Work Conditions and Organisational Growth in MTN Nigeria Plc

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Abstract
This study examined work conditions and organisational growth in MTN Nigeria. The objective of the study was to evaluate the relationship between work load, working hours and organisational growth in MTN Nigeria Plc Uyo Akwa Ibom State from 2010 to 2021. Descriptive and and exploratory research designs were adopted, and primary data was collected using questionnaire administered to 56 employees in MTN Nigeria Uyo Akwa Ibom State. The data collected was analysed using descriptive and inferential statistical techniques, and notably regression. The findings reveled that work load has a positive and insignificant relationship with organisational growth in MTN Nigeria Uyo and working hours has a negative and insignificant relationship with organisational growth in MTN Nigeria Uyo. It was also revealed that workload and working hours have a significant relationship with organisational growth in MTN Nigeria Uyo. It was concluded that that working conditions significantly relates with organisational growth in MTN Nigeria. Recommendations made include that there is need for organisations adhere to global best practices on work loads for their employees rather than embarking on arbitrary work load increase for their gains, and employers in various organisations should manage work conditions through the right workload and appropriate working hours to promote organisational growth.

Keywords: Work Conditions; Organisational Growth; Work Load, Working Hours

1.1   Introduction

Employees execute policies, strategies, missions and visions of the organisation, hence the human resources of an organisation is considered vital to its existence and survival. This applies to organisations in the public and private sectors. However, for these human resources to contribute immensely to the existence, continuity, survival, any growth of any organisation, there is need that they be provided with all the right materials and other resources required for optimum contribution, performance and conditions. These would include providing the right work environment, work tools, incentives and rewards, and the right working conditions. Infact, working conditions in this regard encapsulates all other requirements since it includes everything required by the employee to give his/her best to the organisation, while subordinating his/her individual interest to the general interest of the organisation (Narsciso, 2017). These work conditions would

include but not limited to favourable workload, the provision of quality healthcare and safety measures in the organisation, favourable work time and work scheduling commensurate wages and adequate training (Oswald, 2012: International Labour Organisation (ILO), 2013). When these are in the right mix in the organisation, there is the likelihood that the organisation would have less industrial disputes and more industrial harmony. A well lubricated industrial harmony will further translate to better working relationships, collaboration, dedication, cooperation, and commitment to the overall cause of the organisation.

Within the ambit of the human resources management and industrial psychology, the capacity of an organisation to achieve competitive advantage is greatly influenced by the ability of the organisation to provide excellent working conditions as underlined by the Resources Based View (RBV) theory, the dynamic capabilities theory, and the social equity and company-as-a-community theory. These theories showed that improved working conditions enhances both internal and external competencies of the organisation directing it towards improved performances and growth (Malik and Kotabe, 2009; Edwards, Sengupta, and Tsai, 2010; Gooderham and Nordhaug, 2011). This is unlike the position of reductionist version of neoclassical economic theory which suggested that employers will be at a disadvantage and will not enjoy material benefits when they pay relatively high wages and provide relatively good working conditions for their employees (Edward and Ram, 2006; ILO, 2013). By this, good working conditions are considered in some quarters as relatively important if the organisation wants to grow, while in some cases, good working conditions are considered tantamount to growth in the organisation since accordingly it will benefit the employees more rather than the organisation (employers).

Not until recently, MTN Nigeria Plc was a wholly international company registered and incorporated in South Africa. Sequel to the company becoming a public limited liability in Nigeria, there had been reported issues of bad employment conditions in the organisation with many of the employees contracted on not-too-pleasant conditions and made to work extra hours without adequate compensation, There were issues of illegal contract staffing, with the organised labour at some point picketing the offices of the company in several arts of Nigeria, with several calls requesting for the sanctions and employment policies of the company goen that the company has become very successful over the years albeit while subjecting its employees to what could be regarded as working conditions that is bereft of globally accepted best labour standards.

The thorny issue of contract staffing is replete in many international organisations in Nigeria, with the employees subjected to poor level of incentives, restricted access to company resources, long working hours, and high work demand, as well as poor remuneration. These have been reported severally in MTN Nigeria Plc, indicating that the company may be aligned with the propositions of the neoclassical economic theory of placing the interest and gains of the employer above that of the employees. Based on this, this study focused on establishing the relationship between working conditions in MTN Nigeria and its organisational growth in the past 10 years (2010-2021). This is hypothesized into the following:

i. Work load has no significant relationship with organisational growth in MTN Nigeria.
ii. Working conditions has no significant relationship with organisational growth in MTN Nigeria.
iii. Work load and working conditions have no significant effect on organisational growth in MTN Nigeria.

Hence, the focus of this study was on the examination of the relationship between work load, working hours and organisational growth in MTN Nigeria in the last 11 years (2010-2021). This study is structured into an introduction, review of literature, methodology, results and discussion, and summary and conclusion.

2.0   Review of Related Literature

2.1   Work Conditions

Work conditions encompasses remuneration, profit-sharing, employee benefits, workload, work schedule, occupational stress, work-life balance, hygiene factors, responsibility and accountability, commuting and travel, autonomy, organisational culture,and performance management (Sacey, 2018). Working conditions refers to the working environment and aspects of an employee's terms and conditions of employment. (Ali, Ali and Adan, 2013). This means that working conditions are extrinsic factors which involve with concrete resources, work rules, therefore, lead to an employee's psychological feedings (Antony and Valadez, 2002; Muindi, 2011; Ogonda et al., 2015). This makes working conditions and environments, the key factors to influence employee's performance in the organisation, since these conditions underline their productivity (Sacey, 2018)

2.2   Work Load

This is a an important indicator of working conditions that refers to the intensity of job assignments (Parveen et al, 2013). Workload refers to the extent of the processing capacity that is expended during the performance of a task and thus involves the interaction between resource supply and task demand (Young et al., 2008). Accordingly, DiDomenico and Nassbaum, (2008) state that workload is determined by the relationship between task demands, the circumstances under which that task takes place and the perceptions, actions, skills and knowledge of the individual performing the task. These task demands may include physical actions, cognitive tasks and/or a variety of other factors. These suggest that workload is concerned with the relationship between the task demand and the person's resources, which include skills, knowledge, behaviour and task perception (Young et al., 2008; DiDominico and Nussbaum, 2008).

Thus, work load is a source of mental stress for employees, in situations where is is beyond the acceptable limit. This implies that when there is an increased level of work load for the employee, it creates immense stress (Sacey, 2018). In this instance, stress becomes an active state of mind in which human being faces both an opportunity and constraint (Robbins, 2011). In line with this, workload is known to be the total amount of time a faculty member devotes to work activities be it teaching, research, administration, and community services (Allen, 1996). However, an excess of workload that is a threat to the effectiveness and efficiency of the organisation is that of burnout which is associated with low level or outright absence of confidence (Sacey,2018). Hence, it is because of burnouts that managers insist and ensure that manageable workloads are maintained. As such, when workload changes, employers might meet up with employees and have them rank each work for the purpose of protecting the employees, and ensuring that the employees do not reach burnout in the process. The dangers of increased workload include the following:

i.   Tasks can be performed incorrectly during excessive workload.
ii. Task will interfere with other tasks during increased workload, and this might lead to uncompleted jobs.

iii. Increases in the complications of one task, which would lead to a loss of performance of another job.

iv. Increased workload will cause strain, anxiety, fatigue, headaches. (Aggarwal, Devi and Kaur, 2014)

2.3   Working Hours

Working time or hours is an important element of working conditions, and the reduction of hours worked is one of primary or original objectives of early employment regulation. It is based on this that most countries have laws or national agreements setting maximum and minimum boundaries relating to working hours. However, globally, statutory hours of work have been seen to decrease over the last century (ILO, 2013). However, legal provisions regarding working hours differ considerably between countries. For instance, weekly normal hours limits range between 35 hours in France and 52 hours in Kenya, but the most prevalent weekly standard from a global perspective lies at 40 hours (McCann, 2005; Lee, McCann and Messenger, 2007). In some countries like Denmark, Germany, Ireland, Malta and the United Kingdom, there is an imposition a 48 hours limit on total weekly hours including overtime.

However, labour experts state that actual working hours do not always mirror statutory maximums and are influenced by the expectations of both employers and employees, as well as by country-specific contexts. For instance long working hours have been a subject of particular concern in relation to working conditions in developing countries, where they remain prevalent. Here (particularly in the informal economy) they compensate for low wages and are an important means for workers to earn a living (Lee, McCann and Messenger, 2007; Seo, 2011: Mishra and Smyth, 2013). This makes working hours to be positive and negative, and in this case, this may be an indicator of lost productivity. (Kelliher and Anderson, 2010). Positive working hours may lead to lost productivity if the working hours arb utilised for personal business rather than company business. On the other hand, negative working hours results from excessive working hours which leads to burnout and diminished concentration of the employee. In this case, this could lead to the employee losing interest in completing the task, and and the continuation of this in the long-run will lead to loss of productivity from the employee and of the organisation (ILO, 2013)

2.4   Organisational Growth

Organisational growth is a stage an organisation reaches when it can consider expansion and may look for additional options to generate more revenue. Organisational growth is often a function of industry growth trends, business lifecycle and the stakeholders' desire for equity value creation. Organisational growth is achieved when the organisation shows progress with respect to is stated goals and objectives. Based on this, organisational growth is stated to be the process through which the structure of a multiagent system organisation increases the number of its roles and links. This is essentially a quantitative process (Sacey, 2018). Since, the ultimate goal of most companies is profit, net profit, revenue, and other financial data are often utilised as the "bottom-line" indications of growth. Other indicators include sales, number of employees, physical expansion, or other criteria to judge organisational growth.

2.5   Working Conditions and Organisational Growth

Good working conditions are created by companies where employees communicate positively and openly, where manager expect the best from workforce and where respect and appreciation is given (Sacey, 2018). In line with this, a few examinations have revealed an

abnormal state of burnout and poor emotional strain among staff individuals due to poor working environment that leads to poor performance in the organisation (Rossberg and Friss, 2004). This leads to stagnation on the part of the employee and the organisation (Sacey, 2018), In addition, a poor workplace with poor working conditions has turned out to be related to attendance concerns, reduced job satisfaction, physical grievances, burnout and poor job performance (Gulliver and Towell, 2003). Additionally, a poor workplace has been shown to be most likely one of the fundamental reasons for the high staff turnover rate and poor satisfaction and performance (Mustafa and Ali, 2019). This in the long-run rather than short-run stagnates the process of growth in the organisation. This implies he existence of a negative relationship between working conditions and organisation growth indicated by changes in the level of productivity. (Rossberg and Friss, 2004).

Furthermore, strong work conditions has been shown to have a strong , positive and significant relationship with employee performance (Nduku, 2015; Aseanty, 2016). This implies that the existence of the right working conditions typified through the right level of workload , working hours, availability of occupational health and safety measures, and the payment of the right amount of wages, will lead to hogh performance of the employees. When these high performances are factored into organisational key performance indicators, there is the likelihood that the organisation will experience growth (Sacey, 2018).

2.6   Theoretical Framework

The theoretical underpinnings of this study include the Neoclassical theory, the Resources Based View (RBV) theory, and the Dynamics Capabilities theory. These are discussed below:

2.6.1   Neoclassical Theory

This is considered the "common-sense" framework that underpins provision of good working conditions by employers. According to this theory made popular by the most extreme and reductionist version of neoclassical economics, the inherent conflict of material interests between employer and employee invariably makes employers seek to minimise costs in relation to employment (ILO, 2013). According to this theory, labour markets are assumed to operate well, information is perfect and contracts fully enforced. Therefore, employers cannot enjoy material benefits from paying relatively high wages and providing relatively good working conditions for employees (Gooderham and Nordhaug, 2011; ILO, 2013). This theory contradicts the need for good working conditions for employees as a prerequisite for the organisation to grow, since the perfectly feasible hypothesis is that the cost of improving conditions may outweigh any benefits accruing to the employer, hence the employer or the organisation must avoid providing good working conditions since it eats deep into the pockets of the employer. This makes this theory very relevant. It provides a dissenting view to the perceived relationship between working conditions and organisational growth.

2.6.2   The Resource-Based View (RBV) Theory

According to the RBV, an enterprise is a bundle of tangible and intangible assets. Accordingly, Barney (1991) argued that superior financial performance can be achieved, provided that the resources utilized are valuable, rare, difficult to imitate and non-substitutable. By this, management of organisations should therefore treat its employees as valuable assets and invest in their training and development in order to gain a competitive edge and superior financial performance. The RBV was developed to explain companies' differing capacities to face market

challenges (Sirmon and Hitt, 2003; Arregle et al., 2007). Thus, for an organisation to grow and succeed, it must pay attention to making its resources work for it. One of such key resource is human resources, and their need for the best working conditions. (Edwards and Ram, 2006).

Furthermore, according to this theory, actions like providing good working conditions and training and development of employees involves developing, using and protecting existing competencies rather than on the ability to develop resources and competencies over time. This has therefore proved incapable of explaining why certain companies are able to adapt to new challenges and external shocks where others are not (Barney, 1986). This makes this theory relevant to this study since issues that border on working conditions of the employees are focused on making the organisation better and more competitive.

2.6.3 Dynamic Capabilities Theory
The concept underlying the dynamic capabilities theory is defined as a firm's capacity to integrate, build and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano and Shuen, 1997). There are two essential aspects to the theory. The first is the heterogeneity of human capital which expands the range of possibilities that the firm can exploit. The second is the creation of wider conditions for knowledge exchange and organisational learning (Malik and Kotabe, 2009; Zahra, Sapienza and Davidsson, 2006) that help companies to adapt to changing environments. The theory has been successfully applied to developing world contexts (Malik and Kotabe, 2009), and in small companies (Døving and Gooderham, 2008), in improving organisations through their employees by providing the with the best working tools and conditions. This theory supports the issue of improved working conditions being critical to organisational success, hence it is considered relevant to this study.

2.7 Empirical Framework
Many authors have examined the level of influence or impact of work conditions on the organisation and reported different findings. Some these studies are reviewed accordingly. In Nigeria, Elaho and Odion (2022) examined the impact of work environment on employee productivity: a case study of business centres in University of Benin complex. The researchers employed a descriptive and quantitative approach, since primary data was collected from the respondents. The researchers employed the use of questionnaires on a 5-point Likert scale, from the target sample of 147 business centres registered in University of Benin Ugbowo campus. The data was s analyzed using SPSS software. The data was analyzed using regression and t-test. The findings revealed that work environment has an impact on employee productivity.

Also, Korang-Yeboah and Buobi (2021) examined working conditions and employees' productivity: evidence from a health centre in Ghana. Data was collected from 33 employees of the Health Centre using a questionnaire and these data were analysed using Predictive Analytical Software. The results showed that working conditions have significant effect on the productivity of the workers in the health centre. The researchers noted that this finding has implications for the development of procedures and measures to improve employees working conditions and productivity in developing country context. In Pakistan, Bashir, Amir, Jawaad and Hasan (2020) examined work conditions and job performance: an indirect conditional effect of motivation. The objective of the researchers in the study was to investigate the indirect conditional effect of motivation and job satisfaction between work conditions-job performance relationships in the telecommunication sector of Pakistan. This was a survey-based study and the questionnaire was

used in the collection of data. The sample consisted of full time employees in telecommunication sector of Lahore and Karachi. Partial least square structural equation modelling was conducted to explore the relationships between work conditions and job performance. From the results, the researchers reported that that work conditions contribute positively to efficiency of employees.

In Cross River State in Nigeria, Ipole and Okpa (2019) examined the relationship between working conditions and employees' productivity in Cross River State Civil Service. Nigeria. The researchers adopted a descriptive survey design. The instrument used for data collection was a questionnaire distributed to nine hundred and twelve (912) staff of Cross River State Civil Service. Data were statistically tested using linear regression statistical technique method. The results showed the existence of a significant relationship between reward system, promotions, and employees' productivity. Furthermore, Maghanoy (2018) conducted a study to determine which domain of working conditions best influences the performance of tertiary teachers. The quantitative non-experimental design utilising correlation technique was used in the study. The respondents of the study were the 45 tertiary teachers of UM Panabo College. Mean, Pearson-r and Regression Analysis were the statistical tools employed to analyse and interpret the data gathered. The test of relationship between variables confirmed significant relationship existing between working conditions and performance of tertiary teachers at UM Panabo College.

Aggarwal, Devi and Kaur (2014) analysed how an organisation's working conditions affects organizational performance of employees. The study is exploratory is nature and information was collected from secondary sources. The result showed that improvement in working environment helps in improving productivity and efficiency of the employees. Finally, Ali, Ali and Adan (2013) studied working condition and employee productivity in manufacturing companies. The authors focused on examining the effect of working condition especially working hours and workload on employee's productivity and whether there is a relationship between working condition and employee's productivity in Mogadishu manufacturing industry. Data was collected from 150 respondents who are the workers of the selected manufacturing companies in Mogadishu- Somalia. Data was analysed using SPSS. From the analysis, it was found that there is a positive relationship between working conditions (working hours and workload) and employees' productivity.

3.0   Methodology
3.1   Research Design
The descriptive and exploratory research designs were adopted in this study. The adoption of a descriptive research design underlines the researcher's use of quantitative method in the collection of data through a survey or research questionnaire, for the purpose of achieving the research objectives, answering the research questions, and testing the research hypotheses. Additionally, the exploratory research method was considered relevant since it supports the use of analytical method in explaining the relationship between working conditions and organisational growth in MTN Nigeria. This makes the area of this study to be MTN Nigeria. This area of study covered includes workload and working hours on organisational growth in MTN Nigeria Uyo branch.

3.2   Nature and Sources of Data
The data for this study was primary data. The primary data source is from the survey conducted on the respondents identified scientifically in the area of this study. Other sources of

data and other information used in this study include textbooks, published journal articles, and published and unpublished essays.

3.3 Population and Sample of the Study

There are a total of 56 employees in the company as indicated by personnel records in the organisation. Based on this, the population of this study included the 56 employees working MTN Nigeria Uyo Akwa Ibom State . However, since the population is small, it was taken as the sample of the study. Hence, the sample size is 56 workers in MTN Nigeria Uyo Akwa Ibom State. The sample size of this study comprised of the units of the population that is considered useful in providing the required information on the subject matter of this study. This population is considered adequate and relevant because the respondents constitute those who are were employed as contract and full staff of the company, and has been exposed to the working conditions in the company. Simple random sampling technique which gives equal chance of selection to all the units of the population was used in selecting the respondents in the study. This was conducted using the table of random numbers on the compiled list of all the employees in the MTN Nigeria.

3.4 Instrument for Data Collection

The research instrument used for the collection of data was a structured research questionnaire. The research questionnaire was structured into two (2) sections: Section I covers general demographic questions. This section contained two (2) questions; Section II, covered questions that related to the research objectives comprises of twelve (12) questions. . These questions were presented based on the Likert-scale. The reliability of the constructs were determined by the Cronbach Alpha method. A Cronbach Alpha coefficient of the items or statements that is not less than 0.70 was accepted as an indication of reliability of instrument (Madan and Kensinger, 2017).

3.5 Models Specification

Regression models were used in the analysis of the relationship between working conditions and organisational growth in MTN Nigeria through the dependent and independent variables in this study. These are presented below:

Model 1:

This model represents variables in hypothesis one, which is restated below:

H_{01}: Workload has no significant relationship with organisational growth in MTN Nigeria

$$GROWTH = \alpha_0 + \beta_1 WLD + \mu_1 \qquad \qquad \text{Equation 1}$$

Where:

α_0 is the constant factor

GROWTH is Organisational Growth in MTN Nigeria (Dependent variable)

WLD is Wordload (independent variable)

β_1 is the regression coefficient or intercept

μ_1 = error term.

Model 2:

This model represents variables in hypothesis two:

H_{02}: Working hours has no significant relationship with organisational growth in MTN Nigeria

$$GROWTH = \alpha_0 + \beta_1 WHR + \mu_1 \qquad \qquad \text{Equation 2}$$

Where:

WHR is Working Hours (Independent variable)

Model 3:
This model represents variables in hypothesis three, which is restated below:
H_{03}: Workload and working hours have no significant relationship with organisational growth in MTN Nigeria.

$$GROWTH = \alpha_0 + \beta_1 WLD + \beta_2 WHR + \mu_1 \qquad \text{Equation 3}$$

3.6   Data Analysis Technique

In data analysis in this study, simple and multiple regression techniques were used. This was conducted using the Statistical Package for Social Sciences (SPSS) statistical software version 22. Furthermore, the t-statistic was used to establish the statistical significance of the independent variables at 5% level of significance, while the F-statistic values were used in the testing of the research hypothesis. Coefficient of Determination (R^2) was used to establish the predictive power of the independent variable in explaining the changes or variations in the dependent variable.

4.0   ANALYSIS AND DISCUSSION

4.1   Relationship Analysis/Test of Hypotheses

This was conducted using the regression results derived from the analysis of the linear relationship between work conditions and organisational growth.

4.1.1   Hypothesis One

This hypothesis states that "workload has no significant relationship with organisational growth in MTN Nigeria: The hypothesis relates to the analysed research question. The regression result is presented in Table 1

Table 1: Regression Result for Hypothesis One

GROWTH = 2.941 + 0.51WLD
t-stat   = (16.875)   (0.403)
Prob.   = (0.0000)   (0.707)
R   = 0.122; R^2 = 0.015; Fstat   = 0.713; Prob. (F-stat) = 0.707

Source: Researcher's Computation (2023)

The result in Table 1 indicates that organisational growth will remain positive at 2.941 units if workload remains unchanged or constant. This implies that in the absence of work load (i.e, WLD = 0), organisational growth will be positive and enhanced. Furthermore, a unit change in the level of work load in MTN Nigeria, will lead to 0.51 units increase in organisational growth. This implies the existence of a positive relationship between workload and organisational growth. However, this positive relationship was showed to be statistically insignificant with a computed t-statistic value of 0.403 and a probability value of 0.70, which is greater than 0.05. The correlation coefficient of 0.122 indicates the existence of a positive correlation between workload and organisational growth in MTN Nigeria. Also the coefficient of determination (R^2) value of 0.015 indicates that only 1.50% of the variations in organisational growth have been explained by workload. The remaining 97.5% of the variations in organisational growth would be due to other factors not considered in this study. This is represented by the error term in the model.

Furthermore, with computed F-statistic value obtained, indicating the absence of goodness-of-fit of the model that represented the first hypothesis. Hence, since the obtained probability value of the F-stat was obtained as 0.713, which is greater than 0.05, the null hypothesis which states

that workload has no significant relationship with organisational growth in MTN Nigeria is accepted, and the alternative hypothesis rejected.

4.1.2   Hypothesis Two

This hypothesis states that "working hours has no significant relationship with organisational growth in MTN Nigeria: The hypothesis relates to the analysed research question two. The regression result is presented in Table 2

Table 2: Regression Result for Hypothesis Two

GROWTH = 3.264 - 0.62WHR
t-stat   = (17.454)   (-1.014)
Prob.   = (0.0000)   (0.316)
R   = 0.146; R^2 = 0.021; Fstat   = 1.029; Prob. (F-stat) = 0.361

Source: Researcher's Computation (2023)

From Table 2, organisational growth will remain positive at 3.264 units if working hours remains unchanged or constant. This implies that in the absence of working hours   (i.e, WHR = 0), organisational growth is enhanced influenced. Furthermore, a unit change in the level of working hours in MTN Nigeria will lead to a 0.62 units reduction in organisational growth in MTN Nigeria. This implies the existence of an inverse relationship between working hours and organisational growth. However, this negative relationship was showed to be statistically insignificant with a computed t-statistic value of -1.014 and a probability value of 0.316, which is greater than 0.05. The correlation coefficient of 0.146 indicates the existence of a positive correlation between working hours and organisational growth in MTN Nigeria. Also the coefficient of determination (R^2) value of 0.021 indicates that only 2.10% of the variations in organisational growth have been explained by working ho. The remaining 97.1 % of the variations in organisational growth would be due to other factors not considered in this study. This is represented by the error term in the model.

Finally, with computed F-statistic value obtained, indicating the absence of goodness-of-fit of the model that represented the second hypothesis. Hence, since the obtained probability value of the F-stat was 0.317, which is greater than 0.05, the null hypothesis which states that working hours has no significant relationship with organisational growth in MTN Nigeria is accepted, and the alternative hypothesis rejected.

4.1.3   Hypothesis Three

This hypothesis states that "workload and work hours have no significant relationship with organisational growth in MTN Nigeria: The hypothesis relates to the analysed research question three. The regression result is presented in Table 3

Table 3: Regression Result for Hypothesis Three

GROWTH = 3.122 + 0.72WLD - 0.82WLD
t-stat   = (14.024)   (3.165)   (-3.293)
Prob.   = (0.0000)   (0.053)   (0.046)
R   = 0.222; R^2 = 0.049; F-stat   = 3.197; Prob. (F-stat) = 0.031

Source: Researcher's Computation (2023)

From the Table 3, organisational growth will remain positive at 3.122 units if workload and working hours are held constant. This implies that in the absence of work load and working hours (i.e, WLD =WHR= 0), organisational growth is enhanced, Furthermore, a unit change in the level of work load in MTN Nigeria will lead to an increase of 0.72 units in organisational growth in MTN Nigeria. This implies the existence of a positive relationship between workload and organisational growth. However, this positive relationship was showed to be statistically significant with a computed t-statistic value of 3.165 and a probability value of 0.053, which is less than 0.05. Similarly, a unit increase in working hours in the organisation, will lead to a decrease of units in organisational growth. This inverse relationship is also statistically significant with a computed t-statistic value of -3.293 and a probability of 0.046. The probability value is less than 0.05, The correlation coefficient of 0.222 indicates the existence of a positive correlation between workload, working hours and organisational growth in MTN Nigeria. Also the coefficient of determination (R^2) value of 0.049 indicates that only 4.90% of the variations in organisational growth have been explained by workload and working hour, the independent variables in the study.. The remaining 95.1 % of the variations in organisational growth would be due to other factors not considered in this study. This is represented by the error term in the model.

With the computed F-statistic value obtained, the model for this third hypothesis is said to have goodness-of-fit of the model with the computed F-value 3.197 and probability value of 0.031. Hence, since the obtained probability value of the F-stat was obtained as 0.0311, and is less than 0.05, the null hypothesis which states that workload and working hours have no significant relationship with organisational growth in MTN Nigeria is rejected, and the alternative which states that a significant relationship exists between workload, working hours and organisational growth in MTN Nigeria.

4.2   Discussion of Findings

Workload showed a positive relationship with organisational growth. This implies that increasing levels of workload in the organisation will lead to an increase in organisational growth. Also a decrease in workload will lead to a decline in organisational growth. This basically aligns with the findings in Aggarwal, Devi and Kaur (2014) who reported that increasing the workload of employees enhances employee competencies which invariably provide the basis for improved performance, which can lead to organisational growth. Additionally, working hours showed a negative relationship with organisational growth. This means that when working hours of employees are increased, there is the tendency that the employees will not be totally committed to the cause of the organisation, thus finding ways to revolt or avoid tasks while on duty. This drags down productivity which in turn leads to low sales, low revenue, loss of customers, and even high employee turnover. Thus, there is the likelihood that organisations with longer working hours may find it difficult to grow. This finding aligns with the propositions of the dynamics capabilities and the resources based view theories which suggest that ways that limit the capabilities and resources of the organisation as typified by high increased or draconian long working hours, is likely to lose human resources, which in the long-run will affect the growth of the organisation.

Finally, the composite effect of workload and working hours was shown to be significant , However, workload still maintained a positive relationship with organisational growth, while working hours sustained its inverse relationship with organisational behaviour. Thus, in an

organisation that has varied its working hours, as well increase the workload of its employees, there is the possibility that these changes to the working conditions will significantly affect the growth in the organisation. This is in agreement with the findings in Korang-Yeboah and Buobi (2021) and Ipole and Okpa (2019).

5.0 Conclusion and Recommendations

Work conditions underline the number of hours the employee works in a week, the availability of occupational health and safety measures, the intensity of the tasks that are expected of the employee to perform daily or within given periods, the availability of training and development opportunities, and timely payment of wages and other emoluments. These are expected to be followed strictly to ensure that the employees are fully committed to promoting the goals of the organisation. Within the organisational context of MTN Nigeria, work conditions-work load and working hours were shown empirically to have different directions of influence on organisational growth. While work load exhibited a direct and insignificant influence on organisational growth, working hours showed an inverse and insignificant relationship with organisational growth. However, when both working conditions were applied together, a significant relationship with organisational growth was revealed despite the fact that their directions remained the same. Based on this, it can be stated that working conditions relates with organisational growth in MTN Nigeria. Thus, it is recommended that here is need for organisations adhere to global best practices on workloads for their employees rather than embarking on arbitrary work load increase for their gains, and that it will serve organisations better-off, if the working hours are not increased. Capping the working hours to get the best out of their employees will boost organisational growth. Finally, by every means possible, employers in various organisations should manage work conditions through the right workload and appropriate working hours to promote organisational growth.

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APPENDIX A
RESEARCH   QUESTIONNAIRE
SECTION A

Background Information
Instruction: Tick in the box your appropriate response to each question.

1. Gender of Respondent

Male	Female

2. Number of years of work experience in MTN Nigeria Uyo Akwa Ibom State

Years of Experience	
0-5 years	
6-10 years	
11-15 years	
Above 16 years	

SECTION B: WORK LOAD IN HERITAGE POLYTECHNIC EKET

ITEM CODE	STATEMENTS	SA 5	A 4	N 3	D 2	SD 1
WLD1	I work more that what is prescribed as my role in the employment contract.					
WLD2	It can as well be said the I work as a slave for this organisation,					
WLD3	There is no reason to believe that I am overloaded with many tasks					
WLD4	I stick only to my job roles and nothing more.					

SECTION C: WORKING HOURS IN HERITAGE POLYTECHNIC EKET

ITEM CODE	STATEMENTS	SA 5	A 4	N 3	D 2	SD 1
WHR1	The working hours is greater than the average of 48 hrs a week					
WHR2	Week-in-week-out, every employee works an unpaid overtime					
WHR3	I work every time and have little time for myself and family					
WHR4	The working hours is normal by all standards					

SECTION D: EMPLOYEE PERFORMANCE IN HERITAGE POLYTECHNIC EKET

ITEM CODE	ITEMS	SA 5	A 4	N 3	D 2	SD 1
GROWTH 1	There is evidence to show that the number of employees in the institution has changed over the years.					
GROWTH 2	There is no doubt that sales has declined in recent years					
GROWTH 3	Profit of the institution has increased in recent times					
GROWTH 4	The institution is struggling with generating enough revenue					