Military Science and Tactics
https://www.qjmst.ir/

Organizational Ethical Climate and Perceived Work-Ability as Panacea for Military Career Adaptation in Nigeria: Role of Core Self-Evaluation

Ujoatuonu ،Ikechukwu[1]|Ike Obinna[2]✉ |Kanu Gabriel [3]|Odo Victor[4]|Adingi Onyiye[5]

1. Psychology department, university of Nigeria, Nsukka.
E-mail: ikechukwu. ujoatuonu@unn. edu. ng
2. Corresponding Author, Department of Psychology, Faculty of the Social Sciences, University of Nigeria, Nsukka.
E-mail: obinna. ike@unn. edu. ng
3. Department of Psychology , Faculty of the Social Sciences, University of Nigeria, Nsukka.
E-mail: gabriel. kanu@unn. edu. ng
4. Department of Psychology, University of Nigeria, Nsukka
Email: victor. odo@unn. edu. ng
5. Department of Psychology, Faculty of , University of Nigeria, Nsukkathe Social Sciences.
Email: onyiye. adingi@unn. edu. ng

Article Info

Article type:
Research Article
Article history:
Received
13 August 2022
Received in revised form
17 October 2022
Accepted
11 March 2023
Published online
16 June 2025
Keywords:
Career adaptation, core self-evaluation, military personnel, organizational ethical climate, perceived work ability.

ABSTRACT

Objective: This aim of the study is to examine the direct effects of organizational ethical climate and perceived work ability on military career adaptation and the role of core self–evaluation in such relationships among military personnel career adaptation in Nigeria.
Methodology: The conceptual model and hypotheses of the current study are presented in line with a review of theoretical literature and research background. The required data for the research were collected through the use of self-report measures of organizational ethical climate, perceived work-ability, career adaptation and core self-evaluation distributed to the military personnel.
Findings: The conceptual model of the study was tested using Model 1 Hayes regression-based PROCESS macro for SPSS based on the data collected.
Conclusion: The results showed that organizational ethical climate, perceived work ability and core self-evaluation independently, and significantly correlated with career adaptation. Also, core self-evaluation did not have any buffer effect on the relationship between organizational ethical climate and perceived work ability on military career adaptation.

Cite this article: Author, A. A. , Author, B. B. , & Author, C. C. (year). Article title. *Military Sciences and Techniques*, 21 (71), 175-199. DOI: http//doi. org/10. 22034/qjmst. 2025. 560143. 1751

Publisher: AJA Command and Staff University
DOI: 10. 22034/qjmst. 2025. 560143. 1751

This page is intetionally blank

Introduction

The military's ability to function is based on a thorough understanding of how its troops adapt to quick work changes, their ability to work, their perception of self, and the ethical climate in which the military operates (Olugabade, 2016). Furthermore, the military in Africa is currently dealing with a slew of unprecedented threats, including banditry, terrorism, and kidnapping (Omenma et al. , 2020), which has been witnessed in most African countries (e. g. , Nigeria). To have an excellent military operational efficiency, the defense organization personnel must adapt to the prevailing circumstances, conditions and events (Sieff, 2015).

According to Spur et al. (2019), career adaptation is the workers' ability to deal with recent and future missions, transitions, and obstacles in their careers. Two critical aspects of career adaptability are maintaining a consistent work schedule and dealing with workplace changes. Career adaptability is associated with improved work-life balance policies and flourishing (Ujoatuonu et al. , 2020), career performance (Aydiner et al. , 2019), career satisfaction (Takawira, 2020), and proactive career behavior (Spurk et al. , 2019). Workers may cope better in an unpredictable workplace with access to psychosocial resources (Takawira, 2020) and organizational career attitudes. Ujoatuonu et al. (2020) state that military career adaptability requires an inclusive, well-defined, articulated approach.

On the other hand, military personnel adaptation depends on the rr aazzzaiissss sthical climate. Saidon and Said (2020) define the organizational ethical climate as a workplace environment where ethical ideals are incorporated and rigorously upheld. According to Teresi et al. (2019), this makes implementing policies, procedures, and management practices easier. As a result, it portrays its sensitivity and a recipe for a moral way of thinking within an organization. Five empirically derived ethical climate dimensions in organizations were established by Zagenczyk et al. (2020): instrumental, caring, law and order, rules, and independence. Due to these aspects, organizations have become more adaptable to structures, processes, executive

actions, and behaviors (David et al. , 2020). Military personnel may be able to deal with the ethical climate of their organization and solve unexpected, complicated, and ill-defined problems more quickly if they have self-regulation, transactional, and adaptable competency (Zhang et al. , 2020).

As a result, the organizational ethical climate is sacred to promote career adaptation (Nipieb, 2020). nn rr aazzzaiissss siii cal ciieeee influences employee attitudes and behavior based on their psychological identity and thoughts about the workplace (Barattucci et al. , 2021). The ethical climate entails standards, morality, norms, and unlawful workplace behaviour (Ning & Zhaoyi, 2017). As a result, they indicate that the shared perceptions of procedures and rules, both codified and informal, set organizational standards for ethical behaviour (Victor & Cullen, 1978). The fact is that positive feelings aee ttt al oo eee rr aanzzaiissss ssss ess. However, according to Ugwueze and Onuoha (2020), an organizational ethics climate that adheres to the desired attitude elicits inspiring and all-encompassing job outcomes, which may be linked to job satisfaction and improved performance. Soldiers' judgments of a favourable organizational ethical climate boost commitment, performance, efficiency, identity, and self-efficacy (Paliwal & Dhanshetti, 2020). The military personnel's ability to adapt to their work environment is influenced by various workplace characteristics, including the organizational ethical climate, core self-evaluation, professional identity, organizational commitment, perceived workability, and other motivations (Monteiro & Almeida, 2015; Xu & Yu, 2019).

Similarly, researchers (e. g. , Aydiner et al. , 2019; Bappah, 2016; Odo et al. , 2021; Ujoatuonu et al. , 2020) suggested that perceived work ability is another factor that might influence military personnel career adaptation. Hult et al. (2018) described perceived work ability as elll oyee'' eeiief tttt teey aaee hhe capactty add llll l oo carry ttt their job description regardless of the conditions, obligations, or other factors. Perceived work ability and performance in the workplace are also referred to as employees' capacity to control physical, mental, or

interpersonal issues (Punakallino et al. , 2019). Perceived work ability is essential to military strategy during this age of unparalleled conflicts and problems. Soldiers' mental state (e. g. , grit and hope, occupational embeddedness, and organizational dedication) may influence their capacity to adapt to their employment. It is also possible that the physical and psychological state and the individual's work and social skills, core self-evaluation, and job features (Vänni et al. , 2012) may all influence career adaptability. Neglecting workplace well-being indicators, such as an undefined organizational ethical climate, negative core self-evaluation, and an unsatisfactory career adaption paradigm, contributes to lower job ability. As a result, for military personnel to perform at their best, they must have a well-thought-out career paradigm in their workplace. Previous studies (e. g. , Odo et al. , 2021; Spurk et al. , 2019; Takawira, 2020; Ujoatuonu et al. , 2020; Zagenczyk et al. , 2020; Zhang et al. , 2020) suggested certain variables that might act as a boundary condition to these variables of interest. The present study considered core self-evaluation as one of such variables.

Core self-evaluation is the reassessment that individuals do of themselves and their actions in the workplace to improve their performance and the outcomes they achieve in their work environments (Chhabra, 2020). Self-esteem, generalized self-efficacy, locus of control, and neuroticism are the four personality qualities that makeup core self-evaluation (Liu & Ilmarinen, 2020). Core self-evaluation can significantly influence a soldier's mental well-being, affecting combat motivation, exposure to experiences, career adaption, and organizational commitment. As a result of their duties, soldiers are subjected to various harsh working conditions (Ujoatuonu et al. , 2020). Preparing soldiers for such horrible experiences may improve defenee rr aazzzaii’’’’ ’iii c,, eecœdddd dddaablltty, add alll tty oo change jobs in the future and enhance career adaptability.

Core self-evaluation as a personal resource is significant since it can improve a soldier's psychological well-being, perceived workability, spirit and vitality at work, battle motivation, and career adaptation. In

light of the grueling activities carried out by Nigerian military personnel and the potential for negative results that come with their profession, military career adaption, organizational ethics, and perceived capacity to thrive at work may be required.

However, the present study tends to identify if there is a correlation between organizational ethical climate and perceived workability on military career adaptation and if core self-evaluation could significantly moderate the association between organizational ethical climate and career adaptation as well as perceived workability and military career adaptation. This is pertinent because extant studies (e. g. , Barattucci et al. , 2021; Vanni et al. , 2012; Xu 7 Yu, 2019; Yang et al. , 2019; Yang & Wong, 2020; Yoo & Lee. 2019) have suggested that core self-evaluation could act as a boundary condition between organizational ethical climate and perceived work ability on career adaptation. Invariably, lack of alignment by employees in their job, either job-fit or person-fit, could lead to poor job inclination. To the researchers' best knowledge, there is a paucity of research into consideration on these relationships, which is discerned as a gap the study tends to fill, especially in Nigeria. Thus, the following make up research questions; (1) Does organizational ethical climate has an impact on career adaptation? (2) Does perceived workability have an impact on career adaptation? (3) Does core self-evaluation have an impact on career adaptation? (4) Does core self-evaluation have a moderating role between organizational ethical climate and career adaptation? (5) Does core self-evaluation have a moderating role between perceived workability and career adaptation?

The above research questions are pertinent because extant studies have not studied simultaneously the association between organizational ethical climate and perceived workability on military career adaptation as well as the role of core self-evaluation in such relationship using African sample. However, finding the gap that previous studies have not addressed, which is to investigate whether (1) organizational ethical climate correlates with military career adaptation, (2) perceived workability correlates with military career

adaptation, (3) core self-evaluations correlates with military career adaptation, (4) core self-evaluations will have a buffer effect on the relationship between organizational ethical climate and career adaptation, and (5) self-evaluations will have a buffer effect on the relationship between perceived workability and career adaptation; will give this paper its novelty, originality, and distinctiveness. Previous studies have not taken into consideration these associations simultaneously particularly in African context. This will act as a springboard in helping employees with the pre-requisite knowledge and virtue needed to adapt holistically to their job.

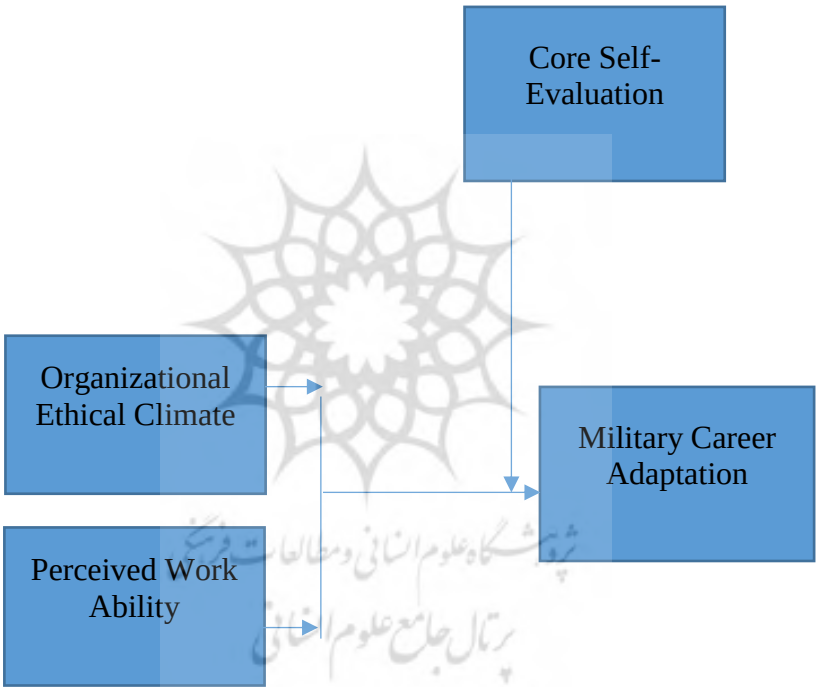

Fig. 1: Conceptual model of the study variables.

Figure 2. Above gives a summative presentation of the expected patterns of association between the study variables. Relationships are expected between organizational ethical climate and military career adaptation; between perceived work ability and military career adaptation; between core self-evaluation and military career

adaptation; between the product term of organizational ethical climate and core self-evaluation with military career adaptation, and between the product term of perceived work ability and core self-evaluation with military career adaptation

Literature review

Organizational ethical climate and career adaptation

Organizational ethical climate plays a critical role in career transition since it sets expectations for ethical behaviour (Victor & Cullen, 1987). All employees know how to manage moral difficulties in the workplace (Teresi et al. , 2019). Many studies (e. g. , Barattucci et al. , 2021; Gorsira et al. , 2018; Lau et al. , 2017) have shown that organizational ethical climate is influenced by several factors, including proactive service performance, organizational citizenship behaviour, and commitment. A complete understanding of the ethical organizational climate is needed for the military and its members to adapt to the demands of their profession and become more effective in their roles. A corporation's sanctity and life wire depend on how it portrays its fundamental principles, which are contained in an rr aazzzaiissss siii cal ciieeee , eellecting eee eeed ff elll oyee adaption in such a company (Barattucci et al. , 2021). An rr aazzzaiissss siii cal ciieeee ss eeee iieely oo eeeee elll oyee identification, dedication, core self-evaluation, and a person-job-fit and career adaptation as an integral part of the military career adaptation process. As a result, we hypothesized:

H1: Organizational ethical climate will positively correlate with military career adaptation.

Perceived workability and career adaptation

Perceived workability is a two-step process (Tengland, 2011): health and virtue competencies. These two competencies are first required to manage work duties, as long as they are reasonable and acceptable to employees regarding their working conditions. Learning how to perform work activities effectively in a safe setting conducive to good health, virtue, and fundamental occupational requirements is also essential. These traits are essential and multi-dimensional. For a

particular/specific career that requires training/education and those occupations that most people can accomplish with experience, these characteristics include health, basic standard competence, occupational competence, occupational virtues, and motivation.

In the military context, assessing one's work competence is essential to achieve a coordinated, proactive, goal-driven, and result-oriented output (Yang et al. , 2019). The ability of soldiers to maintain their current position in light of their responsibilities and personal resources acts as a catalyst for personnel career adaptation in the military" (Shava & Chinyamurindi, 2021). The multiple demands of work, such as physical, mental, social, environmental, and organizational components, which one's disposition can attest to, help soldiers adapt better to their profession. Thus, we hypothesized that:

H2: Perceived work ability will positively correlate with career adaptation among Nigerian military personnel.

Core-self-evaluation as a moderator

Core self-evaluation focuses on assessing specific situations influenced by the fundamental judgment of one's talents and self-worth. It refers to a people's essential assessment of their abilities, self-worth, competencies, and potentials (Chhabra, 2020). Studies (e. g. , Xu & Yu, 2019; Yoo & Lee, 2019) have shown that an individual's core self-evaluation may be influenced by career adaptation. The military must be capable of action, strategy, organization, and focused outcomes on succeeding in combat. Fundamentally, self-evaluation is multifaceted (Judge et al. , 2003) because it covers appraising oneself in general rather than one's sense of worth in a specific topic or situation. This is pertinent because assessing self-esteem, efficacy, emotional stability, and individual locus of control are essential to core self-evaluation (Xu & Yu, 2019). Core self-evaluation is a grading characteristic (the assessment of self). Core self-evaluation affects the degree to which the attribute affects a person's self-image and the breadth to which the trait extends (i. e. , how diverse their range of sentiments about themselves). This

invariably affects an employee's perception of organizational ethical climate and workability, a risk factor for career adaptation.

While this is the case, existing studies (such as Di Fabio et al. , 2015; Jiang et al. , 2017; Sharifi and Sadeghi, 2021; Yoo & Lee, 2019) have examined the importance of core self-evaluation on many factors, such as satisfaction, self-efficacy, personality traits, engagement, and career adaptation. Even yet, no one has looked at its moderating impact in tandem with perceived workability and organizational ethical climate to highlight the process and boundary conditions associated with career adaptability. A positive core self-evaluation may result from the military's belief that they can do their job and work in a morally acceptable environment. As a result, we hypothesized the following:

H3: Core self-evaluation will positively correlate with career adaptation among Nigerian military personnel.

H4: Core self-evaluation will buffer the relationship between organizational ethical climate and career adaptation among Nigerian military personnel. The moderating effect is stronger when core self-evaluation is high (rather than low).

H5: Core self-evaluation will buffer the relationship between perceived work ability and career adaptation among Nigerian military personnel, such that the moderating effect is stronger when core self-evaluation is high (rather than low).

Materials and methods

Population and sample

Data was collected from two hundred and fifty-two Nigerian army personnel selected through convenience sampling from 72 Special Forces Battalion and Nigerian Army School of Military Engineering. The study population comprised over 1670 military personnel across the various units of the two Divisions used in the study. Participants were between 21 and 52 years, with a mean age of 37. 62 (SD = 6. 44). They had an average service year of 3. 08 (SD =1. 87). The participants' educational qualifications ranged from SSCE to M. Sc. The participants were selected from various units of the 72 Special

Forces Battalion and the Nigerian Army School of Military Engineering.

Measures

The military personnel reported demographic information such as gender, job status, age, marital status, and year of service. Also, the military personnel completed the Career Adaptability Questionnaire, Organizational Ethical Climate Questionnaire, Perceived Work-ability Questionnaire, and Core Self-Evaluation Questionnaire.

Career Adaptation Questionnaire

Career Adaptability Questionnaire (CAQ) developed by Maggiori et al. (2015) was used to examine how to militate personnel to think and plan for acclimatization in their work. It is a twelve-item scale measured on a five-point Likert scale response format ranging from 1= strongly disagree to 5 = strongly agree. Examples of career adaptation questionnaire items are "Thinking about what my future will be like" and "Looking for opportunities to grow as a person. ” lll items were directly scored, implying a higher score for higher career adaptation. Maggiori et al. (2015) reported a reliability index of. 92. The scale showed a satisfactory Cronbach's alpha of. 85 in the present sample.

Organizational Ethical Climate Questionnaire

Victor and Cullen's (1987) Organizational Ethical Climate Questionnaire was used to measure military personnel's moral beliefs, efficiency, rules, and regulations guiding employees' functionality in their defense organization. It is a 23-item instrument measured on a six-point Likert response format anchored on (1) "mostly false" to (6) "completely true. ”Salll e ttess eeeeeee; IIn iii s rr aazzzaii,,, eeeeee are mostly out for themselves" and "There is no room for one's morals or ethics in this organization. ” eee eeiialll tty eeeex ccc rrr add Cullen (1987) reported was. 93. The scale showed a satisfactory Cronbach's alpha of. 96 in the present sample.

Perceived Work Ability Questionnaire

The Perceived Work Ability Questionnaire developed by Ilmarinen and Rantanen (1999) assessed soldiers' physical, mental, and

interpersonal demands and current ability to work. Perceived Work Ability Questionnaire is a 4-point instrument measured in a ten-point Likert response format ranging from (1) "completely unable to work at all to" (10) "work ability at its lifetime best. ” Salll e ttess eeeeeee "How many points ddddd duu geee yrrr currett alll tty oo rrr ””? “iiiiii ii atttt ttt hhysaaal eesssss s f yrrr bbb ” Immannnen add Rantanen (1999) reported a reliability index of. 75. The scale showed a aaaaaaarrr y Cbbbbac’’ s affff ff . 94 in the present sample.

Core Self-Evaluation Questionnaire

Core Self-Evaluation Questionnaire developed by Judge et al. (2003) to assess how military personnel measures the success they deserve in life, self-worth, and esteem with their present job demands and outcome. It is a twelve-item instrument measured on a five-point Likert response format ranging from (1) "strongly disagree" to (5) "strongly agree. "Sample items include; "I am confident I get the success I deserve in life," "Sometimes, I do not feel in control of my work" Judge et al. (2003) reported a reliability coefficient of. 80. The ff aee eeeee e a aaiiaaactrr y Cbbbbac’’ s aaaaa af. 85 in the present sample.

Ethical Considerations

All the ethical standards according to the Helsinki Declaration of 1975, as revised in 2000 concerning human experimentation (institutional and national), were followed.

Procedure

Ethical Committee granted approval for the study (D. PSY. UNN/REC/2021-1-1RB000015). The researchers informed the Military Commanders in the two military Divisions involved about the purpose of the study, which they obliged after a letter of introduction. The researchers recruited research assistants who are military personnel from the two divisions used in the study. Through the help of research assistants, the researcher approached the prospective participants and told them about the nature and purpose of the study. Copies of the questionnaire were given to those who agreed to participate. Paaaaaaaaaa' iff rr ddd cnnnnnnwas ttt adddddy iicnnng "√"

in the column box for consent at the top of the questionnaire. All participants were assured of confidentiality in their responses through the non-inclusion of their names or any means of identification in the questionnaire. Participants completed the survey during work, which was retrieved by the research assistants through the designated box placed in each of the two Divisions used in the study. They received no remuneration for their participation. According to power analysis using G* Power software (Faul et al. , 2007), 107 participants were required to demonstrate middle-size effects. The researchers recruited more than the minimum number of participants to account for non-respondents because the study relied on convenience sampling. The researchers distributed 330 copies of the questionnaire to military personnel who agreed to participate in the research. A total of 270 copies of the questionnaire were returned out of 330 distributed, 18 were discarded due to incorrect filling, and 252 were used for data analysis, resulting in an 89. 05 percent return rate. At the end of the exercise, the participants were debriefed.

Data analyses

Pearson's correlation was used to examine the relationship between the demographic factors, predictors, and outcome variables. Model 1 Hayes regression-based Process macro for SPSS was used to analyze the data.

Results

Table 1: Mean, Standard deviation and correlations of demographic factors, core self-evaluation, ethical climate, work ability and organizational adaptation

	Variables	**Mean**	***SD***	**1**	**2**	**3**	**4**	**5**	**6**	**7**
1	Age	. 62	. 71	-						
2	Years of service	1. 08	. 87	. 70***	-					
3										
	Education	-	-	. 43***	. 36***	. 23***	-			

	Variables	Mean	*SD*	1	2	3	4	5	6	7
5	Core Self-Evaluation	44.51	12.63	.26***	.24***	.18**	-.02	-		
6	Ethical climate	90.90	30.65	.26***	.33***	.23***	-.07	.66***	-	
7	Work ability	26.01	12.41	.24***	.29***	.20**	-.10	.54***	.80***	-
8	Military career adaptation	42.17	14.82	.27***	.31***	.25***	.00	.62***	.76***	.68***

Note. *** $p<.001$; ** $p<.001$; * $p<.05$

Table 1: Mean, Standard deviation and correlations of demographic factors, core self-evaluation, ethical climate, work ability and organizational adaptation

Variables Mean SD 1 2 3 4 5 6 7

1 Age . 62 . 71 -

2 Years of service 1. 08 . 87 . 70*** -

3

Education - - . 43*** . 36*** . 23*** -

5 Core Self-Evaluation 44. 51 12. 63 . 26*** . 24*** . 18** -. 02 -

6 Ethical climate 90. 90 30. 65 . 26*** . 33*** . 23*** -. 07 . 66*** -

7 Work ability 26. 01 12. 41 . 24*** . 29*** . 20** -. 10 . 54*** . 80*** -

8 Military career adaptation 42. 17 14. 82 . 27*** . 31*** . 25*** . 00 . 62*** . 76*** . 68***

Results in Table 1 showed that among the demographic variables, educational status (r =. 23, p<. 001) positively correlated with core self-evaluation (r =. 18, p<. 001), ethical climate (r =. 23, p<. 001), workability, (r =. 20, p<. 001) and military career adaptation (r =. 25, p<. 001). Years in service was positively associated educational status (r =. 36, p<. 001), core self-evaluation (r =. 24, p<. 001), ethical climate (r =. 33, p<. 001), workability (r =. 29, p<. 001) and military

career adaptation, (r =. 31, p<. 001). Core self-evaluation was positively related to ethical climate (r =. 66, p<. 001), workability, (r =. 54, p<. 001) and military career adaptation (r =. 62, p<. 001). The ethical climate was positively correlated with workability (r =. 80, p<. 001) and military career adaptation (r =. 76, p<. 001) while work ability was positively associated with military career adaptation (r =. 26, p<. 001).

Table 2: The Hayes PROCESS Macro results for predicting organisational adaptation by ethical climate and core self-evaluation, with age, number of years in service and ethical climate as covariates

Variables	***B***	***T***	***P***	**95%*CI***	R^2	***F***
Age	-. 01	-. 01	.	[-2. 45, 2.	.	63. 23 (6,
Years of service	. 60	. 560	.	[-1. 39, 2.		
Ethical Climate (EC)	. 30	10. 79	.	[. 24,. 35]		
Core Self-evaluation	. 23	3. 47	.	[. 10,. 35]		
EC X CS	. 00	1. 20	.	[-. 00, .		

Variables B T P 95%CI R2F

Age -. 01 -. 01 . 991 [-2. 45, 2. 42] . 61 63. 23 (6, 245)

Years of service . 60

. 560 . 551 [-1. 39, 2. 59]

Ethical Climate (EC) . 30

10. 79 . 000 [. 24,. 35]

Core Self-evaluation (CS) . 23 3. 47 . 001 [. 10,. 35]

EC X CS . 00 1. 20 . 230 [-. 00, . 01]

Note: CI = Confidence Interval

Results in Table 2 showed that age and years in service were not significantly associated with Military career adaptation. Ethical ciieeee (= =. 30; t = 10. 79; 95% CI [. 24,. 35]; p<. 001) and Core self-eaannnnnnmn =. 23; t = 3. 47; 955 CI [. 10,. 35]; p<. 001) was positively associated with military career adaptation; thus Hypotheses 1 and 3 was supported. The interaction of ethical climate and core self-evaluation was not significant (B =. 00; 95% CI [-. 00,. 01]); thus Hypothesis 4 was not supported, indicating that core self-evaluation did not have any buffer effect on the relationship between ethical

climate and military career adaptation. The variables in the equation accounted for 56% R2 = 0. 61, F (6,245) = 63. 23, p<. 001.

Table 3: The Hayes PROCESS Macro results for predicting organisational adaptation by work ability and core self-evaluation, with age, number of years in service and ethical climate as covariates

Variables B T P 95%CI R2F

Variables	B	T	P	95%CI	R^2	F
Age	-. 38	-. 29	.	[-2. 97	. 56	51. 96 (6,
Years of Service	1. 11	1. 04	.	[-. 10		
Number of	. 71	1. 42	.	[-. 28		
Work Ability	. 55	8. 86	.	[. 43 .		
Core Self-	. 40	6. 51	.	[. 28 .		
WA X CS	. 00	. 76	.	[-. 01 .		

Results in Table 3 showed that perceived work ability was positively aaaaaaaaaa hhhhhiirrry caeeer aaannnnnnnn =. 55; t = 8. 86; 95% CI [. 43,. 68]; p<. 001); thus Hypothesis 2 was supported. The interaction of perceived work ability and core self-evaluation was not significant (B =. 00; 95% CI [-0. 1;. 01]); thus Hypothesis 5 was not supported, indicating that core self-evaluation did not have any buffer effect on the relationship between workability and military career adaptation. The variables in the equation accounted for 56% R2 = 0. 56, F (6,245) = 51. 96, p<. 001.

Discussion

The present study examined the moderating role core self-evaluation on the association between organizational ethical, and perceived work ability on military career adaptation. As the research findings predicted, there is evidence that military personnel finds their career path easier to navigate when there is a high degree of moral-infused psychological atmosphere in their workplace and when the moral values shielding their organization are more robust. A positive organizational ethical climate, combined with core ideology, codes of ethics, and training improve military personnel career adaptation. The finding that organizational ethical climate is significantly related to career adaptation was confirmed, suggesting that military personnel

who perceive a favourable organizational climate in their profession are likely to adapt quickly.

The results also show that perceived work ability was positively related to career adaptation. This result is in line with extant studies (e. g. , Sidiropoulou-Dimakakou et al. , 2015; Monteiro & Almeida, 2015) which found a strong association between perceived work ability and career adaptation. Also, the result is embedded in Career Construction theory which clarifies how employees' vocational behaviour, work engagement, professional career success, and workability is rooted in career adaptation. As such, military personnel adapt aptly in their profession when there is perceived congruity between individual abilities and aptitude (physical, cognitive, interpersonal, and current capabilities) and work-role demands.

Equally, the result shows that core self-evaluation was positively correlated with career adaptation. This finding is consistent with extant studies (e. g. , Xu & Yu, 2019; Jiang et al. , 2017), which demonstrated that core self-evaluation was associated with increased career adaptation. This portrays that the tenets of core self-evaluation, confidence, positive mental health, high self-esteem, self-efficacy, and locus of control propels military personnel to have an apt career adaptation since it helps maintain a steady flow of their career adjustment pattern. This is imperative because core self-evaluation is homologous with individual personality traits, which invariably influences career adaptation.

Contrary to expectation, the result did not provide evidence that core self-evaluation is a moderator mechanism that can attenuate the relationship between organizational ethical climate and perceived work ability among military personnel career adaptation in Nigeria. The findings are at variance with extant studies (e. g. , Xu & Yu, 2019; Yang et al. , 2019; Yoo & Lee, 2019) which showed a positive correlation. However, this variation could be attributed to the work environment of the military in Nigeria, which is characterized by retrogressive plans and policies, nepotism, mediocrity, lack of professionalism, ineptitude, and ethnocentric tendencies as responsible

for little or no association (Bappah, 2016). Corollary core self-evaluation is shaped by confidence, self-efficacy, personality disposition, which if not in achieved could affect military personnel beliefs and outcome expectations, thus, creating little or no association between their workability and career adaptation. Thus, as a result of such disconnect, military personnel loses faith in the organization, which leads to them working with bandits and terrorists, going "AWOL" from their duties, and resigning from their positions. A precise instance is seen in the poor way soldiers are taken care of in terms of their welfare, promotion, etc. , which has been characterized by nepotism, corruption, politics, mediocrity, religion, and ineptitude, which goes contrary to the core ideology of the organization.

Conclusion

The current study has theoretical, practical, and security implications for the performance of African military personnel and defense organizations as a whole, especially in Nigeria. From the theoretical aspect, the study adds to the literature on career adaptation from a more comparative approach by incorporating the verisimilitude of these constructs studied in the holistic understanding of the career adaptation of the military. This portrays that the presence of a defined organizational ethics, self-efficacy, self-worth, and self-esteem, were essential for the successful transition of the military personnel into their new roles. This is pertinent because professionalism is built on this analogy.

From the practical perspective, achieving career adaptation in the military connotes alignment in the military itinerary, vision, aspiration, paradigm, and exhibiting competencies, skills, and aptitudes in meeting the demands of the job. As a result, military personnel's workability and career adaptation will be enhanced when there is a synergy among these work attitudes.

On security implications, the study advanced knowledge on the need for defense organizations (e. g. , military) to have a well-established and articulated job ethics and framework that is in compliant with modern security trends, characterized by subsumed attitudes that will

enhance the military personnel's career adaptation, functionality, and efficiency. This is pertinent due to the constant discernment and resignation that military personnel in Nigeria experience as well as the low workability and career adaptability experienced by military personnel due to new trend in insecurity arising from banditry, terrorism, and kidnapping.

Even though this study adds to the growing body of knowledge in career literature, it should be noted that there are some potential limitations. There was a common bias method variance risk because the study relied on self-reported data. Thus, the possible problem of common error bias was reduced through confidentiality in participants' responses and anonymously through data collection by increasing sincerity in their responses and reducing the possibility of social desirability in responding (Podsakoff et al. , 2012). Second, the rigid and structured nature of the military architecture in Nigeria made it challenging to get a large sample size Sample and easy access to the military hierarchy for authorization, coupled with the army frowning attitude in researching their organizational itineraries. To circumvent the study's limitations, the researchers advocated for synergy between academicians, researchers, security experts, and the military through the latter encouraging, supporting, and financing research that will enhance, improve, and act as policy blueprints for the military via their career adaptation, organizational framework, self-worth, commitment, and productivity.

In addition, the results show that organizational ethical climate, perceived work ability, and core self-evaluation were positively associated with career adaptation. As expected, the study found that both organizational ethical climate and perceived work ability accounted for the notable increase in the career adaptation of military personnel in the sample studied. However, core self-evaluation did not have any buffer effect on the relationship between organizational ethical climate and perceived work ability on career adaptation. These eeeeeee e cdddd dd exeeeeee by ii geaass hhaky ii iirrry cmmmadd structure, which is riddled with incompetence and nepotism,

ineptitude, mediocrity, and unprofessionalism. Future research should continue along this line of research to uncover additional intervening variables that can impact military career adaptation, such as mindfulness, job characteristics, and day-to-day military experience.

Acknowledgment: We acknowledge the Commanding Officers and military personnel who participated in the study.

Data Availability Statement: The datasets generated and analyzed during the current study will be available from the corresponding author on request.

Funding: N/A

Declarations

Ethics approval and informed consent

All procedures followed were under the ethical standards of the responsible committee on human experimentation (institutional and national) and with the Helsinki Declaration of 1975, as revised in 2000. We obtained informed consent from all Principals and students of the sampled schools.

Conflict of Interest

We have no known conflict of interest to disclose.

References

- ≠ Aydiner, C. , Orak, U. , & Solakoglu, O. (2019). What factors influenced Turkish military officers' and NCOs' motivation to serve before the July 2016 coup? Armed Forces & Society, 00(0), 1-22. https: //doi. org/10. 1177/0095327X19841663.
- ≠ Bappah, H. Y. (2016). Nigrri’’s militrry failure against the Boko Haram insurgency. African Security Review, 25(2), 146–158. https: //doi. org/10. 1080/10246029. 2016. 1151799.
- ≠ Barattucci, M. , Teresi, M. , Pietroni, D. , Lacobucci, S. , Lo Presti, A. , & Pagliaro, S. (2021). Ethical climate(s), distributed leadership and work outcomes: The mediating role of organizational identification. Front. Psychol. 11https: //doi. org/10. 3389/fpsyg. 2020. 564112.
- ≠ Chhabra, B. (2020). Revisiting the relationship between work role stress and employee outcomes in Indian organizations: Moderating

role of core self-evaluation. Global Business Review, 21(1), 219-240. https: //doi. org/10. 1177/0972150919848913

≠ David, E. M. , Kim, T. Y. , Farh, J. L. , Lin, X. , & Zhou, F. (2020). Is 'be yourself' always the best advice? The moderating effect of team ethical climate and the mediating effects of vigor and demand–ability fit. Human Relations. 30(5), 24-29. https: //doi. org/10. 1177/0018726719894054

≠ Di Fabio, A. Palazzeschi, L. & Bar-On, R. (2012). The role of personality traits, core self-evaluation, and emotional intelligence in career decision-making difficulties. *Journal of Employment Counseling*, 49(3), 118-129. https: //doi. org/10. 1002/j. 2161-1920. 2012. 00012. x

≠ Hayes, A. F. (2014). *Comparing conditional effects in moderated multiple regression: Implementing PROCESS FOR SPSS and SAS. Retrieved from* http: //www. afhayes. com/public/comparing slopes. pdf on 07th January 2021.

≠ *http: //www. revecon. ro/articles/2017-2/2017-2-1. pdf*

≠ Hult, M. , Pietila, A. M. , Koponen, P. , & Saaranen, T. (2018). *Association between good work ability and health behaviours among unemployed: A cross-sectional survey*. Appl. Nurs. Res, 43, 86-92.

≠ Jiang, Z. (2015). *Core-self-evaluation and career decision self-efficacy: A mediation model of value orientations. Personality and Individual Differences*. 86(1), 450–454. https: //doi. org/10. 1016/j. paid. 2015. 07. 012

≠ Jiang, Z. Wang, Z. Jing, X. Wallace, R. Jiang, X. & Kim, D. S. (2017). Core self-evaluation: linking career social support to life satisfaction. *Personality and Individual Differences*. 112(2), 128-135. https: //doi. org/10. 1016/j. paid. 2017. 02. 070.

≠ Judge, T. A. , Erez, A. , Bono, J. E. , & Thoresen, C. J. (2003). *The Core Self-Evaluation Scale: development of a measure. Personnel Psychology*, 56(2), 303-331. https: //doi. org/10. 1111/j. 1744-6570. 2003. tb00152. X.

≠ Liu, A. A. (2019). Trii eee iiii trr '' rrr eett inn ff tt ii aal ll imtt e and workplace bullying in Chinese audit firms. *Asian Journal of Accounting Research*, 33(7), 26-28. https: //doi. org/10. 1108/AJAR-07-2019-0060.

≠ Liu. J. , & Ilmarinen, V. J. , (2020). Core self-evaluation moderates specific similarity preferences in an ideal rrr trrr ’s rrr aaaality. *Journal of Research in Personality*, 84(10), 38-99. https: //doi. org/10. 1016/j. jrp. 2019. 103899.

≠ Maggion, C. , Rossier, J. , & Savickas, M. L. (2015). Career Adapt-Abilities Scale-Short Form (CAAS-SF). *Journal of Career Assessment*, 25(2), 312-325. https: //doi. org/10. 1177/1069072719850575.

≠ Monteiro, S. & Almeida, L. S. (2015). The relation of career adaptability to work experience, extracurricular activities, and work transition in Portuguese graduate students. *Journal of Vocational Behavior*, 91(15), 106-112. https: //doi. org/10. 1016/j. jvb. 2015. 09. 006.

≠ Ning, N. , & Zhaoyi, L. (2017). Psychological contract breach, organizational misidentification, and employees ethical behaviour: organizational ethical climate as moderator. *Social Behaviour and Personality: An International Journal*, 45, 1409-1424. https: //doi. org/10. 2224/sbp. 6708.

≠ Niii ,,, T. (2020). The role of military ethics and morale as a subject of pedagogy in the leadership training of officers for the multinational environment. *Military Education*, 42(2), 243-249. https: //doi. org/10. 33099/2617-1783/2020-2/243-249

≠ Odo, V. O. , Ujoatuonu, I. N. V. , Ike, O. O. , Kanu, C. G. , Okafor, C. O. & Chinweze, U. C. (2021). *Job characteristics, day-to-day experiences, and military career adaptation: Moderating role by person-job fit. Trends in Psychology*, 29(4),1-17. https: //doi. org/10. 1007/s43076-021-00110-1.

≠ Olugbade, O. A. (2016). The career adapt-abilities scale-Nigeria form: Psychometric properties and construct validity. *Journal of Vocational Behavior*, 95-96(6), 111–114. https: //doi. org/10. 1016/j. jvb. 2016. 08. 006.

≠ Olukolade, C. (2017). *Lack of synergy among security and intelligence agencies unhealthy*. Metro-watch, 13th June. http: //metrowatchonline. com/lack-synergy-among-security-intelligence-agencies-unhealthy-says-olukolade/. Accessed 19th April 2020.

≠ Omenma, J. T. , Onyishi, I. E. , & Okolie, A. M. (2020). A decade of *Boko Haram activities: the attacks, responses, and challenges ahead. Security Journal*, 33(3), 337-356. https: //doi. org/10. 1057/s41284-020-00231-9.

≠ *Paliwal, M. & Dhanshetti, P. (2020). Ethical climate in organizations: A review of the literature. Studies in Indian Place Names,* 40(27), 798-812. https: //doi. org/10. 1093/oxfordhb/9780199860715. 013. 0022

≠ Punakallio, A. , Lusa, S. , Ala-Mursula, L. , Ek, E. , Nevanperä, N. , Remes, J. , Auvinen, J. , Seitsamo, J. , Karppinen, J. , & Laitinen, J. , (2019). *Personal meaning of work and perceived work ability among middle-aged workers with physically strenuous work: a Northern Finland Birth Cohort 1966 Study*. https: //doi. org/10. 1007/s00420-019- 01412- 9.

≠ Ryu, K. (2017). *The impact of organizational ethical climate on organizational commitment and job performance*. Springer Books, 6(2), 83-103.

≠ Saidon, I. M. , & Said, R. (2020). *Ethics, governance, and risk management in the organization.* ISBN: 978-981-15-1879-9

≠ Sharifi, S. & Sadeghi, A. (2021). *Career and Organizational Counseling*, 12(45), 71-96. https: //doi. org/10. 52547/jcoc. 12. 4. 71.

≠ Shava, H. & Chinyamurindi, W. T. (2021). The effects of work resources and career adaptability on employee health: A sample of teachers in South Africa. *South African Journal of Industrial Psychology*, 47(1), 1-11. https: //doi. org/10. 4102/sajip. v47i0. 1816.

≠ Sidiropoulou-Dimakakou, D. Argyropoulou, K. Drosos, N. Kaliris, A. & Mikedaki, K. (2015). Exploring career management skills in higher education: Perceived self-efficacy in career, career adaptability and career resilience in Greek University students. *International Journal of Learning, Teaching and Educational Research*. 14(2), 36-52.

≠ Sieff, K. (2015). *The Nigerian military is broken; its soldiers refuse to fight,* The Washington Post, 10th May. https: //www. washingtonpost. com/world/africa/the-nigerian-military-is- so-broken-its-soldiers-are-refusing-to-fight/2015/05/06/d56fabac-dcae-

11e4-b6d7- b9bc8acf16f7_story. html. Accessed 30th March 2020.

≠ Spurk, D. , Volmer, J. , Orth, M. , & Goritz, A. (2019). How do career adaptability and proactive career behaviours interrelate over time? An intra and inter-individual investigation. *Journal of Occupational and Organizational Psychology*, 29(2), 22-25. https: //doi. org/10. 1111/joop. 12288.

≠ Takawira, N. , (2020). Mediation effect of perceived organizational and social support in the relationship between career adaptability and career satisfaction among professional women. *Journal of Psychology in Africa*, 30(1), 23-29. https: //doi. org/10. 1080/14330237. 2020. 1716550.

≠ Tims, M. , & Akkermans, J. (2017). Core self-evaluations and work engagement: *Testing a perception, action, and development path*. PLOS ONE, 12(8), 1-19. https: //doi. org/10. 1371/journal. pone. 0182745.

≠ Ugwueze, M. I. & Onuoha, F. C. (2020). Hard versus soft measures to security: *Explaining the failure of counter-terrorism strategy in Nigeria. Journal of Applied Security Research,* 15(3), 1-18. https: //doi. org/10. 1080/19361610. 2020. 1811936.

≠ Ujoatuonu, I. V. N. , Okafor, C. O. , Kanu, G. C. , & Okeke, C. J. (2020). Job characteristics and person-job-fit as predictors of Nigerian military personnel career adaptation. Scholars Journal of Arts, *Humanities and Social Sciences*, 8(12), 1-8. https: //doi. org/10. 36347/sjahss. 2020. v08i12. 003.

≠ Vanni, K. , Virtanen, P. , Luukkaala, T. , & Nygard, C. H. (2012). Relationship between perceived work ability and productivity loss. *International Journal of Occupational Safety and Ergonomics*, 18(3), 299–309. https: //doi. org/10. 1080/10803548. 2012. 11076946.

≠ Vermettena, E. & Ambaumb, J (2019). Exposure to combat and deployment; reviewing the military context in the Netherlands. *International Review of Psychiatry*, 31(1), 49–59. https: //doi. org/10. 1080/09540261. 2019. 1602517.

≠ Victor, B. , & Cullen, J. B. (1987). The organizational bases of ethical work climates. *Administrative Science Quarterly*, 33(1), 101-125. https: //www. jstor. org/stable/pdf/2392857. pdf

≠ Xu, X. M. & Yu, K. (2019). When core self-evaluation leads to career adaptability: Effects of ethical leadership and implications for citizenship behaviour. *The Journal of Psychology*. 153(5), 463-477. https: //doi. org/10. 1080/00223980. 2018. 1564724.

≠ Yang X, Feng Y, Qiu Y. & Meng, Y. (2019). Career adaptability, work engagement, and employee well-being among Chinese employees: *The role of guanxi. Journal of Frontiers in Psychology*, 102(10), 1-11. https: //doi. org/10. 3389/fpsyg. 2019. 01029.

≠ Yang, L. , & Wong, L. P. (2020). Career and life planning education: Extending the self-concept theory and its multi-dimensional model to assess career-related self-concept of students with diverse abilities. *East China Normal University Review of Education*, 3(4), 659-677. https: //doi. org/10. 1177/2096531120930956.

≠ Yoo, K. & Lee, K. H. (2019). Core self-evaluation and work engagement: Moderated mediation model of career adaptability and job insecurity. *Journal of Frontiers in Psychology*. 10(1), 1-9. https: //doi. org/10. 3389/fpsyg. 2019. 02093.

≠ Zagenczyk, T. J. , Purvis, R. L. , Cruz, K. S. , Thoroughgood, C. N. , & Sawyer, K. B. , (2020). Context and social exchange: perceived ethical climate strengthens the relationships between perceived organizational support and organizational identification and commitment. *The International Journal of Human Resource Management*, 00(0), 1-20. https: //doi. org/10. 1080/09585192. 2019. 1706618.

≠ Zhang, W. , Xu, Y. , Peng, L. , Bian, C. , Yu, Y. , Li1, Y. , & Li, M. (2020). *Military Career Adaptability Questionnaire in China: Development and validation*. https: //doi. org/10. 3389/fpsyg. 2020. 00280.