Chapter 10
Enhancing Career Wellbeing: The Role of Workplace Friendship, Career Adaptability and Organisational Commitment

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Abstract This chapter explores the role of self-regulatory career behaviour (workplace friendship, career adaptability and organisational commitment) in the career wellbeing context. Therefore, the objective of this chapter is to make a theoretical contribution by providing an overview of current research on workplace friendship, career adaptability and organisational commitment, and conceptually and empirically clarify its relation to career wellbeing. The current world of work as known for the past century stands on a brink of a technological revolution. The speed of change is accelerating, and will fundamentally adjust the way individuals live, work and relate to each other. It further affects the skills organisations are looking for in their employees as well as the career wellbeing of employees. *Career wellbeing refer to an individual's long-term contentment with their career outcomes, career achievements, career changes and their sustainable employability amidst the complexities of the contemporary work environment.* Industry 4.0 is changing the relationship between employees and machines as well as the relationship between employees and their careers. Based on the theoretical relationships found between these self-regulatory career behaviours and career wellbeing, human resource practitioners and industrial psychologists should utilise interventions and strategies to promote individual self-regulatory career behaviours (workplace friendship, career adaptability and organisational commitment) to enhance career wellbeing of employees.

Keywords Career wellbeing · Industry 4.0 · Workplace friendship · Career adaptability · Organisational commitment

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10.1 Introduction

Industry 4.0 is changing the world of work as we know it. The relationship between employees and machines are being altered. Machines are taking over the tasks done by employees and gradually routine activities will be done by machines rather than employees. The tasks completed by employees will be characterized by growing self-sufficiency and empowerment at decreasing costs (Holland & Bardoel, 2016). One of Industry 4.0's consequences are unprecedented job loss and more risky work arrangements. Moreover, machines will influence the social interactions and the quality therefore towards a situation of isolation and exclusions (Turkle, 2011). This in turn will have an impact on career wellbeing of employees, complications to distinguish between work and non-work situations, stress, and burnout (Butts, Becker, & Boswell, 2015) and negatively affect individuals' creativity and critical thinking (Jackson, Dawson, & Wilson, 2001).

Industry 4.0 is further bringing about changes to (the) time and space of work: smart working, agility in the workplace and new virtual inventions. These examples propose a new way of work plan, empowering employees for a better work-life balance, as well as, a more effective way of work design, clearer tasks orientated goals and providing real-time feedback that withstand continuous development and motivation (Sonnetag & Jelden, 2015). Keeping these changes in mind, it will be required that both employees and organisations change. Employees will be required to develop new competencies and skills, which include creativity and adaptability (Colbert, Yee, & George, 2016). Organisations will be forced to redesign their current structures, processes and interventions, taking into consideration the challenges posed by Industry 4.0 (Kane, Palmer, Phillips, Kiron, & Buckley, 2016).

This challenging situation necessitates the human resource management domain to have the required interventions in place. Industry 4.0 offers the opportunity to develop a positive social change and to as well as develop and adopt new digital systems and innovative organisation solutions (Bondarouk & Brewster, 2016). Industrial and organisational psychologists and human resource practitioners can assist managers and employees move towards the 4.0 mind-set, managing digitally, organizing, and leading change. Industry 4.0 represents a new world of work for employees and organisations, possibly opening new career opportunities, further changing the way employees, organisations and society at large see the human resource management (Bondarouk & Brewster, 2016). Industry 4.0 makes challenges employees to develop a clear sense of professional identity and finding meaning in work (Hirschi, 2019). It is expected that the work role will be significantly reduced in importance for some employees, and digitization and automation are progressively distorting the boundaries between work and non-work roles. It will become increasingly important for employees to construct a holistic sense of identity that encompasses work and non-work role (Hirschi, 2019).

10.2 Problem Statement and Objective

Given the importance of career wellbeing and the influence of Industry 4.0, the purpose of this chapter is to explore the role of self-regulatory career behavior (workplace friendship, career adaptability and organisational commitment) in relation to career wellbeing. Secondly, based on the literature review, interventions will be proposed on how these self-regulatory career behaviors can be developed to enhance career wellbeing.

10.3 Rationale of Chapter

The changing, digitized world of work in which employees have been pursuing their careers demand continuous generation and development of skills for the benefit of the discipline and practice of careers. Apart from the changes that Industry 4.0 bring to the table that will directly affect the nature of work and careers, career wellbeing of employees also poses unique challenges to the employees and professional career counsellors.

The insights derived from the findings may be employed by researchers and organisations when planning new career wellbeing interventions as well as future research. Given the paucity of empirical work on career wellbeing initiatives, specifically in the Industry 4.0 context, the findings may provide preliminary insight that add to the body of knowledge concerned with the progress of the field and professional practice in a career wellbeing context.

10.4 Theoretical Framework

Career wellbeing is a multi-dimensional construct covering various facets and experiences, and it has no single definition (Abdi, Peiro, Ayala, & Zappala, 2019). However, the most influential narrative on wellbeing and health in the workplace is the seminal review by Danna and Griffin (1999). In Dann and Griffin's (1999) model, wellbeing is proposed as the broader, surrounding construct that includes firstly, generalised job-related experiences (e.g. job satisfaction) and more facet-specific dimensions (satisfaction with co-workers). Secondly, their model includes general health as a sub-component of wellbeing, such as mental indicators (e.g. anxiety) or physical indicators (e.g. blood pressure) (Abdi et al., 2019).

For the purpose of this chapter career wellbeing will be defined as:

> Career wellbeing refer to an individual's long-term contentment with their career outcomes, career achievements, career changes and their sustainable employability amidst the complexities of the contemporary work environment (Bester, Coetzee, Ferreira, & Potgieter, 2019).

Career wellbeing shows a connection with friendship, adaptability and organizational commitment. Workplace friendship has received growing attention from researchers in the past 10 years. Although researchers' study, define and try to operationalize workplace friendship in different ways, there seem to be an overall theoretical agreement among the researchers that a perceived sense of belonging or connectedness is a basic psychological need, and positive outcomes are brought about when this need is satisfied (Jose, Ryan, & Pryor, 2012). Fulfilment of this basic need nurtures career wellbeing, the support for and satisfaction of the need to feel connected is necessary for an employee's ongoing development and career wellbeing (Connel & Wellborn, 1991; Deci & Ryan, 2000; Ryan & Deci, 2000; Ryan & Powelson, 1991). Workplace friendship and wellbeing were investigated by McGraw, Moore, Fuller, and Bates (2008), the results showed that workplace friendship, across all domains, was inversely related to symptoms of depression, anxiety and stress. McGraw et al. (2008), further found that workplace friendship was a particularly strong predictor of wellbeing. In sum, enhancing workplace friendships and by effectively developing employees' career adaptability and organizational commitment, their career wellbeing will be increased amidst the challenges posed by Industry 4.0.

10.5 Self-regulatory Career Behavior

10.5.1 Workplace Friendship

An individual spends most of his or her life at the workplace and it is natural to develop interpersonal relationships with colleagues. Individuals have a personal desire to develop a close relationship with others, however the question is still asked whether workplace friendship produce more negative than positive consequences (Khaleel, Chelliah, Khalid, Jamil, & Manzoor, 2016). Workplace friendship however is reported as necessary in order to bring a sense of happiness and wellbeing (Nielsen, Jex, & Adams, 2000). Friendship may mean something different to people from various cultures and societies, there are some types of friendships that are prevalent only at a place of work (Akila & Priyadarshini, 2018; Khaleel et al., 2016). Previous research on workplace friendship, have highlighted the social, personal and organizational benefits workplace friendship brings about. According to Ting and Ho (2017), workplace friendship positively affect job- and organizational involvement, which then enhance employee job performance.

Despite all the justifications why it is important to study workplace friendship, the three mains reasons are: (1) to identify associations between workplace friendship and work-related consequences, (2) the contribution made towards organizations' informal structures and (3) the trend of making use of teams and groups within organizations (Nielsen et al., 2000). A study done by Gallup (2017), revealed that employees who have good friends at work show high levels of work

engagement (Schnorpfeil et al., 2002). A theoretically based model was developed and tested by Riordan and Griffeth (1995), which revealed relationships between perceived friendship opportunities and critical work-related outcomes. These identified friendship opportunities were positively related to employees' job satisfaction and job involvement, which in turn enhance their organisational commitment and reduce turnover intentions (Riordan & Griffeth, 1995).

While recognizing the range of definitions, it can be said that workplace friendship can either benefit the formal organisational goals (Berman, West, & Richter, 2002; Nielsen et al., 2000). Workplace friendship is linked to the critical work-related outcomes which include organisational commitment, job involvement, job satisfaction and career wellbeing (Nielsen et al., 2000; Riordan & Griffeth, 1995). Both the employee and the organization are found to benefit from workplace friendships (Winstead, Derlega, & Montgomorey, 1995).

According to Berman et al. (2002) and Nielsen et al. (2000), workplace friendship is regarded as an interpersonal relationship that comprises joint interests and values, mutual commitment of trust between employees at a workplace. Khaleel et al. (2016) emphasizes that workplace friendships grow from employees' essential psychological need to belong and have close relationships with others. The opportunity for and occurrence of positive workplace friendships (i.e. opportunities to communicate and work collectively with other employees within the organisations and the perception of friendships characterized by trust, confidence and a strong mutual desire to connect and interact inside and outside the workplace) are seen as aspects of person-environment correspondence (Capuzzi & Stauffer, 2006; Jiang, 2017; Potgieter, Coetzee, & Ferreira, 2018; Rumens, 2010).

A supportive function of workplace friendship is assisting employees to grow in their careers by means of forming network connections, workplace adjustments and information sharing platforms including the provision of work-related resources that could assist in employee performance (Jiang, 2017; Mao & Hsieh, 2012). Several research studies revealed that employees who perceive that they have good workplace friendships show high levels job embeddedness because of the value they add to these connections (Bartelli, 2006; Golden, 2007; Regts & Mollenmen, 2012). Perceived social support in the workplace has been recommended to enhance person-environment fit and increase positive outcomes in the career development process as well as career wellbeing (Jiang, 2017; Potgieter et al., 2018). In a study conducted by Berman et al. (2002) most senior managers in local government revealed an encouraging angle toward workplace friendships, even relations involving employees and their support staff. The managers felt that workplace friendships can enhance communication and assist employee in doing their work effectively.

Several empirical studies have been conducted on workplace friendship that express the positive outcome of the friendship at the workplace. These findings include aspects such as increased job satisfaction (Winstead, Derlega, Montgomery, & Pilkington, 1995), organizational commitment (Nielsen et al., 2000), information sharing (Kram & Isabella, 1985), reduces turnover intention and job performance (Jiang, 2017). Satisfied employees, who regard their workplace friendships as

important tend to be more engaged in their work (Ducbarme & Martin, 2000; Schaufeli, Bakker, & Salanova, 2006). Employees who do experience friendship at work, are more likely to be committed to their organisation because of the emotional attachment towards the organization (this include: opportunities to work and communicate with colleagues within the organization and the perception of friendships that involves trust and the shared longing to connect and interact inside and outside the organization) (Nielsen et al., 2000).

10.5.2 Career Adaptability

Career adaptability is the ability to deal with change and various demands in the workplace. Career adaptability is important for employees to functions effectively in the workplace as well as their career wellbeing (Collie, Granziera, & Martin, 2018; Martin, Strnadova, Nemec, Hajkova, & Knetonova, 2019). Career development is evaluated by Savickas (2002, 2005) within the framework of the career construction theory. Within the career construction theory, career development integrates employees' personal needs with their social expectations as well as their ability to adapt to the working environment (Savickas, 2005).

Researchers define career adaptability as the skill to "constructively regulate psycho-behavioural functions in response to new, changing, and/or uncertain circumstances, conditions and situations" (Martin et al., 2019). Kirdok and Bolikbasi (2018), describe career adaptability as the skill used to make forecasts about one's future and to develop the capability to deal with possible challenges in the most effective manner. Career adaptability inner construct which employees use to accomplish their expected career tasks. It further promotes employees to manage and adapt their career development tasks, workplace transitions and disturbances. According to Savickas (1997), employees can adapt more easily within their career, if they, as employees can anticipate the challenges and find suitable solutions to overcome these career changes. To date, career adaptability has been widely explored as a specific resource for career choice and development among employees (Hirschi, 2009; Wilkins et al., 2014).

The career wellbeing of employees can be enhanced by means of the development of their career adaptability. Researchers found that career-adaptability can support employees to be prepare for, and having the necessary resources, to cope with work distresses, career development tasks, and changes in their careers throughout their whole life span (Brown & Lent, 2013; Coetzee & Harry, 2015). Zikic and Klehe (2006) suggest that aspects such as planning, explorations and the making of decisions for part of career adaptability. McArdle, Waters, Briscoe, and Hall (2007) and Sorikov (2007) see employees' boundaryless career mindset, career confidence and career decisions as part of career adaptability. Employees should aim to take more interest in their career prospects, strive to achieve better control over their occupational future, demonstration more curiosity about imminent career opportunities and aim to increase their confidence with which they pursue their

goals (Cabras & Mondo, 2018; Ginevra, Annovazzi, Santilli, Maggio, & Camussi, 2018).

Career adaptability consists of four main psychological resources (Savickas & Porfeli, 2012). (1) *Concern*—planning, expectancy and mindfulness for one's future; (2) *Control*—taking full responsibility for constructing one's career through taking decisive, assertive and conscientious actions; (3) *Curiosity*—taking initiative learning about the world of work that leads to information seeking behaviours and curiosity to openness to new experiences, inquisitive exploration, and reflection about the fit between self and the world of work and (4) *Confidence*—serious engagement in designing one's occupational futures and executing plans in order to actualize their choices (Coetzee & Stoltz, 2015; Kirdok & Bolukbasi, 2018; Oncel, 2014; Rottinghaus et al., 2012; Savickas, 1997; Savickas & Porfeli, 2011, 2012). Duffy (2010) identified career adaptability as an important resource for employees in order to complete numerous career tasks and further to adapt to changes in the employment context. These four dimensions (4 Cs) signifies over-all adaptability resources and approaches that individuals use to construct their careers as well as coping with developmental tasks, changes in work settings and work disturbances (Luke, McIlveen, & Perera, 2016; Tak, 2012).

According to Ferreira and Mujajati (2017), the four psychosocial resources (concern, control, curiosity and confidence) are important for employees' careers to remain employable. Understanding and developing an employee's career adaptability profile may directly affect an employee's career wellbeing.

10.5.3   Organisational Commitment

Employees who are loyal to an organisation, show a degree of recognition towards the organisation and participate in organisation events, are regarded as committed employees (Meyer, Stanley, & Parfyonova, 2012). Previous research revealed that organisational commitment is divided into individual affection, alleged costs and risks and social relations in terms of the different facets of commitment (affective, continuance and normative commitment) (Meyer, Morin, Stanley, & Maltin, 2019). Vandenberghe, Panaccio, Bentein, Mignonac, and Roussel (2011) used the three personal profiles of organisational commitment as developed by Allen and Meyer (1990), to analyse work commitment as well as consumer commitment. Organisational commitment is defined by Meyer and Allen (1997), as a psychological connection between the individual and organisation, which makes unlikely for the employee to voluntary leave the current organisation.

The three personal profiles of organisational commitment can be explained as:

Affective commitment refers to the degree of attachment an individual has to an organisation. *Continuance commitment* refers to the costs and risk an individual identify when leaving their existing organisation. *Normative commitment* refers to an individual's moral commitment towards an organisation, where organisational loyalty plays an important role (Allen & Meyer, 1990; Meyer & Allen, 1997).

Organisational commitment further includes the strength of connection an individual has towards an organisation. Committed employees feel much more connected with the organisational goals and experience strong feelings of fit. These feelings are important aspects which have a direct influence on organisational success (Akila & Priyadarshini, 2018). Similarly, research has revealed that individuals' inner work lives, career goals, motivations and desires act as self-regulated motivating forces that influence their attitudes toward their jobs, careers as well as their organisation (Bothma & Roodt, 2012; Coetzee, 2015; Ferreira & Coetzee, 2010; Hirschi, 2012). An employee's work engagement attitude towards their work, job and areas within their career where goals are set, form part of their commitment and involvement in their work (Coetzee, 2015; Mujajati, 2017; Tladinyane, Coetzee, & Masenge, 2013). The higher the level of commitment, the more work satisfaction is experienced by the employee, due to a more positive focus, rather than identifying negative elements of the work environment (Knapp, Smith, & Sprinkle, 2014). By understanding and strengthening the level or organisational commitment of employees, the career wellbeing of individuals will be positively affected.

10.6   Method

10.6.1   Study Design

The main purpose of this chapter was to present a critical review of the role of self-regulatory career behaviour (workplace friendship, career adaptability and organizational commitment) in relation to career wellbeing within Industry 4.0. The critical review of the research literature necessitated a broad systematic review of current research on the theme of career wellbeing and self-regulatory career behaviour in terms of its relevance for insertion in the database.

10.6.2   Study Eligibility Criteria

Documented contemporary research in the field of career wellbeing published from 2015 to 2019 was identified as the boundary of the systematic review. A search was done using an on-line information technology service (search engines such as EBSCOhost/Academic Search Premier, and Google Scholar academic databases). The concepts career wellbeing, self-regulatory career behaviour, career adaptability, workplace friendship and organisational commitment were used as keywords in the search. The full texts of publications were downloaded from the databases to determine which research articles to include or exclude from the systematic review. The inclusion criteria for articles for this chapter were studies exploring employees'

self-regulatory career behaviour (career adaptability and organisational commitment) in relation to wellbeing and Industry 4.0 contexts. This method of review enabled the author to reduce potential biases in the data collections process (Chan, Cheung, & Lee, 2017).

10.6.3   Data Analysis

A qualitative approach was followed in identifying core themes of self-regulatory career behaviour and their link with employees' career wellbeing. In the first stage the author read the studies carefully to gain an overall impression of the link between the self-regulatory career behaviour and career wellbeing, using free line-by-line coding and categorisation. The categorisation process entailed going through the sources of data manually, line by line to identify the dominant themes, and clustering them into groups of self-regulatory career behaviour that relate to career wellbeing. The author used the descriptive themes, as part of the next stage, by interpreting new thematic synthesis that went beyond the original studies.

10.6.4   Strategies Used to Ensure Data Quality and Thematic Synthesis

Qualitative systematic reviews imply a reasonable degree of freedom and creativity in the interpretation of data, and the resultant personal construction of inferred meaning (Barnard & Fourie, 2007; Patton, 2002). Considerations were made in terms of potential publication bias (i.e. the assumption that all research on the topic may not have been published), trustworthiness or credibility, true value and quality, appropriateness, and reflection on the research endeavour in its entirety, as well as best practice. The theme and subtheme sorting, labelling and categorisation process concerned searching for the underlying meaning embedded in the included studies. The emerging themes were re-examined to ensure trustworthiness. The author attempted to avoid bias by not focusing on one study at the expense of another to enhance objectivity and trustworthiness of the systematic review and synthesis of data (Holm & Severonsson, 2013). Value and quality were assured by reviewing each article in terms of scientific and methodological rigour in assessing links between self-regulatory career behaviour and wellbeing of employees. The aim, design, and analysis used in the included studies were assessed in terms of their appropriateness for helping employees enhance their career wellbeing in the contemporary and future employment contexts. All data were retained for possible future scrutiny.

10.7   Findings and Discussion of the Thematic Review

The findings of this chapter are based on the in-depth systematic exploration of the constructs workplace friendship, career adaptability and organisational commitment in terms of career wellbeing. In Fig. 10.1, a theoretical self-regulatory career wellbeing framework is proposed.

From Fig. 10.1 it is shown that workplace friendship plays an important role in terms of an employee's career adaptability and organisational commitment. It further indicated that the relationship between these self-regulatory career behaviours and workplace friendship could have a direct influence on employees' career wellbeing.

The role of workplace friendship in terms of an individual's career adaptability and organisational commitment link is unclear, it is therefore expected that employees' perceptions of workplace friendship will serve as an underlying psychological aspect in explaining the link.
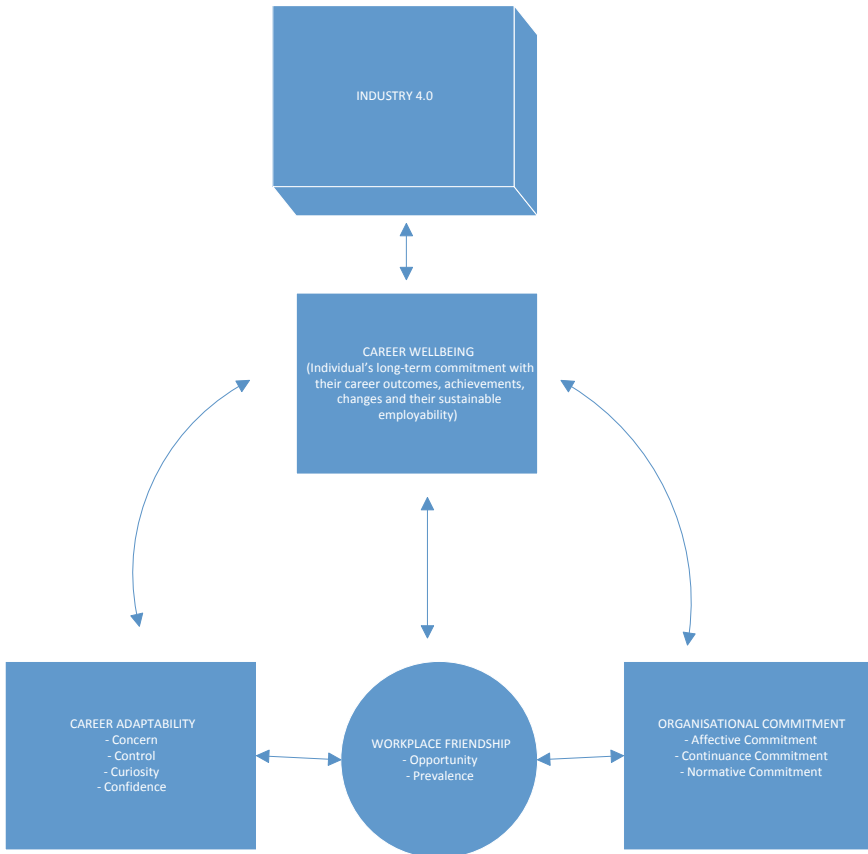

Fig. 10.1 Self-regulatory career wellbeing framework (*Source*: Author's own work)

Hartung and Taber (2008) explained that Savickas's career adaptability theory emphasise the personal meaning of individual's careers and present perspectives about subjective wellbeing, their career goals and interrelationships of behaviours. Employees with high levels of career adaptability towards their career tasks and career changeovers, tend to positively influence their work and career achievements, as well as their general and career wellbeing (Maggiori, Johnston, Krings, Masoudi, & Rossier, 2013). The career adaptability dimensions are self-regulating aspects, which may benefit the work environment and can use used on a daily basis (Savickas, 2005). Considering all the different perspectives regarding career adaptability, it is clear that career adaptability affects the career wellbeing of employees positively (Buyukgoze-Kavas, Duffy, & Douglass, 2015). The more adaptable an employee is, the higher the chances of finding a suitable job and by doing so increase his or her career success and wellbeing (Harthung & Taber, 2008; Hirschi, 2010; Shorikov, 2007). Researchers found that career adaptability predict individual's job satisfaction, which forms part of the cognitive aspects of subjective wellbeing (Hirschi, 2009; Maggiori et al., 2013; Santilli et al., 2014, 2017). Studies done by Brown, Brimrose, Barnes, and Hughes (2012) and Rossier, Zecca, Stauffer, Magiori, and Dauwalder (2012) revealed that career adaptability can influence the career wellbeing of employees. Kirdok and Bolukbasi (2018), believe that by increasing employees career adaptability and hence subjective career wellbeing, could assist employees to equip themselves with the necessary skills to deal with ambiguities and challenges within the workplace. Career adaptability shows a link with career optimism, self-esteem, hope, life satisfaction and wellbeing (Cai et al., 2015; Cabras & Mondo, 2017; Douglass & Duffy, 2015; Hirschi, 2009; Maggoiri et al., 2013; Ohme & Zacher, 2015; Santtili et al., 2014). In Maggoiri et al. (2013), the study of unemployed adults in Switzerland found that career adaptability predicted career wellbeing and professional wellbeing.

The increasing change in the current work environment, specifically considering the changes brought about by Industry 4.0, several opportunities are offered for career counselling practices in the workplace. More employees are confronted with familiarizing themselves with new industries and new occupations due to the increasing speed at which the current workplace change. Keeping up with the latest trend in the workplace and occupations might offer individuals new employment opportunities and career prospects. Career counselling practices can play an active and increasing role in assisting employees making sense of the changes, further assisting them to obtain, evaluate and apply the new-found career-related information in their career decision making process and career planning paths. Moreover, career counselling practitioners can assist employees develop the necessary coping skills, to cope with the constant change in their current work environment through ongoing education and learning.

Career practitioners can use these workplace changes as a call to act and develop more integrated online- and technological-assisted career interventions into their assessments and to further include researchers as evaluators of the effectiveness of such approaches. Considering the changes in the workplace due to Industry 4.0,

digital career support practices could take form in online self-assessments, the deliverance of online career information and video-based online career counselling. This approach might include an adaptive assessment of an employee's career concerns guided by custom-made, computerised interview questions and assessments followed by personalised recommendations for activities to support self-directed career management and career wellbeing.

By further developing and fostering positive workplace friendships and relationships among employees, may result in the improvement of employees' career wellbeing. A study done by Urbanaviciute, Udayar and Rossier (in press), revealed that employees with well-developed adaptability skills were more likely to show positive outcomes relating to their life satisfactions, stress level and overall employee wellbeing.

By assisting employees to develop their levels of career adaptability, may assist them to be more proactive in addressing workplace challenges and managing challenging situations. Raising awareness of the importance of self-regulatory career behaviour such as career adaptability and organisational commitment, may be another practical implication to be considered within organisations. Some career counselling assessments and interventions being developed, consider the career construction framework as developed by Savickas (2012, 2013). These interventions include decent possibilities for the implementation of individual-level interventions within organisations, which are aimed to fostering career adaptability among employees (Urbanaviciute et al., in press). The development and enhancement of employees' career adaptability may assist them to establish agency in the broader work context, greater than their work environment. Career adaptability development may be beneficial to both employees' career wellbeing and general wellbeing. According to Wilkins, Riach, Tracey, and Yel (2018), career practitioners should focus on the enhancement of employees' readiness to cope with unpredictable changes promoted by changeable work conditions (for example adaptability). Interventions which include the design and application of programmes that promote career adaptability resources (coping, concern, curiosity and confidence) can be used by career practitioners within organisations. The assessment of career adaptability can further be used as a screening tool by career practitioners (Johnson, 2018). Employees showing a presence of career adaptability resources indicates the existence of crucial strengths that individuals can use as they develop throughout their career path. In terms of career adaptability interventions, the importance lies in the design, implementation and evaluation of such interventions, due to the challenges experienced in the current workplace, specifically in the Industry 4.0 context (Johnston, 2018).

Career adaptability is relevant for post-career choice work adjustment and may be an important aspect for industrial and organisational psychologists, human resource practitioners and managers to focus on (Leong & Ott-Holland, 2014). It may be beneficial to practitioners and managers in organisations to nurture career adaptability resources and recognise certain work experiences fostering career adaptability resources and responses (O'Connel, McNeely, & Hall, 2008; Van Vianen, De Pater, & Preenen, 2009).

Further, due to coping and self-regulatory behaviours associated with career adaptability (Savickas, 2005), career adaptability is more so applicable to stress and coping developments of employees at work (Leong & Ott-Holland, 2014), suggesting that an added advantage of fostering adaptability resources may increase the wellbeing of employees, a sought-after outcome in organisational life (Johnston, 2018; Ramos & Lopez, 2018).

Garcia, Restubog, Ocampo, Wang and Tanf (in press), found that career adaptability is cultured by means of social learning processes which include role modelling for example. Based on this assumption that career adaptability can be learned through interpersonal and social processes, Garcia et al. (in press) proved the transmission of career adaptability across generations of family members.

10.8   Practical Implications for Career Wellbeing

The goal with this chapter was also to assist practitioners and managers seeking to develop meaningful career wellbeing interventions by not only unpacking the concepts career adaptability, workplace friendship and organisational commitment, but also providing information into possible career wellbeing strategies. The following are key strategies for organisations to consider when designing career wellbeing interventions.

- Developing career wellbeing interventions taking into consideration the sub-facets of career adaptability (concern, control, curiosity and confidence), workplace friendship (friendship opportunity and friendship prevalence) and organisational commitment (affective, normative and continuance commitment).
- Revise the role of manager and industrial psychologist's as career counsellor. It is needed to understand the self-regulatory career behaviour and the different skills forming part of it. By fully understanding what career adaptability, workplace friendship and organisational commitment entail will ensure that the manager and career counsellor guide employees successfully in their career choices to enhance the career wellbeing of employees.
- Self-reflection can be engaged on by employees when receiving feedback on their self-regulatory career behaviour (career adaptability, workplace friendship and organisational commitment) at an interpersonal level.
- Interventions to facilitate the development of career adaptability, workplace friendship and organisational commitment of employees, should be engaged in by human resource practitioners, managers and career counsellors to enhance their career wellbeing.

On *a practical level*, if managers, human resource practitioners and industrial psychologists could better understand the self-regulatory career behaviours and the facets thereof in considering employees' career wellbeing. A better understanding

could have a positive impact on the career wellbeing employees. The positive outcomes of possible future research could include defining and raising awareness of career wellbeing and how career wellbeing might be influenced by employees' career adaptability, workplace friendship and organisational commitment levels. Furthermore, the research results contributed to the body of knowledge relating to the self-regulatory career behaviour that influence employees' career wellbeing in the Industry 4.0.

10.9   Limitations and Directions for Future Research

The literature review was limited to research published only between 2014 and 2019 which could imply that not all research on career adaptability, workplace friendship and organisational commitment is necessarily taken into account in the thematic review. It should be noted by researchers and practitioners that the number of published studies on the themes relevant to this chapter is increasing on a continuous basis. Research on specifically career wellbeing is evolving with in mind the implications and requirements from Industry 4.0. The qualitative search strategy of the literature could be either too broad or too narrow, and the possibility of excluding relevant information might be there. There is a need for future research on specifically career wellbeing and the enhancement thereof, specifically in a South African context. Further studies would be valuable for career development and guidance purposes because it would assist line managers and industrial psychologists to provide guidance to employees when making career choices, based on their ability to interpret their self-regulatory career behaviour into careers that would fulfil their personal needs and so enhance their career wellbeing.

10.10   Conclusion

Notwithstanding the limitations of the quantitative study on self-regulatory career behaviour (career adaptability, workplace friendship and organisational commitment) in the context of career wellbeing, this chapter makes a novel contribution to the study by highlighting attributes that influence employees career wellbeing. Wellbeing and specifically career wellbeing have become a prominent focus of many organisations because of the changing nature of the workplace due to the digital era. This chapter contributes new insights that might stimulate future research on the attributes influencing employees' career wellbeing in the context of Industry 4.0.

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