	2.5	2.5
286	3	5	2	4	3	2.5	5	1	4	2.5
287	2	1	2	3	1	3.5	1.5	3.5	5	1.5
288	1	1	1	1	1	3	3	3	3	3
289	2	2	1	3	3	2.5	2.5	1	4.5	4.5

Appendix 4: Individual Utility Scores and Rank Assignment

ID	Individual Utility Scores (CBC Analysis)					Rank				
	Interest	Social	Eco.	Dev.	App.	Int.	Social	Eco.	Dev.	App.
1	45.9026	146.5587	248.1624	20.6423	54.6513	4	2	1	5	3
2	100.5554	181.5086	159.9965	63.5578	53.6828	3	1	2	4	5
3	125.6917	158.8057	117.6790	50.1663	50.8867	2	1	3	5	4
4	149.3341	25.8884	165.7843	113.3418	96.7448	2	5	1	3	4
5	74.7614	166.2922	166.3734	43.2819	44.4756	3	2	1	5	4
6	143.9540	91.1283	136.7401	68.7769	77.1149	1	3	2	5	4
7	32.5453	166.4634	239.0191	67.5933	30.5473	4	2	1	3	5
8	91.3953	14.1030	256.3667	59.8405	52.4386	2	5	1	3	4
9	86.9047	97.8185	192.5274	62.1192	58.7707	3	2	1	4	5
10	122.0821	102.1813	138.9351	92.2267	70.7516	2	3	1	4	5
11	98.2801	147.0553	168.6565	113.2129	72.6475	4	2	1	3	5
12	152.9020	214.8010	86.0592	66.9337	49.5907	2	1	3	4	5
13	88.8060	131.6826	168.5123	68.1391	59.2199	3	2	1	4	5
14	114.0790	80.7174	194.4552	57.6775	37.9808	2	3	1	4	5
15	87.8235	205.4225	6.3783	8.1643	94.3473	3	1	5	4	2
16	123.9999	124.4111	130.0559	60.4995	76.6237	3	2	1	5	4
17	194.1695	125.7920	155.5137	39.9236	66.1893	1	3	2	5	4
18	72.9896	107.3042	257.2210	98.3477	43.2470	4	2	1	3	5
19	36.1361	129.6311	221.2412	128.2327	33.5609	4	2	1	3	5
20	97.7106	141.7903	202.7405	57.2453	55.8890	3	2	1	4	5
21	96.4902	83.7799	225.0667	34.9570	31.9029	2	3	1	4	5
22	24.9748	169.6351	191.1756	13.7262	38.5036	4	2	1	5	3
23	118.9773	165.6806	153.5425	83.9373	56.9796	3	1	2	4	5
24	107.7121	74.2620	123.6462	73.8920	89.6727	2	4	1	5	3
25	95.9041	132.5606	164.8788	100.8059	79.4916	4	2	1	3	5
26	52.1073	172.2541	59.9385	11.1106	64.2519	4	1	3	5	2
27	33.7802	154.6708	153.4461	70.8586	49.4878	5	1	2	3	4
28	128.3317	74.4669	217.1423	67.0314	36.2834	2	3	1	4	5
29	115.6560	139.0896	154.3444	60.0794	62.8282	3	2	1	5	4
30	102.7531	219.8911	36.1139	36.0305	84.4749	2	1	4	5	3
31	125.9340	119.7948	97.0469	68.9295	107.0407	1	2	4	5	3
32	115.0153	225.6711	56.7781	113.0973	76.5257	2	1	5	3	4
33	67.6364	192.4304	102.5967	123.8612	47.5661	4	1	3	2	5
34	71.0365	149.5429	167.2218	40.6835	52.7502	3	2	1	5	4
35	124.0224	260.0737	130.4156	60.7194	4.1692	3	1	2	4	5
36	145.8793	61.9589	174.1016	75.7503	85.4326	2	5	1	4	3
37	109.6709	142.9061	210.1773	44.9390	34.0443	3	2	1	4	5
38	210.1861	55.5288	59.4063	1.8587	4.8081	1	3	2	5	4
39	35.0974	127.4562	116.6617	91.0952	91.2365	5	1	2	4	3
40	108.2009	103.3397	162.7336	69.3235	68.4391	2	3	1	4	5

41	35.1116	91.3750	217.5240	73.6001	58.0679	5	2	1	3	4
42	98.8740	144.0940	44.6885	70.6477	70.0998	2	1	5	3	4
43	65.8590	105.1319	117.2257	42.1651	59.7688	3	2	1	5	4
44	87.9467	47.2121	258.2425	81.7798	55.5363	2	5	1	3	4
45	65.5567	169.5528	215.7475	34.4890	17.9504	3	2	1	4	5
46	210.2328	131.3110	8.2527	117.9097	89.9124	1	2	5	3	4
47	106.7094	134.9629	170.9192	76.3629	52.5056	3	2	1	4	5
48	135.8804	224.8716	77.9568	72.2573	36.5417	2	1	3	4	5
49	103.1059	300.9711	42.0208	62.9264	32.9098	2	1	4	3	5
50	71.4475	41.9313	180.3646	64.4714	113.8135	3	5	1	4	2
51	91.2709	201.7270	109.9888	73.6521	66.8408	3	1	2	4	5
52	56.7758	24.1779	220.2973	27.4522	62.0711	3	5	1	4	2
53	85.0106	143.3306	194.1042	66.8987	55.9711	3	2	1	4	5
54	40.4147	174.7179	111.5025	5.9599	41.2026	4	1	2	5	3
55	103.8997	90.0938	155.0130	122.2627	79.4707	3	4	1	2	5
56	46.7826	137.1383	99.6180	67.6031	100.4413	5	1	3	4	2
57	114.2691	176.8138	138.2113	77.6285	65.9821	3	1	2	4	5
58	146.5020	90.7386	156.6330	116.3058	61.6113	2	4	1	3	5
59	100.1745	163.1005	181.3923	38.1618	36.8566	3	2	1	4	5
60	69.8036	160.2048	276.1429	16.1276	13.4342	3	2	1	4	5
61	11.7729	96.6171	222.3757	89.7964	46.4905	5	2	1	3	4
62	124.3860	88.0243	185.0900	47.7033	62.3424	2	3	1	5	4
63	111.4131	133.3058	139.4164	92.1528	76.4796	3	2	1	4	5
64	156.8160	167.4622	118.5284	75.1552	44.9022	2	1	3	4	5
65	112.7898	110.0337	209.8858	107.9284	44.2577	2	3	1	4	5
66	33.9841	172.0457	250.3406	22.9858	44.1281	4	2	1	5	3
67	100.7426	149.5261	112.5526	52.0650	54.3885	3	1	2	5	4
68	80.7218	97.1477	73.1147	68.7318	100.0375	3	2	4	5	1
69	85.9055	139.4676	180.9012	65.2085	56.4193	3	2	1	4	5
70	89.0370	30.3460	248.4821	68.6620	60.8871	2	5	1	3	4
71	58.5237	119.8353	225.3152	85.7061	43.8972	4	2	1	3	5
72	113.1158	227.2723	133.3779	63.5257	47.0099	3	1	2	4	5
73	72.3061	4.0772	280.2244	21.1122	61.6411	2	5	1	4	3
74	105.4541	90.3313	119.6983	36.3199	90.4313	2	4	1	5	3
75	125.2287	90.9967	177.6707	101.2375	74.6487	2	4	1	3	5
76	59.6350	140.4264	53.6890	18.8021	40.6244	2	1	3	5	4
77	45.3348	86.0252	20.5087	151.1231	29.1810	3	2	5	1	4
78	81.9351	274.6195	96.8844	54.7414	65.0325	3	1	2	5	4
79	145.7599	66.1543	157.2413	68.9557	93.4122	2	5	1	4	3
80	75.0871	86.8387	257.5279	72.2611	70.5883	3	2	1	4	5
81	126.1746	88.4968	155.2032	85.4665	67.2740	2	3	1	4	5
82	140.1048	152.2344	151.6637	55.7614	41.8442	3	1	2	4	5
83	80.2110	206.9451	138.7306	76.4705	6.0203	3	1	2	4	5
84	85.3155	125.4195	215.4970	68.2267	56.3905	3	2	1	4	5
85	136.5473	165.1714	60.2327	68.4081	79.2685	2	1	5	4	3
86	70.0625	140.0980	154.3844	94.2617	58.9247	4	2	1	3	5
87	112.1999	202.9645	86.0295	98.9222	84.6340	2	1	4	3	5

88	65.5098	16.4037	300.7950	72.7302	51.8312	3	5	1	2	4
89	147.0663	195.8272	108.5274	81.4915	61.5157	2	1	3	4	5
90	131.3399	121.6160	114.0727	119.3962	76.7023	1	2	4	3	5
91	94.1694	193.7609	156.1467	45.4568	27.7659	3	1	2	4	5
92	74.9791	82.3361	121.3844	51.1419	77.3928	4	2	1	5	3
93	80.5621	2.3374	186.4531	81.5003	87.2893	4	5	1	3	2
94	72.7873	181.4534	166.4886	77.7600	62.0331	4	1	2	3	5
95	70.0228	139.7345	241.4998	82.2834	58.0223	4	2	1	3	5
96	151.4632	165.3321	104.8204	75.2679	43.1013	2	1	3	4	5
97	136.5495	177.9805	115.1503	75.4038	47.8343	2	1	3	4	5
98	71.5197	125.9761	201.8407	62.5787	26.8078	3	2	1	4	5
99	97.5873	89.8714	176.8905	82.2809	40.7938	2	3	1	4	5
100	114.9881	145.5274	88.0354	148.3616	58.7509	3	2	4	1	5
101	163.4703	271.3899	71.1780	47.2488	37.4559	2	1	3	4	5
102	68.1669	95.0297	316.0798	79.9495	18.7367	4	2	1	3	5
103	94.3103	113.4594	158.7324	95.4761	82.1843	4	2	1	3	5
104	53.8699	48.2961	207.7256	56.6972	123.0646	4	5	1	3	2
105	149.5108	173.5283	95.2011	74.2506	55.7107	2	1	3	4	5
106	88.2062	94.6766	129.9732	38.4368	31.6808	3	2	1	4	5
107	66.6185	179.4809	234.3102	21.6648	10.3465	3	2	1	4	5
108	87.8610	84.7789	273.1519	82.5884	36.0432	2	3	1	4	5
109	138.7559	99.7081	148.1469	127.8724	76.0492	2	4	1	3	5
110	109.1811	118.6235	155.2301	112.2009	88.2489	4	2	1	3	5
111	155.9121	202.1804	125.5532	66.1532	49.9009	2	1	3	4	5
112	28.9512	224.6249	260.1789	21.7655	4.2922	3	2	1	4	5
113	68.8879	134.8538	186.6520	94.3505	49.7188	4	2	1	3	5
114	97.5153	222.1299	117.5541	71.8231	49.0516	3	1	2	4	5
115	73.0154	283.7170	5.6341	130.4176	36.1724	3	1	5	2	4
116	84.6692	133.9883	148.7898	83.1391	70.9705	3	2	1	4	5
117	147.5125	35.4044	163.0154	71.2456	57.0543	2	5	1	3	4
118	46.6537	227.4226	107.4281	20.5965	43.8451	3	1	2	5	4
119	75.5849	203.8895	180.7953	69.7385	44.6413	3	1	2	4	5
120	119.1395	154.8901	125.1678	36.9532	51.1136	3	1	2	5	4
121	70.9948	159.5740	149.0912	66.7370	67.6764	3	1	2	5	4
122	33.0559	199.7008	128.0775	80.1869	7.9143	4	1	2	3	5
123	82.5398	119.5808	187.0430	55.2969	66.1943	3	2	1	5	4
124	60.7108	115.9253	251.3024	31.6574	34.1088	3	2	1	5	4
125	80.8234	211.8383	84.1658	39.1088	35.6491	3	1	2	4	5
126	138.6732	73.0303	119.7242	82.2230	60.8670	1	4	2	3	5
127	152.6330	127.3017	158.2243	39.0698	38.4094	2	3	1	4	5
128	85.0618	153.2511	202.5694	68.7592	63.2752	3	2	1	4	5
129	86.5853	104.1573	223.9807	70.5211	61.3072	3	2	1	4	5
130	22.9462	212.1303	217.3201	37.4255	22.8174	4	2	1	3	5
131	100.6855	163.8449	165.7221	84.3665	66.5976	3	2	1	4	5
132	146.0644	16.5935	159.4274	105.4249	82.8160	2	5	1	3	4
133	84.4755	96.1385	169.3691	27.1040	33.9103	3	2	1	5	4
134	25.0988	63.0998	205.4155	45.2089	59.8740	5	2	1	4	3

135	56.8100	13.5830	275.1847	57.5356	38.4957	3	5	1	2	4
136	129.2380	82.3668	132.9936	97.3631	51.6229	2	4	1	3	5
137	184.9016	156.5483	96.3342	87.2067	59.2161	1	2	3	4	5
138	72.6583	55.7808	190.7985	24.8613	21.5537	2	3	1	4	5
139	80.8609	28.9338	118.6472	56.2826	81.8227	3	5	1	4	2
140	86.6688	96.6233	162.4023	36.0114	58.6071	3	2	1	5	4
141	71.4083	146.0957	166.3780	62.4026	50.9019	3	2	1	4	5
142	43.2924	25.0872	267.5108	38.8805	58.9289	3	5	1	4	2
143	91.1882	85.9271	219.1679	53.6028	52.4070	2	3	1	4	5
144	113.5815	83.8119	194.2667	81.2193	72.6635	2	3	1	4	5
145	12.2948	31.8965	265.2777	16.9971	33.5272	5	3	1	4	2
146	93.6258	132.9616	108.7603	96.9956	114.4214	5	1	3	4	2
147	62.8017	113.6880	189.1144	50.5663	50.4545	3	2	1	4	5
148	157.5980	187.6675	97.5442	66.4824	61.4567	2	1	3	4	5
149	43.0749	3.9037	305.2222	55.6867	77.8494	4	5	1	3	2
150	78.2532	44.5632	142.2335	105.1153	125.8902	4	5	1	3	2
151	91.4829	254.9338	163.1157	40.8194	19.7091	3	1	2	4	5
152	32.1468	251.4419	172.9464	35.8700	26.0343	4	1	2	3	5
153	45.1348	134.8896	238.6770	38.0621	48.3394	4	2	1	5	3
154	20.1168	5.6299	292.8221	73.6600	55.8365	4	5	1	2	3
155	16.5152	117.5683	247.3006	46.6365	9.7934	4	2	1	3	5
156	72.6356	73.3646	220.1683	61.3200	59.7242	3	2	1	4	5
157	158.6902	177.4195	72.0493	60.3935	41.7016	2	1	3	4	5
158	88.2598	132.2420	158.1007	53.7759	57.8220	3	2	1	5	4
159	148.8953	42.7405	111.1805	94.0415	83.1890	1	5	2	3	4
160	65.5075	42.9817	245.0160	55.8116	33.1397	2	4	1	3	5
161	215.2869	25.7605	81.6244	111.3323	98.8227	1	5	4	2	3
162	92.9548	32.4194	235.8939	45.4398	71.8048	2	5	1	4	3
163	84.8546	192.8730	101.4866	56.1464	57.9919	3	1	2	5	4
164	180.4229	53.6281	160.2985	125.8540	54.4193	1	5	2	3	4
165	133.2559	87.3014	205.6273	117.4512	43.0383	2	4	1	3	5
166	119.6685	70.6644	160.0606	71.9686	68.0552	2	4	1	3	5
167	65.0949	105.4365	224.7214	65.7132	38.5576	4	2	1	3	5
168	80.0325	92.1885	198.4505	67.9284	47.1595	3	2	1	4	5
169	114.8740	80.1536	128.1696	83.2348	77.1993	2	4	1	3	5
170	74.3266	29.3900	122.6626	59.3700	96.4074	3	5	1	4	2
171	56.9780	101.3662	205.0763	22.4591	60.9846	4	2	1	5	3
172	89.8751	106.5608	194.9255	89.1862	59.3252	3	2	1	4	5
173	24.3558	95.6138	243.0895	68.4814	46.7956	5	2	1	3	4
174	71.6419	66.9287	217.2079	46.3574	52.4810	2	3	1	5	4
175	81.6721	65.2482	227.6965	54.0432	66.7795	2	4	1	5	3
176	91.5684	122.6773	140.3391	61.0754	61.1998	3	2	1	5	4
177	27.2682	7.0941	278.6481	37.8308	50.0179	4	5	1	3	2
178	105.2742	66.5704	219.7599	63.9641	49.8096	2	3	1	4	5
179	37.4699	31.6470	243.1899	55.8737	35.1326	3	5	1	2	4
180	120.1947	83.8112	80.3757	55.2993	80.8358	1	2	4	5	3
181	98.7102	124.1332	187.6242	93.3428	56.2917	3	2	1	4	5

182	71.2595	81.3027	262.8708	57.3834	57.0142	3	2	1	4	5
183	80.2070	176.0072	106.5348	58.0344	44.0457	3	1	2	4	5
184	52.0287	38.7578	272.0722	37.0421	30.6393	2	3	1	4	5
185	110.7529	71.5689	133.1182	73.3689	67.6735	2	4	1	3	5
186	90.7973	84.1285	225.0740	76.6337	57.3275	2	3	1	4	5
187	89.4975	144.2680	115.8177	65.0202	62.0217	3	1	2	4	5
188	78.8772	50.9995	221.3902	119.8339	17.4464	3	4	1	2	5
189	94.6240	136.6942	149.4786	57.7701	58.6337	3	2	1	5	4
190	122.5984	212.3604	102.6103	87.1687	47.2016	2	1	3	4	5
191	98.0414	194.0886	139.9740	33.8272	48.8625	3	1	2	5	4
192	94.3886	64.7169	211.2587	77.6350	49.0739	2	4	1	3	5
193	77.5603	50.4652	337.2765	74.3246	38.3022	2	4	1	3	5
194	67.8041	74.8762	244.6453	32.9505	56.0251	3	2	1	5	4
195	67.0505	20.6127	223.7138	47.7770	55.2975	2	5	1	4	3
196	135.6711	97.6173	172.7840	68.6722	65.3245	2	3	1	4	5
197	105.6262	88.4443	171.1364	76.8987	67.9364	2	3	1	4	5
198	62.8057	31.5151	314.1716	61.4422	41.5445	2	5	1	3	4
199	121.3721	42.2706	206.4232	121.5963	88.2327	3	5	1	2	4
200	98.5890	126.0161	211.1594	97.4173	55.4514	3	2	1	4	5
201	57.4166	53.4069	249.8143	92.3945	32.3219	3	4	1	2	5
202	67.6252	126.7471	154.8034	48.0885	29.2379	3	2	1	4	5
203	83.2464	67.7074	238.2600	62.9592	57.5086	2	3	1	4	5
204	89.7636	222.9299	21.3654	8.8338	58.5240	2	1	4	5	3
205	77.1729	288.3798	36.1897	98.5588	70.5035	3	1	5	2	4
206	73.8952	81.8813	255.6012	66.9497	59.0427	3	2	1	4	5
207	35.6985	93.0701	199.2387	14.1422	42.2946	4	2	1	5	3
208	81.3943	98.3040	277.2196	49.4649	44.8175	3	2	1	4	5
209	66.9731	66.0040	269.1201	41.4099	55.0405	2	3	1	5	4
210	93.5744	75.2583	230.2245	72.4146	61.2399	2	3	1	4	5
211	45.8626	81.5750	302.1791	59.7770	43.7248	4	2	1	3	5
212	105.4389	71.2799	205.8934	106.7909	65.2235	3	4	1	2	5
213	48.5067	64.9643	196.7857	34.6366	26.1089	3	2	1	4	5
214	66.3145	137.7220	262.6016	64.1847	68.1632	4	2	1	5	3
215	53.1481	221.9343	174.2095	37.7735	51.0832	3	1	2	5	4
216	144.9477	135.3979	150.8453	107.4410	32.4750	2	3	1	4	5
217	99.5022	180.2802	93.2409	74.5262	27.2009	2	1	3	4	5
218	187.1390	86.7538	115.3061	96.6561	68.1433	1	4	2	3	5
219	70.8837	139.5799	184.2021	97.1788	63.7458	4	2	1	3	5
220	94.0895	78.3946	197.8936	98.1088	61.7326	3	4	1	2	5
221	90.5090	206.1709	118.0872	56.5668	50.6220	3	1	2	4	5
222	61.2946	24.2418	224.6754	78.8765	54.2280	3	5	1	2	4
223	62.8387	139.8708	209.8340	52.4651	45.6603	3	2	1	4	5
224	124.9070	198.8393	66.1527	94.5997	62.4423	2	1	4	3	5
225	151.8180	120.0936	121.9708	68.4762	62.8311	1	3	2	4	5
226	97.3832	33.3056	238.7123	88.8159	62.3562	2	5	1	3	4
227	95.0249	345.0227	31.0330	9.4148	18.3727	2	1	3	5	4
228	60.6170	24.5661	198.6631	58.2084	61.9053	3	5	1	4	2

229	64.5770	68.2576	297.1534	63.4261	45.7950	3	2	1	4	5
230	111.8704	68.9731	184.1391	91.5780	77.9848	2	5	1	3	4
231	60.7486	128.8099	161.0333	57.4717	63.5540	4	2	1	5	3
232	52.4708	43.2859	261.3649	40.1388	59.9620	3	4	1	5	2
233	94.4538	80.9512	236.6343	67.8173	34.6350	2	3	1	4	5
234	56.5876	71.8582	219.2436	58.1526	37.0487	4	2	1	3	5
235	93.3967	174.4335	198.3783	45.3469	35.7880	3	2	1	4	5
236	43.4909	121.6730	268.5762	92.8149	60.5937	5	2	1	3	4
237	73.1144	159.1834	200.6544	49.5680	45.9003	3	2	1	4	5
238	36.9319	61.8036	239.0722	40.7662	49.8584	5	2	1	4	3
239	65.9048	174.1558	218.8164	95.5991	23.7655	4	2	1	3	5
240	29.2588	136.4486	242.3811	32.6103	23.3830	4	2	1	3	5
241	36.1677	77.6255	171.6798	80.7655	74.3185	5	3	1	2	4
242	79.7106	137.9665	214.4483	95.6425	46.7293	4	2	1	3	5
243	77.8389	124.2716	185.3413	39.4022	54.8144	3	2	1	5	4
244	76.2722	111.1310	155.3193	75.0262	58.6429	3	2	1	4	5
245	56.4824	8.6523	373.7528	43.7096	49.4348	2	5	1	4	3
246	71.2094	62.3650	249.6480	39.0233	58.6182	2	3	1	5	4
247	73.1026	50.0677	196.0360	60.9940	63.5370	2	5	1	4	3
248	38.0075	48.4010	280.8058	60.2117	29.6013	4	3	1	2	5
249	95.6399	67.7861	171.9305	57.3718	61.7908	2	3	1	5	4
250	93.5105	72.2483	161.4047	42.1663	40.5963	2	3	1	4	5
251	63.4505	149.2745	219.0615	41.1375	16.5508	3	2	1	4	5
252	137.3798	141.9623	151.7035	58.3162	38.6332	3	2	1	4	5
253	77.7231	39.5574	224.0641	63.6148	54.4179	2	5	1	3	4
254	74.3028	71.9535	200.8103	61.1308	55.3583	2	3	1	4	5
255	88.2397	123.7096	195.2867	59.1605	32.0671	3	2	1	4	5
256	110.9171	119.2749	110.7614	44.6913	82.3542	2	1	3	5	4
257	76.1088	79.8491	206.2819	78.3237	74.0451	4	2	1	3	5
258	167.2343	84.8406	189.6330	82.0615	54.0778	2	3	1	4	5
259	48.8221	64.2165	269.7553	48.9222	36.8778	4	2	1	3	5
260	84.4315	82.0241	215.5496	77.4032	48.4322	2	3	1	4	5
261	53.8204	50.0601	280.3819	61.9955	44.5953	3	4	1	2	5
262	103.3897	45.2418	224.2578	81.3163	47.0564	2	5	1	3	4
263	87.8796	92.9735	258.4957	45.4939	45.7221	3	2	1	5	4
264	26.3013	68.2366	250.8174	52.5722	56.5856	5	2	1	4	3
265	43.2790	223.6942	182.7953	69.7396	14.3792	4	1	2	3	5
266	64.7777	67.4890	173.0643	43.2260	56.4990	3	2	1	5	4
267	103.3351	78.5959	205.1443	62.6465	65.8229	2	3	1	5	4
268	89.9377	86.1692	201.8406	62.0200	53.6658	2	3	1	4	5
269	83.5033	86.7820	108.3586	97.9598	119.6145	5	4	2	3	1
270	159.1098	2.6776	184.3436	53.7898	72.7294	2	5	1	4	3
271	66.4072	137.5353	161.9378	67.1774	84.2003	5	2	1	4	3
272	19.7775	228.7170	110.1138	66.7168	34.7833	5	1	2	3	4
273	39.1310	162.3244	202.2159	10.8688	48.3834	4	2	1	5	3
274	38.3515	166.9111	272.9268	80.7597	39.4933	5	2	1	3	4
275	91.2054	123.4728	175.2442	46.7589	52.6765	3	2	1	5	4

276	41.1642	16.4044	235.2254	36.4756	60.7063	3	5	1	4	2
277	73.1112	64.2318	245.1122	62.8647	59.4595	2	3	1	4	5
278	85.3021	81.7619	212.8444	36.3461	63.6142	2	3	1	5	4
279	53.9892	79.5731	256.3592	56.2121	51.2369	4	2	1	3	5
280	94.6751	26.8988	325.3135	93.0836	18.3169	2	4	1	3	5
281	22.9717	50.4935	291.5634	55.7172	50.7634	5	4	1	2	3
282	66.1145	45.3823	284.3402	86.4961	49.2822	3	5	1	2	4
283	54.2334	53.4937	316.7275	67.9456	38.6924	3	4	1	2	5
284	43.3182	55.8939	247.3436	27.3849	52.7522	4	2	1	5	3
285	32.8475	34.2273	346.8508	69.3897	45.1374	5	4	1	2	3
286	82.9453	46.0614	317.7387	63.7811	36.3864	2	4	1	3	5
287	96.4855	130.6870	192.3150	79.1516	31.4330	3	2	1	4	5
288	110.7243	195.0937	52.1345	116.8464	82.6988	3	1	5	2	4
289	50.1356	120.5979	232.2136	44.2963	41.2633	3	2	1	4	5