

# Influence of Employment Processes on Employees' Adaptability and Engagement in Airteltigo, Ghana

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Received: February 8, 2023    Accepted: April 18, 2023    Published: April 21, 2023

doi:10.5296/bms.v14i1.20923    URL: <https://doi.org/10.5296/bms.v14i1.20923>

## Abstract

This study was undertaken to ascertain from workers of AirtelTigo in the Northern Region of Ghana the influence of employment processes on employees' adaptability and engagement. The population for the study was made up of all the 72 workers of the organisation. Structural equation model was used to analyse the data. The study revealed that, level of education, salaries and incentives significantly influenced employee adaptability, accounting for more than 80% of current changes in staff career choices. Equally, cultural diversity significantly influenced employee engagement, accounting for 84% of changes in current employee engagement abilities whilst career development opportunities accounted for 71% of changes in staff's current engagement abilities. In view of the findings, the study recommends that human resource managers should pay particular attention to applicants' ability and willingness to learn during recruitment process. Equally, Human resource managers should be encouraged to create opportunities for employees to plan and manage their career paths and goals. Conscious efforts should be made to create culturally tolerant climate to accommodate diversity.

**Keywords:** employment process, employees' adaptability, employee engagement, recruitment, coping skills, changes, career adaptability

## 1. Introduction

Employees are considered one of the most important assets that enable organisations gain competitive advantage in the marketplace. To ensure the continuous usefulness of human resources to the organisations, there is the need for the employees to adapt as well as exhibit some sense of engagement in organisations. Organisations therefore need to use strategic recruitment processes to hire employees who have the tendency of being adaptable and engaged as long as their services in the organisation remain relevant. Understanding career adaptability and employee engagement in relation to recruitment process of organisation is very important because effective human resource planning helps in determining the gaps present in the existing manpower of the organisation. It is the individual employee propensity to adjust to changing environment that is used as the distinguishing factor between resourceful employees and lackluster ones. Career adaptability reflects a process through which people build their professional lives in a dynamic manner and at the same time demonstrate the ability to handle changes, both psychologically, emotionally, proactively and effectively within a particular sociocultural and economic context within which they live (Kristin et al, 2014; Savickas, 2015, 2013, Savickas & Porfeli 2012 and Savickas, 1997). Adaptable employees are perceived as a flexible workforce which support organisations to meet changing performance requirements, adapt, and respond to occupational innovations.

From human resources perspective, Sharma, Chaudhary and Singh (2019) and Briner (2013) observed that employee engagement continues to be an important consideration due to the challenging economic climate. Hence, organisations now more than ever are deciding to restructure and resize, which has resulted in investigating new approaches to maintain and increase engagement. According to Savickas and Porfeli, (2012), organisations need to create a balance between fostering and enhancing employee engagement levels and not compromise their competitive position. Similarly, Osman and Fah (2011) also argue that the ability to attract, engage, develop and retain talent has become increasingly important for gaining competitive advantage in contemporary business environment.

Sharma and Singh (2018), Sharma, Goel, and Sengupta (2017) and Sharma and Garg (2017) opined that in the current competitive global business environment, business capital is abundant, ideas are developed quickly and cheaply and people are willing to change jobs often. Therefore, organisations that do not provide the opportunity for their employees to learn and cope with these quick changes and innovations turn to lose them (Sharma & Singh 2018). In another vein, Sharma and Singh (2018) and Sharma and Garg (2017) further argued that engaged employees may be key to sustained competitive advantage. It is observed that engaged employees have high levels of energy, are enthusiastic about their work and are often fully immersed in their jobs so that time flies. Equally, Bakker (2011) explained that employee engagement is seen as a function of working conditions, specifically the job demands, job resources and the control that the employee has over his work.

In ensuring that the human resources of the firm is committed, empowered, motivated, stable physically, cognitively and emotionally connected to work, employees career adaptability and

their engagement must be considered seriously, hence, the need to explore factors influencing employee adaptability and engagement in AirtelTigo Ghana limited.

The concept employee adaptability and engagement is vastly researched and literature exists in advance world on how the practice of employee adaptability and engagement facilitate business prospects leading to efficiencies and effectiveness and eventual increase in outcome and profitability. In Ghana however, there exists scanty literature on employee adaptability and engagement. A search revealed that there is no specific study on the influence of employment processes on employee adaptability and engagement in the Telecommunication industry in Ghana. This gap motivated the initiation of this research work to fill this gap and also help provide little literature in this direction.

The climate in the telecom industry in Ghana has similarly reflected Global changes (Coetzers & Rothmann, 2007). Since the nineteenth century, the telecom industry has seen immense growth and expansion, characterised by competitiveness and rivalry (Coetzer & Rothmann, 2007). The Telecommunication sector in Ghana experienced radical transformations in terms of how they conduct their day-to-day business, how the players compete among themselves and how they handle the growth and development of their employees. The radical changes as experience led some players to rethink their Human Resource Management (HRM) practices and how to aligned HR practices to the strategy of the organisation for its success. Prominent among the HRM practices used were rightsizing, recruitment, training, outsourcing, employee leasing and contract workers and delayering. It is in the light of these that the researchers saw the need to investigate how these players in the Telecommunication sector coped, using the recruitment processes to turn around their fortunes. The focus of this study was to established the influence of recruitment processes in facilitating employee adaptability and engagement in AirtelTigo Ghana limited. This was considered relevant because this company was a merger of two separate companies that operated as distinct entities prior to their meager. Their meager led to reduction in staff strength but necessitate prudent moves to turn around the fortunes of the company using HR practices, particularly recruitment. Though this study was limited to Ghana, it should be of interest to HR managers in other geographic areas outside Ghana, provided that the cultural differences are taken into considered when applying the results of this study.

To facilitate the collection of relevant data through questionnaire, research questions were posed. The relevant questions asked to gather responses by the researchers were: is there any relationship between an organisation employment processes and employee adaptability and employee engagement? Are there factors that influence employee adaptability in AirtelTigo limited? And what are the factors that influences employee engagement abilities in AirtelTigo limited in Northern Region of Ghana?

## **2. Literature Review**

Employees' engagement as a function of personal resources (Rossier, Zecca, Stauffer, Maggiori & Dauwalder 2012), and Kannan (2013) argued that employee engagement is

predominantly focused on the organisational factors whilst individual influence factors have not received sufficient attention. The exact nature of the relationship between employee engagement and their career adaptability has been debated for a long time. However, most researchers (Swathi, 2013; Briner, 2013 and Sardar et al., 2011) agreed that employee engagement and employee career adaptability are determined by the recruitment policies of an organisation. An efficient recruitment and selection system takes into consideration the potential employee ability to learn on the job, develop further while on the job and capable of coping or developing coping strategies as and when radical changes are injected into the industry. Hence, adaptable employee should be spotted during the selection process, and this is supported by the efficiency of the recruitment and selection process.

Adaptability is an individual's ability, skill, disposition, willingness and motivation to change to fit different task, social, and environmental features (Ployhart & Bliese 2006). It enables employees to deal with changes in their work environment, such as redundancy, restructuring, conflicting roles, work overload, stress, demand fluctuations, outsourcing and job insecurity which are all characteristics of the modern business environment (Sardar et al., 2011). Moreover, Mendes and Stander, (2011) posits that, although career adaptability entails specific skills, encapsulating adaptability such as coping skills and self-regulation should relate to outcomes such as engagement.

Adaptability is the capacity to make changes in self and situation for satisfaction and success. Employees must continuously adapt in their life cycle so that they can respond effectively to changing world, workplace, personal and environmental demands and opportunities in order to remain relevant, productive, purposeful, and gainful to themselves and their organisations (Brown & Lent, 2016; Santilli, et al., 2016 and Morrison & Hall, 2002). Hence, career adaptability is a cardinal construct for understanding vocational behaviour to help employees design interventions to make changes in self and situation to enable them navigate around work and workplaces, become employable in turbulent times and promote self-cognitions and appropriate behaviours and to develop attitudes necessary to achieve satisfaction and success at the workplace (Hirschi, Hermann, & Keller, 2015; Glavin, 2015; Rossier, 2015; de Guzman & Choi, 2013 and Hamtiaux, Houssemand, & Vrignaud, 2013). To this effect, all individuals are prepared to change, to possess differing resources to assist in coping with change and will change if changing is a requirement to guarantee smooth transition to the next organisational expected level. To this end, Savickas and Porfeli, (2012) stated that, as individual's environment changes, adaption is the alternate effort that should be expended in an attempt to maintain person-environment fit. This is an indication that the calibre of persons hired by the organisation will have an impact on their ability to transition when the need arises. Where recruitment is thoroughly and carefully executed, persons selected will possess certain characteristics that would serve as buffers to enable them deal with changes in whatever form and shape.

Rudolph *et al.*, (2017), Ginevra *et al.*, (2016) and Johnston, (2016), observed that, career adaptation enables individual employees to envision and construct the future, look around to

explore work and career opportunities, and build confidence to solve problems. Potential employees' ability to exhibit these features should guide recruiters in the selection of prospective workforce who can adapt smoothly to changing occupational situation (Hartung & Cadaret 2017, Rudolph *et al.*, 2017, Glavin, 2015 and Savickas & Porfeli, 2012). Hiring persons with personality traits of flexibility and their willingness to change is key and is viewed as a stable trait (Hartung & Cadaret 2017).

### **3. Empirical Review**

In today's diverse workforce, employee engagement has become a complex and challenging goal for management of organisations. Therefore, to have an engagement-friendly culture, it is important to consider the value of multi-generational and multi-cultural workforce (Agrawal & Ojha, 2016). In this regard, organisations are considered great places to work when management respect the needs of each employee along with motivational packages and incentives that encourages each employee to pursue individual goals in line with organisational objectives (Agrawal, 2015). Agrawal (2015) argues that the meaning of engagement can be understood as an act of engaging or state of being engaged. Similarly, many experts; Rana and Chopra (2019), Soni, (2013), and Hirschi, Hermann and Keller (2015) do not understand how this can be achieved at the workplace. There is no one-size-fit-all solution to be sure, but Lent (2013) explained that success can be achieved if one understands the significance of engagement and moves beyond defined rules.

In general terms, Hirschi, Hermann and Keller (2015) observed that people understand employee engagement as a state of mind, where one feels satisfied, empowered, and committed at work. In contrast to this, Sharma and Garg. (2017) argues that employee engagement is characterised by behaviours such as persistence and initiation or an innate personal characteristic like the right attitude, level of energy or point of view or a combination of all of these factors. Employee engagement according to Rana and Chopra, (2019) is a desirable condition that rest on organisational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components.

Yang, Feng, Meng and Qiu, (2019), Ren and Chadee, (2017) and Guest, (2017) postulate that employee engagement involves harnessing organisation members personalities to support their work roles. In engagement, people employ and express themselves physically, cognitively and emotionally during role performances. In a research design to establish approach to the concept of engagement, Sharma and Singh, (2018) and Maslach and Leiter (2008) conceptualised engagement as opposite or the positive antithesis to three dimensions: exhaustion, cynicism, and sense of inefficacy. Brown and Lent, (2016) and Lent (2013) provided an alternative approach for employee engagement by asserting that job engagement is an independent state of mind and inversely related to each other. It can be understood that, employee engagement is a positive, fulfilling and work-related state of mind that is characterised by vigor, dedication, and absorption.

Some research scholars opined that engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organisation (Shukla, Adhikari & Singh, (2015); Van Wingerden, Bakker & Derks (2017); and Soni, 2013). Whatever the understanding is or the confusion over definition, Soni (2013) argued that an engaged workforce leads to higher retention and productivity, lower stress, better customer satisfaction, and ultimate results. Therefore, cost of not addressing engagement is tremendous. In this regard, Rossier *et. al.* (2012) asserts that an organisation can have the best reward system, training and development, and human resource (HR) policies, but if employees do not feel good about themselves, they can neither induce behavioural change or be trained effectively.

Achieving employee's commitment and loyalty is not an easy task. Yang et al, (2019), Sharma, and Garg (2017) and Swarnalatha and Sureshkrishna (2013) argued that commitment and loyalty is not about giving to get, because employees know when the conditions are true and when it is right to give their best to the organisation. In support of this, Swathi. (2013) explained that the amount of discretionary effort exhibited by employees in their job depicts their level of commitment and loyalty.

#### **4. Methodology**

This research work was carried out in the Northern Region using AirtelTigo Ghana Ltd as the case study organisation. AirtelTigo develops and operates cellular telephone services to individuals, small and medium-sized enterprises, and corporate customers in Latin America, Africa, and the international community. It offers mobile connectivity, dedicated voice, mass messaging, dedicated Internet, co-location, wide area network/virtual private network (WAN/VPN), managed and hosted, and fixed telephony solutions. AirtelTigo was formerly known as Millicom Ghana Limited and changed its name to AirtelTigo in October 2017. The company operates in all the ten regions of the country, but this research was focused on only the northern regional branch.

#### **Population and sampling**

The target population included all the branch offices and staff of the Northern Territories of AirtelTigo. The population for the study was Seventy-two (72) workers, comprising both full time and contract staff of the company. Due to the small size of the population, all 72 staff participated in the study, however, 61 valid responses were processed at the end of data collection giving about 85% response rate. The composition of the sample was: Main Stream Employees: Twelve (12), Eight (8) Males and Four (4) Females and Temporal Employees: Freelancers (Agents) - Sixty (60), 34 Males, 26 Females.

#### **Data collection and method of analysis**

For optimum efficiency in volume of data, the researchers structured the distribution of questionnaire to coincide with the working hours of the company. It is believed that it is at this point that all the staff are most likely to be available. Due to the vast nature of the Northern Regional operations of AirtelTigo, complete retrieval of all the questionnaire from

the respondents took a month. The respondents were allowed to take the questionnaire home where they had ample time to complete it. Questionnaire was used as the instrument for data collection as it gives the benefit of structuring verbal interview into specific scenarios or instances for the respondents to indicate the extent to which they either agree or disagree, using the five-point Likert Scale where 1 is strongly agree, 2 is agree, 3 is neutral, 4 is disagree and 5 is strongly disagree. The use of questionnaire provides a relatively cheap, quick and efficient way of obtaining large amounts of information from a large sample size (Maggiori, *et al.* 2017; Cooper & Schindler, 2014 and Savickas & Porfeli, 2012). Upon retrieval of the questionnaires, the pattern of responses were thoroughly analysed and numerical codes were assigned to each response and coded into SPSS version 21. Simple descriptive analysis was used to examine the validity and consistency of the data to ensure that all the data entered were correct and tallied with the total number of responses on the questionnaire. Reliability test was performed to determine how reliable the response fit the objective. This was based on a Cronbach's Alpha of 0.7 or more. SmartPLS3 was used to perform Partial Least Square Regression based on the structural model designed. This revealed the nature of relationship between, recruitment process, career adaptability and employee engagement as well as the level of effect and nature of influence.

## 5. Results and Discussions

### Demographic information

The evidence in table 1 shows that majority (57.4%) of the staff are males, bachelor's degree is the most common qualification among the staff (36%) although there were many staff with diploma certificates. The results further shows that majority (62.3%) of the staff are single and very few of them (1.6%) were divorced. Again, it was revealed that, about 21.3% of the staff are the breadwinners of their family and when asked to indicate the extent to which they are happy with their job, majority (77%) said they were moderately happy. Also, about 6.6% said they were very happy with their jobs.

Table 1. Demographic Information (n = 61)

Information	Frequency	Percent (%)
<b>Sex of Respondents</b>		
Male	35	57.4
Female	26	42.6
<b>Educational Level of Respondents</b>		
S.H.S	14	23

D.B.S.	7	11.5
Diploma	18	29.5
Degree	22	36
<b>Marital Status of Respondents</b>		
Married	22	36.1
Single	38	62.3
Divorce	1	1.6
<b>Are you the Breadwinner?</b>		
Yes	13	21.3
No	20	32.8
Not fully	28	45.9
<b>Level of Happiness</b>		
Very unhappy	10	16.4
Moderately happy	47	77.0
Very happy	4	6.6

#### Source; Field Survey data

From table 2, the skewness value of 0.846 indicates that the distribution of ages of staff does not approach normality. Therefore, the median age is 28 years and semi-interquartile age is 2.75 (mean age is 28.03 years, standard deviation is 5.164). The maximum age is 45 years and the minimum age is 18 years. It thus suffices to conclude that majority of the staff are below the average age of 28 years

On the other hand, the results further shows that the distribution of earnings of the staff does not approach normality (skewness = 1.407). Thus, the median salary is GHC600.00, semi-interquartile salary is GHC 225.00 (mean salary is 730.4918, standard deviation is 462.43351). The maximum salary is GHC2200.00 and the minimum salary is GHC200.00.



This means that majority of the staff earn below GHC600.00.

Table 2. Age and Pay Distribution of Staff

		Age	How much do you earn at the end of the month?
N	Valid	61	61
	Missing	0	0
Mean		28.03	730.4918
Median		28.00	600.0000
Std. Deviation		5.164	462.43351
Skewness		0.846	1.407
Std. Error of Skewness		0.306	0.306
Minimum		18	200.00
Maximum		45	2200.00
Percentiles	25	24.50	450.0000
	50	28.00	600.0000
	75	30.00	900.0000

**Source: Field Survey Data.**

### **The relationship between Employment Processes, Employee Career Adaptability and Engagement.**

The data from the study in figure 1 reveals that an organisation employment process is influenced by two main organisational factors. In an attempt to employ staff, there exist a direct and high level of influence from the budget level and the organisation recruitment policy. From the findings of this study, 90.2% of employment process is influenced by the budget level available for the purpose. On the other hand, 80.1% of the recruitment process of AirtelTigo is influenced by the operational Recruitment Policy. It is key that for any organisation to prosecute its recruitment activities fairly, there should be a recruitment policy to guide its

actions and inactions regarding the procurement or firing of its employees. Recruitment policy guide and direct recruitment processes and the activities are said to have influence on recruitment process.

In testing the relationship of influence between recruitment process and employee career adaptability and employee engagement, as shown in figure 1 revealed that the recruitment process as practiced in AirtelTigo Ltd influenced employee career adaptability by 48.8%. This is an indication that recruiters in the organisation are critical about candidates who appear for interview ability to learn on the job, their willingness to respond to and withstand changing work environment and conditions and how proactive they can be in adjusting to changes brought about by growth or declining business situations. Interactions with employees in the study organisation revealed that today's world of work is turbulent and uncertain, more especially in organisational situations where employees with adaptability are particularly sensitive. It is agreed that adaptable employees are ready to react in accordance with an adaptive change, can positively affect their attitudes in the workplace, which includes their work engagement abilities. This is in line with Urbini et al (2021) and Ahmed, Kura, Umrani and Pahi (2020) findings that employee career adaptability could be seen as a driver that enhances employee work engagement abilities and, subsequently, push employees to perform at consistently high levels, driving innovation and moving their organisations forward.

Regarding the relationship between the influence of recruitment process and employee engagement abilities, the study revealed in figure 1 that, 41.1% of employee engagement abilities is influenced by the organisation recruitment process. This result corresponds with Ahmed, Kura, Umrani and Pahi, (2020), Bakker and Albrecht, (2018), and Rich, LePine, and Crawford, (2010), findings that, the perception of HRM practices is relevant to work engagement and highlights that, specific types of HRM practices have a positive connection with a work-related and positive work attitude such as work engagement.

### **Factors Influencing Employee Adaptability at AirtelTigo**

Evidence from fig 1 shows that current level of education and pay, benefits and incentives are the main factors influencing career adaptability of staff of AirtelTigo. The results further shows that each of the two factors can account for more than 80% of current changes in staff career choices. In practice, organisations rewards and benefits as provided to their workers has the capability of motivating their efforts, encouraging loyalty and retention (Lynette, 2019 and Bietenbeck & Wiederhold, 2017). There is sufficient evidence that monetary compensation positively reinforces most new workers to adapt to the work environment and associated changes (Lynette, 2019 and Karanja, 2015).

The findings of this study are in line with Lynette, (2019), Northouse, (2018), Bhate, (2013) and Rossier *et al.*, (2012) that level of education expected to be gained by employees is a key factor influencing adaptability of employees. Employees must be open to new ideas and changes to enable them work independently or in teams, or carry out tasks that remain not intended for one person only especially in a changing environment and this can be possible

only when employees are exposed to education to learn new ways of doing current work. New level of education which is identified as factor influencing employee adaptability help support their increase of shifting from one environment and to rotate from roles and fit in flexible job descriptions. Education is also said to be tied to career growth, and worker who experienced growth becomes more equipped, ready and willing to accept any job schedule. An adaptable person is someone who can carry out multiple tasks, manage multiple assignments, make changes to work attitude and immerse themselves with new organisational culture. People improve their skills set and educational level by acquiring the capacity to adjust to situations and make meaningful decision.

Regarding salary as a factor that influence employee adaptability, better pay, salary and benefits comes with acquiring higher qualification that entitles employees to move to higher job positions. Furthermore, most turnovers can be attributed to employees feeling that they are inadequately paid, delay or frustrated promotions and the lack of incentives (Coetzee et al., 2012). On the other hand, organisations and employers in general use better pay, incentives and benefits to attract and or retain skilled staff (Savickas & Porfeli 2012 and Savickas, 2005).

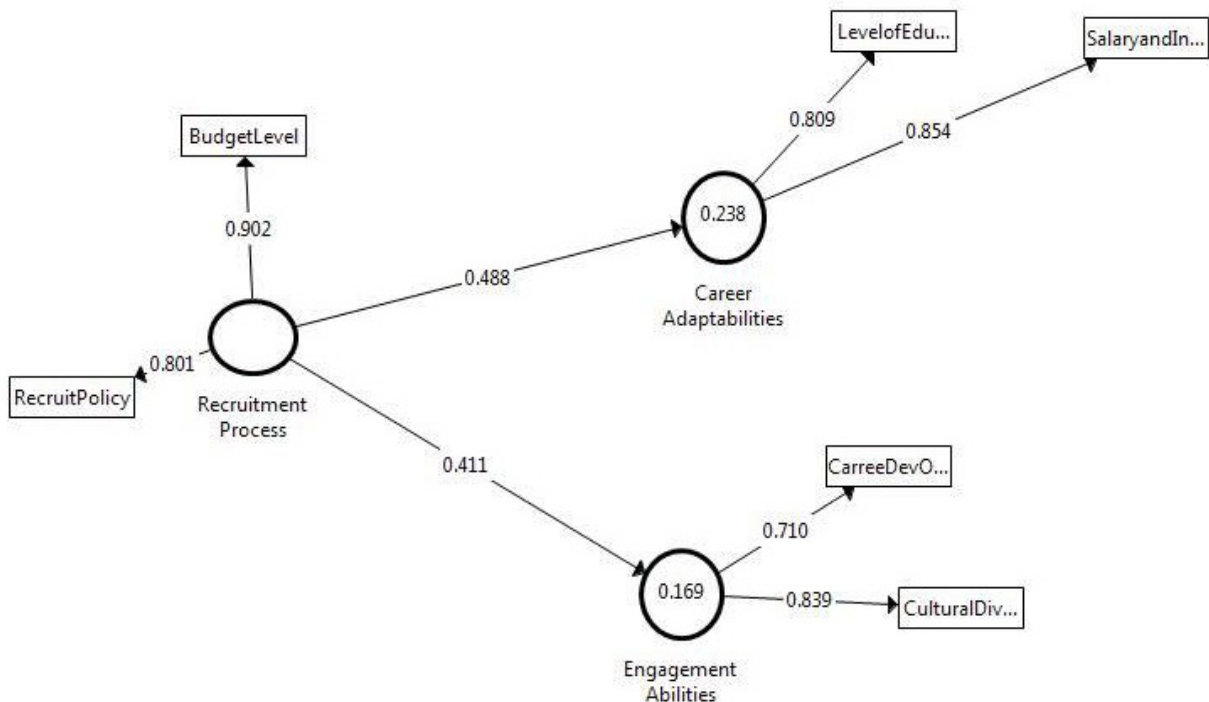


Figure 1: Effect of Recruitment Processes on Staff Engagement Abilities and Career Adaptability

**Source: Field Survey Data**

**Factors Influencing Staff’s Engagement Ability at AirtelTigo**

Furthermore, fig 1 shows that career development opportunities and cultural diversity are the

prominent factors influencing staff's engagement abilities at AirtelTigo. It can be observed that of the two factors, cultural diversity has the biggest impact as it can account for more than 80% of changes in current employee engagement abilities. Career development opportunities on the other hand, accounts for about 71% of changes in staff's current employee engagement abilities. Fig 1 also shows that the two factors have significant effect on employee engagement abilities. This finding is in line with Shimazu, Schaufeli, Kamiyama, and Kawakami. (2015) and Van Wingerden et al., (2017), which revealed that employee engagement which is referred to as the positive, fulfilling and work-related state of mind characterised by dedication, absorption and vigour is influenced by cultural diversity and career development opportunities. This study results also support Yang, Feng, Meng and Qiu, (2019), Ren and Chadee, (2017) and Guest, (2017) findings that, employee engagement is fueled by education especially if the organisation provided career planning and development opportunities which leads to positive and affective-motivational state of mind of the worker. From the results, employee engagement shows a strong match with high levels of employee creativity, acceptable level of task performance, enhanced financial results and organisational citizenship behaviour leading to stakeholders' satisfaction and this is in tandem with the findings of Bakker and Albrecht, (2018) and Merino-Tejedor et al., (2016). Also, Swarnalatha and Sureshkrishna, (2013) observation that people are more cautious in their action towards others due to diversity of cultural believes and practices, and Ramos, and Lopez (2018) and Santilli et al (2016), findings that some people engage with others to acquire leverages that will enable them further their career all support the results of this study. These leverages can be in the form of influence. Van Allen (2021) and Kahn (1990) also posit that employee engagement has become the top issue on the minds of business leaders, directing us to an entirely new model of management with much emphasis on career opportunities for employees.

## **6. Conclusion**

Organisations are confronted with the wave of change necessitated by the environment, the nature of markets, changes in consumer demand, work system, technology and unexpected natural calamities such as pandemics. In such situations, organisation that intend to stay afloat in their chosen markets must adapt to these changes. The level of adaptability of an organisation is determined by the level of adaptability of its employees individually and collectively. Employee adaptability and engagement are separate concepts but work together to guarantee the success of many organisations. For the success of any organisation, its employees must be capable of responding to changing situations and stay committed to their assigned duties with a mind focus on achieving stated objectives in the midst of challenges brought about by changes. Employees must be motivated to learn new things that are products of change in the work environment. Employee adaptability as practiced enable employees to acquire certain resources that enable them to acquire knowledge on state-of-the-art technology, equipment and processes. These skills and knowledge acquired facilitate employee ability to respond to organisations' changing needs. Engagement makes it possible for employees to stay committed to assigned jobs, bring out their best and persevere

in the midst of difficulties. Adaptable employees are capable of responding to changes and transitioned very well. In the studied organisation, the employees have proven to be adaptable and engaged which are partly enabled by recruitment and selection processes. Through the findings, it was revealed that there are two main factors – level of education and salary and incentives influenced employee adaptability in AirtelTigo. It was also revealed that career development opportunities and cultural diversity were two factors that influence employee engagement in the organisation. If organisations do due diligence in their recruitment and selection process, they are capable of employing employees who are capable of learning to acquire adaptability resources and willing to be engaged.

## 7. Recommendations

This study examined the factors that influence employee adaptability and engagement in an organisation using AirtelTigo, a telecommunication company in Ghana. Employees adaptability if well managed, will help them learn to acquire adaptability resources which will enable them cope with whatever changes that are introduced into the organisation, be it planned or unplanned. In view of the finding, it is recommended that human resource managers of organisations should pay particular attention to applicants' ability and willingness to learn during recruitment process. Identifying employee's potential to learn during the interview process is a skill that all human resource managers must not underestimate. Human resource managers must also create opportunities for employees to plan and manage their career paths and goal. The atmosphere in the organisation must also be culturally tolerant to accommodate diversity. This will drive employee engagement which will eventually facilitate the organisation ability to cope in the midst of global turbulence.

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