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Bachelor Thesis

**The Pros and Cons of Part-Time Jobs for Workers, Businesses
and the State**

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Declaration

I declare that I have worked on my bachelor thesis titled “The Pros and Cons of Part-Time Jobs for Workers, Businesses and the State” by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor’s thesis, I declare that the thesis does not break any copyrights.

In Prague on 15.03.2023

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The Pros and Cons of Part-Time Jobs for Workers, Businesses and the State

Abstract

Part-time employment is becoming increasingly popular and represents around 10% of all employment in the Czech Republic. This paper focuses on what motivates employers and employees to enter into a part-time employment agreement. Part-time employment can be advantageous for employees who want more time for family, study, or hobbies, but also for those who want to combine multiple jobs at once. On the other hand, part-time employment can be more expensive for employers than full-time employment, particularly in terms of administration and work organization. Therefore, it is important to consider the advantages and disadvantages before entering into a part-time employment agreement.

Keywords: Part-time job, part-time workers, gender equality, state, social equality, corporation, taxes, taxation, childcare, economic benefits, financial performance, workforce fluctuation, the efficiency of part-time jobs, HR system, work-life balance

Výhody a nevýhody částečných úvazků pro zaměstnance, zaměstnavatele a stát

Abstrakt

Zkrácené úvazky jsou stále více populární a v České republice představují zhruba 10% všech zaměstnání. Práce se zaměří na to, co motivuje zaměstnavatele i zaměstnance k uzavření smlouvy na zkrácený úvazek. Zkrácený úvazek může být výhodný pro zaměstnance, kteří chtějí více času na rodinu, studium nebo koníčky, ale také pro ty, kteří chtějí kombinovat více zaměstnání najednou. Na druhé straně, zkrácený úvazek může být pro zaměstnavatele nákladnější než úvazek plný, zejména pokud jde o administrativu a organizaci práce. Proto je důležité zvážit výhody a nevýhody před uzavřením smlouvy na zkrácený úvazek.

Klíčová slova: Práce na částečný úvazek, pracovníci na částečný úvazek, rovnost pohlaví, stát, sociální rovnost, korporace, daně, daně, péče o děti, ekonomické benefity, finanční výkonnost, fluktuace pracovní síly, efektivita částečných úvazků, HR systém, rovnováha mezi pracovním a soukromým životem

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1 Introduction

We are currently living in unprecedented times and the environment in which we live is constantly changing due not only to the pandemic but also technological advancements which has a colossal impact on the way we live our lives these days. Rising prices and inflation, which are currently soaring unpredictably high, and environmental climate change that affects many economic sectors such as agriculture, tourism, energy, etc. This is all associated with our work-life balance.

Humankind is getting older thus the necessity to work longer increases. This changes the working climate – not only young and “restless” people are needed but economies need to think about older people who might not be so hardworking and willing to work many hours every day, yet having a great deal of experience.

That is one of the reasons it is so important to be bring this topic into the spotlight. Since we will all get older one day, we won't be able to work such long shifts as we are able to now because of our compromised abilities, fatigue, or desire to enjoy time with family, especially with grandchildren after a few decades of constantly working.

There is another group for whom this topic is important, and these are mature students such as university students who experience a lot of pressure to combine their studies with work. Many of them need to keep their job to be able to finance their studies as well as their ordinary life, for example due to the lack of funds in the family that could support their studies.

Last but not least there are parents to be mentioned among those who could benefit from part-time jobs. Even though our country is one of the few countries that supports mothers or fathers on maternity leave with great priority and allows them to enjoy their children as long as possible and allows them to stay at home for almost 2 years with the safety of the law and a secured position at their former workplace. However, with rising prices and demands for higher living standards, parents are also looking for additional income opportunities to satisfy and provide for all needs.

This groups of seniors, students, and parents on maternity leave are excellent examples of people for whom part-time jobs could be helpful. Yet I believe that new doors can be opened in the future of work and business for anyone else. Based this, I would like to discuss and point out the importance and thoroughness of part-time jobs which elsewhere in the world are supported and offered as equal to full-time jobs.

2 Objectives and Methodology

2.1 Objectives

With my bachelor's thesis I would like to prove that part-time jobs are beneficial for society, companies, and the state. I evaluate the pros and cons from the perspective of companies, and I analyse the impact of a part-time jobs on the state in terms of taxation. I would also like to discuss the pros of the work-life balance connected to part-time jobs and savings in HR processes due to implementing part-time jobs. I am comparing the situation across EU. As a result, I am planning to recommend the potential next steps in order to benefit from part-time jobs in society.

2.2 Methodology

The work will be written by using descriptive and comparative methods. I will be interviewing people from different work sectors to obtain materials for the practical part of my thesis. I will study and draw on verified sources. As a result, I will be comparing all the acquired facts in order to be able to provide potential solutions and answers to questions that may arise.

The thesis is written using books, articles from verified sources as well as the internet to help compare and connect all the information and context. It also used a few interviews which will be mentioned below in order to show and prove how the topic is discussed and growing in our society. Furthermore, another minor interest is to set an example for other companies to promote this kind of employment and thus increase possibilities.

I interviewed a few people from different work sectors with different work positions. However, all of these companies are engaged and trying to promote this part-time job as a common kind of working possibility within their companies.

3 Literature Review

3.1 Definition of part-time jobs

Currently there are more and more people who are not able to be occupied with work all day every day and the reason doesn't always have to be that they are lazy or unwilling to work full-time. In many cases they need to share the time with school, they have small children to take care of, they are partially retired, or they simply want to gain more experience, so they have two part-time jobs.

In addition, there is another large group of people – informal carers. They take care of newborn babies, small children, handicapped people, or elderly people. However, these people, who care for others or have other commitments, still have to work somehow to earn their living and it usually works for them to work only a few hours a day or fewer days in a week than usual.

What defines a part-time worker? “A part-time worker is someone who works fewer hours than a full-time worker. There is no specific number of hours that makes someone full or part-time, but a full-time worker will usually work 35 hours or more a week” (gov.uk), or as the ILO (International Labour Organization) has written, “an employed person whose normal hours of work are less than those of comparable full-time workers” which is a common legal definition of part-time work and is reflected, for example, in the European Union's Part-Time Work Directive (ilo.org). The meaning of part-time work is not necessarily meant or considered half of the full-time job hours or half of the work done. There exists other types and possible ways that the part-time job can be considered such as:

Job sharing – This means that two employees work half of the hours than is usual by sharing one position in the company. This particular option of half-time working is both economically and timewise more demanding for the employer in terms of paperwork, the taxes have to be paid two times instead of one time for one employee and the attention of the employer is demanded by more people. On the other hand, the employer has more capable and loyal people and the work can be done with thorough accuracy since there are two people working on it and have more time for it.

Home office – Or in other words “working from home” which is more popular now than ever before, considering all the factors from the past two or three years, such as COVID-19 or the war in Ukraine with its consequences for the economy. It used to be popular when the employee was ill or could not be physically present in the office so he could work from home and be available to the employer during his working hours. However, home office can be considered within the scope of a part-time job since the employee work for example 3 days in the office and the other two 2 days from home.

Compressed hours – If someone works a compressed hours contract, it means they work fewer days but not fewer hours. Their working hours are just for example 12 hours a day instead of 8 and their working week is not 5 days but only 3. It can be understood as a part-time job since there are at work fewer days than usual.

Flexi time – This kind of contract depends more on the employee within the limits reserved by the employer. As the definition says, the working hours are limited and in a different “time zone” than usual: “The employee chooses when to start and end work (within agreed limits) but works certain ‘core hours, for example, 10 am to 4 pm every day” (gov.uk)

Progressive retirement – This means that employees’ working hours are reduced because they are nearing retirement.

As a parent, student, or an older person who is about to retire, part-time work is, in my opinion, an incredible way to help these people earn some money or help them to reintegrate back into society. Also this kind of work can be really convenient for people whose health doesn’t allow them to be fully available to their employers. Since these people work fewer hours, their time is more flexible to take care of their families, spend more time starting their own businesses, or do other activities; in addition, they have more time and energy to be more productive at their job. (gov.uk)

These kinds of part-time jobs are the most known, but there do exist others which depends on the company and their point of view about flexibility in work. More about the flexibility of part-time jobs at companies will be mentioned below in the interview part.

3.2 Advantages of letting employees work part-time both for individuals and companies

There are a few factors that are considered and recommended as advantages of offering and letting employees work part-time. These were derived from many internet sources as well as book sources such as Human Relations in Small Business by Elwood N. Chapman.

1) Retain an experienced employee

Currently, it is very hard to find qualified people who have proven themselves in their work, so it is much better for employers to keep their current employees even though they are not able or simply don't want to currently full-time. Finding new employees is a financially demanding as well as time-consuming matter.

2) Better involvement in full-time work operation

If the employer allows its employees to work half-time for their own reasons there is a much better chance for them to return to their old position working full-time again since they are still part of society.

3) Building trust and loyalty

After accommodating workers regarding their working hours, they would consider it a good gesture. They would tend to be more effective and appreciative since they have more time to be more focused on their work with more energy to do it thoroughly.

4) Increase work productivity

People who work only part-time have better time management so their efficiency is much better and can be reflected in their work results.

5) Enough skilled forces

Thanks to reduced working hours, employers can keep a well-trained workforce and for example, find new people to share the position with the half-time workers. In my opinion, the best candidates for these positions are especially moms involved in childcare or students during their last years of university.

6) Willingness to learn new things and grow in the company

Chapman and others indicate that young part-timers are often willing to learn new tasks and responsibilities.

7) Enthusiasm and vigor

Chapman contended that part-timers – especially college and high school students – can give businesses a needed injection of liveliness. Analysts state that this quality is particularly evident in retail clothing establishments and other businesses that survive on the expenditure of younger customers.

8) Accessibility during busy times

Researchers note that many businesses that utilize part-time help have pronounced cycles of activity (for holidays, seasonal attractions, etc.). Students are particularly useful in meeting these periods of high demand because many of these periods coincide with times when they are not at school (Christmas vacation, summertime).

9) In terms of direct pecuniary reward, costs are lower

"Some part-timers are paid less than half of what full-timers who do the same work are paid," he noted. "Many small businesses would be forced to close without part-timers." And of course, many businesses save significant amounts of money in terms of benefits by hiring part-time workers.

10) Poverty reduction

If people who are disadvantaged at work, such as pensioners or mothers on maternity leave, are employed more, we can minimize poverty. It means that with the help of part-time jobs, we will give people the opportunity to improve their life and economic ladder in society. (Bruce, 1969)

"Part-time workers can help firms manage their labor costs and improve productivity, but they can also create challenges related to coordination, training, and communication. Studies have found that part-time workers are more likely to experience job insecurity and lower wages compared to full-time workers, which can have negative effects on their well-being and job satisfaction. However, offering part-time work options can be an effective way to

attract and retain talented employees, especially women who may have caregiving responsibilities or prefer flexible work arrangements." (Chadwick, et al., 2016)

3.3 Disadvantages of part-time jobs for the company

There exist some disadvantages as well which should be considered by employers when hiring part-time workers. Chapman said that "part-timers are less committed to their jobs; they usually have a long-term goal that is more important. This causes them to be less stable and dependable." The observation that part-time jobs experience significantly higher turnover than full-time jobs is, in reality, a basic fact of business.

- 1) Lack of experience, which may result in more expensive training or unprofessional behaviour
- 2) Higher rates of absent part-time workers due to their priorities (since this job might be their second choice or just a hobby in order to be to be employed somewhere)
- 3) More administrative time spent on admissions
- 4) Higher costs for health and social insurance due to more employees
- 5) Employees might be perceived less important and less engaged by their colleagues (since they are not working full-time)
- 6) Lower income and less working benefits might be taken as a negative point of part-time working (it is not necessary to be excluded as a part-time worker from using the benefits at the company, it depends on the company or on its owner/employer). (referenceforbusiness.com)

3.4 Backlogs and remedies withing part-time employment

There are mentioned some basics disadvantages in the introduction in order to approach the possible issues. However, I would like to discuss this issue in more depth and from a more

legal point of view. Problematic to this kind of employment is especially salary or wages, the right amount of work for the specified working hours and the fact of much better performance with less overworking which could lead to mental or health problems. That means that people are less productive and this is a never-ending cycle which of course is not the subject of this work but should be mentioned.

3.4.1 Performance over the time behind the desk

It is important to mention that performance of the people who work as part-time workers or people who work less working hours than usual are more proactive, more focused and less tired. Performance with the time spent at work is quite a big part of this thesis so it should be used as an example of one of the advantages for the employee (since they are able to balance their work life with their personal life and stay focused and proactive in both parts) as well as for the employer (satisfaction and happiness from a job well done and good outcomes).

As it mentioned in a book on worklife balance by three Czech authors “The dimension of human capacities and performance is important. A number of European countries (e.g. Switzerland or Scandinavian countries) have ben pointing out for year the fact that a five-days work week does not mean the same quality and intensity of working days. Why? Because it is not humanity” (Homfray, et al., 2022). However not many Czech companies or employers think about working lesser hours as a beneficial or advantageous consequences but rather the opposite that more hours behind the desk means more work done.

Futhermore, there is a lot of analysis and research which says that “there is a limit to our performance, and if we cross it, then we are no longer able to perform our work to the best of our ability. The result showed that intensive work is possible only for a few hours a day - for some of us four or five, for other less. After that, performance decreases, and on the contrary, the subjectively perceived difficulty of work increases...the stress from overworking after a certain time has an impact on human health.” (Homfray, et al., 2022)

In my opinion, this one of many reasons why there should be a consideration of possibly involving more people in part-time working. Not only does it help balance the worklife

structure for many families, single mothers, students or others in need of this, but it also helps to open new doors on the Czech labor market. I believe that we are one of the many countries especially in the middle of Europe whose are not able to adapt to this new type of shorter working hours, if we compared it with other middle European countries (see the chart below).

I used to live in Netherlands and the balance between school, work and personal life there was so admirable because of all the proactiveness and energy people put into work as well as to school. People and especially young people have to work in order to pay for school and life, which is only possible if they are able to work lesser hours to be also able to attend school. Furthermore, I want to mentioned only as an example that the statistics show that “among the EU Member States, the Netherlands had the highest share of students and apprentices aged 15–29 who were employed while still in education in 2021 (70%), followed by Denmark (49%) and Germany (42%).” (ec.europa.eu, 2022).

3.4.2 Harder to achieve higher positions

Often part-time jobs disqualify people from being seen as potential leaders or eligible for promotion. Higher positions connected to leadership are perceived as “sacrificing everything for the career” in order to achieve a better post in the company, which in my opinion is a stereotypical idea of higher positions in companies. However, lots of senior managers have the mindset to be the first one to enter the company and therefore also the last one to leave, which doesn’t match with someone who is only able to be present few hours a day.

Generally individuals who are not able to be present every day for the whole day at work because of motherhood/fatherhood or the need for a career break due to some personal struggles, but who are very well career oriented and recognized in what they do could be a good match in sharing this senior manager position. It could have quite a positive impact on growth in leadership, opening new career doors and always providing two opinions in order to find a better solution. It would be beneficial for companies to consider “shared” managerial positions.

Furthermore, it is commonly known that people struggle with overworking which leads to a lot of everyday stress. People in higher position also have more work so the stress is even greater, so this is one of many reason why sharing these kinds of position would be beneficial. The very inspirational excerpt about this topic was “Nevertheless it is necessary to mention that managers and superiors are also employees and as such they may have needs in the sense of malting and subsequently request of working hours. There are also companies where this is not a problem and they also work in managerial positions with part-time, shared duties. This has among other thing a positive impact on the career growth of women and it also very vividly shows that anything is possible if you want it.” (Homfray, et al., 2022)

3.4.3 Lower recompense for fewer hours worked

People who work fewer working hours than full-time workers also earn less money. It is simple math with logical reasoning. Nevertheless, with less money and fewer working hours, the amount of work should be lower as well but that doesn't happen in many cases. There does exist a law about it which states that “in this context the principle of equal pay for equal work or work of equal value expressed twice in §110 of the Labor Code comes to the fore. On the one hand it is not possible to reward a person with shorter working hours the same for less work. On the other hand it is not possible to allocate the same volume of work with shorter working hours and lower wages as with full-time work” (Homfray, et al., 2022).

Furthermore, with the consideration of analysis it is necessary to mention that there are more women who work part-time than men who work part-time. If more women work part-time it has negative impact on their salaries and possible career progression which points to the difference in remuneration between men and women, which is the so-called gander pay gap (an introduction to understanding the gender pay gap will be explained below).

Last but not least, it should be mentioned that people who work any kind of part-time job are usually not considered when it comes to bonuses. Working bonuses are compensation from the employer which come in addition to salary or wages usually at Christmas or at the end of the year. However it is not always about monetary compensation but the bonuses could be also in non-monetary forms such as a holiday bonus. Part-time employees do not lose only the possibility of these bonuses but all the other benefits that come with full-time

employment. Although there is no law in the Czech Legal jurisdiction that would protect part-time employees in this way it is possible to object to this and that “from some decisions of the European Court of Human Rights it is possible to infer that in some cases such a procedure would be discriminatory and therefore illegal. Even without this legal correction, however, it makes sense that the employee who works for an employer – even if in a smaller volume – should have a share in all rewards and compensations that the employer offers for this” (Homfray, Skalková, Čmolíková-Cozlová, 2022).

3.5 Gender pay gap

The definition of the gender pay gap is the median difference between women and men in their remuneration for the work they do. It is generally known that women are paid less than men. European statistics show that “On average, women do more hours of unpaid work, such as childcare or housework.

Figure 1 of percentage of gender pay gap



Source: Eurostat, 2022

This leaves less time for paid work. According to figures from 2020, almost one-third of women (30%) work part-time, while only 8% of men work part-time. When both unpaid and

paid work are considered, women work more hours per week than men” (europarl.europa.eu, 2022). For example the highest pay gap difference (the contrast between men’s and women’s median gross hourly earning as a percentage of men’s gross earnings from 2020) were found in the following countries within European Union: Latvia (22.3%), Estonia (21.1%) and Czechia (16.4%). The rest of the results from 2020 can be seen below. The results about the gender pay gap within the Czech Republic from 2022 by the ČTK (Česká Tisková Kancelář – Czech News Agency) shows that women get paid less than men on an average scale for the same types of work and roles especially because of women’s career breaks and motherhood. Women who work in the same position with the same work description as men make 12% less money than the male population (ec.europa.eu, 2022).

According to a recent article published by the United Nations, old age poverty remains a persistent problem globally, with women being disproportionately affected. One contributing factor is the gender pay gap, which leads to lower lifetime earnings for women and subsequently lower pensions. This is particularly concerning given that women tend to live longer than men and therefore require more retirement savings to maintain their standard of living. The article emphasizes the need for policies that address gender inequality in the workforce and ensure equal pay for equal work to mitigate the negative impact on women's financial security in old age (un.org, 2022).

3.6 Part-time employment and financial performance

The research article "The Effects of Part-Time Workers on Establishment Financial Performance" examines the impact of employing part-time workers on establishment financial performance. The study uses data from the National Compensation Survey (NCS)

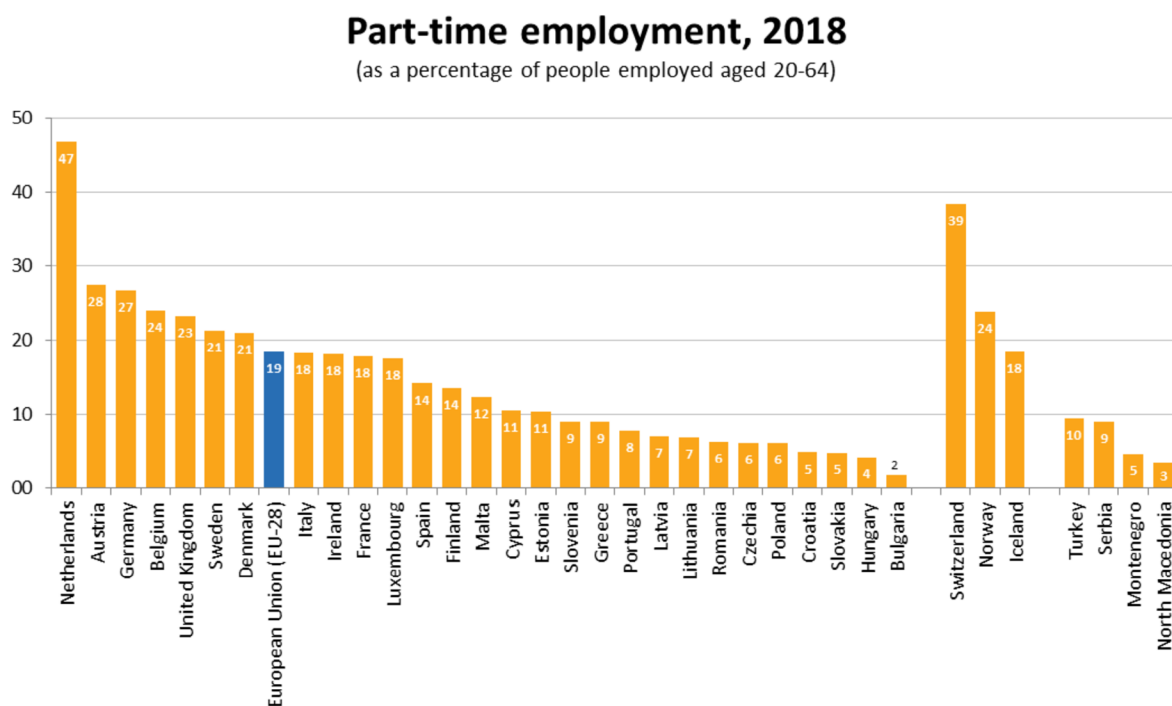
and regression analysis to explore the relationship between part-time work and establishment profitability, productivity, and labor costs. The results suggest that there is a positive association between part-time employment and establishment profitability, as well as a negative association between part-time employment and labor costs. However, the study finds no significant relationship between part-time work and productivity.

Overall, the research article suggests that employing part-time workers may have a positive impact on establishment financial performance, particularly in terms of profitability and labor costs. However, the study also highlights the importance of considering the potential trade-offs between part-time work and other factors, such as productivity and employee morale. The findings suggest that while part-time employment can provide benefits in terms of financial performance, it may also have implications for other aspects of the workplace that should be taken into account when making employment decisions (Chadwick, et al., 2016).

3.7 Part-time jobs across Europe

When it comes to comparing the Czech Republic with other European states there is quite a difference since as there are many other countries more modern and advanced in terms of providing part-time jobs. The graph from 2018 below shows where the Czech Republic stands compared to other countries and I believe that it would be best to use a few chosen metrics to show the differences, both economic and cultural, and compare the facts to see where the countries currently stand. I have chosen four — the Netherlands, Switzerland, Spain and France. Furthermore, the differences between countries are also connected to their habits and differentiations such as the length of maternity leave which is different in every country (the Czech Republic has the longest maternity leave within the EU).

Figure 2 percentage of Part-time employment across Europe from 2018



ec.europa.eu/eurostat 

Source: Eurostat, 2019

3.8 Czech Republic and Part-time Employment

In past years, part-time employment was not very popular type of work commitment since it did not seem very convenient for employers as well as for the state even though people and especially the disadvantaged groups such as mothers during their maternity leave, students or people in retirement want it. As mentioned in a news article from 2021 “We have an unused group of at least 200,000 to 250,000 students, people of pre-retirement age and especially parents of young children who are interested in work but not full-time’, estimates Tomáš Ervín Dombrovský, senior analyst at recruitment company LMC” (Veinbender, 2021). Furthermore, from the graph it can be seen that only 6% of the Czech population have part-time jobs. The number is very low compared to other countries.

Taking the historical impact into account are a few factors that could influence the current state of part-time employment, such as:

- 1) The Communist Era: During the Communist era in Czechoslovakia (1948–1989), the government controlled all aspects of the economy, including employment. Full-time

employment was the norm, and part-time work was virtually non-existent. After the fall of communism, there was a rapid shift, but so far it has not led to a higher percentage of part-time work.

- 2) Cultural Attitudes: Historically, the Czech Republic has had a strong culture of full-time employment, with many people viewing part-time work as inferior or undesirable. However, as the economy has evolved and labor market requirements have changed, attitudes towards part-time work have started to shift, with more people seeing it as a viable and flexible option.
- 3) Country of Industry: The Czech Republic has been always mainly focused on industrial work, especially in areas such as the metallurgical, chemical, engineering and food industries. This means that it has been quite complicated to develop suitable positions of part-time employment.

However, at the beginning of the new year (that is, the year 2023), a new amendment to the legislation regarding reduced contributions for part-time workers will come into effect. The Senate wants to motivate employers by this move so they will offer this kind of position in their companies more often. Furthermore, this step can help give disadvantaged groups the chance to integrate into society. LMC's data analyst, Tomáš Ervín Dombrovský, stated that "Employers will finally be motivated to recruit even people who are often overlooked today. Typically, women who take care of someone – be it small children or sick loved ones. Alternatively, students, retraining graduates or people of higher working age. An estimated quarter of a million of them are now essentially pushed out of the labour market" (businessinfo.cz, 2022).

It is also quite important to mention the Czech legal perspective on part-time employment which can only be negotiated between the employee and the employer. In the book, which was the most used source for this thesis, it is mentioned very aptly that "At its most basic, shorter working hours mainly represent part-time employment in the sense of § 80 of the Labor Code. The shorter working hours here means working hours agreed between the employer and the employee to a lower extent than those generally stipulated in the provisions of § 79 of the Labor Code" (Homfray, et al., 2022).

3.8.1 Maternity leave in the Czech Republic

There do exist two very unique things in the Czech Republic: It is the country with the longest period of maternity leave within the European Union and it has the lowest percentage of people who work in part-time employment.

Lots of women and people in general think that staying home with the children as long as possible is a good thing, which brings you rest, no stress and relatively decent financial support from the state. However, it is not as simple as it seems since when the parent wishes to return to work after spending years at home and taking maternity leave, they face a significant conflict with reality. Highly appreciated and influential vice-governor and economist Eva Zamrazilová said that “Women think that they get something for free during long maternity leave but nothing is free at all. Gradually and insidiously they lose their qualifications, work habits and ability to apply themselves on the market. We do not pay enough attention to this topic” (Jonášová, 2023).

One of the consequences of long-term maternity or parental leave is the shortage of daycare centers and kindergartens in the Czech Republic. Due to the extended time parents take off from work, there is a higher demand for childcare facilities, which has led to a shortage of available spaces for children. This shortage creates a significant challenge for parents who wish to return to work, even if only on a part-time basis, as they struggle to find suitable care for their children. This lack of accessible childcare options can also hinder the country's economic growth by limiting the workforce's participation in the labor market.

According to a report on iRozhlas from 2021 the difference between men and women staying on maternity leave is massive since only 2% of men stay home with their children and the other 98% are women. This is quite a disappointing finding since women are disadvantaged in the labor market even without going on maternity leave.

Long-term studies showed that the reasons for women going on maternity leave is more preferred because of the financial point of view (men are usually better paid and has greater prospects for promotion to a better position) and the second reason is a more stereotypical one where the social norms have been set in the spirit of “women stay with children at home and men earn the money” (irozhlas.cz, 2021).

For a better understanding it is important to cite also the voices of the people who experienced these struggles, such as “Time spent away from work due to maternity leave and parental leave significantly affects the professional and career paths of parents. More than three-quarters of parents (77%) and two-thirds of employees (66%) think that parenthood still has a negative impact on women’s lifelong employment in our country. Almost half of the parents (48%) were not approached by the employer with an offer of cooperation or support even during the maternity and parental leave and roughly the same percentage of parents remained on maternity leave for three or more years” (Homfray, et al., 2022).

3.9 The Netherlands

Out of the analysis and the table above, it could be seen that the Netherlands is the number one leader when it comes to part-time job offers. Firstly, it is important to mention that the Netherlands has lots of international students who are coming from all over the world to have the best education as well as many working possibilities as possible to embellish their resume.

It can be inferred that part-time work is a significant factor on the Dutch labor market, with half of the working population in the Netherlands working part-time. The article notes that this is a much higher percentage than in other European countries and that the Dutch cultural emphasis on work-life balance and gender equality may be contributing factors (accountant.nl, 2022).

The Dutch "part-time culture and structure" can be a barrier to women increasing their working hours, as part-time work is often seen as the default for women, and full-time work is often difficult to find or not offered (scp.nl, 2022).

It is also important to mention a few historical factors that have influenced the current situation of part-time employment within the Netherlands such as:

- Throughout the 20th century, a series of legal reforms and political measures were introduced in the Netherlands that promoted gender equality and equal opportunities

for women. As a result, many women decided to enter the workforce but also wanted to continue caring for their families and households. Part-time work allows women to balance these two roles.

- Another reason that part-time work is popular in the Netherlands is the high level of social security. Thanks to social security, people in the Netherlands have greater certainty that they will be able to support their families and pay their debts even if they work part-time.
- The Netherlands also has a strong tradition of education and personal development, which can have an impact on work culture and values. Many people in the Netherlands focus more on enjoying their free time, traveling, and developing their interests and skills than on working full-time. Part-time work allows them to have more free time for these activities.
- In some cases, it may also be more advantageous for employers to have more employees on part-time contracts than fewer employees on full-time contracts. This allows them to have a more flexible workforce and may be more economically beneficial for them.

Overall, there are a number of historical, cultural, and economic factors that explain why part-time work is so common and respected in the Netherlands (Briggs , 2015).

3.9.1 Maternity leave in the Netherlands

Furthermore, the group that is likely to use part-time jobs are mothers. However, maternity leave in the Netherlands is only for 16 weeks (it can be longer due some circumstances such as postponed date of birth) compared to the Czech Republic where maternity leave is for 2 years which is a quite big difference. Although, in the Netherlands mothers are paid as usual even though they are not at work and without work obligations. The maximum rate for maternity leave can reach up to 228.76 € per day and it is taxable. However, research has also found that a significant number of mothers in the Netherlands are working part-time involuntarily or partially so, indicating that societal expectations around gender roles and caregiving may play a role in women's work choices (ec.europa.eu).

Additionally, fathers or partners are entitled to 5 days of paid paternity leave, which can be taken within 4 weeks after the birth of the child. After maternity leave, mothers can take up

to 26 weeks of additional unpaid parental leave, which can be taken up until the child's 8th birthday. The article also explains that there are some exceptions and additional regulations for self-employed women and women who have multiple births (24baby.nl).

3.10 Switzerland

Switzerland's working hours belong to the longest in Europe. People have 42 working hours per week for full-time employees which means that they spend almost the whole day and every working day stuck at work. However, the wages are quite high in Switzerland and that is one of the reasons part-time employment is popular there.

The few main reasons and factors that could be why part-time employment is so popular in Switzerland is that:

- 1) Because of the high cost of living in Switzerland, which has made it difficult for many families to live on a single income. As a result, many workers, particularly women with children, have chosen to work part-time in order to balance their work and family responsibilities.
- 2) The contribution to the prevalence of part-time work in Switzerland is the country's aging population. As older workers approach retirement age, many choose to work part-time as a way to gradually reduce their working hours and transition into retirement.
- 3) The Swiss government has also implemented policies aimed at supporting part-time workers.

The right of part-time workers are regulated under the law “by Art. 319 et seq. of the ‘CoO’” (employment-law.ch). It is necessary to explain what is considered part-time employment and what is considered full-time employment. In Switzerland, a full-time employee works

“100% of their working hours”. Nevertheless, all the working hours above 90% are being considered full-time work from the statistical point of view. It means that everything which is under the 90% is taken as part-time employment. The percentage of working hours are then divided into more detailed segments which can be seen as example below in the table.

Figure 3 An example of the percentage of employment in Switzerland

Percent of employment	Hours worked per week	No. of working days
100%	42 hours	5 full working days
80%	33.6	4 full working days
70%	29.4	3 and a half days
60%	25.2	3 full working days
50%	21.0	2 and a half days

Source: Zurich to Geneva, 2021

Since the salaries and wages are high in Switzerland, part-time employment seems to be considered as a decent form of employment.

However, it could have a negative impact on your income because “a study published by the [Economic Policy Institute](#) found that, beyond the expected salary reduction, part-time workers received almost 30% less per hour than their full-time working peers. Moreover, this salary penalty is the highest for men. Men working part-time receive 26% less per hour compared to their full-time working peers. For women, the adjusted wage penalty is 16%. Therefore, men pay a significantly higher price for working part-time” (zurichtogeneva.com, 2021).

Furthermore, the negative impact of working part-time is on your career growth and future possible achievement of reaching a “leadership” position, which is take as a disadvantage in every country. Nonetheless, this kind of disadvantage could be also taken positively such as that people are able to grow their own way to be leaders by starting their own business and gaining experience from part-time employment.

Out of the statistics from 2022 it is detected that 57.9% of women and 18.7% of men worked part-time (which means that there were 1,272 million of women and 471,000 men working

in part-time employment). These differences are usually due to the same stereotypical reasons but also financial reasons as anywhere else, as “there are multiple reasons for this: such as social and familial obligations for women that make full-time work hard, as well as a greater tendency for women to work in careers where part-time work is common” (zurichtogeneva.com, 2021).

There are lots of considerations when choosing part-time employment in Switzerland since it could also influence your pension, such as fewer working hours mean less money paid to your AHV pension (Alters-und Hinterlassenenversicherung – The Swiss pension system). However it could be also be compensated by an individual’s growth out of the work space.

3.10.1 Maternity leave in Switzerland

Maternity leave is established for 98 days therefore 14 weeks in Switzerland. The compensation of the mother’s lost income is in the amount of 80% of their preceding standard income. If any kind of complications occur or for some reason the newborn baby has to stay longer in the hospital then “mothers continue to be entitled to the benefit if the child has to remain in hospital for longer than 14 days directly after the birth. The period of entitlement is extended by the number of days spent in hospital but by no more than 56 days” (ahv-iv.ch, 2023). From research and many articles we can see that mothers in part-time employment are a very common thing in Switzerland therefore “75% of Swiss mothers with a child under the age of 6 were employed in 2021. The EU average was 67%, 8 percentage points lower... However, Switzerland’s rate falls to 78% when the youngest child is between 6 and 11, only 3 percentage points higher than the EU average (75%)” (lenews.ch, 2022).

3.11 Spain

Part-time employment in Spain is defined as any contract for less than 40 hours per week. It is a popular option for workers who seek greater flexibility in their working hours and for employers who want to reduce their labor costs. Part-time workers in Spain are entitled to the same benefits and protections as full-time workers, including paid holidays, sick leave, and social security benefits. In recent years, the number of part-time workers in Spain has increased, with more than 2 million people currently working part-time (mites.gob.es).

According to data from the National Institute of Statistics (INE), there were approximately 3.5 million part-time workers in Spain in 2020, representing about 20% of the total employed population. Part-time work is more common among women than men, with women making up about two-thirds of all part-time workers in Spain (ine.es).

However, it is worth noting that Spain has faced economic challenges in recent years, including high unemployment rates and a large number of temporary workers. In response to these challenges, the Spanish government has implemented various labor market reforms aimed at increasing job security and reducing unemployment. One of these reforms was the introduction of the "ERTE" (Temporary Employment Regulation) scheme, which allows companies to temporarily suspend or reduce the working hours of their employees during times of economic hardship. The COVID-19 pandemic exacerbated these economic challenges, leading to a significant increase in the use of the ERTE scheme and other measures aimed at supporting workers and businesses (ine.es).

3.11.1 Maternity leave in Spain

Maternity leave is set for a period of 16 weeks which increase to a period of 18 weeks for twins and to a period of 20 weeks for triplets. During maternity leave, employees are entitled to receive benefits equivalent to 100% of their average daily salary for the six months prior to the start of their leave. Self-employed women can also receive benefits equivalent to 100% of the minimum contribution base for the self-employed for the same period. "The Reducción de Jornada is an ongoing entitlement for mothers caring for children up to eight years of age" therefore the amount of working hours must represent at least one-eighth to one-half of a normal working day (expatica.com, 2023).

The incomes are reduced in an appropriate and just manner. It is important to mention that mothers are allowed to chose if they want to cut their working hours daily or take full days off.

Mothers are particularly likely to work part-time in Spain due to the country's traditional gender roles and lack of support for working parents. In many families, women are expected

to prioritize their roles as caregivers and homemakers, and as a result, they may choose to work part-time so that they can balance their work and family responsibilities.

One interesting kind of working break is called “Hora de Lactancia”, which means that a mother is allowed to reduce her working hours for one to two-and-a-half hours everyday due to breastfeeding up to the age of 9 months of the child (barcelona-metropolitan.com).

Additionally, Spain has relatively limited policies and support for working parents, such as flexible working arrangements, paid parental leave, and affordable childcare. As a result, many mothers may find it difficult to balance their work and family responsibilities, and part-time employment may be a practical solution.

3.12 France

In France, part-time employment is a popular option for both employees and employers. Part-time employees work fewer hours per week than full-time employees, usually between 24 and 35 hours per week. One of the main advantages of part-time employment is the flexibility it offers, which can be particularly beneficial for those with family or caregiving responsibilities. Moreover, part-time employees are entitled to the same benefits as full-time employees, including paid holidays, sick leave, and parental leave.

In recent years, there has been growing recognition of the importance of part-time employment as a means of promoting work-life balance, and there have been efforts to improve the working conditions and job security of part-time workers in France (cosmopolitan.fr).

The popularity of part-time work in France can be traced back to the country's history of social welfare and labor protections. In the aftermath of World War II, France adopted a range of policies aimed at promoting social equality and protecting workers' rights. These policies included generous social welfare programs, such as healthcare, education, and family benefits, as well as strong labor protections, including minimum wage laws and strong unions. These policies helped to create a culture of work-life balance and a strong social safety net, which have contributed to the popularity of part-time work in France today.

Additionally, the growth of part-time work in recent years can be attributed to changes in the nature of work, such as the rise of the gig economy and the increased demand for flexibility and autonomy in the workplace (Fontaine, a další, 2018).

3.12.1 Maternity leave in France

Maternity leave in France has a duration of a minimum of 16 weeks while the first 6 weeks are before the birth of the child and then the mother has 10 weeks after birth of child. If any kind of complications arise or the mother has multiple births the maternity leave could be extended to up to duration of 26 weeks. During this period, the mother is entitled to full pay, which is covered by social security and her employer. However, the amount of pay may vary depending on the mother's salary and employment status (safeguardglobal.com, 2022).

During the maternity leave period, new mothers receive a daily maternity allowance from their health insurance fund, which is equivalent to their average daily earnings over the previous three months. This allowance is capped at a certain amount, but it is generally considered sufficient to cover the basic costs of living. Additionally, new mothers are entitled to job security during their maternity leave period, which means that their employers cannot terminate their employment or make significant changes to their working conditions (n26.com, 2021).

In France, there is a strong emphasis on promoting work-life balance and supporting families. This is reflected in the country's maternity leave policy, which aims to give new mothers adequate time to recover from childbirth and bond with their babies. In addition to paid maternity leave, new mothers in France are also entitled to breastfeeding breaks and flexible working arrangements upon their return to work. Overall, the French maternity leave policy is considered one of the most progressive and supportive in the world (n26.com, 2021).

3.13 Final comparison and proposal for the ideal model

All of these countries have systems of part-time employment in various sectors of their economies. Part-time employment refers to job positions with fewer hours than a full-time position. These part-time positions can be either agreed upon between the employer and

employee based on an individual agreement or regulated by legal requirements in countries where they exist.

While it is true that many of the countries that have been mentioned below have made progress in promoting gender equality in the workplace, there is still a prevalent stereotype that women should be on maternity leave, work part-time, and be paid less than men. Despite efforts to change this, gender inequality and discrimination persist in many areas of the workforce.

For example, women are still underrepresented in leadership positions, particularly in traditionally male-dominated fields, and are often subject to a gender pay gap. Additionally, the burden of caregiving responsibilities often falls disproportionately on women, which can limit their career opportunities and earning potential.

However, it is important to note that many individuals and organizations in these countries are actively working to challenge and change these stereotypes. This includes advocacy for policies that promote work-life balance, parental leave for both mothers and fathers, and initiatives to increase women's representation in leadership positions. By continuing to raise awareness and take action to address these issues, we can create a more equitable and inclusive workplace for all.

However, after all the considerations, I believe that the Czech Republic can learn many new things about part-time employment and its approach to practicing it in our everyday lives from our foreign neighbors. If compared, the system in the Czech Republic and the system in the Netherlands regarding maternity leave in contrast to part-time employment, it is obvious that both countries are extreme in different areas. The Czech Republic has unnecessarily long maternity leave, which hinders career growth of women along with other things, such as a minimum of possible offers of part-time employment. The Netherlands on the other hand has more than 37% people who work in part-time employment although they only get 6 weeks of maternity leave, which can be postponed for a couple of weeks, but which is very short period of time for mothers to be able to recover after giving birth and function normally in everyday life again.

Compared to the other countries, the Czech Republic has a low percentage of women working part-time. Additionally, policies could be implemented to encourage more employers to offer part-time work options, which could be particularly beneficial for women who have caregiving responsibilities. Other potential improvements could include expanding access to affordable childcare and promoting work-life balance to help women balance their professional and personal responsibilities.

In comparison, Spain, France, the Netherlands, and Switzerland have all implemented policies to support work-life balance and parental leave, which can help to reduce the burden of caregiving responsibilities on women and support their participation in the workforce. They have also taken steps to address the gender pay gap and increase women's representation in leadership positions, which could serve as a potential model for the Czech Republic to follow.

4 Practical Examples

This chapter will focus on interviews with individuals from various professional segments who are interested in or would like to help expand the option of half-time employment. Through these interviews, we hope to shed light on the benefits and challenges of this type of work arrangement, as well as explore different perspectives on its potential impact on both employees and employers. The aim is to provide a comprehensive look at the topic and showcase the experiences and insights of those who are involved in the movement towards more flexible and inclusive work environments.

4.1 Česká Spořitelna

The first interview was carried out with Petra Ondrušková, who studied at Prague University of Economics and Business. She is Chief Diversity Officer at Česká spořitelna, a.s. The company was established as the first savings bank institution in our country. Česká spořitelna has its headquarter in Prague and it belongs to the Erste group which operates in Middle and Eastern Europe. In terms of the number of their clients, they are biggest bank in the country. They provide various services such as savings, loans, insurance, mortgages, etc. Their HR department strives for higher involvement of part-time employment in their company. The interview is written and translated below.

- *According to you, what is the definition of a part-time job?*

A part-time job is, according to labor law, a shorter period of work than 8 hours, which is prescribed by the Labor Code. However, for me, whether it's shortened by an hour or three, or if a part-time job is even 30% of full-time employment, any form or variability is okay with me. (Ondrušková, 2022)

- *In your opinion, what are the advantages of part-time work, and how is it beneficial for the company/your workplace?*

They can significantly help with balancing family and work or professional life, as well as for parents who want to return to the workforce earlier than they could, because they can place their child in a state facility such as a nursery or preschool. I think it can certainly help if corporations or employers work with it, as it can retain the loyalty of their employees by offering them shortened hours. By doing so, they do not lose the talent that they potentially could have lost if they did not comply, and instead found someone else to replace them. So,

I see it as a benefit for both parties, whether it concerns a woman or a man, as well as for the employer who does not lose a talented and experienced employee.

Bringing new people into a company is not only economically demanding, as most people on the job market may demand higher salaries, but there is also always an adaptation period which can vary in length. Then there is the question of when that person will reach a certain level of productivity and efficiency, compared to someone who is already familiar with the environment. Therefore, in my opinion, they are beneficial for both parties because as an employee or someone who has a part-time job, it gives me flexibility and an opportunity to balance work and family life and self-care at the same time, and for the employer, it is building greater loyalty.

I believe that in the future, reduced working hours will truly become the standard on the job market, because the topics of sustainability and diversity, along with the topic of well-being, which are decided by society, will simply make more and more people want to get involved in these areas. (Ondrušková, 2022)

- *What is your position in the company?*

I am a Chief Diversity Officer, or you could say Diversity Manager or Leader. (Ondrušková, 2022)

- *How does your position fit into the company structure? (referring to hierarchy)*

I am structurally and organizationally under the Chief HR Officer, but I work on this topic across the entire bank. My closest point of contact, in addition to the HR department, is the board of directors of Česká spořitelna, where we try to establish diversity strategies, determine the direction we want to take in terms of diversity, which topics we want to address, and how we want to make an impact on the culture and leadership within our corporation. Diversity is an essential topic for corporate culture and cannot be overlooked. It builds inclusion and a safe environment within the company. Similarly, in the context of leadership, our leaders need to perceive this topic very strongly and build strong working teams while also creating an inclusive environment within their teams to support diversity. Diverse teams are simply more creative, have a greater variety of opinions, and inspire each other because everyone has a unique perspective, and we are all naturally different. (Ondrušková, 2022)

- *How does your company support part-time work?*

We offer part-time positions for various positions, but not always when a position is advertised do we mention that it is available as a part-time position. This is because it is not yet completely standardized, so to speak. However, we do have part-time positions, with approximately 10% of our employees working part-time, and 80% of those being parents. This is about balancing care for children and work life.

So, yes, we support it, but in the future, we would like to support it even more and find ways to create opportunities in the context of the job's character and the things that come with regulations. Also, because we are a bank and have certain standards and delivery deadlines, it is always necessary to balance it with the organizational and labor laws. (Ondrušková, 2022)

- *Do you have more women or men at your workplace who use the option of part-time work?*

We have more women who work part-time, but we also have men who work part-time, although significantly fewer. It is more common for women to work part-time, and then there are a few people who are of retirement age who also work part-time, but the majority are simply mothers. (Ondrušková, 2022)

- *Do you have any form of record/analysis to determine whether it is beneficial to employ people part-time?*

We monitor our diversity metrics in the context of part-time work, looking at trends in the number of employees working part-time and their age demographics. We analyze the data to determine what works and what doesn't, and to track the return of employees who have taken advantage of part-time work opportunities. By creating a supportive environment and enabling working mothers to work part-time, we build their loyalty and increase engagement, which has a positive impact on productivity.

We conduct engagement surveys several times a year to track the impact of part-time work opportunities on employee satisfaction, but we don't have any specific metrics that measure the productivity and effectiveness of teams with part-time employees.

However, I'm currently working with a colleague in people analytics to explore how offering part-time work opportunities affects the return of mothers to the workforce and the performance of their teams. We're trying to quantify the benefits of employing mothers on part-time work versus hiring new employees to fill their positions, as losing employees and hiring new ones is costly and time-consuming.

I believe that part-time work doesn't have to be just for mothers, but also for retirees and young people like students. (Ondrušková, 2022)

- *Is there anyone or anything that inspires or even forces you to promote part-time work?*

I took it purely from a pragmatic and personal perspective, knowing that as a mother with one child, I returned to full-time work, but with two children, I personally wanted to work part-time because I wanted to have a balance between the time spent with my children and the work that I wanted for myself, so that I could feel a sense of accomplishment.

So it was a personal impulse to raise this topic. On the other hand, we are a large corporation and constantly have more than 1000 women on maternity or parental leave, and the return rate is around 50%, and I believe that if we were able to offer more part-time positions, the return rate could increase.

Therefore, these are precisely the effects that I described earlier, that it can save a lot of time and effort, but at the same time, we lose the talent and potential that these people have, so I think these are the things that give me a sense of purpose. (Ondrušková, 2022)

- *In February, a new law came into effect providing a 5% discount on the premium that employers pay to the government for their employees (24.8% vs. 19.8%). Is this a benefit to your company/workplace? Did it motivate you to hire new employees?*

We don't want to emphasize and highlight the topic of shortened work hours for the purpose of tax breaks, but on the other hand, it's certainly one of the reasons or factors that where we can show that not only do we gain loyal people, but it's also a benefit for the corporation from an economic perspective. However, that's not our goal for advocating for shortened work hours.

I believe that it can serve as a motivation and contemplation on opening up the topic for companies to offer more part-time positions, because 5% on tax breaks is not a small amount of money, but I think it could help especially those small companies where the cash flow and economy of those companies can be more tense than with those huge corporations, so it can motivate them. (Ondrušková, 2022)

4.2 Boehringer Ingelheim

An interview from pharmaceutical sector was held with Pavla Uriča. Boehringer Ingelheim is a German pharmaceutical company and one of the most prominent bio-pharmaceutical companies in the world. Its research and production focus is on areas for which suitable treatments are not yet available. Boehringer Ingelheim Animal Health is the second-largest producer of veterinary medicines globally and the manufacturer of NexGard, the world's largest brand of antiparasitics.

- *According to you, what is the definition of a part-time job?*

A contract for a shorter working time than the usual 8.5 hours. (Uriča, 2023)

- *What do you know about the issue of part-time work and its target groups? (mothers on maternity leave/after maternity leave, retirees, students)*

It is a part-time job of less than 40 hours. It doesn't have to always be half (20 hours), it depends on the agreement. The employer must agree to the reduced hours. However, this does not apply to pregnant women, women on maternity leave, or caregivers – we must always comply with their requests unless there is a justified reason why it cannot be done (such as production facilities, but this is not our case). They are popular jobs for mothers on maternity leave and among students. People who are retired can also work part-time. (Uriča, 2023)

- *In your opinion, what are the advantages of part-time work, and how is it beneficial for the company/your workplace?*

I wouldn't say they are better. They have their advantages and disadvantages. (Uriča, 2023)

Advantages:

- ⇒ We can employ colleagues who went on maternity leave and want to gradually return to work. We usually do not have to train them in internal systems.
- ⇒ If we are talking about students, we can try and develop new employees for the future.
- ⇒ We can cover smaller areas, usually administrative ones, that are not urgent, but are time-consuming and unnecessarily take up the time of full-time employees with those who are part-time.

Disadvantages:

- ⇒ Given that part-time hours are usually taken up by mothers on maternity leave, there are quite frequent complications with children associated with this (most commonly illness). Flexibility is therefore necessary.
- ⇒ Students usually need someone to guide, show and possibly advise them. Since it is not clear if the student will stay with the company, it is an investment of time with uncertain results.
- ⇒ The company views even part-time hours as headcount, and if the full-time equivalent is not approved, then we have to hire part-time hours through an external agency.
- ⇒ What is an advantage for the company, but not for mothers, is the fact that reduced working hours (usually half of the regular 8-hour shift) in reality means that mothers work more than the prescribed 8 hours. Even up to 6 hours a day. (Uriča, 2023)

- *What is your position in the company?*

I am an HR Business Partner which means that I am responsible for personnel matters of a certain part of the company, specifically the Animal Health division. (Uriča, 2023)

- *How does your position fit into the company structure? (referring to hierarchy)*

I work under the HR Director. It means that hiarchyaly it is the CEO who has the highest position then there is the HR Director position and then my position (Uriča, 2023)

- *How does your company support part-time work?*

We fully support it. I personally joined Boehringer Ingelheim because it was the only company that employed me on a part-time basis. It's funny that I worked at the Ministry of Labor and Social Affairs before, and they refused to give me a part-time job. (Uriča, 2023)

- *Do you have more women or men at your workplace who use the option of part-time work?*

We have only women because even students who use part-time employment are women. (Uriča, 2023)

- *Do you have any form of record/analysis to determine whether it is beneficial to employ people part-time?*

Unfortunately, we do not havy any kind of such analysis. (Uriča, 2023)

- *Is there anyone or anything that inspires or even forces you to promote part-time work?*

As I mentioned before in point six, we have fully supported part-time employment for many years. We don't need to enforce it at our company anymore. (Uriča, 2023)

- *In February, a new law came into effect providing a 5% discount on the premium that employers pay to the government for their employees (24.8% vs. 19.8%). Is this a benefit to your company/workplace? Did it motivate you to hire new employees?*

It will certainly be beneficial financially – a discount for existing employees on part-time hours. However, as a motivation, it does not work for our company because we have a full staff in positions that allow for part-time hours. Open positions are not suitable... (Uriča, 2023)

- *What do you think about the gender pay gap? Do you feel like this topic affects you?*

I am unable to answer, but I personally believe that the gender pay gap in our company is minimal, especially considering that our top management is composed of 80% of women.

However, I do not have enough information to provide an exact answer to the question. (Uriča, 2023)

4.3 Mattel

This interview was carried with Lenka Koenigsmark who studied at Masaryk University of Economics in Brno. At the moment, she works as Marketing Director at a world leading company in the toy sector called Mattel. Mattel is a leading global toy company and owner of one of the strongest catalogs of children's and family entertainment franchises in the world. They create innovative products and experiences that inspire, entertain, and develop children through play. They engage consumers through their portfolio of iconic brands, including Barbie®, Hot Wheels®, Fisher-Price®. The interview is translated below:

- *According to you, what is the definition of a part-time job?*

A part-time job is a job that consists of less than 40 hours per week, usually we see half time jobs, but in some cases I have seen less, such as 1 day per week. (Koenigsmark, 2023)

- *What do you know about the issue of part-time work and its target groups? (mothers on maternity leave/after maternity leave, retirees, students)*

In general – as a mother of two – I am aware of an increased need for mothers and retired people to have the possibility of part-time jobs.

For parents on maternity leave (paternity), part-time jobs are essential in order to stay in touch with the situation on the market, especially in some areas such as marketing, the situation changes rapidly and after 2–3 years you are simply out of the scope for many employers. The solution in my opinion is better options for child care and offers of part-time jobs.

In the case of retired people I believe that part-time jobs would improve their financial situation and on the other hand helped companies to preserve the “lifelong knowledge” that they possess. (Koenigsmark, 2023)

- *In your opinion, what are the advantages of part-time work, and how is it beneficial for the company/your workplace?*

In general I see a big advantage in “keeping” the knowledge, having loyal team colleagues, lower fluctuation. (Koenigsmark, 2023)

- *What is your position in the company?*

“I am Marketing Director of the Czech Republic, Slovakia and Hungary at MATTEL (Koenigsmark, 2023)

- *How does your position fit into the company structure? (referring to hierarchy)*

I report to the Marketing Director of PEM who is situated in Spain and he reports directly to the Marketing Director of Europe (EMEA). (Koenigsmark, 2023)

- *How does your company part-time work?*

We offer part-time jobs yet we are limited by the size of the branches. So in bigger offices such as in Poland, UK, Spain, there are quite a few people working part-time while at smaller offices such as the Czech office we usually do not have part-time jobs, or very few (1 out of 11 people). (Koenigsmark, 2023)

- *Do you have more women or men at your workplace who use the option of part-time work?*
- *Do you have any form of record/analysis to determine whether it is beneficial to employ people part-time?*

Unfortunetelly, we do not have any kind of reports. (Koenigsmark, 2023)

- *Is there anyone or anything that inspires or even forces you to promote part-time work?*

As an american company we are more than obliged to be a leader on the market in terms of diversity and inclusivity which includes also the offer of part-time jobs. (Koenigsmark, 2023)

- *In February, a new law came into effect providing a 5% discount on the premium that employers pay to the government for their employees (24.8% vs. 19.8%). Is this a benefit to your company/workplace? Did it motivate you to hire new employees?*

No, as I mentioned above, our company is obligated to offer part-time jobs so we do not feel this law in any way, although it is a self-serving gesture as we seek to enforce these work commitments in the long term. (Koenigsmark, 2023)

- *What do you think about the gender pay gap? Do you feel like this topic affects you?*

Not personally. But I do believe that the very long maternity leave in CZ is the root cause for the gender pay gap resulting in a lower retirement pension. (Koenigsmark, 2023)

4.4 Brandeis Clinic by Lucie Kalinová

- *According to you, what is the definition of a part-time job?*

I believe that this is a form of employment where the employee and employer agree to work at half-time, quarter-time, three-quarters time, or some other form of employment other than full-time. The extent of the agreement depends on the agreement of both parties, the nature of the work, the ability to divide the work, and the employee's substitutability. (Kalinová, 2023)

- *What do you know about the issue of part-time work and its target groups? (mothers on maternity leave/after maternity leave, retirees, students)*

I know that it is possible to work under a regular employment contract if the contract defines the reduced working hours that you have agreed with your employer. However, more often, a DPČ (agreement to perform work) is used, which can only be for a maximum of 20 hours per week, or a DPP (agreement to complete a job), which can only be for a maximum of 300 hours per year. (Kalinová, 2023)

- *In your opinion, what are the advantages of part-time work, and how is it beneficial for the company/your workplace?*

For me, this approach is more beneficial because if I don't need the employee to work at their full capacity and for their full working hours, I can pay them only for the reduced capacity, which is more cost-effective for me as an employer. Additionally, this approach also helps me save on social and health insurance contributions. (Kalinová, 2023)

- *What is your position in the company?*

I am CEO of Brandeis Clinic by Lucie Kalinová as well as the head physician at the clinic. (Kalinová, 2023)

- *How does your position fit into the company structure? (referring to hierarchy)*

Hierarchically, it should be the highest position in terms of operational management as well as managerial control. (Kalinová, 2023)

- *Do you have more women or men at your workplace who use the option of part-time work?*

We have more women who work within a part-time contract. (Kalinová, 2023)

- *Do you have any form of record/analysis to determine whether it is beneficial to employ people part-time?*

As an analysis of whether this arrangement is profitable for our workplace, considering that we are a smaller clinic, we can take into account the number of hours worked and calculate the costs. By doing this, we can confirm whether this type of employment arrangement is beneficial for our clinic. (Kalinová, 2023)

- *Is there anyone or anything that inspires or even forces you to promote part-time work?*

As I mentioned in a previous question, we use this employment arrangement for professions where we wouldn't fully utilize the employee's capacity if they were employed full-time. We prefer to use this arrangement for receptionist positions. Therefore, I wouldn't say that there is anything forcing or inspiring me to use this approach; rather, I view it from an economic perspective and strive for prosperity. (Kalinová, 2023)

- *In February, a new law came into effect providing a 5% discount on the premium that employers pay to the government for their employees (24.8% vs. 19.8%). Is this a benefit to your company/workplace? Did it motivate you to hire new employees?*

Regarding the discount, based on my information, the discount only applies to selected professions that we are not currently interested in. Perhaps in the future, this may change, but for now, it does not affect me in any way. (Kalinová, 2023)

- *What do you think about the gender pay gap? Do you feel like this topic affects you?*

Personally, I do not perceive a gender pay gap at our workplace. (Kalinová, 2023)

4.5 Algon, a.s

Last but not least an interview was carried with the CEO of a development company named Petr Čejka. He studied at a construction industry school and then obtained ČKAIT (Czech Chamber of Authorized Engineers and Technicians) authorization. Since the beginning, it has focused on transportation and engineering construction. In 1995, the company became a pioneer in constructing gabion structures and is now among the main suppliers of this technology in the Czech Republic. It has expanded its gabion construction division to include the production and installation of noise barriers. In addition to its own construction projects, it also offers clients the preparation of construction studies and subsequent project documentation, obtaining building permits, and completing inspections of finished works. It also carries out its own development projects in the field of public facilities and residential construction. The interview is translated below:

- *According to you, what is the definition of a part-time job?*

In my opinion, part-time employment means a shorter working time which can be agreed upon between the employee and employer. (Čejka, 2023)

- *What do you know about the issue of part-time work and its target groups? (mothers on maternity leave/after maternity leave, retirees, students)*

It is necessary to adjust working hours to both the employer's and employee's needs for example if an employee's child finishes school at a certain time, they can leave work earlier by agreement with their employer to pick up their child or a student-employee's schedule cannot be easily modified so their working hours needs to be reduced. (Čejka, 2023)

- *In your opinion, what are the advantages of part-time work, and how is it beneficial for the company/your workplace?*

Some employees are unable to work full-time (especially those mentioned in question 2), so it is better for them and in most cases the best solution to set a reduced working hours. The company can still utilize employees on a part-time basis so that they are properly compensated and able to complete necessary tasks for the company. (Čejka, 2023)

- *What is your position in the company?*

I am the director of Algon, a. s. and executive of Algon, earthworks, s. r. o. (Čejka, 2023)

- *How does your position fit into the company structure? (referring to hierarchy)*

Since I am the director of the company my position is the highest one. (Čejka, 2023)

- *How does your company support part-time work?*

We do support them to the necessary extent. (Čejka, 2023)

- *Do you have more women or men at your workplace who use the option of part-time work?*

We have more women who work under a part-time employment contract. (Čejka, 2023)

- *Do you have any form of record/analysis to determine whether it is beneficial to employ people part-time?*

Unfortunately, we do not have any kind of such records or analysis. (Čejka, 2023)

- *Is there anyone or anything that inspires or even forces you to promote part-time work?*

There are certain job positions where employing part-time staff is sufficient, and it also makes financial sense for the company. (Čejka, 2023)

- *In February, a new law came into effect providing a 5% discount on the premium that employers pay to the government for their employees (24.8% vs. 19.8%). Is this a benefit to your company/workplace? Did it motivate you to hire new employees?*

The new law that came into effect in February did not benefit the company, nor the workplace. Additionally, it did not motivate our collective to hire new employees. (Čejka, 2023)

- *What do you think about the gender pay gap? Do you feel like this topic affects you?*

If the performance of both genders, including their working hours, is the same, then they should be paid equally. From my perspective, I do not think it has ever affected me and I think it should not affect anyone since we all are equal to each other. (Čejka, 2023)

5 Results and discussion

5.1 Survey

To improve my understanding of the topic, I have created a questionnaire with questions related to part-time work for people in different sectors and age groups. The goal is to gather insights and perspectives from a diverse group of individuals and use the data collected to gain a better understanding of the benefits and drawbacks of part-time work. By including individuals from various industries and age groups, I hope to gain a more comprehensive understanding of how part-time work impacts different segments of the workforce. Ultimately, the results of the questionnaire will help inform decisions around the implementation and management of part-time work policies in the future.

The questionnaire was answered by 74,1% of women and 25,9% of men in the age range of 18 to around 60 years old. The respondents filled out the survey as part of the provided interviews and from their workplaces. Additionally, the questionnaire was also answered by students who are currently navigating the intersection of work and education. This diverse group of respondents provided valuable insights and perspectives on the topic, allowing for a comprehensive analysis of the data. The findings from this survey will serve as a foundation for the discussion and help to demonstrate the main purpose of this work.

5.1.1 Percentage of part-time workers

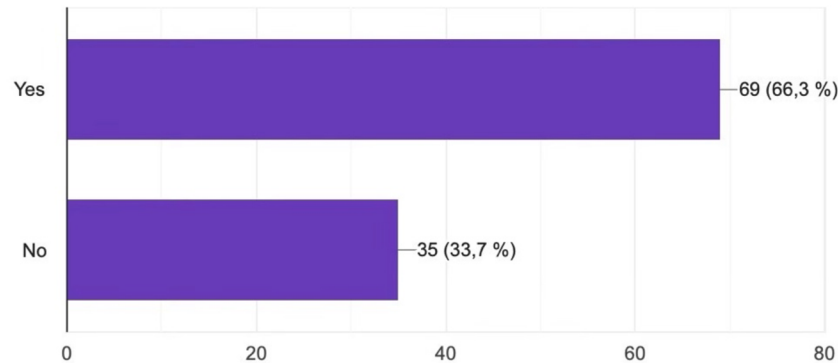
According to the table, out of the 100 respondents, 66% answered that they have worked or are currently working part-time, while 33% answered that they have never worked part-time.

This suggests that a significant portion of the respondents have had experience with part-time work, which could be due to a variety of factors such as personal preferences or the availability of part-time positions in their respective fields. It could be connected to the number of female respondents and their possible maternity.

Figure 4 Percentage of part-time workers in the survey

Have you ever worked part-time?

104 odpovědí



5.1.2 Definition of part-time employment according to respondents

A quite interesting part of the survey is the question *What is your definition of part-time employment?* where the answers were surprisingly positive regarding awareness of this type of work commitment. The 10 most satisfactory answers out of 100 are shown here:

- Having an easier work load and either having shorter working hours or being able to partly work from home.
- Opportunity to work and balance it with a family/free time.
- It usually means working fewer days per working week and employees are normally considered to be part-time if they commonly work fewer than 30 hours per week.
- A regular job but it's done within a shorter period of time than a full-time job. I mean if a full-time job is 40 hours a week, part-time is less than that. But it's a regular job with contract, benefits, etc.
- A non-temporary contract; suitable for students/women on maternity/retired people; limited by working hours.
- Working usually during studies or maternity leave around 20 hours per week.
- Fewer hours in order to be able to take care of small children – to spend time effectively and manage both work and family care.
- Less than full-time, no benefits such as health insurance.
- A part-time job is a form of employment that carries fewer hours per week than a full-time job.
- Manage the same amount of work as a full-time employee in a shorter period and for less money.

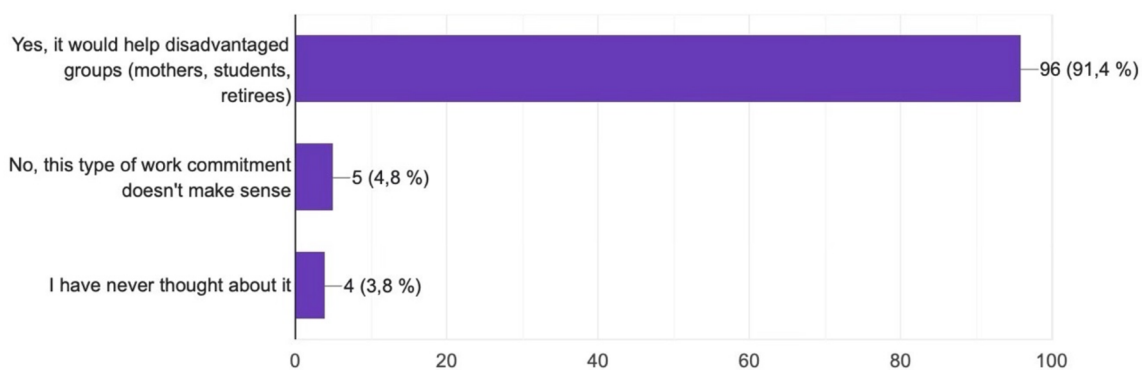
An interesting observation from the collected responses is that several respondents answered the question by stating that a part-time job is essentially a full-time job in disguise, with the only difference being a shorter workday. Despite the reduced hours, the workload remains the same, and part-time employees are expected to complete the same amount of work as their full-time counterparts. This can be attributed to the fact that many companies rely on part-time workers to fill gaps in their workforce, and as a result, part-time employees are often expected to be just as productive and efficient as full-time employees. This insight sheds light on the challenges faced by part-time workers and the need for fair and equal treatment in the workplace, regardless of their employment status.

5.1.3 Importance of part-time employment within our society

Figure 5 Opinion on promoting part-time employment

Do you think that part-time work should be promoted and offered more?

105 odpovědí



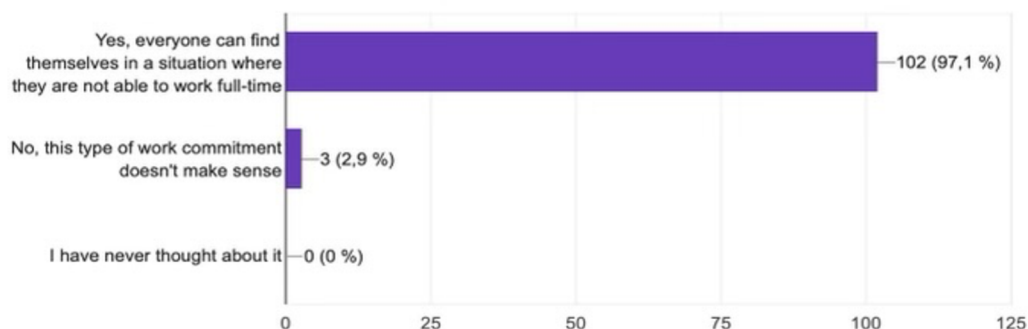
The next two questions were focused on the importance of part-time employment within our society and how others perceive this importance of an ongoing issue. In my opinion, the answers were highly positive and pointed out that others perceived or even experienced this situation.

It should be emphasized that this issue really needs to be highlighted and pointed out more, as it will help to address this issue more and attract the attention of society. As mentioned above in the interviews, Vodafone and Česká spořitelna are dealing with this issue and bringing disadvantaged groups back into society. In my opinion, we are only at the beginning, but it is a good start that people are aware of it and trying to address it.

Figure 6 Importance of part-time employment according to survey

Do you think it is important to help disadvantaged groups (mothers, students, retirees) reintegrate into the workforce through part-time arrangements?

105 odpovědí



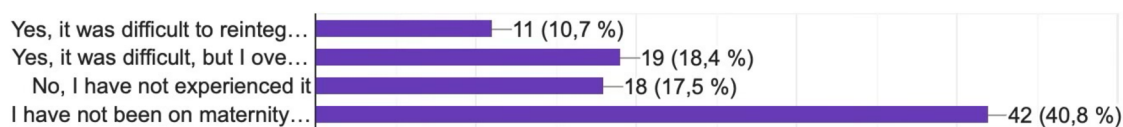
5.1.4 Maternity and parental leave and its affection on workers within their workplace

Due to the fact that part-time jobs are mainly associated with maternity and parental leave, it was important to find out how people who have been on such leave feel upon returning to the workplace. Out of 100 respondents, 18% of people felt that the return was smooth, but they still encountered some difficulties with reintegration into the work environment.

Figure 7 Maternity or parental leave and its affection of return back to work according to survey

the workforce or did you not feel any challenges?

103 odpovědí



However, 10% of respondents found the return to be a challenging process due to the difficult or impossible reintegration back into the work environment. The remaining respondents either did not experience this issue or have not encountered it yet, so they cannot judge.

5.1.5 Gender pay gap

Based on the aforementioned topic of the gender pay gap, this question was added to the survey and nearly 30% of the 100 respondents encountered this issue. Unfortunately, a small percentage of people are not familiar with this issue, which is an advantage for them as it does not affect them.

Have you ever been affected by the Gender Pay Gap issue?

105 odpovědí

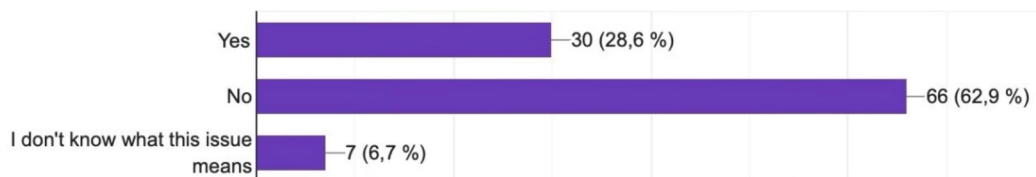


Figure 8 Affection of gender pay gap according to survey

However, on the other hand, this is a result of the fact that this topic is not being addressed in our society. It is not always women who are affected, but surprisingly, men as well. This issue is not frequently discussed in the Czech Republic, just like shortened work contracts and their benefits for society.

5.2 Conclusion of the survey

In conclusion, the survey results suggest that a significant portion of the respondents have had experience with part-time work, and that they have a positive understanding of what part-time employment means. However, it was also noted that some respondents view part-time jobs as essentially a full-time job in disguise, which sheds light on the challenges faced by part-time workers and the need for fair treatment in the workplace.

Furthermore, the survey revealed that a substantial percentage of respondents encountered issues related to the gender pay gap and difficulties with reintegration into the work environment after maternity or parental leave. These findings underscore the importance of

addressing these issues and bringing disadvantaged groups back into society. Overall, the survey provides valuable insights into the perceptions and experiences of part-time workers in the Czech Republic, and highlights the need for greater attention and action on these important issues.

6 Conclusion

In conclusion, it is important to note that part-time employment may become more prevalent in the future as it provides advantages to various groups such as individuals on maternity or parental leave, retirees, and students. While part-time work has traditionally been associated with these groups, it may also provide benefits to other segments of the workforce as well, such as those seeking greater work-life balance or flexibility. As such, it is important for policymakers and employers to consider the potential benefits of part-time work when creating policies and work arrangements that best support the needs of their employees.

Additionally, part-time work can help prevent poverty as it allows more people to participate in the workforce and earn a steady income. This, in turn, increases the amount of disposable income on the market, as people have more money to spend on goods and services. As a result, the cash flow in the country's market grows larger, which can help stimulate economic growth and reduce poverty levels. Moreover, with part-time work, people can supplement their income from other sources and improve their financial stability, which may help them avoid falling into poverty. Overall, part-time work can have significant benefits for both individuals and the wider economy, making it an important consideration for policymakers and employers alike.

Based on my research, it is apparent that part-time work is an important consideration for many individuals, but it may not be widely discussed or promoted. Many people have experienced the need to work fewer hours due to personal or family obligations, health issues, or other circumstances, and part-time work can be a valuable option in these situations. However, finding part-time work opportunities can be challenging, as they may not always be readily available or well-publicized. This can make it difficult for individuals to find suitable employment that fits their needs and circumstances. As such, it is important for policymakers and employers to consider the demand for part-time work and work to create more opportunities and support for individuals seeking this type of work. This may involve exploring alternative work arrangements, providing more flexibility in scheduling, and offering better benefits and job security for part-time employees.

I believe that part-time jobs can be beneficial for starting entrepreneurs who need both income and experience. For those who are just starting out, juggling the demands of a new business and a full-time job can be overwhelming. Part-time jobs can provide a steady income stream while still allowing time for the development and growth of the new business. Additionally, working part-time can also provide valuable experience in the industry and the opportunity to network with potential clients or customers. Therefore, I think that a shortened work week or part-time job is an ideal solution for starting entrepreneurs who are looking to balance their income needs with their entrepreneurial aspirations.

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Appendix

1. Survey with list of questions

https://docs.google.com/forms/d/e/1FAIpQLSdck4nW3uqFTOomU8teKrCopCroUHvAIGojc8HheUGGyuFjAQ/viewform?usp=sf_link