

Consequences of Stress on MTN Ghana Employees and How to Manage It

MENSAH KOFI KOBEEA
Department of Economic and Law
University of Macerata, Italy

Abstract:

Productivity is the most essential element of a company success. Employee's productivity can be significantly affected by high level of stress experience in the work environment. Stress is a universal element and people from every walk of life have to face it. Some stresses get you going and they are good for you. Without any stress at all many say our lives would be boring and would probably feel pointless.

Employers are critically analyzing the stress management issues that contribute to lower job performance of employees. The main of the study was to evaluate the consequence of stress to MTN Ghana and how to manage it.

Descriptive survey was adopted as the research design. A purposive and random sampling technique was used in selecting the sample size of forty (40) out of the total employees' population in the various branches in Ghana. Questionnaire was the main instrument used for collecting the data for this report.

From the results obtained, it was clearly seen that there were many stress factors that the employees endured. The analysis proved that stress had a consequence on productivity.

Some of the employees reported that they work under pressure and feel uncared by the organization which they thought of leaving their job.

It was recommended that management must conduct an analysis on the organizational mood and to help them assessed the reasons why the employees think that MTN does not care about them. It also suggested that an employee assistance programme be introduced for early identification and intervention on problems so

that productivity level do not decrease to affect the profit margin of the organization.

Key words: stress management, MTN Ghana employees, productivity.

INTRODUCTION

MTN, the leading provider of Telecommunications services in Africa and Middle East, entered the Ghanaian market following the acquisition of investcom in 2006. MTN's overriding mission to be vehicle for Ghana's economic growth and development, helping to promote Ghana's strong development potential from the provision of world-class telecommunications products and services, through to innovative and sustainable corporate social investment initiatives.

MTN is the market leader in the increasingly competitive mobile telecommunications industry in Ghana with over twelve(12) million subscribers and offering its valued subscribers a range of exciting products and services under Postpaid and Prepaid Subscriptions. MTN's network coverage is extensive. It covers all the ten(10) regional capitals, major cities and many rural and remote areas. The company continue to invest heavily in infrastructure to expand its coverage and capacity across the country.

MTN's business across its twenty-two(22) footprints is governed by five values-Leadership, Innovation, Relationships, Integrity and Can-Do spirit. These values have contributed to MTN's evolution as the leading player in emerging markets of Africa and Middle East. MTN delivers uniquely designed communication solutions and is focused on providing excellent telecommunication service across the African continent under the philosophy of improving access to economic empowerment. The company understands that the best way to gain a

competitive edge in a local market is to offer different products and services customised to suit lifestyles and expectations.

MTN has also instituted 21 Days of Y'ello care where staff volunteers give off their time and effort to serve their communities for 21 days in the month of June every year and has recorded the highest staff participation.

Stress is your body's way of responding to any kind of demand. Anything that poses a challenge or a threat to our well-being. Some stresses get you going and they are good for you. Without any stress at all many say our lives would be boring and would probably feel pointless. All sorts of situation can cause stress. The most common involves work money matters and relationship with partner, children or other family members. Many companies have experienced a reduction in work performance and productivity as a result of stress coming from employees. The consequences of stress first become visible at the individual level. However, it is not only the individual who suffers the consequences of stress where the stress is not identified and dealt with promptly, it soon impacts on the organisation and society.

National Communication Authority (NCA) reported that there has been more customer complaints about poor service delivery. This report was as a result of consequence of stress coming from the employees. Based on this the regional manager of MTN Ghana Miss Adwoa Baah Obeng requested me to write a report on the consequences of stress on employees and how to manage it.

OBJECTIVES OF THE REPORT

1. Find out the causes of stress in MTN Ghana
2. Identify the consequence of stress on job performance and productivity of employees in MTN Ghana
3. Ascertain how to manage stress in MTN Ghana

METHODOLOGY

Data for this report were collected from both primary and secondary source. Primary data were collected by the use of questionnaire which were administered on employee of MTN Ghana through telephone interview and emails from four MTN branch offices. The secondary materials were extracted from relevant textbooks,newspaper and documnet presented by government agencies and policy planners.

ANALYSIS OF THE REPORT

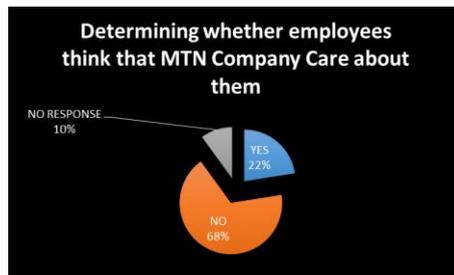
This data analysis shows some of the cause of stress which has been stated by the employees of MTN Ghana.

GENDER OF RESPONDENTS

The data above shows that out of 40 respondents,60% were females and 30% were males.this shows that there was a vast difference between the number of females to males used in this report.

Determing whether employees think that MTN Ghana cares about them

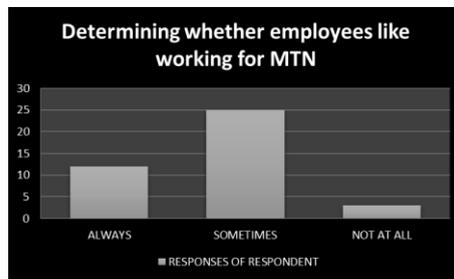
RESPONSES	FREQUENCY	PERCENTAGE
YES	9	22.5%
NO	27	67.5%
NO RESPONSE	4	10%
TOTAL	40	100%



The data shows that 68% of the respondent reported that they do not think that MTN cares about them. When employees think that they are not treated fairly by their supervisors. They rather turn on the organisation, apart from resigning which carries its own set of cost to the company, spreading gossips can be a direct and indirect cost to the company.

Determining whether employees like working for MTN Ghana

RESPONSES	FREQUENCY	PERCENTAGE
ALWAYS	12	30%
SOMETIMES	25	62.5%
NOT AT ALL	3	7.5%
TOTAL	40	100%

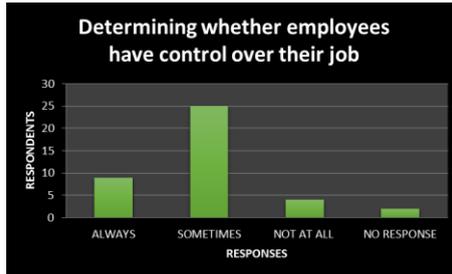


This table shows that 63% of the respondents depict doubts on whether they like working for the company. This shows that employees “sometimes” like working for the company.

This has resulted to a reduction in quality of work and productivity because employees have lost interest in the company.

Determining whether employees have control over their jobs

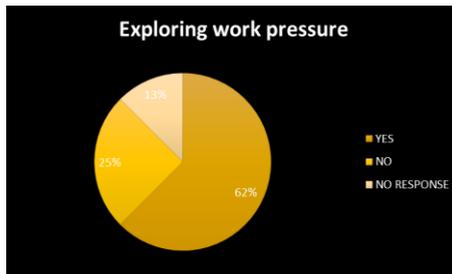
RESPONSES	FREQUENCY	PERCENTAGE
ALWAYS	9	22.5%
SOMETIMES	25	62.5%
NOT AT ALL	4	10%
NO RESPONSES	2	5%
TOTAL	40	100%



This shows that 63% of the respondents reported that they sometimes have control over their jobs. 10% reported not to have control at all over their jobs and 23% confirm that they have control over their jobs. The report shows that lack of control may lead to frustration which will result to distress.

Exploring work pressure

RESPONSES	FREQUENCY	PERCENTAGE
YES	25	62.5%
NO	10	25%
NO RESPONSE	5	12.5%
TOTAL	40	100%



From the data about 63% of the respondent reported to the work under pressure which may be a reflection on the organisational mood, the expectation on delivery are high. 25% reported not to be working under pressure.

Employees performance influenced by poor working condition can make negative impacts

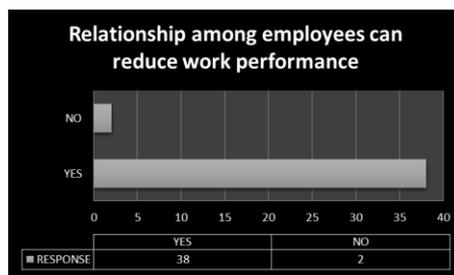
RESPONSE	FREQUENCY	PERCENTAGE
AGREE	7	17.5%
STRONGLY AGREE	33	82.5%
DONT KNOW	0	0
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	40	100%



From the above data shows that employees believe that working conditions in the organisation can make great impact on their job performance level. If the condition gets poor it influence the satisfaction level and when working condition are good it serve as an incentive for the employee to to perfection.

Relationship among employees can reduce work performance

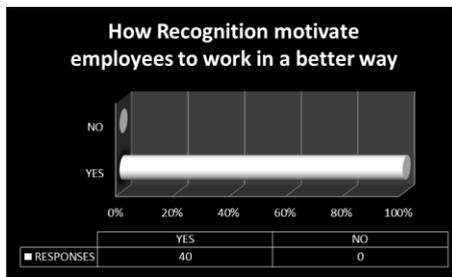
RESPONSE	FREQUENCY	PERCENTAGE
YES	38	95%
NO	2	5%
TOTAL	40	100%



The data clearly shows that problems among employees would lead to a reduction to job satisfaction level and this will affect employees performance negatively. Good interpersonal relationship among employees will increase the job performance and productivity of the company.

Adequate Recognitions motivate employees to work in a better way

RESPONSE	FREQUENCY	PERCENTAGE
YES	40	100%
NO	0	0%
TOTAL	40	100%



The data shows that recognition serve as an incentive for employees to work to perfection. when employees are recognised, they feel that their efforts appreciated by the company which motivate other employees to go the extra mile to be recognised.

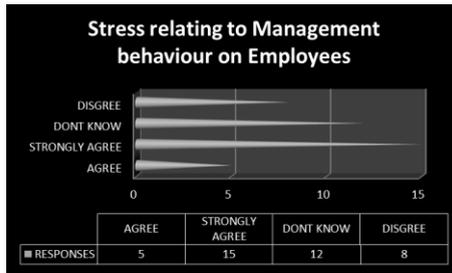
Work related to frustration reduced the job performance level

RESPONSE	FREQUENCY	PERCENTAGE
YES	39	98%
NO	1	2%
TOTAL	40	100%

The data shows that when employees are frustrated by the conditions at workplace, it reduce their drive to work to increase productivity and affect their quality of work.

Stress relating to Management Behaviour on Employees

RESPONSE	FREQUENCY	PERCENTAGE
AGREE	5	12.5%
STRONGLY AGREE	15	37.5%
DONT KNOW	12	30%
DISGREE	8	20%
TOTAL	40	100%



The finding shows that employees dont feel that management do concern about them.when employee have this feelings, it gives them an impression that their efforts are not appreciated and they tend not to work efficiently to increase productivity.

FINDINGS

1. From the data analysis above it is clearly seen that majority of the employees reported to the fact that they work under pressure and that they feel uncared for by the company.
2. The employees feel that MTN Company does not care about them and they sometimes feel like not working for the company
3. The employees feel that management does not concern about them and does not include them in decision making
4. Many employees reported to the fact that they have had poor performance feedback and that was also an indication that productivity had been affected by stress

5. The majority of the employees had thought of leaving the company which could affect their commitment to productivity
6. Employees are not treated fairly in term of salary payment

CONSEQUENCES OF STRESS ON MTN COMPANY

1. Stressed employees does not enjoy the working environment whiles some may have confidence and seek supervisors help in combating the stress,others feel they have no option than to leave the company and remove themselves from stress. When this happens, it calls for the company to recruit again to fill those vacants positions which attracts a cost. This in the long run reduce the profit margin of the company.
2. Stressed empolyees tend to experience more illness and take more time off due to thje illness.stressed employees also feel that they simply cannot cope with going to work so they attempt to escape the stressful situation by remaining in the safety of their own home. In many instance, these employees will make it into work but will be unable to contribute much to the productivity. They are physically present but does not add any value to productivity. This also takes longer to complete tasks. The quantity and quality of employees work begin to suffer. It reduces the output of the company which result to a cost to the company.this also has a long run effect on the profit margin of the company.
3. The reputation of the company is damage by culture of stress. which can develop as a result of the failure to manage stress. It doesn't take long for a company to develop such a reputation though it can take a long time to lose this reputation. This reduced productivity levels and decreased employees performance.

4. Increased training cost of the company. As the result of higher employees turnover, more training courses are required. The company have to spend money for giving training to the new employees employed on in services training relating to interpersonal skills and stress management training. The company consequences of stress arise due to the failure to manage the stress at both the company and the individual level.

HOW TO MANAGE STRESS ON MTN GHANA

Stress experienced by the employees in work places has a negative impact on their health, performance and their behaviour in the company. The stress need to manage effectively so as to get off these harmful consequences

1. Encouraging more of organisational communication with employees so that there is no role ambiguity/conflict. Effective communication can also change employee views.
2. Encourage employees participation in decision making. This will reduce role stress.
3. Employees having a fair and just distribution of incentives and salary.
4. Create a safe working environment
5. Appreciate the employees on accomplishing and over exceeding their targets
6. The employees should have emotional intelligence at workplace. they should have self-awareness, self-confidence and self-control at workplace
7. Employees counselling is a very good strategy to overcome employee stress. Through counselling, employees can become aware of their strengths and how to develop those strength, their weakness and how to eliminate them and they can develop strategies for changing their behaviour

8. Find a fun way to release stress such as cracking jokes, playing golf etc
9. The employees should have optimistic approach about their work. They should avoid connections with negative approach employees.
10. Grant the employees greater independence, meaningful and timely feedback and greater responsibility.

CONCLUSION

The report is to evaluate the consequence of stress on MTN Ghana employees. The results from the report showed that stress has really affected the service delivery, Can-do spirit and productivity of the company.

Job satisfaction and productivity were indicated as the two main areas most affected by work-related stress. Reduction in job satisfaction and productivity has direct consequence on the company. MTN Ghana have realised the importance of managing stress

RECOMMENDATION

1. Managers should facilitate the employees skill audit that will help place staff that feel under-utilised.
2. Management should introduced stress management techniques. Good management techniques involve creating a supportive atmosphere where employees have autonomy and are motivated to excel.
3. Management must conduct an analysis of the organisational mood, assessing the reason why employees think MTN does not care about them.
4. Management should offer employees training on stress management, employees assistance programs, employees empowerment programs to train and motivate employees to work to perfection.

5. MTN should offer various stress reduction programs to help employees manage stress because stress is prevalent in the work place.
6. Employees should share their ideas for managing stress with management in order to help them implement appropriate stress reduction programs.

ACKNOWLEDGEMENT

I am most thankful to the Almighty God by whose Grace, Mercies and Wisdom I have been able to complete my report successfully. I wish to express my profound gratitude to my Professor Viviana Gaballo for the support and the encouragement that help me to complete my report. I am also grateful to my lovely wife Anita Frempomaa for the assistance, support and encouragement throughout this report. I am also indebted to my friends for offering me various assistance on this report. To the various authors whose work were consulted in the course of writing this report and also to the wonderful respondent who took time of their busy schedules to respond to the questionnaire through whatsapp call and mails. I say thank you.

REFERENCES

1. Anderson et al., (1994) "Customer Satisfaction, Market share and profitability: finding from Sweden". Journal of Marketing, 58, June.
2. Christian Nordquist. (2017) "Mental health foundation": England 801130
3. MSG Presentation. (2017) "Management study": Guide privacy policy.
4. MTN Ghana (2014) Product and Service" www.mtn.com.gh