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# THE IMPACT OF ENVIRONMENTAL UNCERTAINTY ON CAREER MANAGEMENT

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***Abstract.*** *The purpose of the study is to determine what factors affect the career opportunities of employees in the organization. A quantitative survey was conducted using the Anketa.lt website. Statistical Package for Social Science (SPSS) version 24.0 was used for statistical analysis of the survey data. The data analysis was carried out using descriptive statistics, comparisons between groups (Mann-Whitney, Kruskal-Wallis, $\chi^2$ tests, Z-tests) and tests for statistical relationships (Spearman).*

*The results of the study showed that the most important factors affecting career management and career opportunities in an organisation were the pandemic, the organisation's lack of concern for employees' careers, too much competition and a lack of cooperation between the organisation and employees. Environmental uncertainty factors were found to have a greater impact on younger and less experienced employees. Remote or hybrid workers are less likely to be exposed to uncertainty factors. The results of the study show that during the Covid-19 pandemic, uncertainty was amplified and affected men more than women. Most respondents are from the business sector, so restrictions on the survey are possible. The results of the study should help organizations respond more adequately to the influence of environmental uncertainty factors on the career management of their employees.*

*The paper analyses the uncertainty factors that influence the career management process in organisations.*

***Keywords****: career, career management, high environmental uncertainty*.

## Introduction

According to Adamonienė et al. (2022), we live in a constantly changing and challenging environment. The field of career management also faces many challenges. Most employees feel stressed as a result. Organisations, employees, and career management in organisations are affected by environmental uncertainty.

A career is a long-term process of job opportunities, experience, and lifelong development. Careers are important for both the employee and the organisation. According to Rapuano and Valickas (2021), the role of organisations in career management is to help employees to develop their career potential, while strengthening their and their organisations' competitiveness. Employee career management is a process of planning, coordination, implementation, and control (Adamonienė et al. 2022).

Uncertainty affects the organisation's performance and employees. The internal factors that most affect career management in an organisation are mobbing in the work environment, intense competition between employees, inadequate communication within the organisation, the organisation's lack of concern for the career management of its employees, the organisation's rigidity, and the lack of cooperation between employees and the organisation. External environmental uncertainties include the unstable labour market situation and the COVID-19 pandemic. The Covid-19 pandemic has contributed significantly to environmental uncertainty in recent years. The pandemic has had a direct impact on the labour market, as the resulting constraints have caused some workers to lose their jobs. The nature and order of operations, working conditions and communication methods have changed.

Career management under environmental uncertainty is addressed by Čiutienė (2008), Serbes and Albay (2017), Ozguner (2014), Gyasam and Guantai (2018), Paichadze et al. (2019), Greenhaus et al. (2019), Uchejeso et al. (2020), Sarianti and Octerindah (2021), Barnes et al. (2021), Adamonienė et al. (2022), among others.

A review of recent research on the impact of organisational environmental uncertainty on employees' careers reveals that there is a lack of work that examines employees' careers in the context of high environmental uncertainty in the context of the most recent challenges in the organisational environment. As a result of the research analysis, it is noted that there is a lack of clearly identified factors that directly affect the career management of employees in organizations. This article should fill this research gap. The aim of this paper is to theoretically and empirically investigate the determinants of the influence of employee career management in the context of organizational environmental uncertainty.

The study focuses on the factors influencing career management. The aim of the study was to describe the factors influencing career management in the context of uncertainty of the organisational environment by means of the analysis of scientific literature and the results of an empirical study.

Research methods: scientific literature analysis, quantitative research - questionnaire survey. Statistical *Package for Social Science (*SPSS) version 24.0 was used for statistical analysis of the research data. The data analysis was carried out using descriptive statistics, comparisons between groups (Mann- Whitney, Kruskal-Wallis, $\chi^2$ tests, Z-tests) and tests for statistical relationships (Spearman).

The article discusses career management, environmental uncertainty, and its impact on the career management process. It then moves on to the research part of the paper, discussing the research methodology, demographic statistics, and results. The paper concludes with the conclusions of the study.

## Theoretical Analysis Career Management

Today, a career is seen as a continuous process of learning and development. To establish oneself and make a difference to an organisation, a person needs to continuously develop, learn, and push the boundaries of his or her capabilities (Adamonienė, 2022). A career is a long-term process of employability, experience, and lifelong learning. A career is also seen as a pattern of work experience that includes many phases and stages of life, and the transition from one stage to another (Gyasam & Guantai, 2018). It is not defined only as a profession or a job, but it is a continuous self-improvement, strengthening of knowledge and skills at all stages of life, resulting in a successful career (Adamonienė, 2022).

Careers can be discussed from two perspectives: organisational and personal careers (Uchejeso et al., 2020). The following models can be distinguished:

- ✓ Organisational (also known as traditional, bureaucratic, vertical) model;
- ✓ Personal (also known as horizontal, contemporary, or variable) model.

The traditional view is that careers can only be developed in a single organisation, whose members perceive careers as a linear progression from the bottom to the top, with all career stages being passed through (Korsakienė & Smaliukienė (2014) according to Baruch, 2004). In contrast to traditional careers, volatile careers are characterised by relationships that are not built by the organisation, but by the individual, and that need to be renewed over time as both the individual and the organisation change from time to time (Korsakienė & Smaliukienė (2014) according to Hall, Moss (1988)).

According to Adamonienė et al., (2022), a bureaucratic career is characterised by a "career ladder" structure in the organisation, individual achievements are compared with those of others of the same age, and career futures and plans are clear, predictable, and linked to the organisation. Bureaucratic careers are characterised by stable, clear future progression, obedience, and specific skills. The modern career model emphasises the importance of a flexible organisational structure, job satisfaction, self-development, and an individual and unique approach to success. Career plans are unpredictable and social security depends on personal and social factors. Modern careers value innovation, initiative, and creativity.

Career management is a purposeful process that involves engaging an individual in a range of activities that influence his or her high level of performance and professional growth (Paichadze et al., 2019). Career management involves the development of an employee's personal and environmental insights, strategies, and feedback (Sarianti & Octerindah, 2021). According to Dagienė (2018), the individual anticipates his or her own opportunities, observes the alternatives available in the organization, and sets and implements realistic career goals. The employee creates strategies, implements them, and receives feedback. In recent years, careers are no longer identified only with career progression (vertical career), salary or status. The measure of a career is personal achievement, self-development, upskilling, acquiring new competences and responsibilities. Career success is measured individually. What matters is the employee's sense of fulfilment, self-esteem, and job satisfaction. Organisational careers cover career management and planning in organisations and looks at the programmes or activities that an organization uses to help employees. This includes training and development opportunities, performance appraisal systems, performance planning and monitoring programmes. This is how the organization secures competent employees (Uchejeso et al., 2020)

According to Greenhaus et al. (2019), career management processes are becoming unpredictable and unstructured. Technology, websites, and social networking play a major role in career management. Flexibility, adaptability, and employability are the hallmarks of effective career management. In career management, employees:

- ✓ Gathers relevant information about themselves and their work;
- ✓ Based on the information available to them, they form a clear picture of their interests, abilities and values;
- ✓ Using the information gathered, develop specific career goals;
- ✓ Develops a strategy on how career goals should be achieved;
- ✓ Awaiting feedback on the effectiveness of the strategy.

Career management refers to the strategies and practices that are used to plan the development and progression of employees (Barnes et al., 2021). According to Adamonienė et al., (2022), career management is important for both the individual and the organisation. Career management is driven by continuous changes in the environment. Individuals who can notice and perceive these changes in the environment can build successful careers. Career management is not only about the individual but also about the environment and the organisation. Only a proper interaction of all these factors can guarantee a successful career. "If an organisation provides opportunities for successful adaptation, career progression, learning and development, the employee will be interested in working productively and staying with it" (Vidrinskaitė, 2020). Organisations can make a significant contribution to employees' career management through career management processes and should look for ways to support, engage and enable employees to progress in their careers.

## Environmental uncertainty

The literature analysis has shown that environmental uncertainty factors have an impact on society, organisations, employees, and their career management in organisations. In terms of uncertainty, market dynamism, competition, increasing pace of change, technological development, organisational flexibility, collaboration, and communication are mentioned (Vveinhardt, 2017). These factors are not only important for the psychological health of the employee, but also for the performance and career in the organisation (Hyo Sun Jung et al., 2021). Organisations consider the organisational environment when making decisions. Factors such as globalisation, increasing competition, technological developments and rapid developments

in various fields create a sense of uncertainty (Pires & Alves, 2022). Increasing dynamism, unforeseen changes and increased competition require more intellectual knowledge and resources.

In relation to organisational uncertainty, Jucevičius et al., (2017) highlight the importance of the concepts of environmental dynamism and environmental complexity. The higher the rate of dynamicity parameters in an organisation, the more uncertain the organisational environment is and the more difficult it is to predict. In organisational environments with high rates of technological change, consumer volatility and increasing competition, the degree of uncertainty is very high. Another concept, environmental complexity, refers to the extent to which the factors affecting organisations are known, studied and predictable. Complex environments are characterised by differences between actors, their opinions, and values, and by the rapid development and implementation of new developments and innovations (see Table 1).

**Table 1. Dimensions of environmental uncertainty: complexity, dynamism, and information needs.**
*Source: Jucevičius, Bakanauskienė, Brasaitė et al. (2017 p. 19) based on Duncan (1972) and Hatch et al. (2006).*

| **COMPLEXITY** | **SPEED OF ENVIRONMENTAL CHANGE**<br>**Small** | **Large** |
|---|---|---|
| | **Low uncertainty**<br>The information you need is known and available. | **Medium uncertainty**<br>Constant demand for new information. |
| | **Medium uncertainty**<br>Information overload. | **High uncertainty**<br>Not sure what information would be needed. |

With different levels of complexity and speed of change in the environment, the level of uncertainty also varies. The challenges are different in each case. The relationship and interaction between complexity, the rate of change in the environment and the information available is evident. The more information an organisation has, the lower the level of uncertainty. "Lack of social information, economic difficulties lead to stress. This leads to either apathy or perfectionism in the workplace. The consequences are mistakes, losses, frustration, burnout, or depression" (Ramašauskienė, 2022).

The unexpected global spread of the Covid-19 pandemic has further increased organisational uncertainty. Uncertainty encourages employees to engage in harmful behaviour

through a negative psychological response - mobbing. "Uncertainty can become a significant condition that causes friction between employees and increases the level of antisocial interpersonal conflict, which in one way or another affects the psychological climate of a group or organisation" (Vveinhardt, 2017).

Communication plays an important role in an organisation and influences the mental and physical well-being of employees. In a highly uncertain and dynamic change environment, organisations should clearly communicate change, vision, and motivation to employees.

The literature analysis identifies the following environmental uncertainty factors as the most important influencing factors in the career management process: (see Table 2).

**Table 2. Internal and external uncertainty factors of career management.**
*Source: compiled by the author.*

| **Internal Uncertainty Factors** | **External environmental uncertainties** |
|---|---|
| Mobility in the work environment | Unstable labour market situation |
| High competition among employees | COVID-19 pandemic |
| Poor communication within the organisation | |
| Organisational neglect of staff career management | |
| Organisational rigidity | |
| Lack of cooperation between employees and the organisation | |

The internal factors that most affect career management in an organisation are mobbing in the work environment, intense competition between employees, inadequate communication within the organisation, the organisation's lack of concern for the career management of its employees, the organisation's inflexibility, and the lack of cooperation between employees and the organisation. External environmental uncertainties such as instability in the labour market and the COVID-19 pandemic.

Environmental factors and adaptation to them are very important for every individual. The ability to adapt to the environment is the key to being able to represent oneself. The individual shall plan and regulate his/her actions and plans in the light of environmental factors.

## Part of the study

A questionnaire survey was carried out to find out how employees' career management is affected by environmental uncertainties. In this case, to find out more specific factors that affect the career management of employees, the form of the questionnaire was chosen. The form of the questionnaire helped to identify and refine more factors that in one way or another influenced the career management process of employees working in different sectors. According to the latest data from the official statistics portal for the year 2021, the population of Lithuania is 2.801 million. Of these, 1 million 280.2 thousand people are employed. The survey sample was calculated using the calculator created by Anketa.lt. The estimated sample size is 383 respondents. This is the number of respondents that needed to be surveyed to reflect the opinion of all respondents with a margin of error of 0.5%. A random subset of the items in the general set is selected, the prevalence of the required attribute is examined and the prevalence across the general set is inferred from it. Individuals were randomly selected for the survey by posting survey links on Linkedin and other websites. An anonymous questionnaire was chosen to increase the number of respondents and openness.

Statistical *Package for Social Science* (SPSS) version 24.0 was used for the statistical analysis of the survey data. The data analysis used descriptive statistics, comparisons between

groups (Mann-Whitney, Kruskal-Wallis, $\chi^2$ tests, Z-tests) and tests for statistical relationships (Spearman).

387 respondents took part in the survey. The majority of the respondents, 70.5% (n=273), were women and 29.5% (n=114) were men. Around 14% (n=54) were aged 18-25, 64.6% (n=250) were aged 26-40, 20.9% (n=81) were aged 41-64, and 0.5% (n=2) were aged over 65. Most of the workers in the study had a university degree, 7.8% (n=30) had a college degree, 1.3% (n=5) had a post-secondary degree and 1.8% (n=7) had a secondary education. About 46.5% (n=180) were those with more than 5 years of experience in the organisation and 43.2% (n=167) with more than 10 years of total experience. More than half of the 55.8% (n=216) of the subjects indicated that they work on the premises of the organisation, only 9% (n=35) work remotely, and 35.1% (n=136) of the subjects work in a hybrid way (remotely and on the premises). Also, more than two thirds of the 72.6% (n=281) were employed in the business sector, 25.8% (n=100) were employed in the public sector and 1.6% (n=6) were employed in non-governmental organisations.

The analysis of the survey results showed that the most important factors affecting employees' career prospects were the pandemic (37%; n=143), the organisation's lack of concern for its employees and their careers (36.4%; n=141), too much competition between employees (33.9%; n=131), lack of cooperation between employees and the organisation (33.3%; n=129) and inadequate communication within the organisation (30%; n=116). A quarter of employees were also affected by the unstable situation on the labour market (25.3%; n=98) and 15.5% (n=60) were affected by mobbing at work. However, 18.3% (n=71) of the respondents indicated that their career opportunities were not affected, while others (0.8%) were affected by the risk of bankruptcy of the organisation, family, lack of experience or lack of clarity on their career vision (see Figure 1)

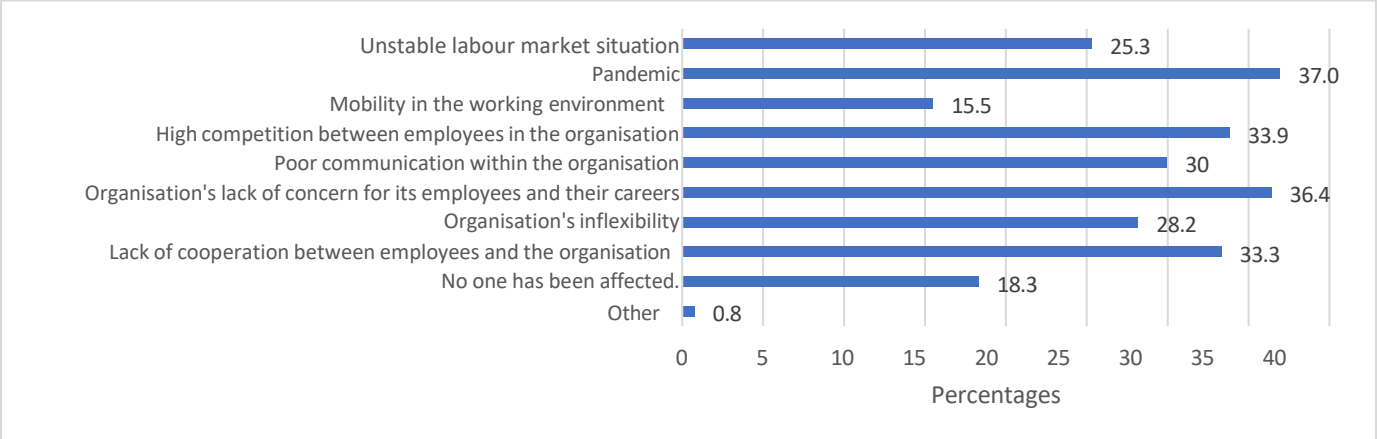



**Figure 1. Environmental uncertainty factors affecting employees' career prospects in the organisation, percentage**

It was found (see Figure 1) that workers aged 26-40 (31.2%) were more likely to be affected by the instability of the labour market than those aged 18-25 (11.1%) or over 41. (16.9%) ($\chi^2$=13.472; df=2; p=0.001), and mobbing in the work environment (19.6%), than those aged 18-25 (3.7%) or over 41 (10.8%) ($\chi^2$=10.318; df=2; p=0.006). However, employees aged 18-25 (48.1%) were more likely to be affected by intense competition than those aged 26-40 (30.4%) or over 41 (34.9%) ($\chi^2$=6.303; df=2; p=0.043), as well as by inadequate communication (46.3%) than those aged 26-40 (28%) or over 41 (25.3%) ($\chi^2$=8.182; df=2; p=0.017). They were also more likely to be affected by the organisation's lack of concern for employees (61.1%) than

26–40-year-olds (31.2%) or over 41s (36.1%).) ($\chi^2$=17.159; df=2; p<0.001), and lack of cooperation (51.9%) than employees aged 26-40 (29.6%) or older than 41 (32.5%) ($\chi^2$=9.925; df=2; p=0.007).

**Table 3. Environmental uncertainty factors affecting employees' career prospects in the organisation by age, % (n)**

| Factors | Age | | | p ($\chi^2$ tests) |
|---|---|---|---|---|
| | 18-25 | 26-40 | > 41 | |
| Unstable labour market situation | 11,1 (6) | 31,2 (78) | 16,9 (14) | 0,001* |
| Pandemic | 29,6 (16) | 39,2 (98) | 34,9 (29) | 0,381 |
| Mobility in the work environment | 3,7 (2) | 19,6 (49) | 10,8 (9) | 0,006* |
| High competition between employees in the organisation | 48,1 (26) | 30,4 (76) | 34,9 (29) | 0,043* |
| Poor communication within the organisation | 46,3 (25) | 28 (70) | 25,3 (21) | 0,017* |
| Organisations not caring about their employees and their careers | 61,1 (33) | 31,2 (78) | 36,1 (30) | <0,001* |
| Organisational rigidity | 35,2 (19) | 27,2 (68) | 26,5 (22) | 0,462 |
| Lack of cooperation between employees and the organisation | 51,9 (28) | 29,6 (74) | 32,5 (27) | 0,007* |
| No one has been affected | 11,1 (6) | 18,4 (46) | 22,9 (1) | 0,220 |
| Other | 1,9 (1) | 0,8 (2) | - | 0,481 |

** - p<0.05 when comparing by group*

It was found (see Table 3) that men (43%) were more likely than women (17.9%) to be affected by an unstable situation on the labour market ($\chi^2$=26.651; df=1; p<0.001), by mobbing in the work environment (36.8% and 6.6%, respectively) ($\chi^2$=56.169; df=1; p<0.001), by inadequate communication in the workplace (42.1% and 6.6%, respectively), by poor communication in the workplace (42.2% and 6.6%, respectively), and by poor communication in the workplace (42.3% and 4.1%, respectively). ($\chi^2$=11.330; df=1; p=0.001), the organisation's lack of care for employees (44.7% and 33% respectively) ($\chi^2$=4.810; df=1; p=0.037), the organisation's rigidity (36% and 24.9% respectively) ($\chi^2$=4.859; df=1; p=0.035). We can also summarise that women (23.1%) were more likely to be unaffected than men (7%) ($\chi^2$=13.845; df=1; p<0.001).

It was found (see Table 4) that those working on the premises of the organisation (29.6%) or remotely (28.6%) were more likely to be affected by the unstable situation on the labour market than those working in a hybrid way (17.6%) ($\chi^2$=6.551; df=2; p=0.038). It was also found that those working on the premises of the organisation were more likely to be affected by mobbing in the work environment (24.5%) than those working remotely (neither) or in a hybrid setting (5.1%).) ($\chi^2$=31.012; df=2; p<0.001), as well as high competition (39.8%) than those working remotely (20%) or in a hybrid mode (27.9%) ($\chi^2$=8.551; df=2; p=0.014).

**Table 4. Environmental uncertainty factors affecting employees' career prospects in the organisation by gender, % (n)**

| Factors | Gender | | p ($\chi^2$ tests) |
|---|---|---|---|
| | Men | Women | |
| Unstable labour market situation | 43 (49) | 17,9 (49) | <0,001* |
| Pandemic | 30,7 (35) | 39,6 (108) | 0,107 |
| Mobility in the work environment | 36,8 (42) | 6,6 (18) | <0,001* |
| High competition between employees in the organisation | 37,7 (43) | 32,2 (88) | 0,346 |
| Poor communication within the organisation | 42,1 (48) | 24,9 (68) | 0,001* |
| Organisations not caring about their employees and their careers | 44,7 (51) | 33 (90) | 0,037* |
| Organisational rigidity | 36 (41) | 24,9 (68) | 0,035* |

Those working on the premises of the organisation were found to be more affected by inadequate communication within the organisation (39.8%) than those working remotely (11.4%) or hybrid (19.1%).) ($\chi^2$=23.337; df=2; p<0.001), and the organisation's lack of care for its employees (45.4%), than those working remotely (20%) or in a hybrid (26.5%) ($\chi^2$=17.359; df=2; p<0.001). Similarly, those working on- site (34.7%) were more likely to be affected by the rigidity of the organisation than those working remotely (20%) or hybrid (19.9%) ($\chi^2$=10.388; df=2; p=0.006), and by the lack of collaboration (42.1%) than those working remotely (11.4%) or hybrid (25%) ($\chi^2$=19.328; df=2; p<0.001).

**Table 5. Environmental uncertainty factors affecting employees' career prospects in the organisation by type of work organisation, % (n)**

| | Method of work in organization | | | |
|---|---|---|---|---|
| Factors | On the premises of the organisation | Remote | Hybrid | p ($\chi^2$ tests) |
| Unstable labour market situation | 29,6 (64) | 28,6 (10) | 17,6 (24) | 0,038* |
| Pandemic | 36,1 (78) | 37,1 (13) | 38,2 (52) | 0,922 |
| Mobility in the work environment | 24,5 (53) | - | 5,1 (7) | <0,001* |
| High competition between employees in the organisation | 39,8 (86) | 20 (7) | 27,9 (38) | 0,014* |
| Poor communication within the organisation | 39,8 (86) | 11,4 (4) | 19,1 (26) | <0,001* |
| Organisations not caring about their employees and their careers | 45,4 (98) | 20 (7) | 26,5 (36) | <0,001* |
| Organisational rigidity | 34,7 (75) | 20 (7) | 19,9 (27) | 0,006* |
| Lack of cooperation between employees and the organisation | 42,1 (91) | 11,4 (4) | 25 (34) | <0,001* |
| No one has been affected | 8,3 (18) | 37,1 (13) | 29,4 (40) | <0,001* |
| Other | - | 5,7 (2) | 0,7 (1) | 0,002* |

* - p<0.05 when comparing by group

Those working hybrid (29.4%) or remotely (37.1%) were more likely not to be affected than those working on-site (8.3%) ($\chi^2$=33.827; df=2; p<0.001) (see Table 5)

When analysing the impact of environmental uncertainties by job sector (see Table 6), those working in the public sector were more likely to be affected by labour market instability (47%) than those working in the business sector (17.1%).) ($\chi^2$=35.270; df=1; p<0.001), mobbing in the work environment (51% and 3.2%, respectively) ($\chi^2$=126.993; df=1; p<0.001), inadequate communication within the organisation (45% and 3.2%, respectively), and inadequate communication within the organisation (45% and 4.2%, respectively). ($\chi^2$=13.562; df=1; p<0.001) and organisational rigidity (46% and 22.4% respectively) ($\chi^2$=20.78; df=1; p<0.001). However, those working in the business sector were more likely to be affected by the pandemic (41.6%) than those working in the public sector (24%) ($\chi^2$=9.841; df=1; p=0.002) and by intense competition (38.1% and 24% respectively) ($\chi^2$=6.479; df=1; p=0.014). They were also more likely to be unaffected (21%) than those working in the public sector (9%) ($\chi^2$=7.239; df=1; p=0.006).

**Table 6. Environmental uncertainty factors affecting employees' career prospects in the organisation by sector of work, % (n)**

| Factors | Labour sector | | p ($\chi^2$ tests) |
|---|---|---|---|
| | **Business** | **Public** | |
| Unstable labour market situation | 17,1 (48) | 47 (47) | <0,001* |
| Pandemic | 41,6 (117) | 24 (24) | 0,002* |
| Mobility in the work environment | 3,2 (9) | 51 (51) | <0,001* |
| | | | |
| High competition between employees in the organisation | 38,1 (107) | 24 (24) | 0,014* |
| Poor communication within the organisation | 25,3 (71) | 45 (45) | <0,001* |
| Organisations not caring about their employees and their careers | 35 (100) | 40 (40) | 0,469 |
| Organisational rigidity | 22,4 (63) | 46 (46) | <0,001* |
| Lack of cooperation between employees and the organisation | 34,5 (97) | 32 (32) | 0,713 |
| No one has been affected | 21 (59) | 9 (9) | 0,006* |
| Other | 0,7 (2) | 1 (1) | 0,779 |

* - p<0.05 when comparing by group

Workers with less work experience were found to be more negatively affected by the pandemic (r=-0.160; p=0.002). Similarly, those working in the public sector (M=2.36) were more likely to be negatively affected by the pandemic than those working in the business sector (M=2.69) (U=11611.5; p=0.007).

It was observed (see Table 6) that those working on the premises of the organisation (75.5%) were more likely to have increased feelings of uncertainty and insecurity than those working remotely (45.7%) or hybrid (50.7%).) ($\chi^2$=27.811; df=2; p<0.001), and they are more likely to perceive that competition within the team has increased (37%) than those who work remotely (14.3%) or in a hybrid (17.6%) ($\chi^2$=19.172; df=2; p<0.001). Those working on the premises of the organisation (10.2%) were more likely to believe that mobbing occurred in the organisation during the pandemic constraints than those working remotely (neither) or hybrid (0.7%) ($\chi^2$=15.763; df=2; p<0.001). They were also more likely to experience poorer

performance (20.4%) than those working remotely (5.7%) or hybrid (7.4%) ($\chi^2$=13.810; df=2; p=0.001). However, teleworkers (40%) and hybrid workers (37.5%) were more likely to be able to reconcile work and family than those working on the premises of the organisation (6.9%) ($\chi^2$=56.280; df=2; p<0.001).

**Table 7. Impact of Covid-19 pandemic constraints on workers according to work organisation, percent**

| Problems | Method of work organisation | | | p ($\chi^2$ tests) |
|---|---|---|---|---|
| | On the premises of the organisation | Remote | Hybrid | |
| Increased sense of uncertainty | 75,5 (163) | 45,7 (16) | 50,7 (69) | <0,001* |
| Increased competition within the team | 37 (80) | 14,3 (5) | 17,6 (24) | <0,001* |
| Mobbing in the organisation | 10,2 (22) | - | 0,7 (1) | <0,001* |
| 5Work performance has deteriorated | 20,4 (44) | 5,7 (2) | 7,4 (10) | 0,001* |
| Working from home has increased opportunities to combine work with family time | 6,9 (15) | 40 (14) | 37,5 (51) | <0,001* |
| Not affected | 15,3 (33) | 20 (7) | 15,4 (21) | 0,770 |
| Other | 0,5 (1) | - | 1,5 (2) | 0,496 |

* - p<0.05 when comparing by group

The results showed that during the pandemic, mobbing was more frequent in the public sector (21%) than in the business sector (0.7%) ($\chi^2$=53.519; df=1; p<0.001), and that performance was worse in the public sector (35%) than in the business sector (7.5%) ($\chi^2$=44.573; df=1; p<0.001) (see Table 6).

## Conclutions

Younger workers with less experience were found to be more affected by the pandemic and by internal uncertainty factors such as competition between colleagues, poor communication within the organisation, lack of support from the organisation in career management and mobbing.

Career prospects in organisations have been most affected by the pandemic, organisational neglect of their careers, too much competition between employees and a lack of cooperation.

On-site workers were more likely to be affected by poor communication within the organisation, the organisation's lack of concern for employees and their career management, the organisation's inflexibility, lack of cooperation and mobbing than remote and hybrid workers. It was observed that those working on the premises of the organisation during the Covid-19 pandemic had a greater sense of uncertainty, increased competition within the team and mobbing than those working remotely or in a hybrid environment. It could be argued that remote or hybrid workers are less likely to experience uncertainty.

When analysing the impact of environmental uncertainties by job sector, public sector workers were more likely to be affected by labour market instability, pandemics, mobbing, poor

communication, and organisational rigidities than those in the business sector. However, those working in the business sector were more affected by competition between colleagues.

The Covid-19 pandemic has increased uncertainty, increased competition within teams and reduced performance. Men were more likely than women to experience increased uncertainty.

Based on the results of the study, organizations are recommended to pay attention to the career management of young and employees with less work experience.

Depending on the results of the study, organizations are recommended to pay attention to the factors of career management strategies, communication, flexibility, competition in teams, mobbing, and cooperation, which clearly affect the career management of employees.

Organizations are recommended to provide employees remote or hybrid work opportunities to reduce the impact of environmental uncertainty on employees and their career management in the organization.

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