

A STUDY OF EMPLOYEE  
REACTIONS TO A SHORTER WORKING WEEK

*59 pages*

September, 1930

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TO A SHORTER WORKING WEEK

## DON'T DISCLOSE IDENTITIES

From the beginning of these studies, the identities of the persons under study have been kept confidential. We look to you to carry on this trust. Please guard the privacy of the persons involved by substituting fictitious names, or code symbols for real names.

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Industrial Research Div.  
Hawthorne Works,  
Sept, 1930.

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### INTRODUCTION

This folder has been prepared in an effort to show data and findings pertinent to the question of the shorter working week. The contents have been derived from three sources.

The Relay Assembly Test Room Studies.  
Interviews with Employees.  
Supervisory Training Conferences.

The material presented is of two general kinds. The findings from the Test Room Studies, which show hours of work related to production is largely objective. The other sections present material which is subjective in nature and therefore does not lend itself to accurate objective analysis.

The analyses which are presented in sections two and three are the result of studies made by the interviewing group, and the method employed has been one which attempted to reveal and interpret the meaning and significance behind the verbal expression of the employee. Sections four and five contain analyses prepared by the analyzing group and show the result of an attempt to deal with what the employee said as such. Section five presents the actual comments of employees relative to the length of the working week, and section four is given over to a summary of what the employees say with only a minimum of interpretation.

While neither the objective nor the subjective contents indicate the best available answer to the problem, a review of the material does yield a better understanding of the problem and is presented with this thought in mind.

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~~INDICATIONS FROM THE RELAY ASSEMBLY TEST ROOM  
AS TO THE DESIRABILITY OF A FIVE DAY WEEK WITH STANDARD HOURS  
VERSUS A FIVE DAY WEEK WITH SHORTER WORKING DAYS~~

The indications from the Relay Test Room which bear upon the desirability of a five day week with standard hours versus a five and one-half day week with shorter working days are of two sorts. First the indications from the attitude and feeling of the operators, and second the indications from the operators' performance.

Indications From Operators' Feelings and Attitudes

On October 10, 1933, a vote was taken in which each operator was asked to record the kind of working day she liked best and to number the other periods in the order of her preference. The following table shows the results of that vote:

Type of Day	Choice	1st	2nd	3rd	4th	5th	Last
Saturday A.M. off - lunch and Rest		0					
4:30 Stop with lunch and Rest (5 1/2 days)		0	5	1	1	1	
5:00 Stop with lunch and Rest	"	0	5	2	1	1	
4:00 Stop with lunch and Rest	"	0	1	2	2		
Full Working Day (No Rest)	"	0	0	0	0	0	0

As far as the choice of the employees is concerned, the test room operators are unanimous in preferring a five day week to a five and one-half day week with any combination of rest periods, either with or without early closings. There is perfect unanimity in the feeling that a full working day and full working week is least desirable, and that Saturday morning off is most desirable.

Indications from the Operators' Performance

The accompanying charts show the relationship between the hours of work and the average weekly output of the operators and their percentage of efficiency.

The vertical shaded areas show the number of hours per week in each period, and the unshaded areas at the top of the vertical columns indicate time devoted to rest periods during the working week.

The charts are in sets of two, each set containing a weekly output chart and a percentage of efficiency chart. One set shows the periods in the test room arranged in their chronological order, and the other set shows the periods arranged in an order dependent on the number of hours in the working week.

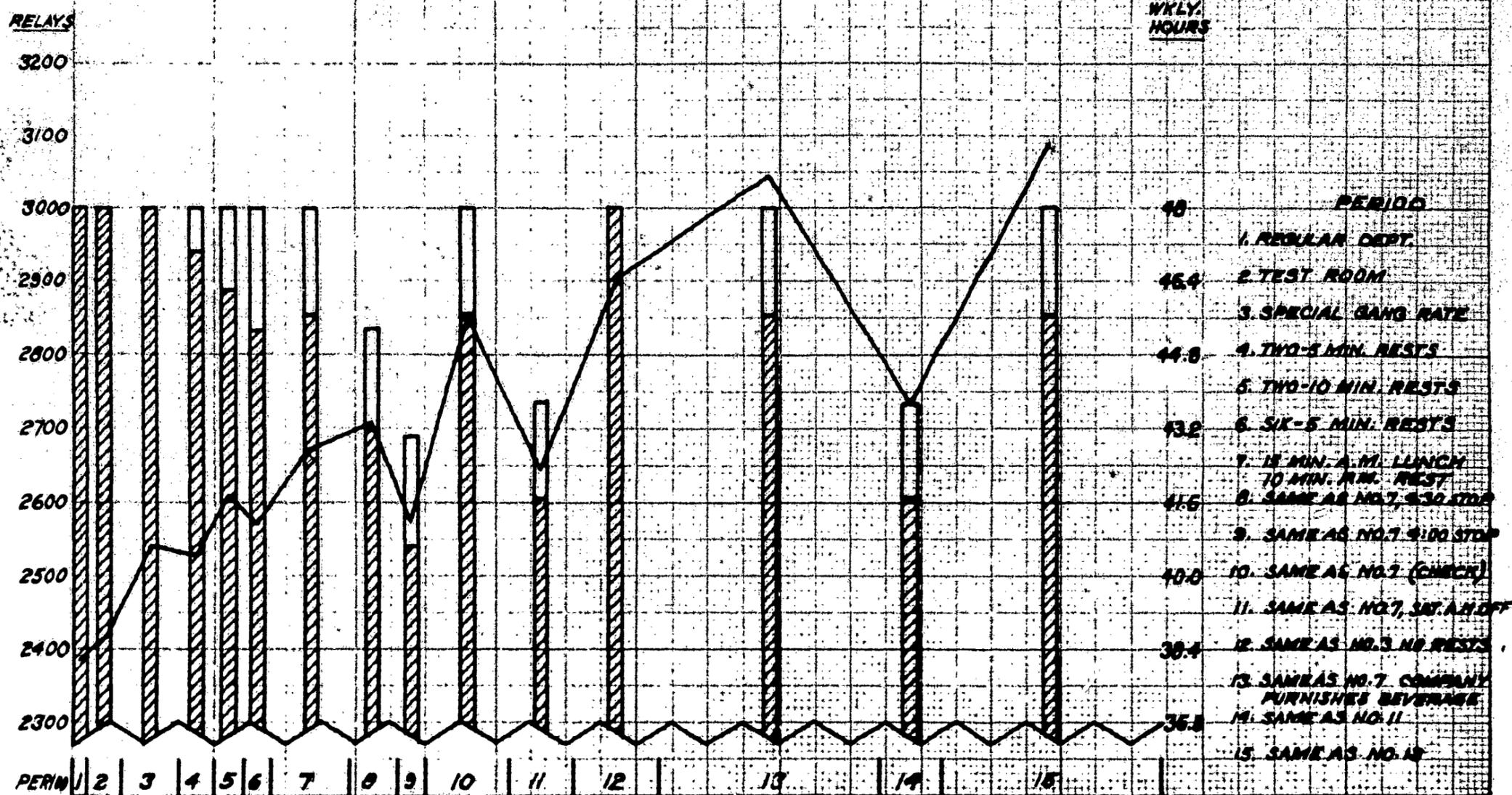
The data upon which the charts are based are taken from the performance records of [REDACTED] since these operators have participated throughout all periods.

The scale used in showing the length of the working week is proportional with that used to indicate output.

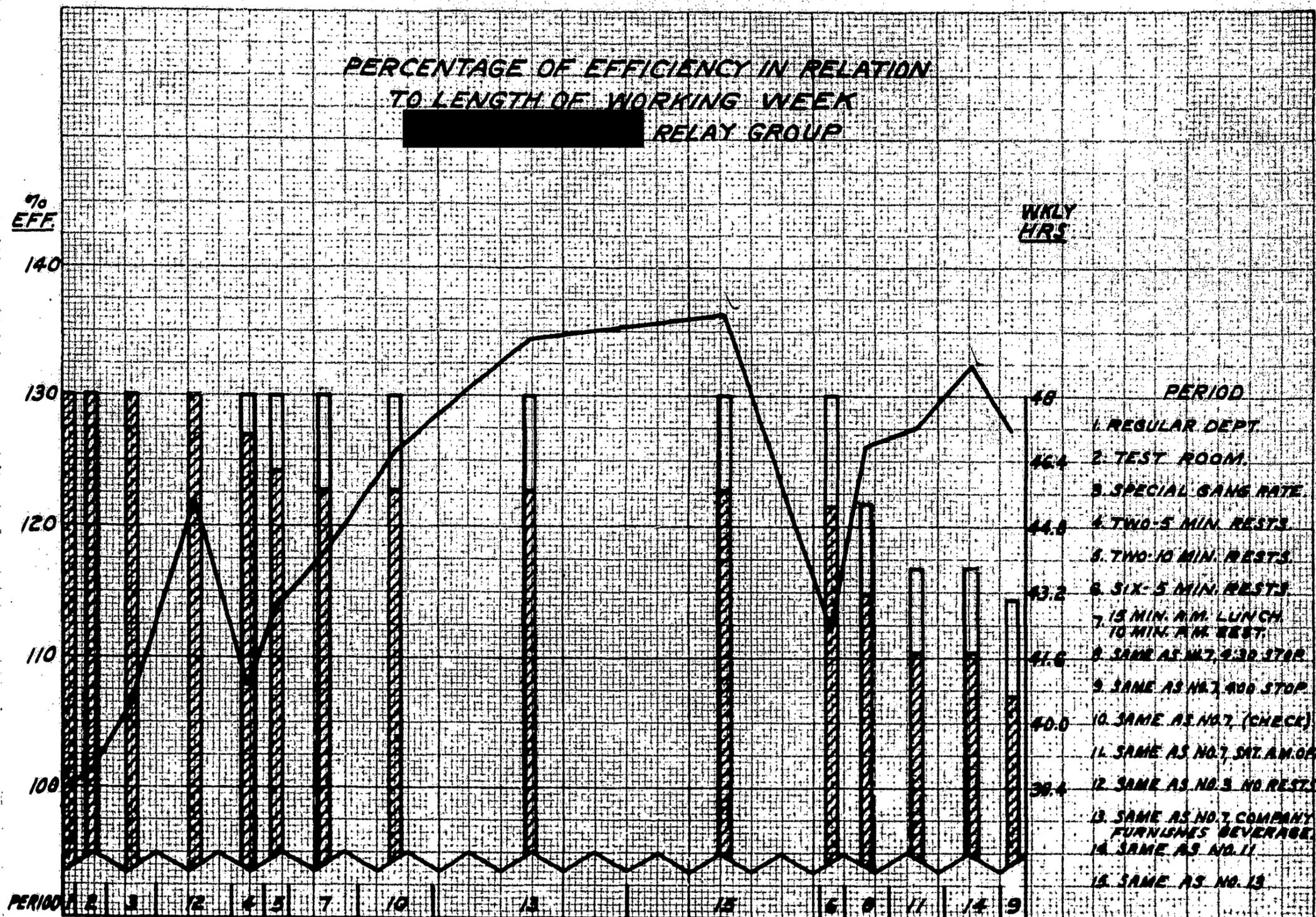
In studying these data, it should be remembered that other things as well as changing hours of work probably contributed to the increases in production.

While it is not possible at this time to separate out facts from the test room study which bear directly upon the relationship between employee effectiveness and the shorter working week, these charts are presented because they do show the possibility of employees sustaining weekly output and efficiency within certain limits in spite of changes in the length of the working week.

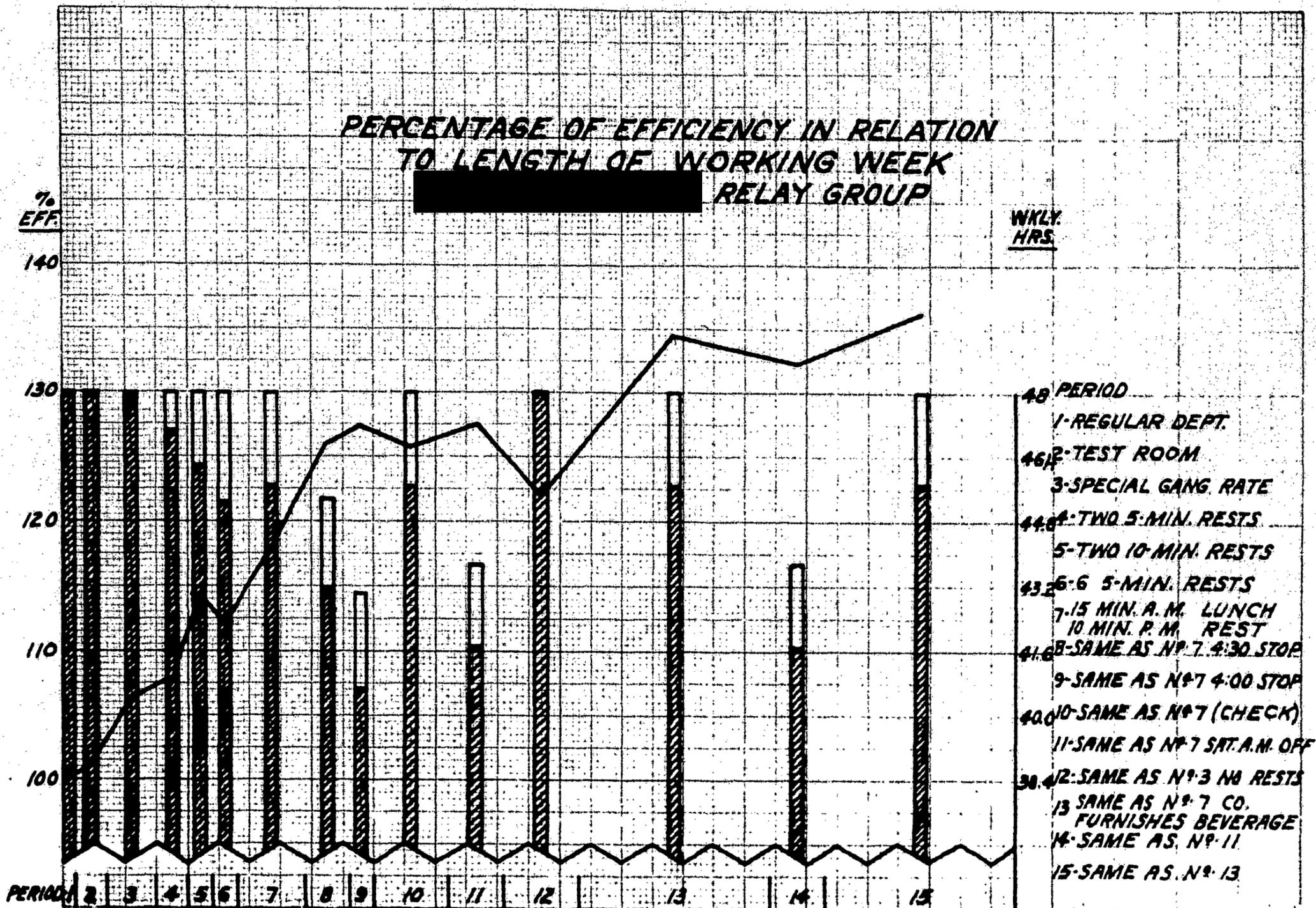
**AVERAGE TOTAL WEEKLY OUTPUT IN RELATION  
TO LENGTH OF WORKING WEEK  
- RELAY GROUP**



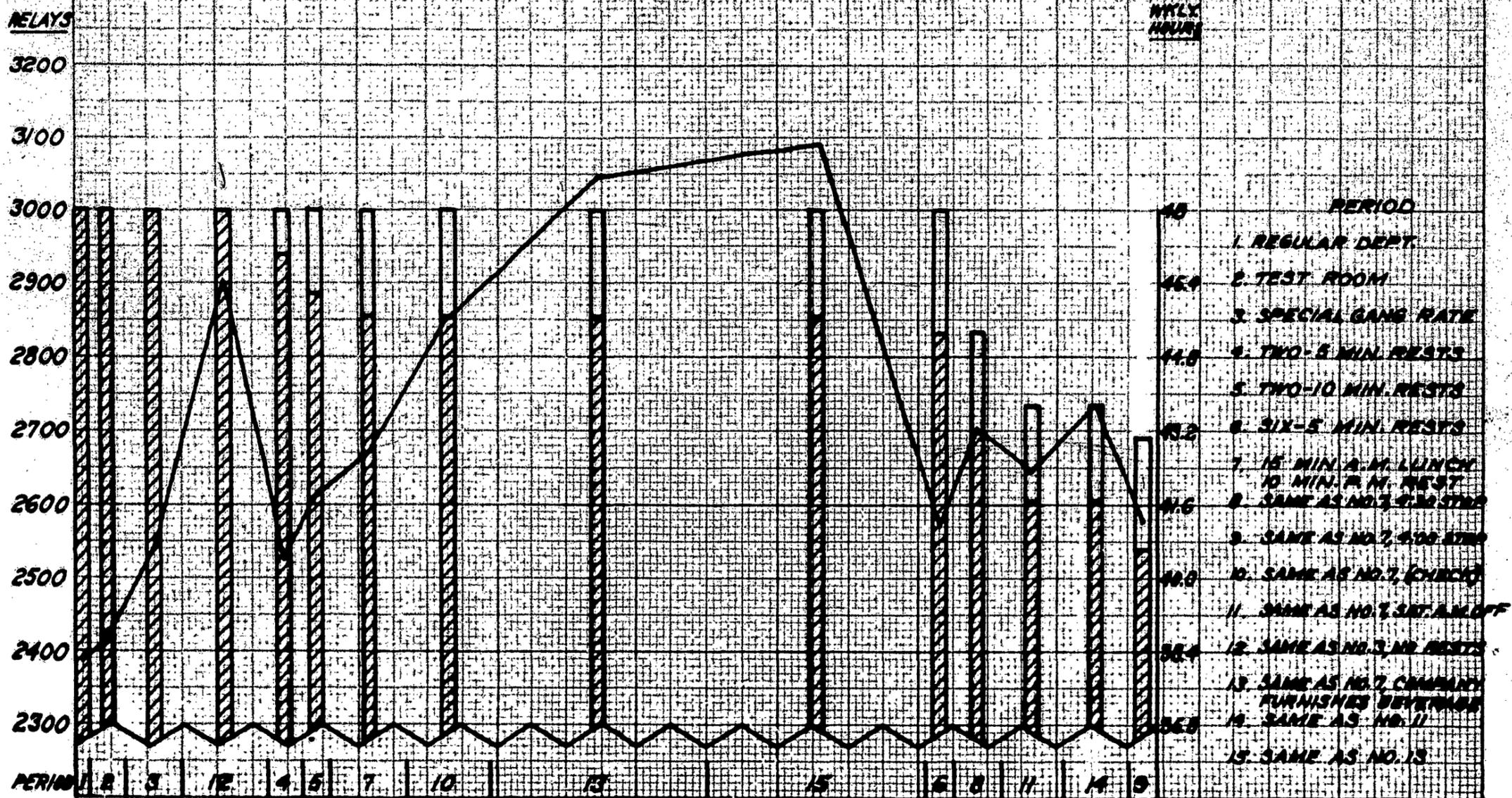
PERCENTAGE OF EFFICIENCY IN RELATION  
TO LENGTH OF WORKING WEEK  
RELAY GROUP



**PERCENTAGE OF EFFICIENCY IN RELATION  
TO LENGTH OF WORKING WEEK  
RELAY GROUP**



**AVERAGE TOTAL WEEKLY OUTPUT IN RELATION  
TO LENGTH OF WORKING WEEK  
- RELAY GROUP**





A REVIEW OF EMPLOYEE COMMENTS SINCE THE

INAUGURATION OF SHORTER WORKING HOURS

June 1 1930

Before we can secure an adequate, clear-cut picture of employees' opinions and reactions to proposed changes in working hours, it is essential that we consider their comments not only in regard to veracity but also to what extent they are indicative of the general trend of thought on any stated question. Proceeding in this manner we can more confidently anticipate the true significance of any arguments in opposition or favorable to the five-day week and eight-hour day.

In view of the present general unemployment situation, we find that employees here at Hawthorne have given a great deal of serious thought to the subject under discussion, as clearly manifested in the interviews we have taken. Following a year of strenuous activity which, to all outward appearances, would continue indefinitely, the slack period came as a distinct shock to the entire working force. The inevitable question which arose in the employee's mind was "Why?" So thoroughly has the question been discussed in the Plant, in the home, and on the street that it is foremost in the employee's conversation with the interviewer. Proof of this is seen in the interviews where in almost every case comments on working hours were contributed by the individual, unsolicited by the interviewer, and emphasized proportionate to the reaction on his particular home and working conditions. Consequently, as a group they regard existing short hours as a temporary relief measure, giving comparatively little attention to the problem as a permanent institution. The reason for this lies in the fact that their comments are based more upon anticipation than experience. In other words, we may get an entirely different result when this temporary system has been thoroughly tried. Theoretically, at least, employees question any change which may affect them materially. Sufficient forethought on their part then assures us of fertile ideas which have their origin beneath the surface of every-day conversation.

The comments upon which this paper is based are selected from all branches in which we are now interviewing and from talks with both men and women, shop and office employees. Out of about six hundred interviews taken from May sixth to May twenty-sixth, 1930, we have selected approximately two hundred and fifty comments on short hours. Others were not fully enough developed for purposes of study or had not been transcribed at the time this paper was written. This investigation, therefore, is built on a complete foundation, taking into account all phases of the problem which are of immediate concern to certain classes of workers. Nevertheless, even realizing that different individuals have different conceptions

of the subject because of a variety of situations, certain salient points are prevalent throughout the interviews. Frequently, of course, ideas have been distorted by the wave of rumors which has been circulating through the Plant. These are exceptional cases. We may expect a picture which will be satisfactory at the present moment as a true reproduction of employee opinions on the various aspects of working hours.

Considering that we are actually dealing with two topics, the eight-hour day and the five-day week, we would ordinarily proceed by dividing our examination into two corresponding parts. But, because of the fact that the people do think of them as temporary relief measures, their comments are too closely interlinked to make a sharp distinction possible. Our procedure will be to separate reactions of the shop employees; i.e. piece workers, hourly rated, etc., and office people, comprising salaried employees, subdividing these two classifications into favorable and unfavorable groups. The reactions of the shop employees are undoubtedly of most interest, involving the problem of reduced wages and revision of rates.

Among the employees in the shops who favor both the five-day week and the eight-hour day are those who look at them as an unemployment cure; a new altruistic attitude towards the plight of others more seriously affected by reduced wages, and is the outstanding revelation of the entire study. Even though getting a lower wage themselves they are willing to sacrifice in order to keep their fellow workers from being "laid off". Why? Let us first glance at the people who have taken such an admirable viewpoint, remembering that easily fifty per cent of the two hundred and fifty comments studied fall into this group. In all but two or three cases they are either married or single with dependents; all have over five years service; their salaries normally average between thirty and forty dollars a week; in the majority of cases they are now working forty hours or less a week. In other words, for these individuals a decrease in earnings means self-denial. To quote one of them, "Whoever suggested the eight-hour day plan to keep the employees working instead of laying them off did a wonderful thing and I appreciate it even though it was a sacrifice for some of us. As long as it is going to help others I am willing. . . I feel quite sure that the majority of the employees would rather have eight hours and do something to help others."

Men and women alike have given us many similar comments too numerous to repeat here. The time they have spent with the Company indicates that they have experienced similar periods of depression; as a result they do not want others to go through the same suffering.

That these comments are not prompted by a mere desire to appear favorable in the laborer's eyes is indicated by the fact that in most instances the individual is undergoing a sacrifice himself. The writer attributes the origin of these comments to the presence of high morale among Western Electric employees. Certainly the employee receives no material benefit from assuming this altruistic attitude. Perhaps they are sympathetic to the rule which states that loans belong are lentment-ly selfish.

The better educated employee and old timers stamped in practical experience are well aware that this depression is only temporary but that they have absorbed some knowledge of the fundamental principles of economics to base their reasoning upon. Having seen slack periods before they adjust their lives accordingly by working their surplus hours during busy seasons when work is plentiful. They are for "the rainy day" and realizing that the "Company is not to blame and prepared to make the best of it." Their tendency is to resign themselves to say more the Western Electric men fit to make, always confident that such a move will be for the best in the long run. Old timers have seen the day set down from eleven hours to eight and three-quarters without encountering any monetary loss. In their day, "it's at least better than looking your job altogether."

Then, too, some of them having worked long and hard, desire more leisure time to be spent perhaps, in working around the home or in recreative pastimes with their families and friends. As they grow older, they find themselves too tired at the end of the day to become interested in these things. Hence, if any change was made they would prefer the five-day week to the eight-hour day although a few endorse the latter or a combination of both systems.

Planned workers and people fond of outdoor life make up a large percentage of workers partial to the five-day week. Modern up-to-dating of the value of exercise, when violent sports, etc., has had a strong influence. Automobile owners argue that with a five-day week they could leave Friday night for nearby lakes, resorts, etc., thus avoiding the heavy traffic which congests the highways on Saturday afternoon. At the same time it affords them an opportunity to be with their families under extremely pleasant circumstances. The desire to escape relief from smoking or mental fatigue and respect for good health are the most important incentives revealed by members of this group, all of whom would sacrifice wages for shorter hours. In this group lies a feeling of expectancy that such a program will be definitely inaugurated. Following are a few comments which represent their opinions:

"I think the Western Electric should give their employees

The management of the Dolans and Nelson railroad worked the same reaction. On two different occasions their employees "were voluntarily gone to a five-day week of eight hours per day rather than see any of their ten-month loan their jobs." - The Stabilization of Employment

by L. F. Larson. (An address delivered at the thirty-second annual convention of the National Retail Trade Association at New York City, April 17, 1926.)

just as much time off in the summer months as possible because it is a known fact that sunlight does an awful lot of good for a person. The more sunlight they get the more work they can do and the better health they'll be in."

"If they put that five-day week in, a man would make up for work lost on Saturday by being in better health."

"You take the man who owns a home. He would have more time to work around his home and also to take his family out. . . You know, Henry Ford has proved that he can get more production in five days than he can in five and one-half. It should work here, too."

To defend a desire for recreation they often compare this plant with others, pointing out the success which the latter have enjoyed and stressing the fact that production has been maintained at the same level before and after the forty-hour week was installed in these industries.

Others who approve of the short hours without specifying that they should continue to receive the same remuneration say,

"It gives me a chance to do my housework. . . Of course it is a few dollars less, but I don't mind that. Before we had this I used to take a half day off once in a while to catch up in my work." (Now working forty hours a week.)

"We get out at four fifteen and then we don't work on Saturday. Of course, it's swell after that rush time we had -- I wouldn't want it to last forever, but I don't mind it in the real hot weather."

"Eight hours a day is all right. I like it. That's plenty to work each day. When I was younger I didn't mind it so much, but now I get tired quicker." (Age - about forty-eight years.)

Of course, we must realize that the spring and summer seasons exert a strong influence upon these individuals. Their viewpoints might be entirely different if sought in mid-winter. Even so, many of them specify that the five-day week is ideal in the summer and that there would be little to do in the winter with that extra time.

Turning to the group of workers who adhere to the five-day week plan, with certain definite stipulations, we see the comments which now predominate in the shops as a result of the decrease of wages under the existing system. In most cases, home responsibilities have a direct bearing upon the individual's ideas. Where those res-

possibilities are great, the loss of only a few hours pay usually results in a complete readjustment of budgets, cancellation of I. T. & T. Stock, and additional worry. Once an employee has established a certain living standard for himself relative to his income he frankly admits that he finds himself handicapped when necessity compels him to lower that standard.

We can actually summarize the opinions of this group, which is by far the largest we have to deal with, in one incomplete sentence, "The five-day week or eight-hour day is all right IF." At least seventy-five per cent of comments made by shop employees are of this nature and in every case they conclude by pointing out the need for creating or devising some scheme whereby their wages will remain unaltered. Intimidated with overtime money during the busy season last fall, too many were caught off their guard when work fell off. Rumors had it that there were enough orders in the shops to keep everyone occupied indefinitely. Information provided by early interviews and recent comments show that on the strength of that information houses were purchased, more expensive apartments rented, and automobiles, etc., bought. Now the employees are rapidly running into debt without any signs of relief so it is not difficult to comprehend why they favor short hours "IF". Comments by members of this group are identical with those favoring short hours without any provisions, save for greater emphasis on the opportunity to work around the home.

Unquestionably, the five-day week plan is more popular than the eight-hour day, either as a temporary or permanent set-up. For the time being employees claim that if expenses must be cut they would rather work eight and three-quarters hours a day and get Saturday off, primarily because they lose their overtime work from four fifteen to five o'clock and do not feel that they can stand losing both Saturday morning and the overtime. Here are some of the arguments presented against the eight-hour day:

"We generally wait until six o'clock to have our dinner anyhow because what good does it do you to have your dinner any earlier than that? You can't go visiting. . . Everybody else is eating their dinner around that time. I would rather work until five o'clock and have no Saturday work because that would give me a chance to do my housework and go shopping on Saturday afternoon."

"I would rather work until five o'clock every day and be off Saturday. When you get out at four fifteen you get home too early to have supper. You have to hang around and it only makes you late, whereas, if you had Saturday off you could clean your whole house. Besides, you lose out on your overtime."

"I don't mind Saturday morning off; that leaves you the whole day and you can do some shopping or something if you want to. This way, getting home three-quarters of an hour earlier you just sit."

Obviously, the first three comments were made by women employees. The following represent the attitude taken by the men:

"Do you think they will keep it up after the slack time is over? The piece workers will get used to it and soon make it up. But it would be harder on the others. . . The rest period proved that. Piece workers are making the same now that they did before. Saturday doesn't mean much anyway."

"I think if we got Saturday off that would be a great thing but if they cut the time down to four-fifteen, there's going to be an awful hole in the pay envelope - ten or eleven dollars a week."

Women are particularly strong against the eight-hour day because it means that a complete readjustment must be made in the home.

As a permanent feature the five-day week is considered ideal by this group "IF" their weekly wages are not reduced. There seem to be two factions within the group: one partial to an eight and three-quarter hour day with a revision of rates to compensate for the time lost on Saturday; the other realizing that certain schedules must be met, in favor of an increase in hours on the other five days. The first are confident that their production will be just as great in five days as it now is in five and one-half, reasoning that so much time is wasted Saturday morning that the Company loses money. The second, less certain that the same amount of work can be done in five days, are eager to have Saturday free even though they have to put in more time during the remainder of the week. Both urge that all employees be treated the same, whether they work in the office or the shop. There they refer specifically to wages and hours. Another idea presented by them is the opportunity afforded the Plant maintenance men to work on Saturdays without interruption by other workers.

What suggestions are offered by this group who are not in favor of shorter hours unless certain provisions are made? The first faction, which demands a revision of rates, somewhat vaguely sponsors the establishment of a fund to be derived from the Company's annual profits to keep wages at a constant level, a bonus to replace money lost on Saturdays, or a revision of all rates.

The second faction offers more concrete suggestions. Apparently the greatest number approve of a plan whereby a half hour be added on at the end of the day; others that fifteen minutes be added on in the morning or that the lunch hour be shortened.

Examples from interviews with piece workers show that they are decidedly against the shorter hours now; particularly those who have rest periods. They are limited to thirty-six hours a week with rest periods in effect. Very often, however, they are forced to take several days off at a time or one week out of every four. Although some heavily paid employees believe that the piece workers can make it up, they have not taken into consideration the shortage of work to be passed around. Casualness cannot be drawn from their comments until the piece workers have worked under the short hours for at least two or three weeks and have had a thorough chance to reorganize their budgets. He would then observe the effect of responsibility in earnings and vice versa in this specific field. Note, however, that a number of piece workers have threatened to cancel their shares of stock, including Jones, etc., if unable to make extra work.

I have handful of employees are uttering a feeble cry against any move to alter the standard hours. Taking a daguerre view they claim that a five-day week or eight-hour day is the culmination of an effort on the part of a few industrial gods of industry to get enjoyment, reduce wages, and concentrate money in a few pockets. Their perceived ideas seem to be the result of bewilderment and ignorance. Knowing nothing more about industry than their immediate jobs that more could one expect?

The only other decidedly unfavorable comments come from a few who fear that with two full days at their disposal they will be tempted to spend more money on luxuries than they ordinarily do. From that we can gather this attitude is stimulated by an inherent inclination to be careless and wasteful. In almost every instance these comments are thrown in by employees who have thoroughly discussed short hour plans, giving all arguments both pro and con.

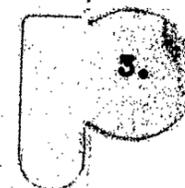
Office employees as a unit strongly approve of the five-day week, eight-hour day, or both an only one conditional namely, that their salaries should not be reduced. However, in the past, their income has not been affected by holidays, etc., they seem quite confident that they have nothing to fear in this respect although an air of doubt does exist. They absolutely endorse five days during the summer months but we do not have sufficient evidence as yet to show their reaction towards working on a five-day week basis with standard hours. The only adverse type of comment follows:

"Probably we will have to stay home Saturday morning and get docked for it. I don't think that's fair because I have worked quite a bit overtime and Sundays without any pay. I would be in a hell of a hole if they cut my wages because I am only making thirty-two dollars a week as it is."

In conclusion, let us again stress the fact that the nature of our comments on shorter hours is based more upon anticipation than experience. Several weeks from now when the temporary system of "elastic" working day (hours dependent upon supply of work) has been thoroughly tried, employee opinions may be entirely different. Certainly our comments will be colored with these conditions, and possibly the number of altruists will be diminished. Undoubtedly, the most interesting change may be the appearance of a greater number of comments on shorter hours as a permanent feature of this organization. If such a change does appear we can probably attribute it to a fear that an adjustment of wages will not be made and that living standards will of necessity be definitely lowered.

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A STUDY OF THE SUBSTITUTION TO THE EMPLOYEE

OF THE WORKING HOURS OF THE EMPLOYEE

BY ROBERT L. HARRIS, JR., M.A., M.S., PH.D.

Last June a study was made entitled "A Series of Employee Opinions on the Substitution of Shorter Working Hours," in which opinions and reactions as expressed in interviews from employees at factories were summarized. Because these expressions were based on satisfaction rather than actual experience, it was thought that a supplementary study made at this time might reveal that as the employee adjusted himself to the probable decrease in income, he would begin to look upon shorter hours as a possible permanent feature in the plant organization and, therefore, his current expression might give us a more valid lead in ascertaining the true meaning of shorter hours to him. We find, however, that their verbal expressions still center around the financial aspect of shorter hours, and we can again conclude as we did earlier in the year that any such change would be acceptable "if" a revision of rates was made to offset the monetary loss resulting from shorter working hours, or if earnings were maintained through greater productivity. Although emphasis still centers on to which plan is preferable, the five day week or eight hour day, comments favoring the former still predominate.

These conclusions, based as they are on a study of employee expressions, do not take into account the effect on the employee of shorter working hours, because the "effect" is determined not so much by a consideration of what he says about a particular subject, but by considering his intimate reflections on that subject. In other words, if we are to ascertain the full significance to the employee of changes such as those now being considered, our problem becomes one of learning what his reflections are with reference to the proposed income plan and relating these reflections to his total situation.

An attempt has been made to do this in the present study by interviewing one thirty-five employees who either are or have been subjected to a substitution in their working hours. Statistics have necessarily been ignored, because when dealing with individuals in this manner, each case differs. The study has not resulted in a definite conclusion because of the difficulty in interpreting the significance of income when from the employee's own thinking it was so low. This is an important feature, as our own interpretation which is made from our own set of values may be entirely wrong in evaluating the significance of a certain object to some one else. We understood his particular situation, we must interpret with him, never for him.

On the surface the employee has apparently assumed a laissez-faire attitude toward the present system of short hours; an attitude possibly brought on by a realization that business conditions require a decrease in production and a belief that work will pick up in the future. Past experience with periods of depression point that out to him. Consequently, because he does not as readily express himself on the subject of shorter hours, the interviewer has had to use every available lead to secure those comments and at the same time try to determine the latent influences which lie beneath his statements.

No attempt to uncover this latent or implied material which influences individual reasoning by securing an complete picture as possible of the employee's industrial and social activities and those, with an unbiased mind, going beyond this purely objective data to find out why shorter hours are or are not important to the individual. This necessitates becoming more intimate with the employee in the actual interview else we could never discover what meaning he ascribes to additional leisure time. The inference that may be verbally implied or we may have to infer the nature of his interpretation from his behavior and what he cannot say. At the same time, he seldom alludes to this objectively; yet it is the real factor behind his reasoning. By intelligently trying to understand this meaning which the employee ascribes to leisure time, we can get at the true significance of shorter hours as the employee sees it, unclouded by current opinions, local gossip, or hearsay. This we have been able to do, partially, with the industry-wide employees who have been interviewed. Interviewees on the question of hours and leisure time. It is extremely difficult to summarize or group either their feelings or the meanings and significances which they ascribe to the question because each is an individual case with individual factors involved. An attempt is made in the following, however, to summarize or generalize their feelings and attitudes as well as to briefly state our own reactions to the question which have resulted from the review of their expressions.

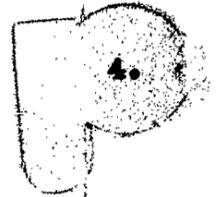
These interviews impressed first that the full days enable them to enjoy a complete change from the regular routine; that is, time for fishing trips, golfing, gardening, repairing and maintaining houses (for pleasure as well as necessity); studying, reading, driving, and associating with friends and relatives. Several mentioned that they have been swimming or played golf after four-fifteen each afternoon, but still preferred having Saturday and Sunday free. Others who felt that their time was wasted along Saturday morning, worked around home (of necessity only), or merely "killed time" because of lack of funds. In those short hours men only decreased wages and increased production. Their opinions and interpretations were directed by their inability to

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make an adjustment. Although these might change their ideas if they had more money, their immediate responsibilities overshadow everything else. Leisure time only serves to give them a greater opportunity to think of their troubles and what they could be earning if they were working standard hours.

We have then, in considering a change such as the one now under consideration, the problem of dealing with two groups of people, the members of one being able to properly adjust themselves to a novel situation, and the individuals in the other group finding themselves unable to successfully make the required adjustment. We would undoubtedly find these two reactions present in any large group of individuals, regardless of what the new situation is. To definitely predict to what extent employees would be able to adapt themselves to a shorter working week, be it a five day week or a shorter working day, would require much careful research study, as it necessitates a knowledge of the fundamental motives of the individuals themselves together with a quantitative analysis of a large working group. These are the objectives of the present research studies being made at Mar-athon. We are beginning to see the problem of employee effectiveness in terms of individual adjustment to social, economic, and biological factors. To properly assess a human situation has been the first step in this development. It is, therefore, clear that a definite conclusion relative to the five day week or eight hour day cannot be reached on the basis of the study presented herein. We believe we have, however, gained an insight into the significance of changes in the industrial situations of the individual employees, and may conclude that increased leisure time would present to them a problem in adjustment which the majority would be able to successfully solve.

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A STUDY TO DETERMINE EMPLOYEE OPINION REGARDING A SHORTER WORKING  
WEEK CONSISTING OF FIVE DAYS WITH SHORTER HOURS OR  
FOUR AND ONE-HALF DAYS WITH SHORTER HOURS

The material for this study has been taken from both 1959 and 1960 interviews with employees. In 1959 there were 10,500 interviews taken in the Operating Branch, and among these were 50 employees who expressed a desire for a five day week. These expressions in comparison with the total group of interviews for last year represents one comment for every 206 interviews. There were a few comments in last year's interviews touching upon the question of shorter working days, but upon study these were found to be indirect and rather meaningless and were, therefore, dismissed from this study.

In the 1960 interviews, comments relative to shorter working weeks were found in greater numbers, and in order to study a representative sample of employee expressions 50 interviews were selected at random from those taken in each month from February to August inclusive with the exception of June where approximately 570 interviews were taken for study.

The study of these 570 interviews for 1960 revealed 74 comments on the five day week and six comments on the question of a five and one half day week with shorter working days. While in 1959 there was one comment to every 206 interviews, in 1960 there was one comment to every 11 4/10 interviews in samples selected for study.

In the course of this study many comments were noted in which employees indicated a distaste for the present shortening of the week by means of the shorter working day, but they did indicate that they considered it as a temporary remedy for the present slack

work period, and in the majority of cases did not <sup>relate to</sup> indicate it with any permanent arrangement that might be made. For this reason, comments concerning present shortening of the working time have not been considered in this study unless they related in the employees' expressions to the five day week with standard working hours or five and one half days with shorter working days as a permanent arrangement.

In studying these expressions of employees which have been selected and examined as outlined above, four statements of employee feeling and attitude stand out. These are listed and discussed in the order of their importance to employees as indicated by their expressions.

1. The employees who expressed their feeling about the shorter working week are decidedly in favor of the five day week plan.
2. If any permanent arrangement for a shorter working week is made which results in decreasing the weekly earnings of employees, they will look upon it with disfavor. Some employees in their expressions on this point have conveyed the feeling that it would be quite unjust if their earnings were decreased through a reduction in working time. A larger group of employees have expressed the conviction that the Company will make some adjustment if the working week is shortened so that there would be no decrease in their earnings.
3. The additional time available to employees to be spent at their own direction would be given over to "outside activities" for recreational purposes in most instances. Of all the comments expressing a preference for a five day week in 1939 and 1940 interviews, there were 25 men and 7 women who expressed definite reasons for wanting extra time. The following table shows their thought:

	Men	Women
1. Recreational activities	21	1
2. Home duties	6	5
3. Recuperative time	6	
4. Educational time	1	

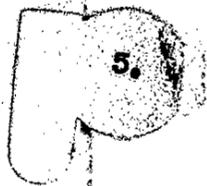
3.

Rather interesting in this connection are the comments made by night employees in the Operating Branch during 1929 where they expressed a favor for the long week and feature of night hours. In this group there were 23 men and 14 women who described the way in which they use this leisure time as shown in the following table:

	<u>Men</u>	<u>Women</u>
1. Recreational activities	34	9
2. Home duties		8
3. Recuperative time	2	

4. In the minds of employees Saturday morning production is below average at best and could probably be made up during the week if the working time were shortened to five days.

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September 15, 1930.

COMMENTS REGARDING A SHORTER WORKING WEEK  
FROM EMPLOYEE INTERVIEWS TAKEN DURING 1930.

	<u>Men</u>	<u>Women</u>
Favorable to 5 day week	55	17
Unfavorable to 5 day week	0	5
Favorable to 5 1/2 day week with shorter hours	2	5
Unfavorable to 5 1/2 day week with shorter hours	0	1

In order to study the 1930, comments of employees relative to a shorter working week, fifty interviews were selected at random from those taken in each month from February to August inclusive, with the exception of June in which month approximately 570 interviews were selected. In this group of 570 interviews, there were 75 comments regarding the five day week and six comments regarding the five and one half day week with shorter working days. These 81 comments have been grouped as follows:

Comments Favorable to 5 Day Week

1. "We're working until four-fifteen and have to come in on Saturday mornings."  
"Is that so? I guess some of the departments don't work on Saturday mornings."  
"No, and I think that's the best way to do it. They ought to let us work five days a week until five o'clock and give us Saturday off. I don't suppose that would pay as they would have to pay time and a half for that three quarters of an hour. Then again, maybe it wouldn't, because they must lose something on Saturday anyway. You know, the fellows get started, and then they have to stop. There might be something in that."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-34  
Home Responsibilities - Married with dependents  
Average Earnings - \$30-34  
Nationality - American

2. "There is one thing that I might talk about, is the short time we are on now. Starting last Monday we work until four-fifteen. Still we have to come in on Saturday morning. I don't see why they couldn't let us work five days a week until five o'clock, and let us stay home on Saturday morning."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-34  
Home Responsibilities - Married with dependents  
Average Earnings - \$25-30  
Nationality - Scandinavian

3. "One thing though, that could be a little better, is the working hours. You see, right now we are working eight hours a day until 4:15 and we have to come in Saturday mornings. I would much rather prefer to work five days a week until 5 o'clock even though they only pay straight time for that three-quarters of an hour, provided they would let us stay home Saturday morning. I think that would make a much better arrangement. That way, you see, we could get a couple of days off for ourselves, and it wouldn't make any difference in our salary."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 45-48 years  
Home Responsibilities - Married with dependents  
Average Earnings - \$55-59  
Nationality - American

4. "Everybody has a different opinion. I don't think though that there is any doubt but what the hours will be shorter some time soon. You know, every few years they shorten up the working hours, probably next thing they will do will be to eliminate Saturday morning; that will be a good thing too; I hope they put it across pretty soon. There's no reason why we shouldn't get along just as good, - it's just a matter of adjusting our living conditions, they would work themselves out."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 50-54 years  
Home Responsibilities - Married with dependents  
Average Earnings - \$60. or over  
Nationality - American

5. "He would like to see the Saturday holiday become a permanent thing, providing that it can be made up in some way during the week."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$35-39  
Nationality - American

6. "His department works 44 1/2 hours a week and he does not like this as well as he would the 5 day week and Saturday morning off."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$35-39  
Nationality - American

7. "He talked for a short time about shorter hours, but at no time did he complain about it. He does not mind working five days a week. He has a cottage at one of the lakes and he goes out most every week-end - leaves Friday night and comes back Sunday night. That is one reason why he likes a five day week.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 20-24 years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

8. "Well, I like the five day idea if it doesn't affect the pay too much, because that gives you a good week-end. In the rush season we had to work Saturdays and Sundays, and I don't like that. I think we should have at least one day in the week. Of course, both my parents and my wife's parents live in the country. We always like to spend our week-ends driving down to see them."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$35-39  
Nationality - American

9. "Another thing, the Company could have favored the men a great deal by giving them five days a week and working overtime every night until 5:00 instead of working Saturday morning. I think that the Company profits a little bit under the present system, but the men don't."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$50-54  
Nationality - American

10. "There is one thing though that we all wonder about and that is why the Company seems to keep things in darkness all the time. Now about a week ago, one of the boys told me that the tool and die gang were going to get Saturday off, and work until five o'clock every day. A few days later we heard that the order was cancelled. That would have been a good thing, you know, if they could have gotten Saturday off, and work the regular hours during the week. I guess those fellows were all excited about it, and then we hear that the order was cancelled. It just keeps one wondering all the time what is going to happen next."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 50-54 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - American

11. "They just gave us notice that we would have to work on Saturday. I think it would be a whole lot better if we could work until five o'clock during the week and then not come Saturday morning."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 50-54 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - American

12. "Starting this week we go home at 4:15, but we have to come in and work Saturday morning. I think it would be better business all around if they would let us stay home on Saturday morning. I suppose the Company saves a certain amount of money though, by knocking that three-quarters of an hour off every day. That three-quarters of an hour doesn't do us any good, because we just go home and read the paper anyway while we are waiting for supper. It seems to me that they would save money by knocking off Saturday morning, because they have to start up all that machinery and really, the men don't do much on Saturday morning."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - \$45-49  
Nationality - American

13. "You know, starting this week we went on short time. I don't mind that at all, but I don't see why they didn't cut it down to five days a week and let us stay at home on Saturday. It looks as though later on we will cut down to five days a week and eight hours a day. By what I hear, I assume they're not quite ready to put that into effect, but still I think this would be a good time to try it out. By the time they get ready to put it into effect for all time, we would be used to it. It seems as though they should do that, and let us stay home on Saturday morning."

"You think then that the five day week plan will be adopted sooner or later?"

"Yes, there's no doubt about it. We have been cutting down the working hours every so many years. It's only a matter of time."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 40-44 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - Scandinavian

14. "One thing I didn't like about the company was that last year when it was so busy, we didn't have a chance to go any place week-ends. We'd have to work Saturday afternoons, Sundays and late at night. Now, although we get home a few minutes earlier, forty-five minutes itself isn't really enough to make any real difference. You don't have time to do anything before dinner."

"How would you like a five day week?"

"If we had Saturdays off, that would be O.K. Then you would have plenty of time to work around the home or go to a ball game, or swimming or something. What are they trying to do, put through a five day week?"

"Oh, they've been working on it for a long time, I guess, but nobody knows whether anything will ever be done about it."

"The day will come, all right. These new machines we have been putting in cut down labor an awful lot and that means that some day the working hours will be cut in order to give everyone work."

Type of Work - Bench  
Wage Basis - Day Work  
Age - 25-30 Years  
Home Responsibilities - Married  
Average Earnings - \$45-49  
Nationality - American

15. "I was disappointed but when they cut us down to eight hours and make us work Saturday I was hoping they would let us work eight hours and three-quarters instead of working on Saturday morning. Of course, that's all settled now because we are only working forty hours a week. It makes it bad because I have to wait fifty-seven minutes for a train. I take the Burlington and that's quite a wait every evening. There is always something for me to do at home and I would rather get home and work in the garden or something like that. I am building a porch for the people across the way now. I'm not building up the whole porch but I am increasing it. That's what I'm going to do during my vacation. That will give me a chance to earn a little money and I'm going to need it to keep up with my payments.

Type of Work - Machine  
Wage Basis - Individual Piece work  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - Slavic

16. The employee does not like short hours because he loses over five dollars a week. He would rather work nine hours five days a week and have Saturday morning off.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 40-44 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - Italian

17. He prefers five full days of work and have Saturday morning off to the system they have in his department now, which is eight hours a day and Saturday morning.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Married  
Average Earnings - \$35-39  
Nationality - Italian

18. The employee does not like the short hours. His department works to 4:15 P.M. five days a week and Saturday morning. He would rather work full time five days a week and get off Saturday morning, because this would enable him to spend two full days out in the country. He has a car and his hobbies are motor-boating, fishing and swimming."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - American

19. "There's only one thing that I have been interested in lately. That is the fact that we ought to get away from Saturday morning work. Let's look at this question from the company's standpoint. It cost the company a great deal of money to remain open Saturday mornings. You know that just as well as I do. I know that we men in the tool room have to waste a lot of time before we are ready to start production. Then after we get through we have to spend an equal amount of time cleaning things up for the next day's work. We only manage to put in about two hours actual production on Saturday mornings. I think the company realizes all that, and is trying to correct the situation."

"Look at the question from the employee's standpoint. I have three children. A man with a family to support has to account for every nickel which he earns. I live up to every cent of salary which I earn. If I am forced to accept a cut I don't know what I will do. I know that I am not unusual in that respect. Most all of us live up to every red cent we earn. If the company wants to slow down on Saturday mornings, they will have to lengthen the working days so that we can work the same number of hours. When you are paid by the hour, you have to pay for every hour you put in. As it is I'm getting along pretty well."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 45-49 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$45-49  
Nationality - American

20. He does not like the short hours. He would rather work five full days and have Saturday morning off. His department works to 4:15 P.M., five days a week and Saturday morning.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$35-39  
Nationality - American

21. His department works to 4:15 P.M. every day and Saturday morning. He would prefer working five full days and have Saturday morning off. He claims that by working short hours he loses over \$4.00 a week. He claims that on account of working short hours he was forced to cancel three shares of A. T. & T. Stock. He is paying for five shares now.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$40-44  
Nationality - American

22. "If I had anything to say about it, I would have everyone work full time every day and everyone stay home on Saturday."

Type of Work - Machine  
Wage Basis - Gang Piece Work, Monthly  
Age - 35-39 Years  
Home Responsibilities - Single  
Average Earnings - \$45-49  
Nationality - Other

23. "Well, I'd like to see them put in a five-day week in the office, in fact, I'd be all for it in a big way. I've sort of been hoping we'd get it all along."

"Do you still think we will?"

"It looks kind of bad now, but I understand that Sears and Roebuck started it this week for the summer. I wonder why they don't here?"

Type of Work - Clerical  
Wage Basis - Salary  
Age - 30-34 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$30-34  
Nationality - American

24. "I think that the Western Electric Company ought to do the same thing. Now, we are working five days, all right, but they are paying us accordingly. I don't think that is fair. We should work five days a week, but we should be paid our full pay. The Company could easily afford to do it. This five days a week is the finest thing out because a fellow gets plenty of rest and then he feels like working again on a Monday morning. I think the Company would get more work out of the people by doing so, if they only paid them for Saturday. You take a fellow that is working piece

work - five days a week is plenty enough for him and a day's more rest will do him a lot of good."

Type of Work - Bench  
Wage Basis - Day Work  
Age - 45-49 years  
Home Responsibilities - Married  
Average Earnings - \$35-39  
Nationality - American

25. "I see that Sears Roebuck has started the five day week at their place. I wonder how they manage that."  
"The principle is all right, I think. I think that if we put in five days a week that extra half day doesn't make much difference. I don't believe it should be a permanent thing if we only work eight hours a day. You see, that doesn't give us any time to make up the work. Eight hours is too much to make up any place. Now if we were working until five o'clock or even a quarter after five and then took Saturday off, our earnings would be about the same. It is hard on a married man only working until 4:15 and Saturday off. Of course, that doesn't affect me as I am single but I imagine that a married man with a family would have a hard time making his expenses. But Sears are giving them a day off without any reduction in pay. If they could afford to do that then it would be all right. I don't think the Company gets much out of the half a day anyway. By the time you figure the cost of starting and stopping the machinery and lights I doubt if it pays the Company to run a half a day Saturday."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$35-39  
Nationality - American

26. "Did you see that article in the paper about Sears Roebuck going on the five day week?"  
"Yes, I was reading that. That's pretty good, isn't it?"  
"And there's no reduction in pay either. Now I think that's the way it should be handled. It's asking too much of men to give up part of their week's salary, but if they would get a full week's pay I'm sure that the most of us would get out about as much work as we did before. We would make half of it anyway."  
"Well, maybe so, but I don't believe that's necessary. The five day week is coming in all business pretty soon and I think this Company ought to start while they have a good chance."

If Sears Roebuck can afford it this Company can."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - American

27. "I will tell you, in one way I am glad that we are only working short hours and five days a week at this time. Of course, it means less pay for us fellows, and it makes it very much harder to get along, but still considering that I am just back to work it really is a treat to me and it will give me a chance to rest up until I am able to go at my work as I used to. At least for the first couple of weeks it is going to be a great help to me. I think in one way they could make some adjustment of the pay so that a man could do just as much in eight hours as he could in eight and three-quarters hours. There are a number of operators working here who have most of the work finished at 4:15 or so. It wouldn't hold down their output."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - American

28. "We only work eight hours a day and half a day Saturday. I would rather work five full days and have Saturday morning off. Of course, we have to be satisfied. We are not running this Company, and I suppose the men higher up know what they are doing. Whatever they decide is best for the Company and for us goes. That's why they are upstairs in the office to figure these things out. I don't mind shorter hours in the summer time because that would give me a chance to take my family out."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - Slavic

29. "I don't like the short hours because I don't know what to do with myself. I would rather work full time or five full days a week and have Saturday off. Then I could go out a couple of days,

but when you get off at 4:15 you have so much time on your hands that you don't know what to do with yourself. I don't like to be idle. I like to be on the go all the time. I am anxious to get back to work now."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$30-34  
Nationality - American

30. "It is noticeable over the last thirty or forty years that the working hours have been decreased. We are about due for another decrease. I suppose this time it will mean knocking off the Saturday mornings. I think that will be a pretty good thing. After we get older we realize that we are working too many hours. I know that I will be satisfied if I don't work on Saturday mornings."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 20-29 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50. or over  
Nationality - American

31. Employee works forty-four hours a week, would rather work five full days and have Saturday morning off. Does not understand present slack period. Worked every night overtime and Saturday and Sunday all day last year.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$30-34  
Nationality - American

32. "That's one thing that I'd like to see, a five day week here, all day Saturday off, even if we had to work three quarters of an hour extra every day, just as long as we get the pay."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 20-24 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$30-34  
Nationality - Slavic

33. "I understand that Sears & Roebuck are working five days a week now. They have adjusted the earnings of the employees so that they lose nothing. I imagine it will only be a matter of a short time when the Western Electric will fall in line. I don't think that they will dock the employees for the time off. All that is necessary is to have a few of the large concerns adopt this five day plan, and then I feel certain that the Western will do the same. It is always their policy to give the employees the benefit of the doubt, and I feel that the employees' wages will be adjusted accordingly."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$45-49  
Nationality - American

34. The employee said that since the new help was laid off the percentage has gone up in his department. He seems satisfied with his salary. His department works eight hours a day and five days a week. He likes this plan and said he wished it would stay.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 40-44 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$40-44  
Nationality - American

35. "Say, how about these short hours? There's something. We are working Saturday mornings now and eight hours a day. I don't think very much of this idea of working Saturday morning. From what I have seen, the work turned out Saturday morning isn't so good, and there isn't an awful lot of it turned out either. Another thing, a man can plan on going away over the week-end or working around his home if he has Saturday off, but getting home a little bit earlier at night doesn't do much good. I think that this plan should be carried out only in the summer time. They should give us Saturday off, and work either an eight or an eight and three-quarter hour day. Figuring it out some way whereby we wouldn't lose so very much in wages; Perhaps the wages should be adjusted in some manner. I am very much in favor of that idea because a man makes up for it by being in good health."

"How do you usually spend your week-ends, do you go away?"

"Why, I have a new little home and I find plenty to do around there. (Smiling) I work around in the flowers, or repair

something or other. That is why I say if I had the Saturday morning off personally I would be able to do more work around there and I get a lot of pleasure out of it too. One thing, it seems to me that as far as production is concerned, we are near the limit now."

"In what way?"

"I don't mean that production itself won't increase, but the amount of work that a man can stand in one day without recreation is near the limit. You see, we are doing more work now than we ever did before, and if we keep on going at this pace it may mean that in the end we will lose out a couple of years. At this time of the year when the weather is so nice, if a man could get away from his work for week-ends, I think he will be a lot better off. His health will be better, he'll last longer and be able to stand the strain. You know, we work fast in these days. With that week-end off, we could come back feeling a lot better. And I think, personally, be able to do more work."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-54 Years  
Home Responsibilities - Married  
Average Earnings - \$50-54  
Nationality - ?

36. "If they put us on a five day week, why we'll be able to get a lot of pleasure out of it. That's one reason I bought the car. I figure the Western is going to go on a five day week permanently."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 30-54 Years  
Home Responsibilities - Married  
Average Earnings - \$45-49  
Nationality - American

37. "In the shop they're only working eight hours a day, five days a week, but that's because they don't have any orders and want to keep more men working. It's a good system too. I think they ought to have the five-day week all over the plant. Even with less pay."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 25-30 Years  
Home Responsibilities - Married  
Average Earnings - \$35-39  
Nationality - American

38. "Say, what's this story about the office starting at 8:00 in the morning? That's what they were talking up here, start at 8:00 and not work Saturday mornings. The shop is working on an eight hour day now and I think they're coming to it permanently. Of course, the work is pretty slack out there and there might have been some other reasons involved. Four hours off for fifty men would be \$200.00. That would mean keeping five men that would otherwise be laid off. Yes, I think it would work that way. Of course, it don't make a great deal of difference to me whether they have a five day week in the office or not, because I'd just as soon get up early enough to make it here by 8:00 anyhow. I think they would save because there is not a great deal of work done on Saturdays here anyhow, and they would accomplish more on week days. Like I said before, things down here really wouldn't affect me because I don't sleep much anyhow. Six or seven hours is all that's necessary."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 40-44 Years  
Home Responsibilities - Married  
Average Earnings - \$60. or over  
Nationality - American

39. "We're working until five o'clock. According to the rumors that we have been hearing lately, we are all going to start working five days a week next week. It seems as though we hear that every week. So far next week has never come. My way, I think we should work five days a week and have Saturday and Sunday off. Leave the working hours just like they are now except leave Saturday off. You take a lot of people that live quite a ways from the Plant and it's really not worth while for them to come down on Saturday morning. I knew a fellow who used to live way out on the south side and lots of times he never even came in on Saturday morning. He said he couldn't afford to spend two and a half or three hours getting here and getting back to work four hours. There's lots of time lost on Saturday. I don't think the Company gets more than an even break when they work Saturday anyway. I think what they ought to do is leave the things just like they are now and eliminate the Saturday morning. That would be much better for fellows who like to take trips up to the lakes. It would give them two full days for recreation."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 28-39 Years  
Home Responsibilities - Single  
Average Earnings - \$30-54  
Nationality - American

40. "We are still working until five o'clock. I think some day, though, we will get five days a week. You know, as I said, we are always trying to improve. We used to work ten hours a day, then nine hours a day, now eight hours a day, and pretty soon we will work five days a week. If we could get the same money, I wouldn't say no. I know, though, some day it is coming. Shorter hours, you know, it gives you more time for education. Anything that gives a fellow time so that he can increase his knowledge helps him out."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 55-59 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$65-80  
Nationality - Slavic

41. "I've been thinking that they may cut the office to a five day week pretty soon. I don't see why they couldn't let us come a little earlier in the morning and save that 10% cut in wages. That's going to strike some of us pretty hard. I can't afford it. I'd rather come to work a little earlier. It would make it nice then because we could have the week ends and get in some better vacations. There's a lot of things I could do if I had that extra day. Saturday has always seemed like a waste to me anyway. You don't get anything done at work and you don't get anything done at home. If we'd come a little earlier in the morning, we'd get just as much done during the week, and the Company would benefit. I think the employees would also. You know, I can't afford to take the cut the way the taxes are going up. They raised mine from \$44.00 a year, like it was last year, up to \$96.00. That's a pretty big change."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-50  
Nationality - American

42. "There's only one case where it looks as though we are not getting the break over the Company. Well, it is the working hours we have now. You know, we could make just as much money if they let us work until five o'clock and we didn't have to come in on Saturday. I understand that wouldn't be so good from the Company standpoint as the Company has to cut their budget. Of course, we realize that it is necessary. You see, if we work until five

o'clock they would have to pay us time and a half for that extra three-quarters of an hour. That would be much better for us though. It would give us a chance to have Saturday off. It gives a fellow a chance to get around more and play some golf. Outside of that I feel the Company is always trying to do everything they can for me."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$45-48  
Nationality - American

43. "When I work full time, I make thirty dollars a week. We work forty hours a week now, and that gives me about twenty-six dollars a week. I like the short hours. I would rather work five full days, and have Saturday morning off. A fellow would make money and have two days off at the end of the week."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$30-34  
Nationality - American

44. "We have been working until five o'clock right along, although there were lots of rumors that we might go on a five day week. It is pretty hard to say. There was quite a lot of talk about it this year. Of course, some people talked that we would make up by working a little longer in the morning and a little longer at night. That would be all right. I would like to work five days a week, but I wouldn't like to lose any money doing it."

Type of Work - Bench  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - American

45. "I sort of wish we would have the five day week here at the plant. It would be pretty nice to have that Saturday morning off, I think, though, it would be a mighty big help to the Company too. Right now, with everything slack, there really isn't enough work to keep the fellows going anyway and it seems to me the best way to do that would be to give everyone Saturday morning

off. That would be a lot less fellows here that would have to be laid off. If we were only working five days a week, we could keep quite a bit larger force on the job than we have now. I think it would be a mighty good idea."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$30-34  
Nationality - American

46. "By the way, I heard something about a five day week. Is that going through? That would be a fine thing if we wouldn't lose any money by it. If they did have it and made the day a little bit longer that would be fine. I know I don't want to lose out on any money. I'd rather work the five and a half days and get the money because I need it so badly. I can't afford to lose any at all. Some of the fellows in our department have been talking and saying that the Company has been making so much money that they ought to give us the five day week at the regular hours and pay at the same rate anyway. That would be fine, wouldn't it?"

Type of Work - Trade  
Wage Basis - Day Work  
Age - 45-48 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - Scandinavian

47. "The point that I'd like to bring up to you is about the five-day week. I imagine you've heard quite a bit of comment about it, haven't you? Well, that's something I'm very much in favor of, and as long as you fellows are trying to get the opinions of the employees on various Company policies, I'm going to give you mine, on the five-day week. I'm very much in favor of it. I think that if we had Saturday off and worked, say a half hour longer every day to make up for the time we missed Saturday and possibly even turn out more work than we would if we were working Saturday mornings. I think it's a very fine idea and I think it's something that's bound to come sooner or later. It seems to me that it's always an advantage to a company to be one of the first to inaugurate a policy of that sort. I know that the tendency has been in the last fifty or hundred years to cut down the number of hours that people have to work during the day. I would feel pretty safe in predicting that in fifty years time, probably

we'll all be working on a five hour day."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 20-24 Years  
Home Responsibilities - Married  
Average Earnings - \$30-34  
Nationality - Teutonic

48. "I heard we are going to have a five-day week, and it is going into effect this summer. Well, I hope it goes into effect - I am in favor of it."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 40-44 Years  
Home Responsibilities - ?  
Average Earnings - ?  
Nationality - ?

49. "I heard we are going to have a five-day week. I wish we would. That will be swell if it will be a five-day week. The rumor that I heard was that was going into effect this summer - I hope it does, because my cousin has a farm in Illinois and I always send my wife and children down there. This way, I could have week ends with them, or rather more than I have been spending with them. You see, as soon as school lets out, I send them down there."

Type of Work - Common Laborer  
Wage Basis - Day Work  
Age - 25-30 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$30-34  
Nationality - Greek

50. "By the way, can you tell me anything about the five day week? I hear so much talk about it, but I guess it is only a rumor. I wouldn't mind if they did have a five day week. It sure would be nice. It wouldn't be necessary to reduce the pay of the employees. If they would just have us work a half hour longer each night, we could get paid time and a half for over eight hours and that would make up for Saturday."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$30-34  
Nationality - American

51. "I have a friend who is working for a washing machine company. He came over to see me the other evening and he said that he wasn't sure whether he was going to like it or not. He is afraid that he won't be able to make as much money as he did on the five and a half day week. He said that if production rose enough during the five-day week to equal that of the five and a half, that he would be able to make the same amount of money. I wonder if the Western Electric is thinking of instituting the five-day week? I've heard a lot of fellows discussing it. Some are in favor of it and some are not. I think it would work out all right. Ford has been using the five-day week for some time, and I hear that his men get just as much money now as they did on the old plan, because they are able to turn out more work in five days than they used to in five and a half."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - American

52. "Have you heard anything about working five days a week? What do you think about it? I am really in favor of it, and I hope that it comes through. I would just as soon lose fifteen minutes from my lunch hour or work longer every day and then have a half a day off on Saturday. It would give a man a pretty good chance to go somewhere. Say, for instance, if a man had a car and he wanted to leave on a Friday night. I do hope it goes through because I am very much in favor of it."

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$55-59  
Nationality - American

53. "Here's something I think would be a mighty good idea, and that is to let the married men remain with the company and have the employees work five days a week, instead of laying off so much help. It wouldn't be necessary to lay off so many people if they would make this plan a five day week. It's pretty hard on some of these married fellows that have a wife and a family to support, and who are possibly buying a home, and then if they're laid off, nine times out of ten, he's going to lose

that home. I think this five day week would be a mighty good policy."

Type of Work - Common Labor  
Wage Basis - Gang Piece Work, Monthly  
Age - 55-59 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - Polish

54. "I like the short hours all right but I don't like the short pay, but as I said before, it will not last forever. I like Saturday morning off. That gives me a chance to take my wife out to the country."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$35-39  
Nationality - American

55. "I heard that they are going to start the five-day week in June. They were going to try this five-day week plan about two years ago but they couldn't make satisfactory arrangements with the C. B. & Q. Railroad. They would have to change the train schedules to conform with our new working hours. I hope they have the five-day week. I am in favor of it for some time, anyway. I haven't any objections to it. I don't think anybody else would, either."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$40-45  
Nationality - ?

Comments Favorable to 5 Day Week.

None

1. Does not like short hours because of the decrease in pay. After working overtime and all day Saturday for quite a while, the change is hard to get accustomed to. Would rather work till five every day and have no Saturday than to work till 4:15 and on Saturday

because she likes to have the whole week-end."

Type of Work - Clerical  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$25-29  
Nationality - American

2. "Well, I don't think anybody likes to go home at four-fifteen. It makes quite a difference in their pay. I know I for one wouldn't like it, but I think in time it will be a forty hour week. Of course, it would be a bad time now, because every one would be willing to work for a little. They're all glad to be holding a job, but I think when things become more normal again, they will raise our rates accordingly, and let us have a forty hour week."

"How would that suit you?"

"Well, it would be just fine in my case. I'd like it very well, but I wouldn't want one hour off at my own expense, because they don't pay such wonderful wages here at the Western anyway."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 30-34 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

3. "This working until 4:15 and having Saturday off is very nice for me, I get a chance to get some of my work done and it really makes it very nice."

Type of Work - Clerical  
Wage Basis - Day Work  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$25-29  
Nationality - American

4. "Well, why don't they start this five day week like they are talking about. Did that fall through?"

"I would like that pretty well; I mean without cutting our salary. We could come in a half hour or three quarters of an hour earlier in the morning and make up for that. I think they ought to do that. They don't gain so much by opening up the place

on Saturday morning anyway. That is about the only thing that I can think of that I would like."

Type of Work - Clerical  
Wage Basis - Salary  
Age - 30-34 Years  
Home Responsibilities - Married  
Average Earnings - \$50-54  
Nationality - American

5. As a suggestion she thought it would be better for all the employees if the shop worked until 5:00 instead of 4:15 and no Saturday work, because that would give her a chance to do her shopping and clean her little flat, as she first started housekeeping for herself a month ago. She said she was very happy to be able to work a while longer even though she is married.

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 25-29 Years  
Home Responsibilities - Married  
Average Earnings - \$25-29  
Nationality - American

6. She works 42½ hours a week combined in 4½ days. She prefers that number of hours spread over a period of 5 days. She likes Saturday mornings off.

Type of Work - Clerical  
Wage Basis - Salary  
Age - 25-29 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$25-29  
Nationality - American

7. She said the only complaint she had was about the eight-hour day. She would rather have to stay home on Saturday and work to five P.M. every day.

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 30-34 Years  
Home Responsibilities - Single  
Average Earnings - Under \$20.  
Nationality - American

8. "I would rather work until 5:00 o'clock each evening and then on Saturday stay at home."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - ?  
Nationality - American

9. The employee did not hesitate to tell the interviewer that she did not like the eight hour day. She did not mind the Saturday morning off because she could use the morning to advantage. Her pay was rather small now with the eight hours and Saturday morning off.

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Married with dependents  
Average Earnings - Under \$20.  
Nationality - American

10. "For my own part, I wouldn't mind not working on Saturdays. I heard we were going to work Saturdays until 11:30. They don't work Saturday now. Of course, I would rather work till 5:00 and not work Saturday than to work till 4:15 and to 11:30 on Saturday. Then we wouldn't have to come down for just a short time and if we wanted a week-end trip we could start Friday night or Saturday morning; then you'd have a little time for yourself."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

11. "This five day a week is a good idea, but I think they should have a little longer hours so we could make more money. It is nice for the summer. With these short days the afternoon goes by so quick."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 20-24 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$20-24  
Nationality - American

12. "Today is the first day that we have to go home at 4:15. I would prefer working until five o'clock and going home or staying home on Saturday. Saturdays you can do a lot for yourself, but by going home at 4:15 it is too early for your supper, you can't go out anywhere; I can't see no advantage for the employees in 4:15, while on Saturday I can do more for myself by having that half a day and it would be of an advantage to me."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

13. "I would rather work till five o'clock and no Saturday work, because you have more time for yourself, and I could do the shopping for my mother. You know, we have a big family. There are ten of us altogether, and that means that my mother has a lot of work at home to do. On Saturday morning I could clean the house, and go shopping Saturday afternoon for her."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 20-24 Years  
Home Responsibilities - Single  
Average Earnings - \$20-24  
Nationality - American

14. "I heard they were going to give us Saturday off during the summer months. I heard they were going to let us make up the time in the morning and part of our noon hour. It would be nice, but I don't see how we'll get along with a shorter noon hour—I go to the restaurant and wait in line fifteen or twenty minutes; I wouldn't have time to eat."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Married  
Average Earnings - \$25-29  
Nationality - American

15. "Have you heard whether they are going to have this five-day week or not where you come at quarter after seven and work until quarter after five? I heard that they were going to do that. I think I would like to have Saturday off. Where my sister works they have every other Saturday off. One Saturday they will

work all day and the next week they will have the whole day off. I think it is a good idea. It would give me more time to go and see my folks."

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

16. "I heard that we were going to have Saturdays off. I would love to have Saturdays off. I think it would be wonderful. I wouldn't mind working overtime a few minutes every day if we could."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 25-29 years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - American

17. "I heard they intend to give us Saturday off, is that right? I mean every Saturday during the summer. I'd like it for the summer. If they make us start earlier, it will be hard to get here in the winter. . . . I'm used to having Saturdays off, that's what I'll miss mostly on days."

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 30-34 years  
Home Responsibilities - Single with dependents  
Average Earnings - \$25-29  
Nationality - American

Comments Favorable to 5 1/2 Day Week With Shorter Hours

1. "Speaking of this five <sup>1/2</sup> day week and the 4:15 day, I don't mind getting out at 4:15. That enables me to get home around five o'clock and it also gives me quite a bit of extra time to spend around the house, doing what I have to do. I like to paint my house. I am painting it now. Then we have a garden and a chicken coop and several other things which take up a man's mind. I want to get all these things done before vacation time starts,

so that I won't have to do it during my vacation. I imagine just the same though that quitting at 4:15 hits some men pretty hard. You hear them kicking like h--- about it."

Type of Work - Trade  
Wage Basis - Day Work  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$50-54  
Nationality - American

2. "His department works to 4:15 P.M. five days a week and Saturday morning. He said that he likes the short hours but does not like the small pay. 2

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 40-44 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$40-44  
Nationality - American

Comments Favorable To 5 1/2 Day Week With Shorter Hours  
Wages

1. "It is nice to get home in daylight, but I would like to work very much on Saturday morning." 2

Type of Work - Machine  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Single with dependents  
Average Earnings - \$35-39  
Nationality - Polish

2. At present they are working eight hours a day in the department. The employee approves because it gives her more time to do her housework. She did not mention the decrease in pay. 2

Type of Work - Bench  
Wage Basis - Gang Piece Work, Monthly  
Age - 30-34 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$25-29  
Nationality - American

5. "I wonder if they are going to put in that new scheme of having us come in at 7:15 and get out at 5:15 and have a half hour for dinner. I don't know whether it is true or not. I wouldn't like that very much. I'd rather work on Saturday a half a day than to start so early. It is kind of hard to get up in the morning, you know. Some would like it and some wouldn't, but I think it is better a half day Saturday than to have to work such long hours."

Type of Work - Bench  
Wage Basis - Gang Piece Work, Weekly  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - Polish

Comments Unfavorable to 5 1/2 Day Week With Shorter Hours  
Women

1. "We don't work Saturday morning now either. I don't mind that at all, but I don't like going home at four-fifteen because I just sit around and wait for supper anyway. I'd just as soon work that three-quarters of an hour. It's better to get a car at five o'clock too."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 45-49 Years  
Home Responsibilities - Single  
Average Earnings - \$20-24  
Nationality - American

Comments Unfavorable to 5 Day Week  
Women

1. "The only thing is I don't get enough pay. When you've got two kids to support and work only eight hours, and you have rent to pay and all, it's pretty bad. The work is all right if you work full time. You know, yourself, that when you work only eight hours and don't make much, how it is."  
"So you're not working full time?"  
"No, just eight hours and Saturday not at all. That's only forty hours a week. You know yourself that you can't support two kids and yourself when you work forty hours, especially when

you're paying rent and all. It's pretty hard."

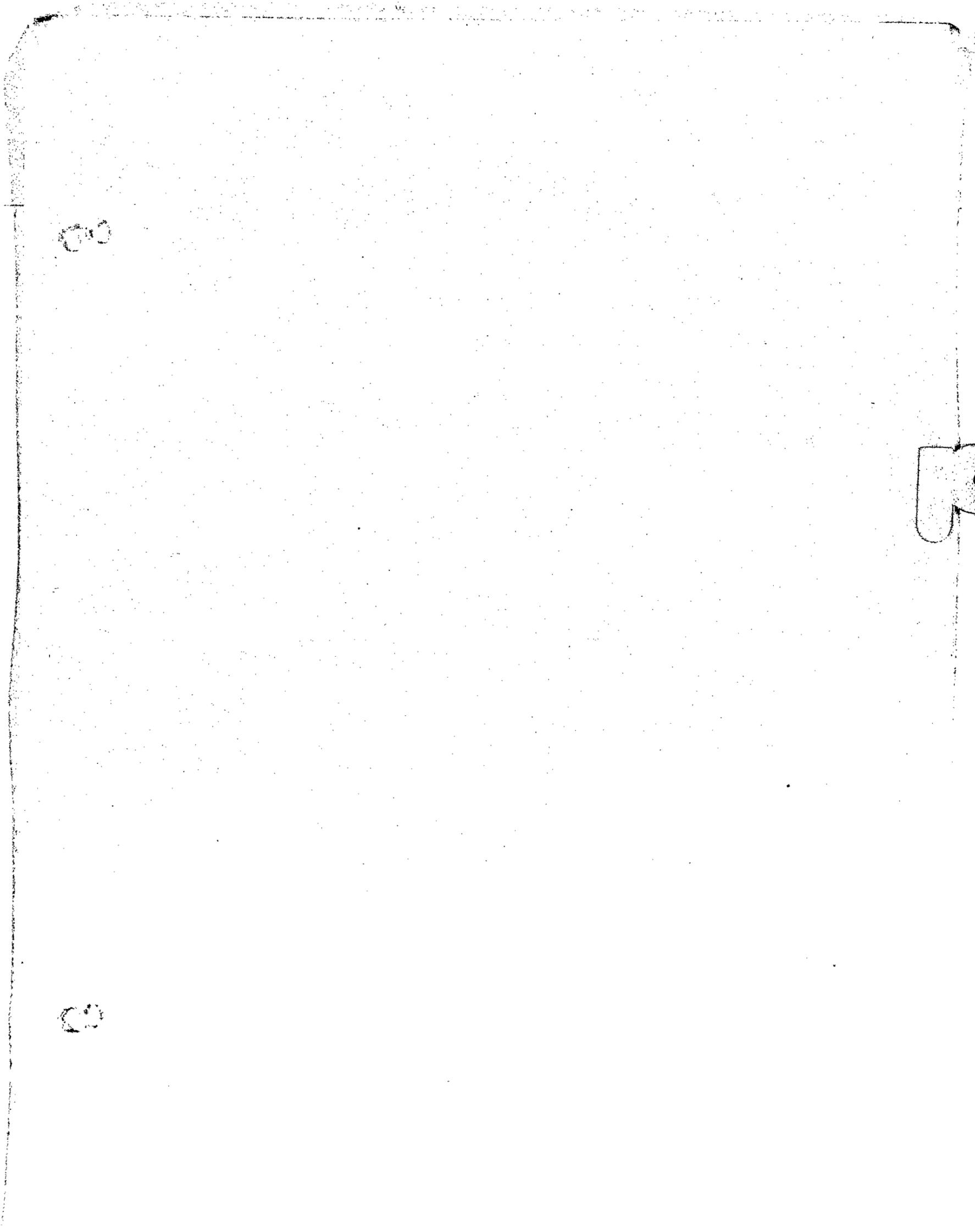
Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 35-39 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$25-29  
Nationality - Teutonic

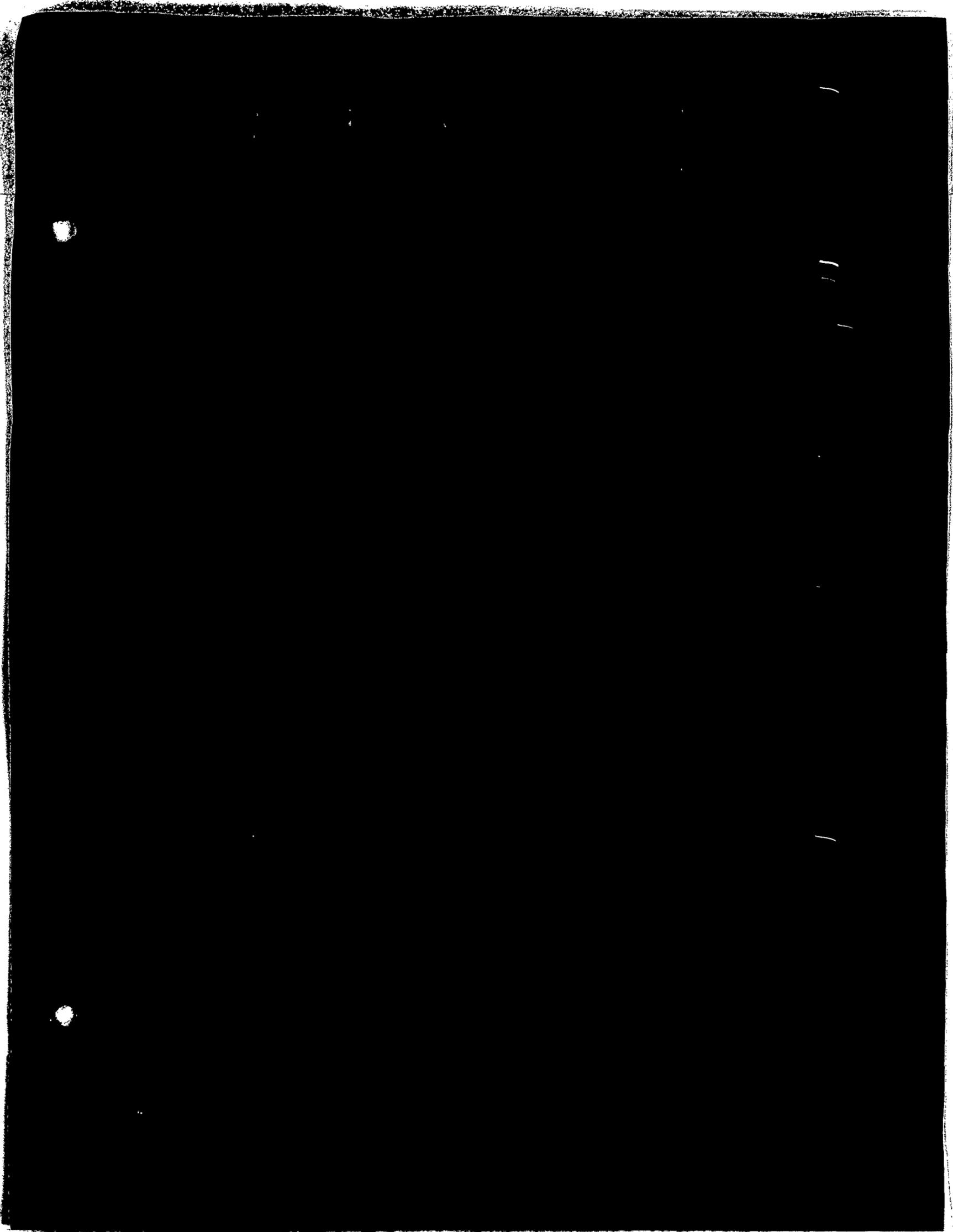
2. Does not like five-day week and eight-hour day because she needs the money; her husband does not make much and she has to send money to her mother in Europe.

Type of Work - Machine  
Wage Basis - Gang Piece Work, Monthly  
Age - 25-29 Years  
Home Responsibilities - Married with dependents  
Average Earnings - \$20-24  
Nationality - Lithuanian

3. "Everything is so slack now. I suppose that is why they are going to give us a five-day week, but I don't think I will like that, because you have only got a half hour for lunch, and that's not enough."

Type of Work - Machine  
Wage Basis - Individual Piece Work  
Age - 25-29 Years  
Home Responsibilities - Single  
Average Earnings - \$25-29  
Nationality - Polish





**UNIVERSITY OF WISCONSIN - MILWAUKEE**

OPINIONS OF SUPERVISORS ON THE  
FIVE-DAY WEEK DERIVED FROM  
SUPERVISORY CONFERENCE DISCUSSIONS

Some of the employee interviews which have been used as a basis for discussion in Operating and Inspection Branch in supervisory conferences, have contained comments concerning the five-day week. In the discussion of these comments the opinions and thoughts of supervisors were recorded as follows:

Quite a number of the supervisors stated that they believe their operators would be able to maintain their regular weekly productive efficiency if put on a five-day week and the pay would remain the same. It was their idea that it would take some time, perhaps, to work up this efficiency, but in view of the fact that the Company expenses would be cut by not working Saturday mornings, they felt the Company would soon profit by this arrangement.

Several of the supervisors also stated that working less days per week would undoubtedly tend to decrease the number of absences and increase the morale greatly. It was further mentioned that the shorter week would give the employees more time for recreation as well as it being a good health measure.

Some of the supervisors suggested having Saturday mornings off during the months of June, July and August, and possibly working all day Saturday for a corresponding number of days during the winter months so as to make up for the time off, rather than work one hour longer each week-day as was suggested in some of the employees' comments.