

THE CAUSES OF CHANGES IN THE DEMANDS OF WORK OF CIVIL SERVANTS IN THE CZECH REPUBLIC

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Abstract

Societal changes have led to the transformation of the demands associated with work, i.e. to changes with concern to the complexity, responsibility and difficulty of work, the assessment of which is crucial for determining fair remuneration for the work performed. The only way in which to ensure compliance with the principle of “equal pay for the same work” is to map and evaluate the various influences that bring about changes in the demands set by work, including the identification of the causes thereof. The aim of this paper is, therefore, to define the causes of changes in the demands of work via the consideration of the work and activities performed by civil servants in the Czech Republic and to determine which of these influences should be taken into account when evaluating the complexity, responsibility and difficulty of work, which forms the starting point for establishing a system for the fair evaluation of work performed. Before being able to define the causes of change, it was first necessary to determine the various changes that have occurred. Therefore, in order to fulfil the aim of the study, the author considered the results of an inter-ministerial survey conducted via the computer-assisted personal interviewing (CAPI) technique in cooperation with the National Commission for the Evaluation of Work and Job Catalogue Creation. The analysis of the data obtained allowed for the definition of the causes of changes concerning the subject matter and character of work as well as changes in terms of processes and the creation of mental and sensory stress.

Keywords

Job Evaluation, Research, Civil Servants, Development of Work

I. Introduction

Human society is constantly evolving, a process that is inherently connected with human work and the conception thereof. Contemporary Czech society is undergoing transformation from industrial-oriented modernisation to post-industrial modernisation (complex modernisation) and, at the same time, is attempting to reduce its cultural/civilisation distance from advanced Western European countries (Potůček and Mašková, 2009).

An analysis of the relevant expert literature revealed the following causes of changes in the demands of work that have emerged over the last 10 years. The relevance of these causes will be analysed in Chapters IV and V of this paper.

One of the most important influences is automation. Simple routine work performed by humans is gradually being replaced by automated machinery. Moreover, the robotic automation of processes is increasingly affecting a wide range of activities and the digitalisation process continues to expand. In addition to the automation of physical work, which has been underway for many years, the development of computer technology is leading to the automation of knowledge-based work, a simple example of which is provided by automatic spell checking which is available to some extent in almost all today’s text-writing software (Marek et al., 2018). Therefore, automation is understood in this paper as the automation of both manual and knowledge-based work. A further influence consists of the demographic development of society. However, the problem of population ageing presents a problem not

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only for the Czech Republic, but also for other EU countries. EU Member States recorded an increase in the old-age dependency ratio (% of the population aged 65 and over relative to the population aged 15–64 years) from 2005 to 2015 of more than 4 percentage points on average (from 25% to 29%) (EUROSTAT, 2019). It should be noted here that while the old-age dependency ratio in the Czech Republic in 2015 stood at 26.6%, i.e. below the EU average, in 2020 the Czech Republic will be in 15th position in the old-age dependency ratio ranking and in 11th position by 2050. Moreover, a similar trend is evident in neighbouring countries, e.g. Poland which is expecting a shift of 16 places to 9th position in 2050. Following on from, and related to, the demographic development of society, it is also necessary to take into account the development of the **unemployment rate**. A low unemployment rate, which has been characteristic of the Czech Republic for several years and stood at around 2% in Q1 of 2019 (Czech Statistical Office (CSO), 2019), combined with an ageing society is simply unable to fully meet the needs of the labour market, and many employment positions remain vacant. One of the consequences is an **increase in the tempo of work**. Data provided by the European Working Conditions Survey revealed a high demand concerning the tempo of work for workers in the public administration, education and health sectors where, although only 8% of respondents perceived the demand for a very high work tempo, 33% of workers perceived an increased work intensity over at least one quarter of normal working hours (Eurofond, 2015). This phenomenon often results in the need for the more frequent performance of **overtime work**. Although the frequency of overtime work on a daily basis is, on average, only marginal when considered on an all-sector basis, working during one's free time several times weekly or monthly is common for 24% of workers in the public administration, education and health sectors (Eurofond, 2015). In the light of the above, it is understandable that the professional literature is exploring various solutions concerning the **reconciliation of work and personal life** and the **importance of work in human life**. In general, increased demands for the reconciliation of work and personal life are more pronounced for women. However, as Moreno-Mínguez, Ortega-Gaspar & Gamero-Burón (2018) confirm, it is not easy to unequivocally identify the preferences of women or groups of women since the diversity of patterns of work and family arrangements have expanded substantially since the early 1990s.

The aim of this paper is to define the causes of changes in the demands of work with reference to civil servants and state employees in the Czech Republic and to determine which of these influences should be taken into account when assessing the complexity, responsibility and difficulty of such work. Therefore, in order to fulfil the aim of the study, the author applied the results of an inter-ministerial survey conducted via the CAPI technique in cooperation with the National Commission for the Evaluation of Work and Job Catalogue Creation.

II. Summary of changes in the demands of work – literature review

Tab 1 Changes that have the potential to influence the demands of work according to the literature search and the secondary data analysis.

Reflected changes:	Source:
The automation of both manual and knowledge-based work and technical/technological development.	Marek et al., 2018; Mařík, 2016; Ford, 2015
Decision-making and the tempo of work - increased demands for quick decision-making, the acceleration of the work process.	European Working Conditions Survey, 2015
The work environment and progressive dematerialisation - changes in the working environment, the impact of which cannot yet be evaluated (ergonomic, socio-cognitive changes etc.) and new demands in terms of the visualisation of the work process.	Skřehot, Marek, Skřehotová, Korba and Hovanec, 2018
Access to education – the increased need for continuous education associated with professional development and the extinction and emergence of new job positions (demands concerning adaptability).	European Working Conditions Survey – Eurofond, 2015
Demands concerning emotional stability in the case of work performed in the public administration, health and education sectors.	European Working Conditions Survey – Eurofond, 2015

Source: see the individual reflected changes

III. Evaluation of the complexity, responsibility and difficulty of the work of civil servants in the Czech Republic

The relevant evaluation of both changes in the workplace and the labour market, and the reflection of those changes that in fact influence the intensity of work in the context of a method for the evaluation of the complexity, responsibility and difficulty of work is of key importance in terms of maintaining the principle of “equal pay for the same work”.

With regard to the Czech Republic, the so-called Analytical Method for the Assessment of Work, which comprises twelve assessment aspects each of which has been allocated a weighting, serves for the evaluation of the work of employees whose income is paid from the state budget.

The purpose of the evaluation of work is to determine both the relative value of the work performed and the internal relationships between individual work positions. Furthermore, the evaluation provides a basis for the determination of fair salary levels (Armstrong, 2018). At the same time, it is essential that the individual aspects of the evaluation of the complexity, responsibility and difficulty of work reflect the causes of changes in the demands of work that emerge in connection with the overall development of society. Only via this approach is it possible to maintain the principle of fair remuneration pursuant to Sections 109 and 110 of Act No. 262/2006 Coll., the Labour Code.

The output of the application of the Analytical Method consists of the evaluation of examples of work included in the relevant salary grade as set out in individual so-called work catalogues, e.g. the Public Administration and Services Work Catalogue or the Administrative Services Catalogue (Government regulation no. 302/2014 Coll. and Government regulation no. 222/2010 Coll.). A complete list of work position examples can be found in the Public Administration Work Catalogue monograph: Administrative Services Catalogue: salary grade classification of employees and civil servants (Tomší and Alinče, 2018).

The evaluation of work thus exerts a direct impact on the remuneration of civil servants.

Table 2 Aspects and weightings used in the Analytical Method for the Assessment of the Complexity, Responsibility and Difficulty of Work

Evaluation aspect	Original weighting
1. Professional training (formal education)	13.0%
2. Type and scope of further education (attestation, certification, ...)	5.0%
3. Practical knowledge and skills (length of professional experience)	6.0%
4. Complexity of the subject of the work and the work process (complexity of the various elements of the work and their mutual interconnection, complexity of the work activity, the degree of specificity or generality of the elements of the work, ...)	26.0%
5. Complexity of work relationships (intensity of professional working relationships, ...)	5.5%
6. Organisational and management complexity and territorial scope (territorial scope, organisational difficulty of the various work processes)	6.0%
7. Liability for damages (according to the degree of probability of the occurrence as well as the extent of the damages, influence of the actions of other persons and the degree of severability)	6.5%
8. Responsibility for health (probability of a threat to health and life)	6.5%
9. Physical burden (skeletal load, working position, weight of items when handling them)	6.0%
10. Psychological and sensory burden (demands concerning memory, imagination, attention, sight, hearing, touch, smell, ...)	10.5%
11. Negative effects of the work (the need to overcome psychological barriers, demands concerning emotional stability, stress situations, ...)	5.0%
12. Extraordinary characteristics and abilities required for the performance of the work (creative assumptions, empathy, ...)	4.0%

Source: Output from research activities connected with the Assessment of the Complexity, Responsibility and Difficulty of Work project

Disregarding the relevant causes of changes in the demands of work leads both to the unfair classification of job positions with respect to the salary grade and a lack of interest in accepting such job positions due principally to the low financial valuation thereof. While the evaluation of work primarily takes into account the demands of work from the point of view of those who perform the work, it is worth noting that human capital and the fair evaluation thereof, which leads to the emergence of innovative ideas and processes, make up key factors in the success of businesses in the 21st century. It is precisely the perception of human resources as a source of innovative ideas and practices that increases the competitiveness of individual businesses and the economy as a whole (Carrayannis & Grigoroudis, 2014).

It is appropriate to mention at this point that the author of this paper is involved in addressing the question of the updating of the Analytical Method as part of the Evaluation of the Complexity, Responsibility and Difficulty of Work project which is financed via institutional support provided by the Czech Ministry of Labour and Social Affairs.

While the issue of the relevant and, thus, fair evaluation of the demands of work is also being actively addressed in other EU countries (e.g. the UK Government, 2019), the situation in the Czech Republic is unique due to the specifics of national legislation.

IV. Inter-ministerial survey of changes in the demands of work

For the purpose of evaluating the development of the character and demands of the work of employees and, thus, to identify the causes of changes in the demands of the work performed by civil servants and state employees in the Czech Republic, it was necessary to instigate a survey of interested ministries through the National Commission for the Evaluation of Work and Job Catalogue Creation. To this end, a questionnaire was compiled entitled “Survey on Changes in the Demands of Work Positions and Activities”. The survey was conducted in the period January to March 2019 employing the CAPI survey method. The information obtained from the various ministries was subsequently verified via negotiations with the interested parties. The ministry representatives were asked to select those work positions/activities that had undergone the most substantial changes in terms of the character of the work over the past 10 years and, subsequently, to provide an evaluation of these changes. In order to facilitate the selection process and the overall understanding of the issues involved, the ministries were provided with a standardised list of 241 key work positions that included examples of purely manual work to highly professional work positions.

With regard to the fact that respondents were asked about individual areas of work, according to which the overall complexity, responsibility and difficulty of the work were evaluated, the results of the survey were divided into the following areas.

Education

The first area to be analysed in the inter-ministerial survey was education, concerning which 34% of respondents mentioned changes in the demands of their job positions and work activities in connection with the level, direction or field of education. Moreover, with respect to the evaluation of their job positions, 72% of respondents mentioned a change in the demands of their work as a result of the requirement to undergo additional education.

The changes mentioned in terms of the demands of education reflected both societal trends in general and trends that are specifically related to the labour market; the following areas were identified as being important:

- The quality of final education achieved
- The absence of certain fields of elementary education
- The necessity for continuous life-long learning (*inter alia* in connection with the electronification of the state administration system, the introduction of technology, etc.)
- The necessity for a multi-disciplinary education

The findings were the same as those of the Working Conditions Survey, i.e. that the highest demand with respect to further education is felt in the public administration, education and health sectors (79% of respondents) followed by the financial and other services sector (73%). However, in the international context, the demand for further education in the Czech Republic is lower than the European Union average (Eurofond, 2015). Nevertheless, with the continuing development of Industry 4.0., it can be assumed that the demand for further education will increase in the future so as to match the European Union average.

- Subject of work

The subject or objective of the work performed consists of a system, product or work tool.

For example:

- *For surveyors, maps formerly made up the subject of their work, whereas today the subject of work consists of geographic information systems.*
- *The subject of the work of draughtsmen/women was formerly drawings on paper, whereas today it consists of drawings generated employing CAD software.*

Although 46% of respondents perceived a partial or complete change in terms of the subject of their work, it became clear following the verification of the understanding of the subject of work and the evaluation of specific changes that, in most cases, rather than the subject of work itself, changes occur with respect to the form and/or characteristics thereof.

For example, in the case of kindergarten teachers, children remain the subject of the work; however, following the admittance of 2-year-old children to these facilities, the demands of such work changed so as to include factors that did not apply to children aged 3 years and over, e.g. with concern to personal hygiene and overall social immaturity.

In some cases, the subject of work has been expanded, for example regarding central and local government officials responsible for the filing of offences in the criminal records system, concerning whom a new work activity has been allocated, i.e. the discussion of objections to registration in the criminal records system and deciding on the outcome of such cases.

- **Work process**

A work process consists of an activity or process that occurs in connection with the subject of the work. If cars is the subject, the work activity/process may concern development, repairs, maintenance, management, etc.

Following a change in the subject of work, it is logical that a change also occurs with respect to the work process, a fact that was wholly or partially reflected in 87% of the work positions analysed. However, the change in the work process was, in several cases, influenced by wider changes in society such as the currently low unemployment rate or the overall situation in the labour market. An example of such a change is provided by the case of a social worker whose work involved: *Outreach activities aimed at the conscious, targeted and timely determination of individuals, families and groups in unfavourable social situations and the analysis of their social needs in the given community as well as the comprehensive management of a social services network.* The work process changed as a direct consequence of societal changes, specifically with respect to changes in the rate/share of unemployment. The respondent explained that *“unlike in 2007, the unemployment rate is now low; thus, social workers do not have to consider labour market issues and clients’ employment applications”*.

A further trend that is affecting work processes and activities consists of the increased demand for individualisation and personal development, which are most often encountered in the social services, education and HR sectors.

Examples include the following observations offered by respondents:

Work: social services employee

“Over the past 10 years, there has been a shift from routine direct care to consistent planning and the organisation of clients’ lives in accordance with the development of their individual abilities and requirements.”

Work: care assistant

“There has been an increase in the demand for individual planning for clients with mental disabilities aimed at developing their skills.”

Work: probation assistant

“New methods (family conferences, electronic punishment monitoring, etc.) have led to changes in work procedures and activities.”

Furthermore, it should be noted that the results of the survey revealed that the work process is also strongly influenced by the employee/worker turnover rate in the organisation, i.e. major

changes in terms of the demands of the work process are evident due to high turnover and job vacancy rates. This fundamental influence is reflected across all sectors.

- Communication and relationship with one's surroundings

The level and intensity of professional work relationships determined by the performance of the work, related activities and the overall agenda and the complexity of these relationships. The level and intensity of work relationships are determined by the extent of the circle of other persons with whom the employee shares an employment relationship.

75% of respondents confirmed the occurrence of changes in terms of the demands of communication with their surroundings, while only 10% of respondents did not mention any changes in this respect.

Changes in the demands of communication occur principally as a result of the following:

- Globalisation: the increase in the demand for communication with foreign clients is intensifying the demand for communication in foreign languages; moreover, there are increased demands for the dismantling of communication barriers (especially in the area of social services).
- The media: the ever-increasing media interest in certain issues means that workers are being forced to choose the appropriate form of communication with the public (it should be noted that such cases concern, primarily, the performance of work that is usually not expected to require communication with the media).
- Information systems: information systems can be defined as interconnected processes that enable data storage, processing and the provision of information. In general, information systems allow for the collection, transmission, storage, processing and distribution of information. Although information systems are being introduced and employed with varying degrees of intensity, it is clear that the establishment of information systems is changing the approach to communication. Not all information systems are fully integrated, which leads to an increase in the work involved in the duplication of records (such as concerning the work of registrars).
- Attitude changes: the individual versus society: major changes in terms of the demands of communication are due to the ever-increasing focus of society on the individual, e.g. social services clients, students or employees following an increase in the demand for information from both sides of the communication process. For example, as part of the inclusion process and the increasing demand for information on their children, the intensity of communication between elementary school and kindergarten teachers and parents has increased over the past decade (e.g. with concern to the combined teaching of all children across the educational needs spectrum) thus increasing the demands associated with the teaching profession.
- Legislative influences: the introduction of the General Data Protection Regulation (GDPR), which affects most spheres of work, represented a major development in terms of communication and the gathering of information.

With respect to the above findings, it can be assumed that demands concerning communication will continue to be subject to gradual transformation; moreover, it should be noted that this transformation may also exert a significant influence on the mental and sensory demands of work.

- Liability for damage to health and property

Claims for damage that may arise from one's own work or that performed on the basis of an erroneous decision, action, order, etc. The level of liability is set by the likelihood of the

occurrence of damage, the degree of the effect on others and the extent to which the damage can be rectified.

Although the extent of the responsibility for damage to health has remained virtually unchanged over the past 10 years, changes have occurred with respect to liability for damage to property due to the use of more expensive tools in the workplace and changes regarding the approach to the performance of almost all types of work, for example:

- the demands placed on cleaners: new/more expensive technologies (automatic and semi-automatic cleaning machines)
- the demands placed on workers in the justice system - probation assistant: extra demands following the introduction of electronic monitoring systems
- the demands placed on teachers: interactive whiteboards and similar tools
- the demands placed on workers in the customs service: new smart phones and similar devices
- etc.

While such work-related tools and devices are more expensive than those used in previous years, no increase in the likelihood of their being damaged has been proven.

- **Sensory and mental demands**

Mental complexity results from the complex nature of the mental processes demanded by the work process (the recognition and understanding of phenomena, i.e. cognitive processes, the complexity of the interpretation of phenomena, memory demands, creative imagination, attention span, abstract thinking ability, analysis, synthesis, comparison of generalisations, etc.).

Sensory complexity involves:

- *performance demands (the differentiation of details, etc.)*
- *hearing demands (frequency and intensity of noise)*
- *touch demands (distinguishing shapes, surfaces, etc.)*
- *smell or taste demands.*

The majority (66%) of respondents reported that they perceived a partial or total change with respect to demands concerning mental and/or sensory complexity.

Changes in such demands are primarily based on:

- The use of new technologies: the increased frequency of the use of computer technology results in increased sensory demands (specifically concerning visual performance). The use of the full potential of new technologies (such as virtual reality) can be expected to result in an increase in psychological stress, as confirmed by research conducted by Skřehot, Marek, Skřehotová, Korba and Hovanec, 2018. It appears that the era of digitalisation has already led to the suppression of certain natural human traits such as initiative, ambition, competitiveness, creativity, efforts towards self-improvement and cooperation with colleagues.
- Communication demands: the afore-mentioned communication demands are directly related to mental demands.
- Fluctuation and tempo of work: a high degree of fluctuation and a lack of workers most affects mental demands through the resulting increased tempo of work.

The respondents did not report any significant changes with respect to the other areas analysed such as demands concerning periods of experience, physical and managerial complexity, territorial competence, etc. The survey revealed that the physical demands of work are stable.

In addition, the introduction of new technologies (e.g. concerning manual work) usually results in workers being moved to new job positions according to which they are assigned the appropriate remuneration grade. Further, 77% of the respondents reported no changes in terms of the territorial scope of their work. The stability of the territorial scope of the work performed is not surprising since much of the work performed by civil servants and other state employees is either not territorially defined or the territorial scope is fixed. Similarly, only 8% of respondents reported changes in terms of the managerial demands of their work.

V. The definition of major changes and their causes

On the basis of the verification of changes concerning the demands of work with civil servants and other state employees with respect to the analysis of specific changes, it was possible to attain the objectives of the paper, i.e. to determine the causes of changes in the demands of the work of civil servants and, importantly, to identify which of these impacts should be taken into account when establishing a fair work evaluation system.

In general, three basic causes of changes in the demands of work can be identified:

- 1) The introduction of new technologies**
- 2) Societal changes**
- 3) Economic influences**

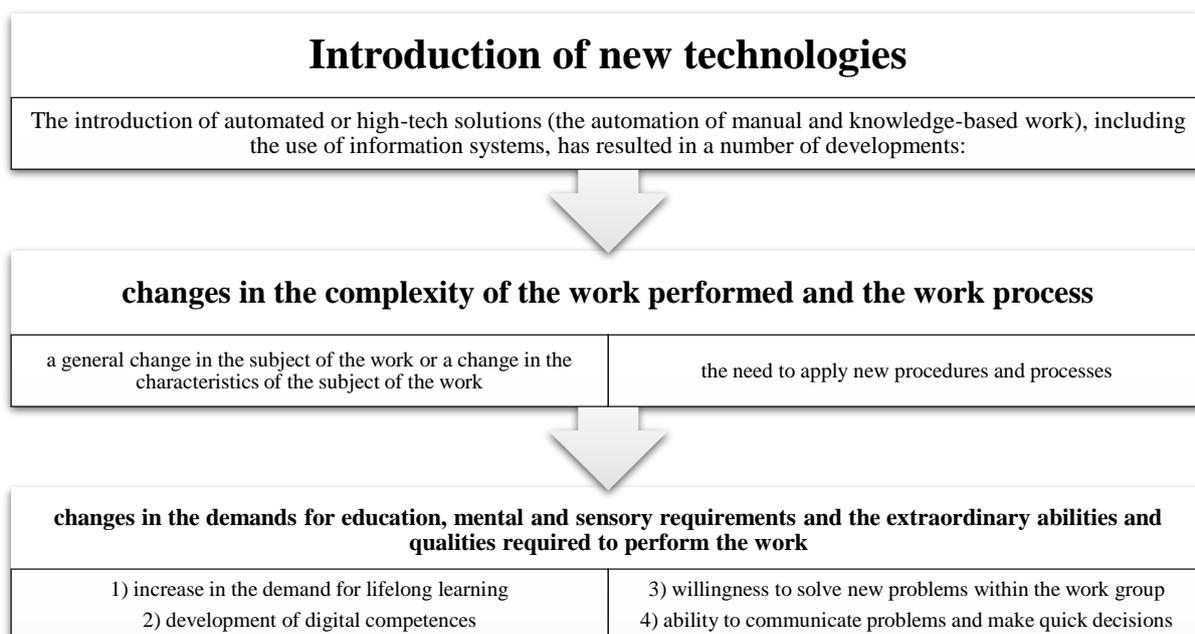
1) The introduction of new technologies

The impact of the introduction of new technologies is illustrated in the diagram below. The current rapid development of technology is leading to changes in the subject of work and in the characteristics/nature thereof. The changes outlined previously indicate that the subject of the work of many employees is evolving, especially in terms of the specific form of the subject of the work. In some cases, changes in the character of the subject of the work are resulting in changes in work demands with respect to:

- lifelong learning;
- digital competences;
- willingness to solve new problems via a teamwork approach;
- ability to communicate problems and make quick decisions

At the same time, it should be noted that changes in the subject of work or in the form or characteristics thereof do not necessarily lead to an increase in the complexity, responsibility and difficulty of the work performed; this always depends on the specific work situation.

Figure 1 1. Introduction of new technologies



Source: own research results

2) Societal changes

The second important area that impacts the complexity, responsibility and difficulty of work can be generally referred to as “societal transformation” or the development of values and priorities in society. The principal changes in this respect consist of:

- the transformation of the importance of work for individuals and the importance of work in human life,
- the increasing demand for the development of the individual in the field of education (the combined teaching of all children across the educational needs spectrum),
- the increasing demand for the development of the individual in the field of social services (the development of the individual abilities and requirements of clients, including clients with mental disabilities),
- changes in attitudes towards workers as a consequence of the current shortage of labour and the various afore-mentioned aspects, which is affecting a number of other work-related areas (societal changes as a consequence of the increasing demand to meet the needs and development of the individual are impacting the work of those required to deal with people and those whose work and work processes are heavily dependent on the human factor).

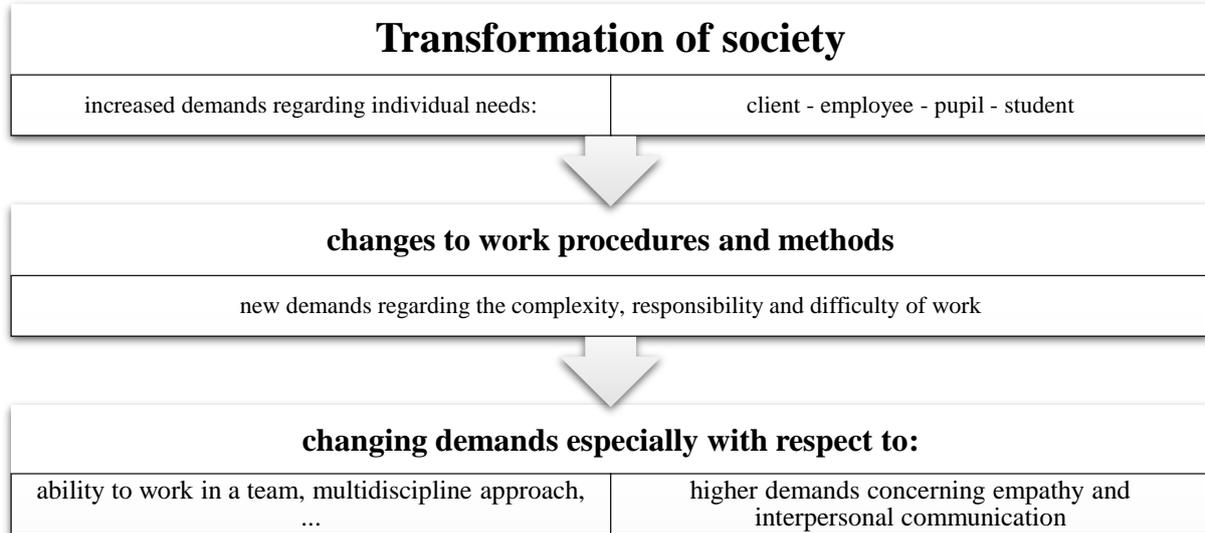
The above factors have led to the increased demand to address individual needs with concern to:

- clients,
- pupils/students,
- employees,
- colleagues.

All these aspects result in the transformation of work methods and processes which, in turn, have the potential to impact the complexity, responsibility and difficulty of work. The most substantial developments in terms of the demands of work as a result of societal changes are being reflected in increased demands concerning:

- the ability to work in a team,
- multidisciplinary (the ability to work in a multidisciplinary team as well as the ability to acquire and apply knowledge from multiple areas of expertise),
- empathy and interpersonal communication in general.

Figure 2 2. The transformation of society



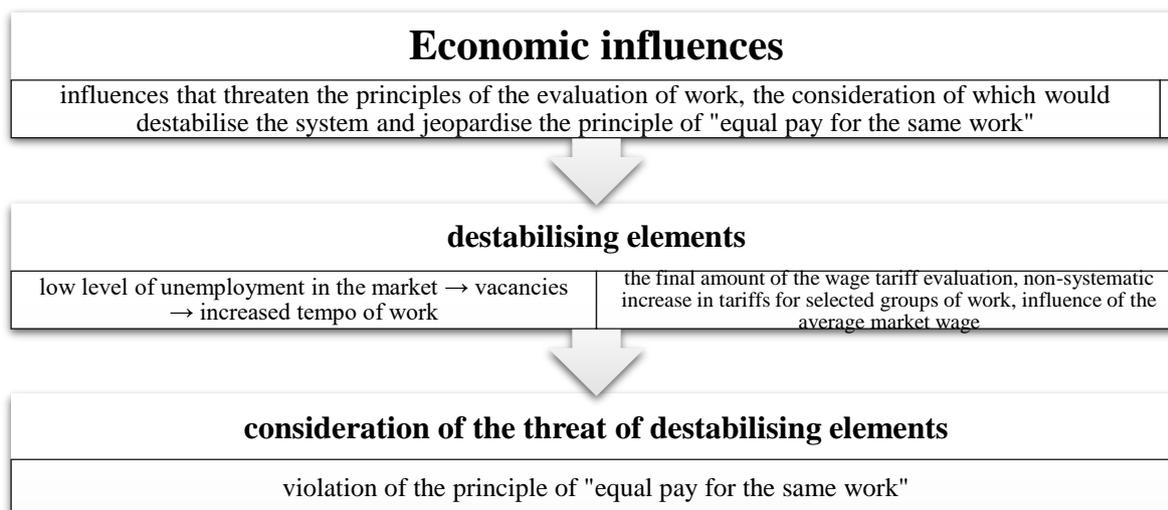
Source: own research results

3) Economic influences

The third important area consists of economic influences, concerning which it is important to point out that these aspects are important both for society as a whole and in terms of their influence on the destabilisation of the work evaluation and pay grading systems and, thus, the principle of “equal pay for the same work”.

One of the most important economic aspects in terms of its exerting destabilising, anti-systemic pressures on the complexity, responsibility and difficulty of work evaluation system consists of low remuneration for work performed, i.e. in the context of this study low pay rates for civil servants and state employees. It should be borne in mind that while the evaluation of the complexity, responsibility and difficulty of work determines the pay grade in which a job position is included, the evaluation in itself does not influence the final amount of the tariff. In other words, the aim of this evaluation method is to fairly allocate job positions to the appropriate grade. Low tariffs thus often result in institutions increasing the remuneration for work performed by shifting the employee to a higher grade, which leads to the distortion of the complexity, responsibility and difficulty of work evaluation system.

Figure 3 3. Economic influences



Source: own research results

In conclusion, it is important to emphasise that economic aspects such as the final level of tariffs, etc. often jeopardise the principles of work evaluation, i.e. the consideration thereof may lead to the destabilisation of the system and endanger the principle of “equal pay for the same work”.

VI. Conclusion

The aim of this paper was to define the causes of changes in the demands of the work and activities of civil servants and state employees in the Czech Republic and to determine which of these changes should be taken into account when assessing the complexity, responsibility and difficulty of work, which provides a starting point for determining the fair evaluation of work performed. The evaluation of the complexity, responsibility and difficulty of the work of employees in this sector was conducted via the application of the Analytical Method for the evaluation of work which is described in detail in part III. As a result of the changes and, particularly, the causes of these changes identified and professionally assessed in this paper, it is essential that this method be updated.

Based on the investigation and analysis of the inter-ministerial survey, three reasons for changes in the demands of work were identified, i.e.:

- 1) the introduction of new technologies
- 2) societal changes
- 3) economic influences

The impacts of all three categories were considered in detail in the paper. It was proved that the degree of complexity, responsibility and difficulty evolves in tandem with technological advances and the transformation of society and these changes need to be reflected in an updated analytical method for the evaluation of the complexity, responsibility and difficulty of work. In particular it is necessary to verify the relevance of and, where appropriate, update the method according to the following:

- the type and extent of continuing education;
- the complexity of both the work performed and the work process;
- the complexity of both the level and professional demands of work relationships;
- the exceptional characteristics and abilities required to perform the work.

Finally, it is recommended that the third identified cause of change, i.e. "economic influences" (the pressure exerted as a result of high staff turnover, a lack of workers, etc.) should not be taken into account in the evaluation of the complexity, responsibility and difficulty of work, since doing so would fundamentally undermine the evaluation system and, importantly, result in non-compliance with legislation that aims to ensure a fair remuneration system.

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