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臺灣公部門實施週休三日之可行性評估

Feasibility Assessment of Three Days Off a Week

in Taiwan's Public Sector

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摘要

近年來，全球受到少子女化、高齡化及工作與生活平衡意識抬頭等因素影響，各國陸續研議工時制度的改革，其中週休三日制度更成為各界關注的重要議題。近年我國公部門更是呈現國家考試錄取率不足、報到率偏低、辭職人數增加等趨勢，如何提升公部門攬才及留才成效，已成為我國政府人力資源管理的重要課題。因此，本研究以我國公部門實施週休三日制度為研究主題，探討其推動之可行性及可能面臨之問題與因應的配套措施。

本研究以政策評估理論中的可行性評估作為研究架構，從政治、行政、法律、經濟及社會等 5 個可行性面向進行探討。研究方法採質性研究之深度訪談法，以中央及地方政府機關人事人員為研究對象，透過訪談資料分析其對於公部門實施週休三日制度之看法與建議。

研究結果發現，多數受訪者認同週休三日制度有助於提升工作與生活平衡、增加公務人員工作滿意度、改善機關留才問題及提升政府組織吸引力。然而，在政治可行性方面，民意代表及人事機關（構）對於制度推動可能會受到民意反應、政府服務品質及財政負擔、配套措施等因素影響；行政可行性方面，受訪者普遍認為行政流程壓縮、業務進度銜接及民眾洽公需求將成為主要挑戰，須透過流程再造、數位化及 AI 技術輔助等措施加以因應；法律可行性方面，相關人事法規及工時制度需配合通盤檢討及修正；經濟可行性方面，政府可能面臨增補人力及加班費支出等成本壓力；社會可行性方面，則涉及社會大眾對公共服務不中斷及不同職業別適用公平性的期待。

綜合研究結果，本研究提出相關政策建議，期望能作為政府未來推動公部門工時改革及研議週休三日制度之參考依據；同時，亦依據研究限制提出後續研究建議，以供未來相關研究持續深化與延伸。

關鍵字：週休三日、公部門、可行性評估、深度訪談、工作與生活平衡

Abstract

In recent years, factors such as declining birth rates, population aging, and the growing emphasis on work–life balance have prompted many countries to explore reforms to working-time arrangements. Among these reforms, the four-day workweek (three-day weekend system), has attracted considerable attention. Meanwhile, Taiwan’s public sector has experienced challenges including insufficient recruitment through national civil service examinations, low onboarding rates, and an increasing number of resignations among civil servants. As a result, enhancing talent recruitment and retention has become a critical issue in public human resource management. Accordingly, this study examines the feasibility of implementing a three-day weekend system in Taiwan’s public sector, as well as the potential challenges and supporting measures associated with its implementation.

This study adopts feasibility assessment within the framework of policy evaluation theory as its analytical framework and examines the issue from five dimensions: political, administrative, legal, economic, and social feasibility. A qualitative research approach was employed, utilizing in-depth interviews with personnel officers from both central and local government agencies. Interview data were analyzed to explore respondents’ perspectives and recommendations regarding the implementation of a three-day weekend system in the public sector.

The findings indicate that most respondents believe a three-day weekend system could improve work–life balance, enhance job satisfaction among civil servants, strengthen talent retention, and increase the attractiveness of public-sector employment. However, in terms of political feasibility, elected representatives and personnel agencies on the implementation of the system may be influenced by public opinion, service quality concerns, fiscal burdens, and the adequacy of supporting measures. Regarding

administrative feasibility, respondents generally identified compressed administrative processes, coordination of work progress, and public service demands as major challenges, which would require measures such as process reengineering, digital transformation, and the application of artificial intelligence technologies. From a legal perspective, relevant personnel regulations and working-time arrangements would need comprehensive review and revision. In terms of economic feasibility, the government may face increased expenditures related to staffing and overtime compensation. With respect to social feasibility, public expectations regarding uninterrupted public services and fairness across different occupational groups must also be taken into consideration.

Based on the research findings, this study proposes several policy recommendations and aims to provide a reference for the government in promoting working-time reforms and evaluating the implementation of a three-day weekend system in the public sector. Furthermore, recommendations for future research are presented based on the limitations of this study, with the expectation of facilitating further academic inquiry and development in this field.

Keywords : Three-Day Weekend System, Public Sector, Feasibility Assessment, Work–Life Balance, In-Depth Interview Method

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