

Moderating Role of Work/Non-Work Interference and Enhancement in the Associations of Job Characteristics, Person-Job-Fit, and Military Personnel Career Adaptation

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ABSTRACT

Military career adaptability is critical for a country like Nigeria facing insecurity issues as it affects work engagement with the job performance of soldiers, development and sovereignty of many nations and countries. A substantial literature has examined the predictors of career adaptation. Still, there is little research on the contributions of personality, enhancement and interference, vocational with task identity factors and military career adaptation. Since unadaptable soldiers may not be able to fight against terrorists, resurgences and other domestic insecurity challenges associated with harmful consequences in armed forces, defence organisations, and countries. We investigated moderating role of work/non-work interference and enhancement on the associations of job characteristics and person-job-fit in military personnel career adaptation. The theory of work adjustment is comprehensive to explain the factors connected with the development and issue of military career adaptability. The study utilised a cross-sectional design with two hundred and fifty-two (252) military personnel. Their age ranged from 18-65 years ($M = .34$, $SD = .72$). The Global Self-Report Measure for Person-Job-Fit, Job Description Survey, Work/Non-Work Interference and Enhancement Scale and the Career Adaptability Scale were used for data collection. Hierarchical regression results showed that job characteristics, person-job-fit and work/non-work interference positively correlated with career adaptation. Interaction between job characteristics and work/non-work interference was significant for career adaptability, indicating that work/non-work interference moderated the association of job characteristics and career adaptability. Defence organisations must recognise the importance of assisting soldiers in adapting to their jobs by avoiding interference and implementing work enhancement policies, altering job characteristics, and enlisting and deploying best-fitted soldiers for combat.

KEYWORDS

Career adaptability; Job characteristics; Military personnel; Person-job-fit; Work/non-work interference and enhancement

1. Introduction

Nigeria has seen sectarian and ethnoreligious conflicts, wholesale abductions, resurgences, hostage-takers, arson, resource control with allocation issues, banditry, and cattle rustlings since 1999 (Ujoatuonu et al., 2017). Oil theft and civil unrest in the south, as well as kidnappings, hostage grabs, and ritual killings in the west, have tested Nigeria's fledgling democracy (Ujoatuonu et al., 2020). For these and other reasons, military involvement in domestic security has become unavoidable,

influencing their career adaptation (Abiodun & Taofeek, 2020). In contrast to many other professions, military personnel in Nigeria have experienced stressful conditions in this fourth republic due to work interference in the form of decreased career adaptation, perceived altered job characteristics, and person-job-misfit (Odo et al., 2021). These can lead to reduced motivation, job performance, work disengagement, psychological detachment, sensitivity to equity issues, and work-related attitude dissatisfaction (Abiodun & Taofeek, 2020). Yet, they are the most challenging and noble careers, requiring extraordinary dedication and self-sacrifice to keep up with the constant changes in the form of stress, life threats, and death (Zhang et al., 2020).

Montgomery (2020) states that personnel abilities determine adapting to war, combat, or military operations. The more they adapt to these challenges, conflicts, and battles, the better their job performance (Rudolph et al., 2017). Fighting terrorism and resurgence requires adapting professional skills and values (Dyson, 2020). Also, military personnel must have high ethical values (Ujoatuonu et al., 2017) and adapt to diverse local cultures (Abiodun & Taofeek, 2020). Increased creativity, and well-built skills (Huffman and al., 2019) are required for the military personnel to adapt to challenges.

The Nigerian military in this fourth republic must become more innovative, ground-breaking, and hard-lined to win battles against banditry, kidnappers, herders and terrorism (Ujoatuonu et al., 2020). Today's troops need a broader set of skills to be effective in various situations (Abiodun & Taofeek, 2020) to adapt quickly to combat stress and life threats. Studies (e.g., Abiodun & Taofeek, 2020; Huffman et al., 2019; Montgomery, 2020; Odo et al., 2021; Ujoatuonu et al., 2020) has shown that work engagement, vocational identity, organisational commitment, workability, benevolent motivation, and increased job performance are tools necessary to help address economic, ethno-political, religious, socio-political, technical, resource allocation, and other insecurity issues countries face that involves their military to avert civil wars. Defence organisations need to understand how these concepts operate to help soldiers adapt to conflicts, stress, difficulties, warfare, and life threats associated with them (Zhang et al., 2020). Career adaptability may impact employee attitudes and performance, particularly in the military.

Changeability is defined as adapting to new situations (Savickas & Porfeli, 2012). Adaptability and changeability are essential for military personnel's commitment, workability, vitality, purpose, and overall performance (Ujoatuonu et al., 2020). Career adaptability in the military is defined by Odo et al. (2021) as the ability of soldiers to deal with current, future changes and unexpected activities, transitions, challenges, or trauma that may affect their career. Career adaptability is associated with higher work satisfaction in all circumstances (Zacher, 2015), attachment theory for soldiers' (Rudolph et al., 2017), vocational identity (Ujoatuonu et al., 2017), and organizational convergence in war (Farrell, 2020). Similarly, workplace engagement and stress are linked to career adaptability (Montgomery, 2020). Also, a significant positive relationship was found between career adaptability and improvements in career transitions with adjustment (Rudolph et al., 2017) and person-job-fit (Brown et al., 2012; Odo et al., 2021; Ujoatuonu et al., 2020). Workers at all levels of their careers need to deal with new, complex, and ill-defined issues (Savickas & Porfeli, 2012).

As a result, military readiness will need to evolve to focus on how combat is changing and how troops can adapt and become motivated (Odo et al., 2021). Efficacy in various conflicts, difficulties, and wars requires a broader set of skills, motivation, competencies and potentials. Military psychological, political, technical, and economic development initiatives help troops prepare for future battles (Zhang et al., 2020). Career adaptability has been linked to many important career management outcomes, ideas, and profiles, but little is known about the predictors and influences of career adaptation in the military. People with essential adaptability resources may perceive various aspects of their work more positively. For example, they may see professional challenges as opportunities rather than threats, leading to the acquisition of new skills and an increase in feelings of happiness and job satisfaction. Therefore, we assume that career adaptability and job characteristics are related.

2. Literature review and hypotheses development

2.1 Job characteristics and military personnel career adaptation

Job characteristics can help the Nigerian armed forces and defence organisations improve their combatant personnel. According to Hackman and Oldham (1980), job characteristics are elements that define a profession. Job characteristics provide meaning in work, responsibility for outcomes, feedback and demand (Hackman and Oldham, 1975). Soldiers are more intrinsically motivated when their duties require multiple skills (Ujoatuonu et al., 2020). Personnel will be more proud of their job if they have a stronger sense of vocational and task identity. Responsible people have the freedom to make their own choices at work, which leads to autonomy. This may be difficult to accomplish because of the military's hierarchical organisational structure and environmental policies. Feedback is understanding job outcomes, such as production figures and customer satisfaction ratings. Workers may adjust their work processes to improve overall performance based on feedback (Hackman and Oldham, 1976; 1980). Uninteresting work is less motivating than demanding and exciting work, such as a soldier's career. When employees are faced with challenging job requirements, demonstrating significant career adaptability is considered to be adaptive behaviour, helping them effectively manage their job demands (Zacher, 2016; Savickas, 1997). According to Zacher (2016), when employees encounter high job demands, they are likely to adjust their behavior (i.e., show adaptability) to meet those demands. However, during periods characterized by low job demands, it is advantageous for soldiers to display increased career adaptability and confidence. Therefore, we propose a correlation between career adaptability and job characteristics.

H1: Job characteristics will have a significant positive relationship with career adaptation among Nigerian military personnel.

2.2 Person-job-fit and military personnel career adaptation

The Job Characteristics Model (JCM) is a key factor in influencing soldiers. It includes job responsibility, physical fitness requirements, and the need for exertion (Odo et al., 2021). Previous research by Zacher (2016) validated the JCM model by showing consistent connections between job characteristics and psychological work outcomes. Furthermore, job characteristics significantly impact professional outcomes such as job satisfaction and performance by influencing emotions and attitudes (Barrick et al., 2013; Aydiner et al., 2020). That's why job traits matter in the military. Sterberg and Rydstedt (2018) found a strong link between the five essential job qualities and soldiers' results, except absenteeism (i.e. job satisfaction, growth satisfaction, internal work motivation and job performance). A soldier can use these dimensions, outcomes, and traits to build a person-organisation-job fit. Secondly, the person-job fit may be related to Nigerian military personnel career flexibility (Odo et al., 2021).

According to Icheme et al. (2017) employee performance and career adaptability are determined by the degree of match between an employee and the organisation. According to Yen et al. (2019) person-job-fit is frequently regarded as a positive aspect of the workplace that helps workers adjust. Person-job-fit is the degree of employee-occupation fit (Wong & Tetrick, 2017). Individual soldier knowledge, competence, toughness, and job ability are all significant factors in achieving a person-job-fit (Odo et al., 2021). Workplaces tend to favour employees with a skill set that closely matches their job description and those who can manage the innovation process to adapt their careers (Ujoatuonu et al., 2020).

Odo et al. (2021) defined person-job-fit as the compatibility of soldier's qualities with a specific task and responsibility, vocation or profession from the employee's perspective and description. P-J-fit includes demand abilities and need-supplies or supply-value fit (Jiang, 2016; Park, 2017). This is the P-J-basic fit's premise. A soldier has in-demand skills when their job, responsibilities, and duties require them and need-supplies when their work fulfils their wants, wishes, or preferences (Jang, 2016; Kristof-Brown et al., 2005). This subjective assessment of the P-J-similar fit's characteristics can predict work-related attitudes and actions (demand skills and need-supply; Huang et al., 2019). P-J-fit has thus

proven to be a reliable indicator of positive military career adaptation attitudes (Odo et al., 2020; Ujoatuonu et al., 2021). In studies (e.g., Jiang, 2016; Kristof-Brown et al. 2005; Yen et al., 2019) conducted in the Western environment, the P-J-fit is linked to job satisfaction, flow at work, engagement, intention to stay, organisational commitment, and positive adjustment to new organisations and situations. Oh et al. (2014) found a strong negative association between the P-J-fit and employee work attitude, psychological detachment, and turnover intention. Most importantly, this study found a stronger correlation between P-J-fit and outcome than other Western studies. P-J-fit is linked to work engagement, employee well-being, and possibly career adaptability (Rudolph et al., 2017; Savickers & Porfeli, 2012). Thus, we hypothesize that:

H2: Person-job-fit will have a significant positive relationship with career adaptation among Nigerian military personnel.

2.3 The moderating role of work/non-work interference and enhancement

According to MartínezCorts et al. (2021), a moderating variable can help determine the causal effect of job characteristics, person-job fit, and career adaptability. Because most soldiers join military groups to protect their families, religion, or other important reasons (Ayinder et al., 2019), these families, religion, and significant others may interfere or enhance the work of this personnel (Perrigino et al., 2018). Ayinder et al. (2019), Chang et al. (2017), and Fisher et al. (2009) suggested various factors that may influence job characteristics and the compatibility between individuals and their jobs within the scope of career adaptation. We selected work/non-work interference and enhancement as variables to clarify the causal connections between job characteristics, person-job fit, and career adaptability. We made this choice considering the potential influence of different factors on the career adaptation of Nigerian soldiers.

The work/non-work interference and enhancement occur when an employee's job duties overlap with those of their significant other (Fisher et al., 2009). Aydiner et al. (2020) claim that studies on work-family issues can only be applied to workers who care for children, spouses, parents or significant others. It's a conflict between work and non-work areas that hinders or improves them (Hayman, 2009). Various factors can affect a soldier's ability to work or care for the family. As a result, military jobs and responsibilities are expanding (Farrell, 2020). Work/life balance may influence military personnel career adaptability (Farrell, 2020), job characteristics and person-job fit (Odo et al., 2021), job satisfaction, and overall performance (Chang et al., 2017).

Positive pressure on the approaches employees must adapt in their careers to fit and maintain a vocation has been revealed by Fisher et al. (2009). For example, it could mean work and home distractions that affect or improve Nigerian military personnel responsibilities and personal lives (Ujoatuonu et al., 2019). Interference and enhancement (which could mean change) between work and non-work activities that often harm productivity in the form of psychological detachment (i.e., staying on the job physically present but absent-mindedly and mentally lost in the job description, roles with responsibilities, and the world of work) or consciousness. Work/life interference and enhancement affect work engagement (Leona et al., 2021), grit, flourishing, person-job-fit (Hayman, 2009; Kelliher et al., 2019), and military well-being. Events change daily from work/non-work interference and enhancement, causing shifts in socioeconomic, political, organisational, and leadership circumstances, causing employee perception of organisation attractiveness and support (Quarton, 2013). Dyson (2020) stated that work-life intrusion and improvement activities are connected and planned.

Moreso, matching skills to tasks can help employees achieve a work-life balance (MartínezCorts et al., 2021). Workers must be adequately compensated and work in a safe environment to complete the tasks and avoid work interference while enhancing balance (Quarton, 2013). When supported by defence organisations, soldiers must be adaptable and open to new experiences to experience work enhancement and flourishing (Ujoatuonu et al., 2019). People at workplaces adjust as needed until skills and tasks are in sync. Individuals, people, and workers (P) search for work organisations and environments (E) that meet their "requirements" (Dawis, 2005). As explained Dawis (2005) model, a

person's desires (or reinforcers) can be divided into psychological and physical needs, referred to as values. The most crucial criterion for E is P's skills, operationalised as elements of their capabilities. Security, comfort, Awe, altruism, accomplishment, and autonomy are six value dimensions. P specifications denote needs, while E specifications denote responsibilities. TWA formulations propose several adjustment methods to explain how P and E can develop and maintain their connection over time (Dawis, 2005).

Adaptability, activity, reactivity, and perseverance are soldier traits (Dyson, 2020). Tolerance for P-E differences and dissatisfaction with E are referred to as adaptabilities. P, which refers to a person's willingness to change or act on E, must be assessed to reduce dissatisfaction. Conversely, reactivity refers to whether or not P would use self-adjustment to deal with a disparity without affecting E. Perseverance refers to P's desire and ability to adapt to change before quitting. E uses similar coping mechanisms to deal with disagreement and discontent. Consequentially, discontentment and unhappiness are seen as a continuous cycle of work adjustment throughout the career choice and working process. To measure the theory's many components, TWA provides a variety of metrics, including satisfaction, desires and values, skills and abilities, and satisfactoriness and correspondence indices (Dawis, 2005).

According to Rudolph et al. (2017), workers can adapt to war and defence organisation settings by changing job characteristics, work/non-work interference, and enhancement. Leona et al. (2021) believed that troops who can work could also be enthusiastic based on this theory to become more proactive and creative in their career. Work/non-work interference and present enhancement challenges in changing job characteristics since workers' adaptations to combat and warfare are now gold standard models (Ujoatuonu et al., 2019).

The Nigerian military appears unproductive in the face of these challenges. Because there are few studies on military career adaptability, job characteristics, work/life interference and enhancement, and person-job-fit among Nigerian military personnel, this research hopes to add to the growing knowledge in this grey area. This study seeks to understand these factors in Nigerian defence organisations. This study aimed to establish the associations between job characteristics, person-job-fit, work/non-work interference and enhancement and career adaptation among Nigerian military personnel. As a result, the study will answer the following questions:

H3: Work/non-work interference and enhancement will have a significant positive relationship with career adaptation among Nigerian military personnel.

H4: Work/non-work interference and enhancement will moderate the relationship between job characteristics and career adaptation among Nigerian military personnel.

H5: Work/non-work interference and enhancement will moderate the relationship between person-job-fit and career adaptation among Nigerian military personnel.

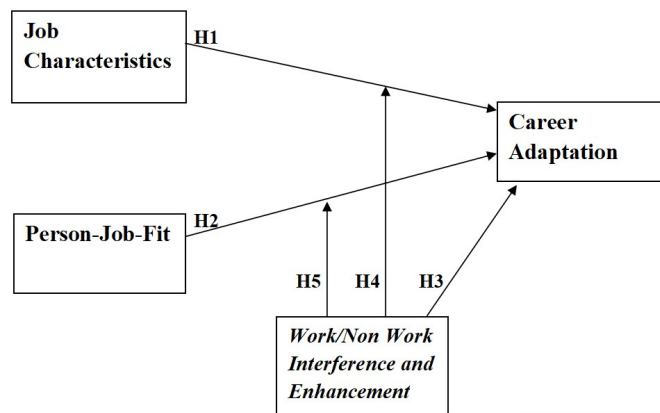


Figure 1 Hypothesized model for the present study

3. Methods

3.1 Participants

There are 252 military personnel drawn conveniently from a military training institute, the Nigerian Army School of Military Engineering (NASME) and the 72 Special Forces Battalion in Markurdi, Benue state. These institutions were chosen because the study's target populations are combatants at the training institute and battalion unit. We chose the locations because they had a high combatant count. Participants included paratroopers (jumpers), commando fighters, combat civil and medical centre wings (specializing in combat forces, ground movement, manoeuvring, and engineering).

The study relied on convenient sampling to identify available and willing participants. Participants aged 18-50 ($M=.34$; $SD=.72$) provided informed consent, and we got institutional ethical approval for the study. SSCE or equivalent, OND, NCE, HND, BSc, PGD, MSc and PhD were among the educational qualifications required. Warrant Officer, Master Warrant Officer, Army Warrant Officer, Second Lieutenant, First Lieutenant, Lieutenant, Captain, Major, and Lieutenant Colonel are the ranks of the respondents that participated in our study.

Because colonels lead the training institute and Special Forces unit, the personnel ranks were terminated at the lieutenant colonel by the defence organisation. Participants' ages, marital statuses, educational backgrounds, and employment histories were all inquired. We removed gender from the demographic because they asked us to, and the military does not believe in gender. The genders are the same. Before distribution, the training institute also requested that we remove ethnicity and religion. The reasoning is that ethnicity and religion are thought to play a role in the country's insecurity.

3.2 Instruments

3.2.1 Career adaptation scale

This measure was developed by Maggiori et al. (2015) to assess employees' thoughts, preparation, awareness of educational and vocational options, learning new skills and working up to their abilities, looking for opportunities to grow, observing different ways of doing and planning for the future. It is a 12-item scale measured on a 5-point Likert response format ranging from 1=not a strength to 5=Greatest Strength. Sample items include: *"Thinking about what my future will be like"*; *"Looking for an opportunity to grow as a person"*; *"Taking responsibility for my actions"*. We conducted a pilot study to validate the Career Adapt Abilities Scale–Short Form (CAAS-SF) by Maggiori et al. (2015) for the present study on a sample of 117 soldiers drawn from two military Barracks, namely: Onitsha Barracks, Onitsha, Anambra state and Warri Military Barracks, Warri Delta State. The items yielded acceptable internal consistency reliability, Cronbach's alpha (α) of .94.

3.2.2 Person-job-fit scale

The global self-report measure of person-job fit comprises nine items created by Brkich et al. (2002) to assess how employees' current job aligns with their goals, needs, abilities, skills, talents, competencies, and motivation. The scale employs a seven-point Likert response format, where a rating of 1 signifies strong disagreement, and a 7 indicates strong agreement. For instance, certain items contain "My current job accurately represents my true self" and "I am proficient in applying my skills, talents, and competencies in my current occupation". Brkich et al. (2002) demonstrated a strong level of internal consistency, achieving a coefficient of .92. To assess the validity of the person-job fit Scale created by Brkich et al. (2002) for our present research, we carried out a preliminary study involving a group of 117 soldiers. The scale's items exhibited satisfactory internal consistency reliability, as indicated by a Cronbach's alpha (α) coefficient of .89.

3.2.3 The job characteristics questionnaire

The Job Description Survey (JDS), developed by Hackman and Oldham (1975), evaluates the impact of job designs on work motivation. The assessment examines various aspects of employment,

including the dimensions of the job, the psychological states of individuals, the emotional responses of employees to their job and work environment, and the personal development, requirements, and capabilities of individuals. For instance, some of the questions are: "The instructions for this job are unclear and insufficient"; "I find it difficult to align political and group influence with formal principles". A pilot study was conducted to validate the JCQ or JDS questionnaire on a sample of 117 soldiers. The questionnaire items showed acceptable internal consistency reliability, with a Cronbach's alpha (α) of .94.

3.2.4 Work/non work interference and enhancement scale

Fisher et al. (2009)'s Work/Non-Work Interference and Enhancement Scale measures how work affects personal life, how personal life affects work, and how work improves personal life. The scale comprises 12 items and is measured using a Likert response format, ranging from 1 (Rarely) to 4 (Most of the time). An example of a sample item is: "My work mood is positively influenced by my family or personal life". Another sample item is: "My job allows me to effectively manage my responsibilities during working hours". A pilot study was conducted for the current research with a sample of 117 soldiers. The study's items demonstrated acceptable internal consistency reliability, with a Cronbach's alpha (α) of .84.

3.3 Procedure

The two training schools gave us the approval to conduct the study. Some declined due to the country's insecurity, fearing that this research might make or influence personnel to divulge sensitive security information, which could help opposition parties, unknown shooters, protesters, and other non-state actors. However, this training institute and battalion unit agreed to participate in the study, believing it would help soldiers communicate and fight for defence organisations, armed forces, and Nigeria.

We trained three combatant research assistants in the training institute and battalion unit. The research assistants were soldiers who had experience collecting field data. Participants were told their participation was voluntary and their data was private. The questionnaire included a cover letter informing respondents of the study's nature and purpose while guaranteeing their privacy. Each respondent gave informed consent by ticking an informed consent column in the form. Participants willing to participate in the study were given a questionnaire containing demographic and research variables or measures information. We were asked to distribute the questionnaires during breaks, after morning debriefings or other appropriate times. The participants were thanked for completing the questionnaires.

3.4 Research design

We used a cross-sectional survey design and calculated Pearson's correlation coefficient (r). We chose Pearson's correlation coefficient based on Urbina's (2004) recommendation for its effectiveness in establishing relationships between: (a) scores on multiple assessments; (b) test scores and non-test (demographic) variables; (c) various parts of tests; and (d) parts of tests and non-test variables (like the Work/Non-Work Interference and Enhancement Scale). Correlations allow researchers to make predictions by indicating common variance (Urbina, 2004). We employed the robust PROCESS Macro for SPSS developed by Hayes (2018), which is specifically designed for assessing moderation or interactive effects. The Hayes PROCESS is currently considered the most reliable method for conducting tests of moderation analysis in the fields of psychology and management sciences research (Hayes, 2012).

4. Analysis and findings

Result in Table 1 indicated that none of the demographic variables such as age, years of experience, marital status, number of children and educational qualification correlate with career adaptation. Job characteristics positively correlate with career adaptation ($r = .55, p < .01$). person-job-fit ($r = .41$,

$p < .01$) and work/non-work interference and enhancement ($r = .28$, $p < .01$) positively correlate with career adaptation.

Table 1 Means, standard deviations, and correlations among studied variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	.34	.72	-								
2. Years of Service	1.09	.89	.68**	-							
3. Marital Status	.65	.48	.49**	.53**	-						
4. Number of Children	1.21	1.48	.51**	.59**	.54**	-					
5. Educational Qualification	2.36	1.53	.41**	.37**	.26**	.29**	-				
6. Job Characteristics	81.88	25.59	.05	.10	.08	.06	-.10	-			
7. Person-job-fit	36.59	12.69	.08	.08	.13*	.10	-.15*	.57**	-		
8. Work/Non work Interfer & Enhance	61.06	519.45	-.02	.06	.01	.07	-.08	.39**	.24**	-	
9. Career Adaptation	36.49	12.43	-.01	.08	.09	.08	-.05	.55**	.41**	.28**	-

Notes: **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Table 2 Hayes PROCES Macro result for moderating role of work/non-work interference and enhancement on the relationship between job characteristics and military career adaptability

Variables	<i>B</i>	<i>SE</i>	<i>T</i>	95% CL		ΔR^2	ΔF
				LLCI	ULCI		
Job Characteristics	.24	.03	8.57**	.19	.30		
Work/non-work Inter & Enhance	.12	.10	1.27	-.07	.31		
Job Characteristics X WnWI	-.01	.00	-.23*	-.01	.00	.32	248.00**

Notes: * = $p < .05$ (two-tailed), ** = $p < .001$ (two-tailed). β = Regression Coefficient; *SE* = Standard Error; *t* = population *t* value; *p* = Probability Level; LLCI and ULCI = Lower and Upper Limit Confident Interval; ΔR^2 Adjusted R square.

According to Table 2, job characteristics positively affect military career adaptability. Career adaptability increases by 0.24 units for every unit increase in job characteristics, according to the beta coefficient (β). The relationship is statistically significant ($p < .01$) with a *t*-value of 8.57. The relationship between work/non-work interference and career adaptability was not significant ($\beta = 0.12$, $t = 1.27$, $p > .05$). The study found a significant interaction between job characteristics, work/non-work interference, and career adaptability. This suggests that work/non-work interference and enhancement affected job characteristics and career adaptability. The interaction slope analysis (Figure 2) shows that job characteristics strongly predict career adaptability for low, moderate, and high work/non-work interference and enhancement. In particular, the regression coefficients (β) were 0.29 ($p < .01$) for low levels, 0.24 for moderate levels, and 0.19 for high levels of work/non-work interference and enhancement. Job characteristics and work/non-work interference and enhancement explained 32% of career adaptability variation, according to the model's R^2 of 0.32. Additionally, the *F* statistic was significant ($F(38.84) = 248.00$, $p < .01$).

Table 3 Hayes PROCES Macro result for moderating role of work/non work interference and enhancement on the relationship between person-job-fit and military career adaptability

Variables	<i>B</i>	<i>SE</i>	<i>T</i>	95% CL		ΔR^2	ΔF
				LLCI	ULCI		
Person-job fit	.33	.06	5.79**	.22	.44		
Work/no work Interference (WnWI)	.32	.10	3.30**	.13	.52		
Person-job fit X WnWI	-.02	.01	-2.41*	-.03	.00	.22	23.34**

Notes: * = $p < .05$ (two-tailed), ** = $p < .001$ (two-tailed). β = Regression Coefficient; *SE* = Standard Error; *t* = population *t* value; *p* = Probability Level; LLCI and ULCI = Lower and Upper Limit Confident Interval; ΔR^2 Adjusted R square.

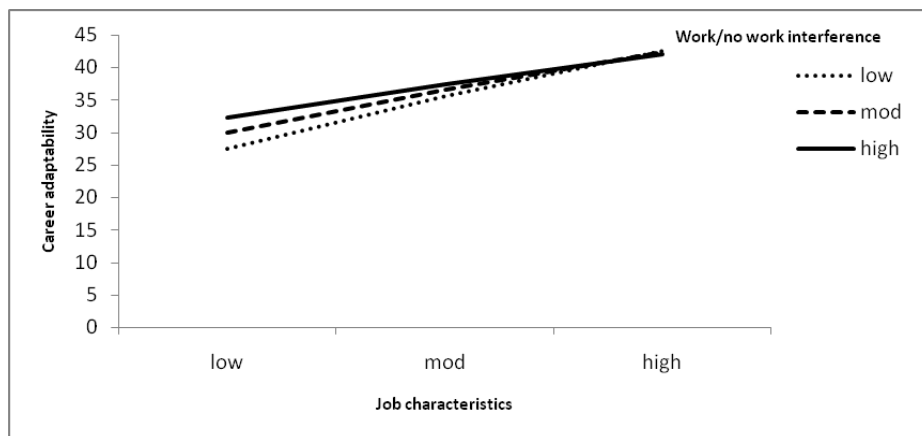


Figure 2 Interaction slope showing the moderating effect of work/non-work interference and enhancement on job characteristics and career adaptability

Table 3 indicates a positive correlation between person-job-fit and military career adaptability, with a β of 0.33. For every unit of person-job fit, career adaptability rises 0.33 units. This relationship is statistically significant because the t-value is 5.79 and the p-value is less than 0.01. The relationship between work/non-work interference and enhancement and career adaptability is also significant, with a beta coefficient of 0.32, t-value of 3.30, and p-value of less than 0.01. The data suggests that career adaptability increases 0.32 units per unit of work/non-work interference and enhancement. Figure 2 shows that the interaction between work/non-work interference and enhancement moderates career adaptability, with $\beta = -0.02$, t-value = -2.41, and p-value < 0.05. The analysis shows that work/non-work interference and enhancement affect person-job-fit and career adaptability. For individuals with low work/non-work interference and enhancement, person-job-fit strongly predicts career adaptability ($\beta = 0.45$, $p < 0.01$). Career adaptability is significantly impacted by person-job-fit for moderate work/non-work interference and enhancement ($\beta = 0.33$, $p < 0.01$). Individuals with high work/non-work interference and enhancement show a smaller but significant effect of person-job-fit on career adaptability ($\beta = 0.21$, $p < 0.01$). The model's R^2 value was 0.22, indicating that person-job-fit and work/non-work interference and enhancement explain 22% of career adaptability. The F statistic was significant ($F(23.34) = 248.00$, $p < 0.01$).

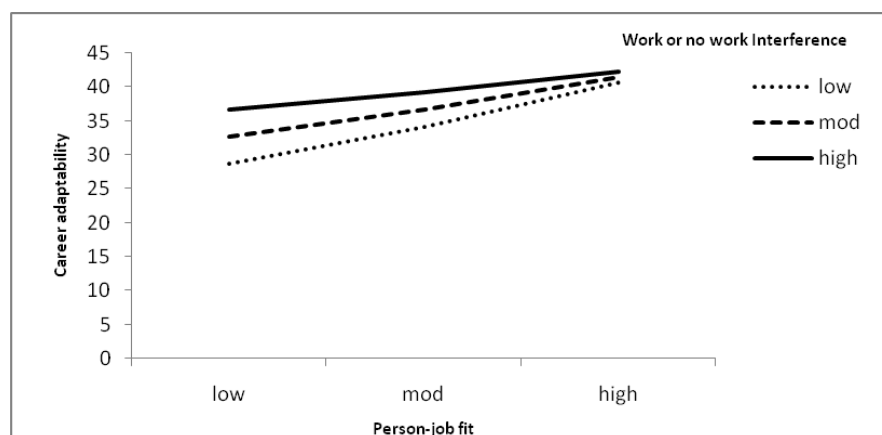


Figure 3 Interaction slope showing the moderating effect of work/non-work interference on person-job fit and career adaptability

5. Discussion

The present study examined the moderating role of work/non-work interference and enhancement in the associations of job characteristics, person-job-fit and career adaptation among Nigerian military personnel. The first hypothesis, which stated that job characteristics would significantly positively affect career adaptation, was confirmed. Job characteristics significantly predicted career adaptation. This study aligns with the findings of Zacher (2016) and Odo et al. (2021). They noted that daily career adaptability is positively influenced by job characteristics, including daily job demands, daily job autonomy, daily conscientiousness, daily openness to experience, and daily past and future temporal focus. The findings from this study showed that job characteristics play an essential role in career adaptation. Military personnel experience of job characteristics influences the degree to which they study and thrive at work are motivated, committed and fit easily to their job while experiencing meaningfulness in their vocation.

The second hypothesis that person-job-fit will have a significant positive relationship with career adaptation was accepted because person-job-fit positively correlated with career adaptation. Kaur and Kaur (2020), Odo et al. (2021), and Ujoatuonu et al. (2020) have reported that employees' ability to self-regulate in order to achieve a good fit between work and their environment is influenced by possessing psychosocial meta-capacities in the form of career adaptability, which leads to positive job outcomes. Therefore, the study contradicts these findings. Yen et al. (2019) affirmed that soldiers' comprehension, competence, grit and expertise in their occupation are significant to their resourceful feats and acts in battle and warfare. Furthermore, employees who possess a skillset that closely aligns with their job description are deemed to have sufficient understanding and proficiency to fulfill their job requirements, as well as a greater ability to oversee the innovation process for career advancement (Zhao & Han, 2016).

The third hypothesis, that work/non-work interference and enhancement would have a significant positive relationship with career adaptation, was accepted because work/non-work interference and enhancement were positively correlated with career adaptation. The findings of this study complement earlier studies by Mattar et al. (2020) and Ujoatuonu et al. (2019), which likewise show a notable negative influence of job stress and a positive effect of work-life balance on job satisfaction. Many individuals choose to leave their organization because they struggle to adapt to the demands of their careers, especially when work and non-work responsibilities conflict or compete with each other (Hayman, 2009; Kelliher et al., 2019). This can have implications for various aspects of well-being and job performance, such as thriving at work, grit, flourishing, person-job fit, and job characteristics. The reasons for these challenges can vary depending on socio-economic, political, organizational, and leadership factors, which may change abruptly or gradually over time.

The fourth hypothesis has been confirmed, indicating that the relationship between job characteristics and career adaptation is influenced by work/non-work interference and enhancement. It was found that person-job-fit moderates this relationship among Nigerian military personnel. As study result shows that the interaction between job characteristics and work/no work interference and enhancement is significant for career adaptability, indicating that work/no work interference and enhancement moderated the relationship between job characteristics and career adaptability. The slope of the interaction in the present study demonstrates that job characteristics predicted career adaptability for those with low, moderate, and high work/no work interference and enhancement.

Furthermore, we proposed that work/non-work interference and enhancement would influence the effect of person-job-fit on career adaptation. We have validated our fifth hypothesis, which claimed that career adaptation among Nigerian military personnel does not moderate the relationship between work/non-job fit and enhancement. The results show that the link between work/non-work interference and enhancement and career adaptability is impacted by person-job-fit. The correlation coefficient of the

relationship indicates that the match between an individual and their job predicts their capacity to adapt their career, regardless of the degree of interference and enhancement between work and non-work activities.

6. Implications of the study

The findings have implications for career adaptability in or out of war. Defense organisations must recognise the importance of assisting soldiers in adapting to their jobs by implementing work enhancement policies. The soldiers would perceive positive work/non-work interference and enhancement policies in both the distribution of resources, the workplace support treatment their supervisors give them, and being consulted in the decision-making process when the aspects specific to their job are made assessable definite. Also, the current paper suggested that addressing work/life balance and enhancement policies will help military personnel understand the importance of job fit. This adaptability will help soldiers achieve organizational and personal goals that lead to organisational development in the military environment. The researcher has attempted to explain the role of work/non-work interference and enhancement in the Nigerian context. They affirm the importance of fostering career adaptation through job characteristics and person-job fit. The military organizational leaders can increase the motivation of soldiers by developing positive work/non-work interference and enhancement policies within the military organisation and by providing support that fosters adaptability.

7. Limitations of study

The study has contributed to knowledge in some ways, but it is not without limitations. First, the cross-sectional survey design narrows the scope of possible causal explanations. Longitudinal studies are the only way to establish causation. Second, the gender of participants in the current study was not identified because both male and female military personnel are treated equally, and the sample size was small. This may have hampered the variation in work/non-work interference and enhancement, as well as career adaptation in the workplace. Furthermore, ethnicity was excluded as a reason for Nigeria's high level of insecurity at the time of the study. Male and female soldiers in the Nigerian armed forces should be sampled in the future. Third, participants may have answered the questions in a way they thought others would approve of, affected by what's socially acceptable. However, because their responses were promised to be used only for academic purposes and anonymously, this potential issue may have been reduced. Thus, it's important to be careful when applying the results to different regions and occupations, as this study is just an initial step towards success in Nigeria. Other researchers are expected to continue with further investigations. This future research is important as it expands our knowledge by including more predictor variables like energy at work, job satisfaction, organizational commitment, and personality traits.

8. Conclusion

The current study investigated the impact of work/non-work interference and enhancement on the correlation of job characteristics and person-job-fit with career adaptation among Nigerian military personnel. The results established a positive link between job characteristics and career adaptation. Additionally, there is an association between person-job-fit and work/nonwork interference and enhancement with career adaptation. Job characteristics also display a positive correlation with military career adaptability. Furthermore, the correlation between job characteristics and work/nonwork interference and enhancement significantly influenced career adaptability, indicating that work/nonwork interference and enhancement played a moderating role in the relationship between job characteristics and career adaptability. Lastly, there is a positive correlation between job fit and adaptability in military careers.

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Data availability

The authors confirm that the data supporting the findings of this study are available and will be provided by the corresponding author if required.

Ethical approval

All research methods involving human participants align with the institutional research committee's ethical standards and the 1964 Helsinki Statement and its subsequent revisions or similar ethical standards.

Informed consent

All individual participants in the research provided informed permission.

Disclosure statement

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