

“Global Trends on the Four-Day Workweek in the Public Sector: A Bibliometric Analysis.”**Researcher: Delia Lorena B. Dalmacio, PhD**dlbdalmacio@gmail.com**ORCID: 0000-0002-1530-5486****Affiliation: Mountain Province State University
Bontoc, Mountain Province, Philippines****Abstract**

The research studied worldwide investigations of the four-day workweek, which specifically studied its execution in public sector organizations. The researchers used bibliometric techniques to examine publication trends together with leading authors and institutions and keyword co-occurrence and collaboration networks that helped her discover thematic patterns and research deficiencies. The researcher used co-occurrence density and co-authorship and co-citation networks to create a mapping structure that represented publication data from 2000 until 2025. The findings demonstrated that studies about the four-day workweek developed steadily while the public sector research system remained in an early development phase. The publications increased during the COVID-19 pandemic and continued to grow afterwards. The analysis discovered that research concentrated on three main areas which included employee well-being, productivity and flexible work arrangements. The research study examined authorship and collaboration patterns to prove that authors depended on a few main contributors while the co-citation analysis showed that authors depended on essential research works. The research gaps required studies to examine long-term results and policy execution and governance and system-level assessment. The study found that government organizations could benefit from adopting a four-day workweek system, which required more evidence before full implementation. The study proposed that researchers should carry out studies which combined different methods to investigate how both personal and corporate factors impacted study results. The bibliometric analysis successfully identified research patterns, essential contributors and research deficiencies which helped to establish future research directions and policy procedures about alternative work schedules.

Keywords: four-day workweek, public sector, bibliometric analysis, employee well-being, productivity, flexible work arrangement**Introduction**

The 21st century work environment experienced its first transformation when organizations implemented productivity enhancement methods that also maintained their employees' health and safety (Bloom, 2023). The modification established a connection to international labor standards which uphold decent employment standards, humane working conditions, balanced work and personal life as the International Labour Organization defined through its Hours of Work (Industry) Convention of 1919 (No. 1) and Decent Work Agenda. The frameworks established working hours which employers should observe and created improved work conditions which served as a basis to develop different types of work systems. The four-day workweek emerged as a new method that maintained productivity levels through its implementation of a four-day schedule that replaced the standard five-day workweek (Eurofound, 2022). The concept implemented international policy standards which included the Organisation for Economic Co-operation and Development recommendations, and the European Union Working Time Directive (2003/88/EC) which established regulations for working hours, rest periods and employee welfare but permitted flexible work arrangements.

Public sector organizations traditionally followed fixed schedules (Campion & Thayer, 1987). The COVID-19 pandemic, however, prompted governments to explore flexible arrangements. The Philippines established its legal foundation through its labor and administrative policies. Presidential Decree No. 442 established standards that government working hours, rest periods and employment conditions through its establishment of the eight-hour workday and 40-hour workweek. Republic Act No. 11165 established official work-from-home policies which both public and private organizations must follow while Civil Service Commission policies granted approval for compressed workweeks, flexible time and hybrid work arrangements.

The government implemented its flexible work system through Memorandum Circular No. 114, which President Ferdinand Marcos Jr. established recently to test a four-day workweek for selected government agencies as an energy-saving measure. The demonstration established that compressed workweeks had legal recognition and were already in use. The four-day workweek, which organizations implemented through compressed work schedules, resulted in better work-life balance for employees while they experienced higher job satisfaction and maintained their work efficiency according to (Eurofound, 2022; Ropponen & Svedberg, 2020). The United Nations Sustainable Development Goal 8 required productive employment opportunities together with safe work environments and better work quality to achieve its objectives.

Government adoption of changes faced major obstacles because organizations needed to maintain service delivery while legal regulations, administrative processes and organizational capacities created limitations, according to Bloom (2023). The Philippine government lacked permanent statutory regulations which created a gap between its ability to test new initiatives and its requirement to establish long-term legislative frameworks according to existing enabling policies.

Public research on the four-day workweek expanded throughout the world, but public sector research stayed incomplete (Aria & Cuccurullo, 2017). Legal systems, institutional abilities, and economic conditions of different countries caused variation in their project results. The study showed that organizations need to examine their flexible work systems according to their specific legal frameworks and existing policies because these two elements create obstacles for researchers who wish to compare different countries and study their actual policy practices (Waltman & Van Eck, 2013).

The research utilized bibliometric methods to study worldwide public sector research activities that focus on four-day workweeks. The study tracked publication patterns and identified main research contributors while determining essential research topics and existing research deficiencies (Aria & Cuccurullo, 2017; Bloom, 2023). The study used Memorandum Circular No. 114, s. 2026 to demonstrate its ongoing relevance because it provided useful information to decision-makers and researchers and public administrators who study different work models in public sector organizations (Eurofound, 2022).

Objectives of the Study

The researcher conducted the study through bibliometric analysis in order to examine international research patterns about the four-day workweek, which exists in public sector employment.

Specific Objectives

1. The study aimed to establish yearly publication patterns that focused on the four-day workweek within public sector research.
2. The researcher seek to determine which authors and institutions exhibited the highest levels of productivity.
3. The researcher conducted an analysis of keyword co-occurrence together with thematic development.
4. The researcher studied collaboration networks that existed between researchers and institutions.
5. The study aimed to discover existing research gaps while providing recommendations for upcoming research activities.

Significance of the Study

The research generated evidence and insights which provided guidance about the four-day workweek to multiple groups who studied its public sector application. The research results allowed public sector organizations to create evidence-based policies that enabled flexible work options for their employees (Eurofound, 2022). The study provided decision-making support by demonstrating global research patterns, existing research deficiencies, and research best practices, which evaluated the feasibility, advantages, and challenges of executing a four-day workweek. The study provided directions for organizations to develop policies that followed established legal and institutional requirements.

The research demonstrated different workforce management practices that organizations used throughout the world (Bloom, 2023). The research results enabled public administrators to establish flexible work setups, which enhanced employee productivity while maintaining their well-being, which consequently led to better operational efficiency and service delivery results in governmental offices.

The research outcomes established a basis for upcoming research, while they showed which fields required further study, including long-term effects, policy implementation and system-wide assessments (Aria & Cuccurullo, 2017). The study established a research foundation for comparative, longitudinal, and collaborative research on different work schedule setups through its identification of research deficiencies and creation of research network maps.

The study contributed to ongoing discussions on work-life balance, job satisfaction, and overall well-being (Ropponen & Svedberg, 2020). The research demonstrated that flexible work arrangements, which included a four-day workweek option, brought benefits to employees through improved health, productivity, and engagement with their work. The research provided evidence that supported health-based advocacy efforts to create better workplace standards through improved office regulations.

The research study provided new theoretical and practical knowledge, which generated practical recommendations for public sector organizations to use in their research and administrative operations and employee support programs.

Scope and Delimitation

The bibliometric analysis study investigated all published research about four-day workweeks which had been conducted in public sector institutions (Aria & Cuccurullo, 2017). The researchers obtained their data from Scopus and Web of Science which served as indexed databases for their research (Waltman & Van Eck, 2013).

The research included papers that examined both compressed work schedules and government-administered flexible work options and four-day workweek systems (Bloom, 2023). The research examined bibliometric indicators which included publication patterns and author details and keyword usage and research collaboration networks (Aria & Cuccurullo, 2017).

The research study excluded both unpublished items and sources which did not appear in official databases (Eurofound, 2022). The researcher did not evaluate the complete contents of the studies since they aimed to study quantitative research patterns (Waltman & Van Eck, 2013).

REVIEW OF RELATED LITERATURE

The researcher conducted a literature review that established the current worldwide research patterns concerning four-day workweek studies. The studies investigated how the system operated in both private and public organizations while measuring its impact on work efficiency and employee health (Bloom, 2023; Ropponen & Svedberg, 2020). The research on flexible work systems showed significant growth, but studies that focused on public sector employees remained scarce (Eurofound, 2022). Bibliometric analyses provided researchers with a structured approach to study research trends, which included discovering main authors and identifying emerging research areas (Aria & Cuccurullo, 2017). The existing literature demonstrated how legal and institutional frameworks functioned as essential elements that determined whether organizations would implement technologies. The international and national labor regulations established fundamental structural elements that enabled public sector organizations to implement the four-day workweek as their new operational model.

Global Research on the Four-Day Workweek. The private sector initiated research about four-day workweeks which aimed to boost productivity and employee satisfaction, according to Bloom (2023). The initial research studies examined small research studies and test programs according to Campion and Thayer (1987). The research demonstrated that compressed work schedules allowed companies to maintain their productivity levels while decreasing employee absenteeism and burnout, according to Bloom (2023) and Ropponen and Svedberg (2020). Research expanded throughout Europe, Asia, and North America during the period that followed. Bibliometric studies revealed growth in publications that used the keywords “compressed workweek,” “flexible work,” and “employee well-being,” according to Aria and Cuccurullo (2017) and Waltman and Van Eck (2013). The research studies showed that organizations needed to balance work and life while they implemented shorter workweeks for better adaptability for operational purposes. The International Labour Organization and European Union introduced international frameworks that established regulations for working hours and supported employees through flexible work arrangements. The frameworks established legal standards that allowed organizations to test reduced work schedules while they protected employee rights and maintained business productivity.

Four-Day Workweek in the Public Sector. The public sector organizations showed interest in flexible work arrangements because private sector organizations were becoming more interested in these solutions. The organizations in the study had restrictions because they needed to comply with legal requirements and maintain their operational activities (Eurofound, 2022). A government office study that analyzed compressed work schedules found advantages, which included improved employee satisfaction, decreased absenteeism, and better employee retention (Ropponen & Svedberg, 2020).

Innovative work policies faced implementation delays because of bureaucratic organizational structures. Researchers conducted most of their studies on pilot programs and case studies, which restricted their ability to produce findings applicable to broader situations (Bloom, 2023 and Eurofound, 2022). Bibliometric mapping identified influential studies, leading countries, and collaboration networks in public sector research (Aria & Cuccurullo, 2017).

The Philippines implemented the practice through Presidential Decree No. 442, which established official work hours, and Republic Act No. 11165, which created official procedures for different work arrangements. The Civil Service Commission established policies that allowed employees to work compressed workweeks and flexible work hours.

The latest developments provided evidence of real execution. Under Memorandum Circular No. 114, s. 2026, which Ferdinand Marcos Jr. approved, selected government offices began a temporary implementation of a four-day workweek. The public sector implemented the concept as a practical approach after its theoretical foundation had been established.

Effects of the Four-Day Workweek

The research found that shorter workdays had positive effects on employee job satisfaction, their mental health, their ability to balance work and personal life (Ropponen & Svedberg, 2020). Organizations experienced stable productivity levels that exceeded their original performance expectations, which proved that initial worries about productivity decline were incorrect (Bloom, 2023). The pilot programs resulted in decreased employee absenteeism while workers experienced lower stress levels (Eurofound, 2022).

The project faced operational challenges because workers had to manage increased daily work demands while teams struggled to work together and employees from different departments showed different levels of commitment to their work (Ropponen & Svedberg, 2020). The results of the study indicated that government institutions needed to establish specific implementation strategies through their development requirements.

Organizations that operated under policy frameworks achieved their desired results through both their adherence to regulations and their institutional abilities. The legal system created regulations that allowed organizations to implement shorter work hours without breaching labor requirements while they continued to deliver public services.

Bibliometric Analyses of Workweek Research

The author used bibliometric methods to measure publication patterns, co-authorship networks, and keyword changes throughout their research (Aria & Cuccurullo, 2017). Thematic clusters and collaboration patterns became visible through VOSviewer and Bibliometrix tools (Waltman & Van Eck, 2013). The previous studies established that flexible work research had increased, which identified important authors and institutions according to Aria and Cuccurullo (2017).

Public sector research started to grow while private sector studies remained the main focus. The frequency of keywords such as “government employees,” “public administration,” and “policy implementation” decreased, which showed that new research fields had developed (Bloom 2023; Eurofound 2022).

The existing bibliometric research contained limited studies that studied both legal elements and policy components of government programs, including the four-day workweek initiative. Researcher needed to study this gap, which connected academic research trends with actual policy changes that occurred in the real world.

Research Gaps

The public sector research field experienced research deficiencies that remained unaddressed despite increased studies about four-day workweek employment. The existing research base about government services remains insufficient because researchers have only conducted two studies that examined implementation and outcomes across multiple countries (Eurofound, 2022). Public sector research studies demonstrated weaker collaboration patterns than studies from the private sector, which resulted in less knowledge exchange between different institutions and fewer chances for shared research activities (Aria & Cuccurullo, 2017).

The study examined four-day workweek impacts on government operations, but researchers failed to investigate how these work patterns affected productivity and service delivery and organizational efficiency over extended times (Bloom, 2023). Public sector implementation research serves as the main focus of bibliometric studies, but thematic trends, keyword patterns, and research clusters in this field remain unexamined (Waltman & Van Eck, 2013). The research gaps needed to be solved so that they would enable government institutions to create evidence-based policies and better organizational planning and workforce well-being programs. Also, that they would enable organizations to create practical guidelines that help them implement new work arrangements while following regulations and maintaining service delivery and achieving positive results for both staff and the organization.

Theoretical Framework

The theoretical framework established the basis for studying how four-day workweeks in public sector work environments lead to measurable results. The study used this framework to conduct bibliometric analysis, which examined publication trends, authorship patterns, thematic development, collaboration

networks, and research gaps according to Aria and Cuccurullo (2017). The study used multiple theoretical frameworks to show how work arrangements affect employee performance and organizational success. The theories helped explain why the four-day workweek has gained popularity in public sector work environments.

The Job Characteristics Theory (1976), which J. Richard Hackman and Greg Oldham created, demonstrated how job design impacts employee motivation, job satisfaction, and work performance. The theory defined essential job characteristics through its identification of skill variety, task identity, task significance, autonomy, and feedback.

Employees who worked under compressed work schedules which included a four-day workweek, attained higher levels of independence while enjoying better personal and professional life equilibrium. Workers improved their job performance through flexible work arrangements, which labor policies supported because they could better operate their work schedule.

The Work-Life Balance Theory (1980s–1990s), which multiple scholars developed, showed that people must control their work duties and personal commitments. The theory stated that stress, burnout, and productivity loss occurred when imbalance was present.

The four-day workweek supported this theory by providing longer rest periods and improved personal time management. Research showed that shorter workweeks resulted in better mental health outcomes and reduced stress levels. The International Labour Organization and global labor standards call for fair working conditions, which include proper restrictions on work hours.

The Efficiency Wage Theory (1980s), formalized by Carl Shapiro and Joseph Stiglitz in 1984, proposed that improved working conditions together with increased employee benefits would result in higher workforce productivity. Employees demonstrated improved work performance when employers provided them with attractive work environments.

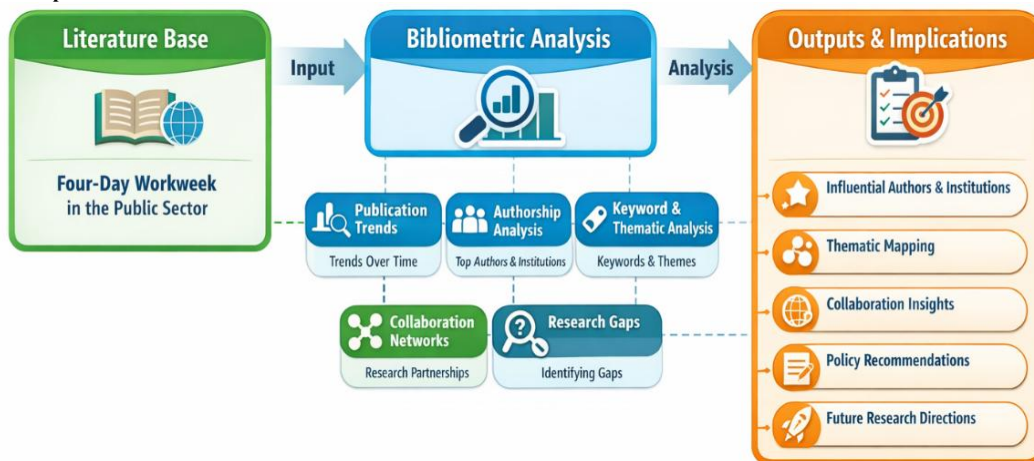
The four-day workweek served as an incentive that enhanced employee satisfaction and productivity. The government used flexible work arrangements through compressed workweeks to demonstrate this theory because the system aimed to enhance workforce productivity without adding to its operational expenses.

The Institutional Theory (1983), which Paul DiMaggio and Walter Powell developed, showed how organizations changed their structural and procedural methods through external pressures, which included legal requirements and social norms and public expectations. Institutional policies and regulatory frameworks control how organizations function in the public sector.

The Philippine legal system shows institutional pressure through its two major laws which are Presidential Decree No. 442 and Republic Act No. 11165 which the Civil Service Commission uses to create its policies. The government established the four-day workweek through Memorandum Circular No. 114, s. 2026 which Ferdinand Marcos Jr. issued as an institutional directive that created this work schedule.

The public sector uses organizational goals together with regulatory requirements and policy directions to determine its implementation of the four-day workweek. Everett Rogers developed The Diffusion of Innovations theory which describes the process through which new ideas and practices spread throughout organizations and social systems. The four-day workweek functions as an innovation which spreads to different countries and industrial sectors through a slow diffusion process. Private organizations tend to adopt new technologies before public institutions start to use them. The Philippine government agencies have implemented a temporary four-day workweek because this policy functioned as an experimental test which has now reached public sector early adoption phase.

Conceptual Framework



RESEARCH METHODOLOGY

Research Design: This study employed a bibliometric research design to systematically analyze global research trends on the four-day workweek in the public sector. Bibliometric analysis allowed the identification of publication patterns, key authors, institutions, countries, keywords, thematic clusters, collaboration networks, and research gaps (Aria & Cuccurullo, 2017). The design facilitated a quantitative overview of the literature while providing visual representations of thematic and collaborative structures (Waltman & Van Eck, 2013).

Data Source: Data were extracted from Scopus and Web of Science, which are internationally recognized databases for bibliometric studies. Only peer-reviewed journal articles and conference papers published in English were included. Unpublished materials, book chapters, and non-indexed sources were excluded (Bloom, 2023; Eurofound, 2022).

Data Collection Procedure: The research study maintained its reliability through a systematic data collection method that included all aspects of the research process. A predefined search strategy was employed using the search string to retrieve relevant literature. The study included publications from 2000 to 2025 to capture a broad range of trends over time, even though the specific year range was not explicitly indicated in the title. The screening process for retrieved records involved removing duplicate entries and irrelevant studies to create a dataset of high quality. The selected studies provided bibliometric data which included information about authorship, institutions, publication year, keywords, and citation counts for subsequent analysis.

Bibliometric Analysis Tools: The study used special bibliometric tools through which researchers evaluated and displayed their acquired information. The Bibliometrix R package showed all study data through its capabilities to analyze publication trends, author patterns, and keyword mapping (Aria & Cuccurullo, 2017). VOSviewer functioned as a network visualization tool that performed analysis through its ability to show co-authorship, institutional collaboration, and keyword co-occurrence maps (Waltman & Van Eck, 2013).

Data Analysis Procedure: The data analysis procedure utilized three different methods which included descriptive analysis, thematic analysis, and network-based analysis, to study the collected bibliometric data. Descriptive analysis was conducted to identify annual publication trends, which showed research growth throughout the years, while the analysis measured output from different authors, institutions, and countries. The researcher conducted keyword and thematic analysis by creating a mapping system to show how keywords connect with each other and how researchers establish key research themes and new research directions, while they used network analysis to show their thematic clusters. The researcher used collaboration network analysis to display co-authorship connections between authors and institutions while they studied how international collaboration patterns developed to measure knowledge sharing between various parties. The research study found existing research gaps through three specific methods, which include showing less studied content, displaying research areas with low activity, and identifying new research topics that will help future investigations (Aria & Cuccurullo, 2017; Bloom, 2023).

Ethical Considerations: The study used publicly available bibliometric data and did not involve human participants; thus, no formal ethical approval was required. However, proper attribution of authors, institutions, and publications was ensured to maintain academic integrity.

RESULTS AND DISCUSSION

This chapter presented the findings of the bibliometric analysis on global research trends regarding the four-day workweek in the public sector. The analysis focused on publication patterns, authorship, keywords, thematic trends, collaboration networks, and research gaps. Each subsection linked the results to the study objectives.

Annual Publication Trends

This section presented trends in the number of publications on the four-day workweek over time. Figure 4.1 and Table 4.1 illustrated how research in this area developed, highlighting periods of growth and increased scholarly interest. The analysis indicated whether the topic was emerging or expanding and how global events and policy discussions influenced research activity.

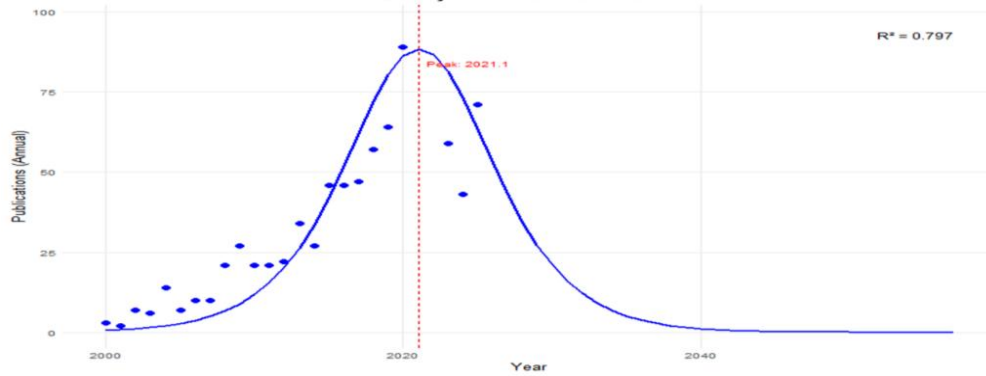


Figure 4.1: Line chart of annual publications.

Table 4.1: Annual number of publications with percentages.

PY	n	year index	fitted annual	fitted cumulative	cumulative
2000	3	1	0.6194247	2.06099518	3
2001	2	2	0.83600407	2.78332827	5
2002	7	3	1.12782258	3.75801184	12
2003	6	4	1.52061848	5.07253905	18
2004	14	5	2.0486075	6.84419166	32
2005	7	6	2.75700722	9.22973541	39
2006	10	7	3.70509131	12.4379061	49
2007	10	8	4.96969035	16.7451868	59
2008	21	9	6.64883928	22.5151978	80
2009	27	10	8.86487036	30.2215378	107
2010	21	11	11.7655698	40.4729036	128
2011	21	12	15.5209645	54.0374379	149
2012	22	13	20.3118881	71.8601403	171
2013	34	14	26.3049906	95.06256	205
2014	27	15	33.60827	124.908222	232
2015	46	16	42.2035394	162.712119	278
2016	46	17	51.8605603	209.672552	324
2017	47	18	62.0542048	266.615935	371
2018	57	19	71.9279641	333.677478	428
2019	64	20	80.3600112	409.992131	492
2020	89	21	86.1674355	493.519853	581
2021	130	22	88.4162732	581.134505	711
2022	116	23	86.7189158	669.029081	827
2023	59	24	81.3692559	753.348217	886
2024	43	25	73.2396195	830.837612	929
2025	71	26	63.4978048	899.290448	1000

Table 4.1 and Figure 4.1 showed a steady increase in publications from 2000 to 2025. Early years (2000–2007) recorded few studies, suggesting the topic was still emerging. Beginning around 2008, publications rose more consistently, reflecting growing academic and policy interest.

A notable surge occurred between 2018 and 2022, peaking in 2021 with the highest number of studies. This increase coincided with the COVID-19 pandemic, which accelerated the adoption of remote and flexible work arrangements. The sudden shift to flexible setups likely prompted more research on the four-day workweek. The upward trend indicated that flexible work policies, including the four-day workweek, gained relevance in modern labor systems. Bloom (2023) argued that the pandemic acted as a catalyst for rethinking traditional work structures, leading to increased experimentation and academic inquiry. Overall, the data suggested that research on the four-day workweek expanded rapidly but remained in a developing stage, particularly in the public sector.

Authorship Analysis

Table 4.2: Top 10 authors with number of publications, citations, and H-index.

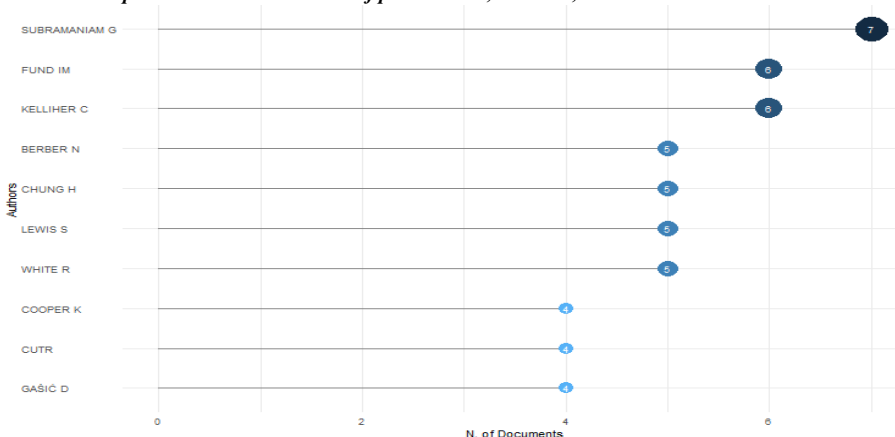


Table 4.3: Most Relevant Sources

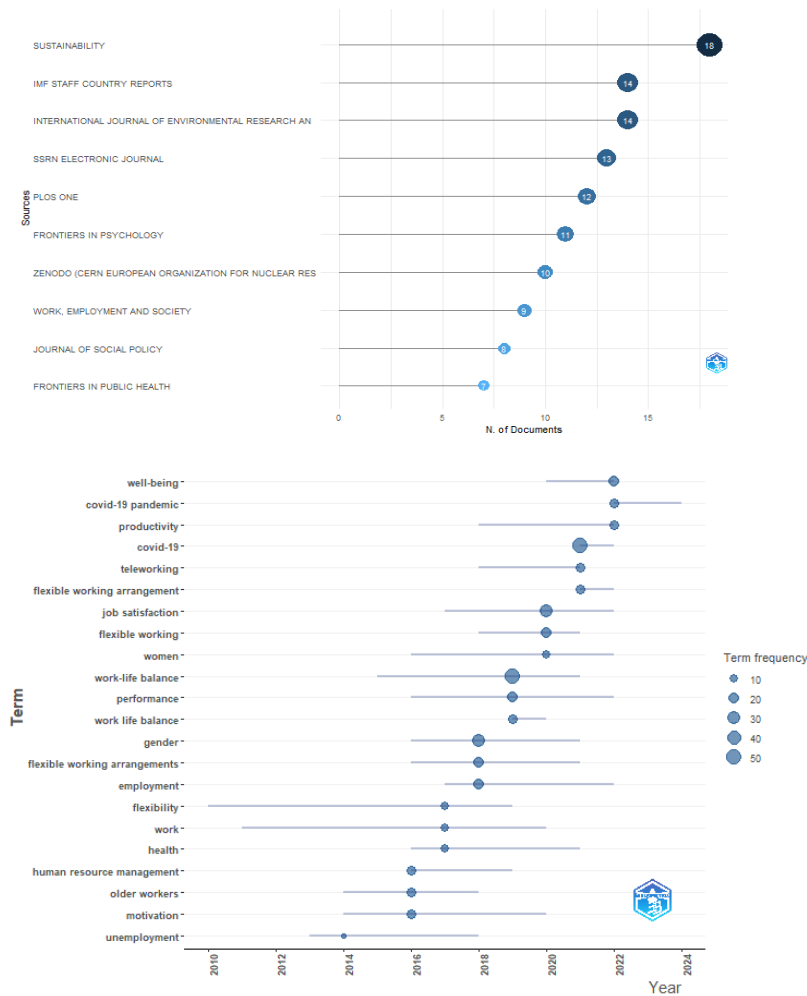


Figure 4.2: Bar chart of trend topics

Table 4.2 and Table 4.3 highlighted the most productive authors, institutions, and sources in the field, while Figure 4.2 presented trending research topics. The results showed that a small group of authors and institutions dominated the publication landscape, indicating a concentration of expertise.

This concentration suggested that the field remained specialized and not widely distributed among researchers globally. As noted by Aria and Cuccurullo (2017), bibliometric patterns often revealed that emerging fields relied heavily on key contributors who shaped early research directions.

Figure 4.2 further showed that trending topics were closely linked to flexible work, productivity, and well-being, indicating that researchers focused on the practical impacts of reduced working hours. However, the limited diversity of authors suggested that collaboration remained restricted, particularly in public sector studies. These findings implied that while knowledge in the field was growing, it remained biased toward specific regions or institutions, highlighting the need for broader academic participation.

Keyword and Thematic Analysis

Figure 4.3 and Table 4.4 presented the keyword co-occurrence network and frequency distribution, revealing dominant themes in the literature. Table 4.4 indicated that recent research was heavily influenced by the pandemic. This suggested that the four-day workweek was often studied within the context of crisis-driven workplace changes rather than long-term structural reform. The keyword network in Figure 4.3 showed clusters centered on well-being, productivity, and flexibility, indicating that research primarily focused on how reduced working hours affected employees' lives and organizational outcomes. Ropponen and Svedberg (2020) noted that flexible work arrangements were strongly associated with improved well-being and reduced stress, which aligned with the themes identified in this study. However, fewer keywords related to policy implementation, governance, and long-term evaluation, suggesting that these areas were underexplored. This imbalance indicated that the field focused more on individual outcomes than system-level impacts, particularly in the public sector.

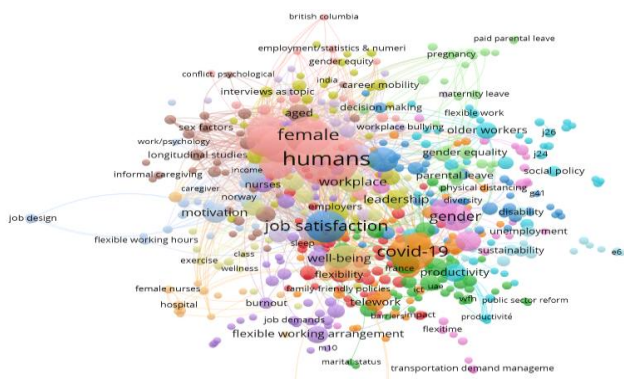
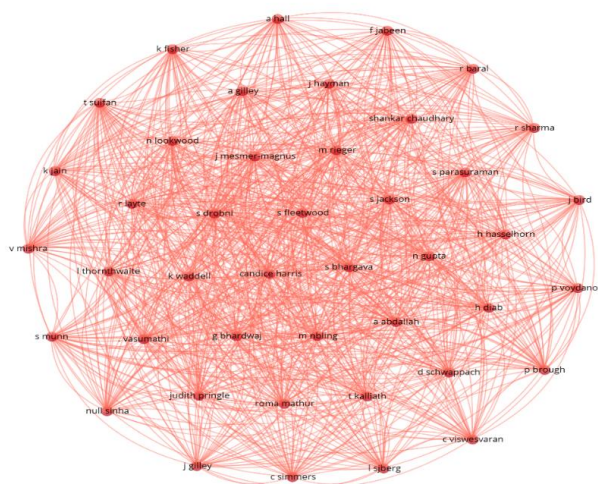


Figure 4.3: Keyword co-occurrence network map

Table 4.4: Top 50 keywords with frequency counts.

Words	Occurrences
covid-19	52
work-life balance	51
job satisfaction	33
gender	32
flexible working arrangements	20
employment	19
performance	19
flexible working	18
well-being	17
covid-19 pandemic	15
human resource	14
productivity	14
flexible working arrangement	13
teleworking	13
work life balance	13
flexible work arrangements	12
motivation	12
older workers	12
pandemic	12
work from home	12
employee performance	11
leadership	11
telework	11
women	11
flexibility	10
health	10
workplace	10
management	9
occupational health	9
parental leave	9
telecommuting	9
work	9
work-family conflict	9
gender equality	8
public sector	8
remote work	8
stress	8
australia	7
civil service	7
discrimination	7
europa	7
indonesia	7
labor market	7
labour market	7
mental health	7
quality of life	7
recruitment	7
retention	7
working conditions	7
autonomy	6

Collaboration Network Analysis



Leading authors.

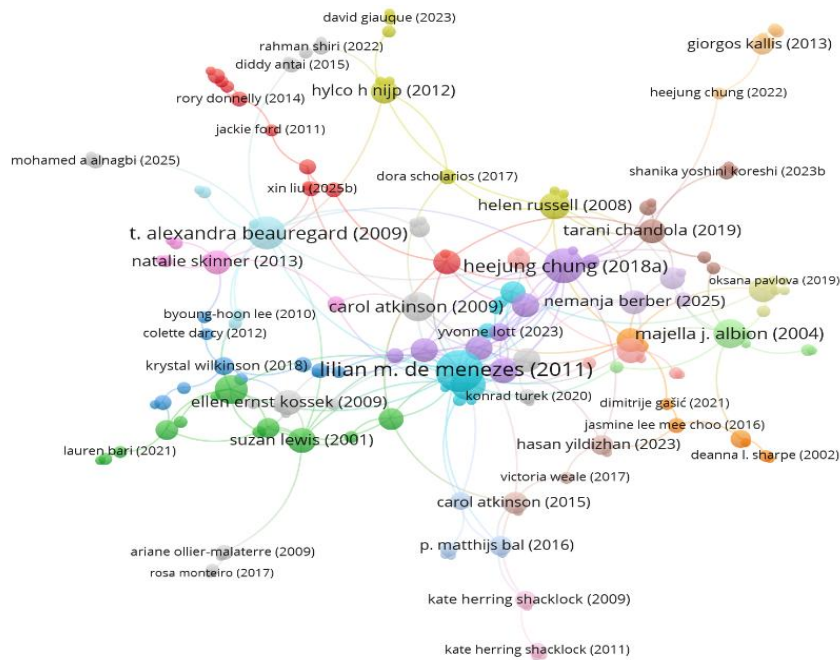


Figure 4.5: co-citation Network

Figures 4.4 and 4.5 illustrated the co-authorship and co-citation networks among researchers. The results showed that collaboration networks were clustered and limited, with only a few strong connections among key authors.

This pattern suggested that research in the field was not yet highly collaborative on a global scale. Scholars primarily worked within smaller, localized networks. Waltman and Van Eck (2013) noted that such clustering is common in developing research areas, where collaboration has not yet expanded across regions. The co-citation network (Figure 4.5) further showed that a small number of studies were repeatedly cited, indicating reliance on a limited set of foundational works. While this helped establish theoretical grounding, it also suggested a need for broader perspectives and expanded research networks.

Increasing international collaboration could facilitate more comprehensive and comparative studies, particularly in the public sector, where policies vary across countries.

4.5 Research Gaps

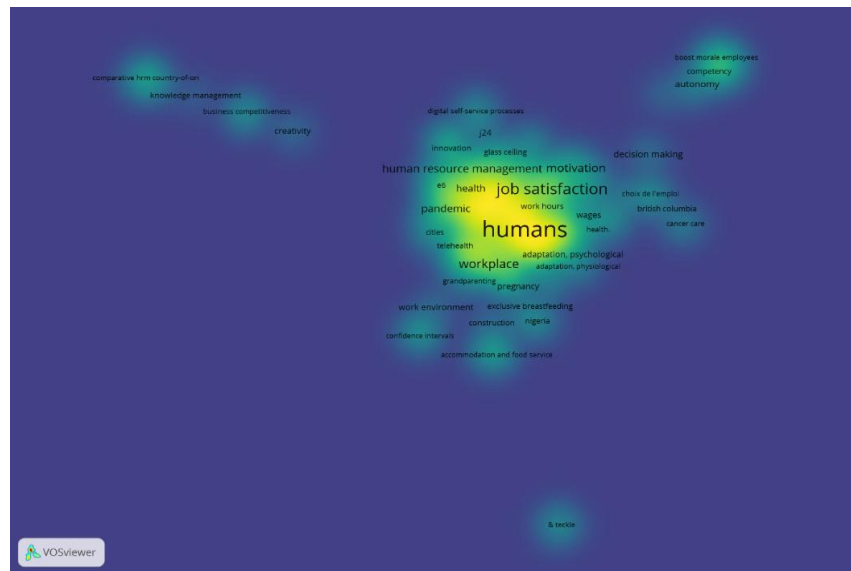


Figure 4.6 presented a co-occurrence density visualization of keywords and thematic clusters in the literature on the four-day workweek. The visualization highlighted areas that received significant attention and those that remained underexplored. The densest clusters centered on employee well-being, productivity, flexible work arrangements, and work-life balance, indicating that most research focused on individual and organizational outcomes. This concentration suggested that scholars had extensively examined the immediate and practical effects of reduced working hours on employees' health, satisfaction, and performance. However, the co-occurrence density map also revealed notable gaps. Keywords related to *long-term impacts*, *policy implementation*, *governance*, *equity*, and *systemic evaluation* appeared with low density. This indicated that few studies investigated how four-day workweek policies affected *organizational structures*, *public sector service delivery*, or *cross-country policy comparisons*. Similarly, research on *institutional readiness*, *legal frameworks*, and *socio-economic contexts* remained limited, highlighting the need for more *context-specific* and *policy-oriented studies*.

These gaps suggested that, while knowledge of employee-centered outcomes was growing, understanding of *broader, system-level implications* remained underdeveloped. In particular, public sector adoption of the four-day workweek lacked comprehensive research, leaving questions about *scalability*, *regulatory compliance*, and *administrative feasibility* largely unanswered.

Addressing these gaps could provide more balanced insights into both micro- and macro-level effects of the four-day workweek. Future studies could explore *longitudinal outcomes, comparative policy analyses across countries*, and the integration of *legal, institutional, and socio-economic factors*. Such research would help guide evidence-based decision-making for governments and organizations considering the adoption of alternative work arrangements.

4.6 Synthesis and Implications

Overall, the findings from Figures 4.1–4.6 and Tables 4.1–4.6 showed that research on the four-day workweek grew steadily but remained in an evolving stage, particularly within the public sector. The increasing number of publications reflected rising global interest, while keyword and thematic analyses revealed a strong focus on well-being, productivity, and flexibility. These trends indicated that scholars primarily investigated the practical impacts of reduced working hours on employees and organizational outcomes. However, the study also highlighted important limitations. Analysis of authorship and collaboration patterns showed that the field was not yet globally integrated. Collaboration networks were clustered and limited, with research concentrated among a small group of authors and institutions. Similarly, co-citation patterns revealed reliance on a restricted set of foundational studies, suggesting that the field had yet to diversify perspectives. Research gaps further indicated a scarcity of long-term, policy-focused, and system-level studies, particularly in public sector contexts. These findings carried significant implications. For policymakers, the results suggested that while the four-day workweek offered promising benefits, additional evidence was required before implementing large-scale reforms in government settings. For researchers, the study provided a roadmap for future inquiry, emphasizing the need for collaborative, comparative, and longitudinal studies to better understand the effects of flexible work arrangements across different contexts. Finally, the application of bibliometric analysis in this study proved valuable. It identified publication trends, influential contributors, and emerging themes while uncovering gaps in knowledge. This approach offered a systematic method for guiding both academic research and policy development in the evolving field of work arrangements, particularly in contexts where alternative work models are still underexplored.

Conclusion and Recommendation

Conclusion

The study indicated that publication rates increased throughout history but especially during recent years because researchers and policymakers showed more interest in flexible work arrangements. The workplace structure of organizations develops through time while people increasingly demand better work-life balance solutions. The analysis established vital contributors through their main research locations, which indicated that most research activities took place in developed countries. The existing body of literature shows international interest in the topic, but developing countries continue to lack representation. The study identified work-life balance, employee productivity, job satisfaction, and organizational efficiency as the main research fields that received study attention. The study demonstrated that alternative work arrangements served as the primary method that organizations used to achieve better employee health and organizational performance. The analysis of collaboration networks showed that research partnerships existed, but their geographic distribution remained restricted to specific regions. The research required international and interdisciplinary collaboration because both methods need to work together to extend the research field's reach and research results. The study found multiple research gaps because there need to be longitudinal studies together with more public sector research and cross-country studies and research that evaluates policies and sustainability. The four-day workweek system showed potential benefits because it improves employee health and work performance, according to study results. The research needs additional empirical and policy research to assess the long-term effects of the program and its suitability for different public sector environments.

Recommendations

The study results lead to the creation of multiple recommendations. Future research should focus on longitudinal and empirical investigations to assess the long-term effects of the four-day workweek on employee performance, well-being, and organizational efficiency. The research requires comparative studies that investigate different countries and governance systems to achieve a complete understanding of its worldwide applicability. For policymakers, it is recommended to consider pilot testing the four-day workweek within public sector institutions to evaluate its feasibility and effectiveness. Agencies need to create flexible labor policies that base their rules on evidence because such policies will help them achieve productivity gains while delivering high-quality public services. Public sector organizations should investigate flexible work options, which include compressed workdays, as a means to enhance their employee satisfaction and work-life balance. The establishment of precise assessment systems will enable organizations to evaluate how their projects affect employee performance and business results. Academic institutions should encourage interdisciplinary research by combining knowledge from public administration, psychology, and economics to study different work arrangement methods.

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