

UNIVERSITY OF CAPE COAST

MULTINATIONAL TELECOMMUNICATION COMPANIES AND THE  
INTERNATIONAL RELATIONS OF GHANA



BLESSED ASHMOND

2024



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University of Cape Coast

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INTERNATIONAL RELATIONS OF GHANA

BY

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Thesis submitted to the Centre for African and International Studies of Faculty  
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in partial fulfillment of the requirements for the award of Doctor of  
Philosophy degree in International Studies.

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## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ..... Date: .....

Name: Blessed Ashmond

### Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

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## ABSTRACT

International business has become possible because of globalisation which is the greater interdependence and interconnectedness that exist among countries and their citizens. Multinational Companies have been observed as one of the platforms to foster international relations between their countries of origin and the host country. This current study investigates the extent to which the activities of MTN and Vodafone which originate from South Africa and the United Kingdom respectively help to foster international relations between Ghana-South Africa and Ghana-United Kingdom. The study was situated within Realism theoretical framework specifically Neoclassical strand of Realism by Waltz, 1979. Using the mixed method research design for data collection and analysis, thematic analysis was used to analyse qualitative data. Quantitative data were examined using descriptive and inferential statistics. The study observes that the activities of MTN and Vodafone enhance Ghana-South Africa and Ghana-United Kingdom relations respectively. The study also observes that, MTN and Vodafone have contributed to the human resource development of the Ghanaian staff. The study recommends that, the Ministry of Foreign Affairs and Regional Integration could consider partnering with the National Communication Authority for the benefit of synergy, and come up with policies that will enhance the international collaborations between Ghana and the countries of origin of the mobile telecommunication network companies. Also, Ghana telecommunication regulations and foreign policy could be prepared with inputs from the telecommunication companies concerned.

## KEY WORDS

Foreign policy

Globalisation

Human resource development (HRD)

International relations (IR)

Mobile telecommunication networks

Multinational companies (MNCs)

Realism

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## DEDICATION

To my wife, Martha whose encouragements and support I still enjoy.



**TABLE OF CONTENTS**

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ACRONYMS	xiiiiv
CHAPTER ONE	1
INTRODUCTION	1
Background to the study	1
Problem Statement	13
Objectives of the study	16
Research questions	17
Hypothesis	17
Scope of the study	17
Significance of the study	18
Organisation of the study	19
Conclusion	20
CHAPTER TWO	21
THEORETICAL AND CONCEPTUAL FRAMEWORKS	21
Introduction	21
The Evolution of Global International Business	21
The International Economy and Globalisation	23

Historical Development of Telecommunication in Ghana	27
The Telecommunication Sector Reforms in Ghana	29
The Telecommunication Networks and International Relations in Ghana	40
The Services of MTN and Vodafone in the Mobile Telecommunication Industry in Ghana	48
Theories of Multinational Companies from the Perspective of International Relations and Globalisation	51
Relevance of the theories to the study	67
Critique of the theories of MNCs in relation to this current study	68
CHAPTER THREE	72
REVIEW OF EMPIRICAL STUDIES	73
Introduction	73
Economic History of Ghana after Independence and the coming of Foreign Multinational Companies	73
Ghana-South Africa and Ghana-United Kingdom Relation in International Business	82
Multinational Companies and Human Resource Development Practices	86
Training and development as Concept of Human Resource Development	94
Mobile Telecommunication Networks and Human Resource Development in Africa	98
The Impact of Mobile Telecommunication Networks on Human Resource Engagement in Sectoral Development in Africa	100
Mobile Telecommunication Network and Economic Development in Africa	103
Multinational Mobile Telecommunication Operations and National Development	112
Mobile Telecommunication Regulations and Human Resource Development in the Information Technology Market	114

Human Resource Development and Employees Performance in a Globalised World	116
Telecommunication networks and economic growth in the host country: The African Experience	119
Ghana Telecommunication Regulations and Foreign Policy and Operations of Mobile Telecommunication Networks in Ghana	118
Conceptual Framework	126
CHAPTER FOUR	130
RESEARCH METHODOLOGY	130
Introduction	130
Description of the Study Area	130
Study Design	132
Study Population	136
Sample and Sampling Technique	137
Data Sources	138
Data Collection Methods	140
Data Collection Instruments	141
Data Analysis	143
Data Management	145
Ethical Considerations	146
Limitations of the Study	147
Field procedure	150
CHAPTER FIVE	150
RESULTS AND DISCUSSION OF QUANTITATIVE DATA	150
Introduction	150
Socio-demographic Characteristics of Respondents	150
Ghana-South Africa Relations Before and After the Coming of MTN into Ghana	156

Ghana-United Kingdom Relations Before and After the Coming of Vodafone Company	158
The Extent to which the Activities of MTN and Vodafone Enhance Ghana-South Africa and Ghana-United Kingdom Relations	160
The Future of Vodafone and its Effects on Ghana-United Kingdom Relations	170
Ghana Telecommunication Regulations and Foreign Policy on the Activities of MTN and Vodafone Mobile Telecommunication Companies vis-à-vis Ghana-South Africa and Ghana-United Kingdom Relations	172
Ghana Telecommunication Regulations and Foreign Policy and their Impact on the Activities of Mobile Telecommunication Networks in Ghana	173
Ghana Telecommunication Regulations and Foreign Policy Regarding the Activities of Vodafone Network in Ghana	175
The Impact of Ghana Telecommunication Regulations and Foreign Policy Regarding the Activities of MTN on Ghana-South Africa Relations	177
The Impact of Ghana Telecommunication Regulations and Foreign Policy on the Activities of Vodafone vis-à-vis Ghana-United Kingdom Relations	179
The Activities of MTN and Human Resource Development (HRD) of the Ghanaian Staff	183
Vodafone and Human Resource Development practices of the Ghanaian staff	191
The Training and Development Programmes Organised by Vodafone and their Contribution to the Human Resource Development	194
Employees' Empowerment as a Tool for Human Resource Development in the MTN and Vodafone Mobile Telecommunication Companies	196
Assessment of the Quality of Welfare of Ghanaian Employees in the MTN and Vodafone Companies	199
Assessment of the Effectiveness of Human Resource Development (HRD) Programmes and Policies in the Capacity Building of the Staff in the MTN Company	202

Assessment of the Effectiveness of Human Resource Development (HRD) Programmes and Policies in Capacity Building of the Staff in the Vodafone Company	204
Hypothesis using the Chi Square estimation	205
CHAPTER SIX	215
RESULTS AND DISCUSSION OF QUALITATIVE DATA	215
Introduction	215
Analysis of data from key informants	215
Interview with Heads of Department of Vodafone Regarding the Effects of the Workplace Policies of Vodafone Company on Ghana-United Kingdom Relations	217
Conclusion	227
CHAPTER SEVEN	229
SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	230
Introduction	229
Summary	229
Key Findings of each Specific Objective	230
Conclusions	239
Recommendations	242
Areas for Future Study	246
My contribution to knowledge	249
REFERENCES	250
APPENDICES	272

**LIST OF TABLES**

<b>Table</b>	<b>Page</b>
1. Mobile telecommunication networks, their countries of origin and year of settlement in Ghana	48
2. Departments in MTN and Vodafone companies	136
3. MTN and Vodafone General Staff Respondents by Department	154
4. Working experience of staff of MTN and Vodafone Respondents	156
5. Relation between Ghana and South Africa, and Ghana and the United Kingdom before MTN and Vodafone	159
6. Relation between Ghana and South Africa, and Ghana and the United Kingdom after MTN and Vodafone came to Ghana	160
7. Vodafone staff and the rating of their working condition	169
8. The rating of Ghana telecommunication regulations and foreign policy	182
9. The nature of T&D Programmes in the MTN and Vodafone Companies	192
10. Training and Development programmes organised by MTN and Vodafone and their contribution to the human resource development	193
11. Employees empowerment as Human Resource Development practice in the MTN and Vodafone Companies	199
12. The quality of work life and Welfare of MTN and Vodafone employees	202
13. The assessment of the effectiveness of the HRD programmes and policies in building the capacity and knowledge base of the MTN and Vodafone staff	205

**LIST OF FIGURES**

<b>Figure</b>	<b>Page</b>
1. Market share of mobile telecommunication networks in Ghana as at December 2022.	47
2. Conceptual framework showing the activities of MNCs and International Relations between countries of origin and host country.	128

**LIST OF ACRONYMS**

ADP	Accelerated Development Plan
ANC	African National Congress
BR	Bilateral Relations
CAIS	Centre for African and International Studies
CEO	Chief Executive Officer
CIS	Commonwealth of Independent States
CWU	Communication Workers Union Department
ECOWAS	Economic Community of West African States
ERP	Economic Recovery Programme
ESAP	Enhanced Structural Adjustment Programme
EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GIPC	Ghana Investment Promotion Centre
GP	Ghana Post
GP	Ghana Post
GRA	Ghana Revenue Authority
GSM	Global System for Mobile Telecommunication
GT	Ghana Telecom
HIV	Human Immune Virus
HODs	Heads of Department
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management



ILO	International Labour Organisation
IMF	International Monetary Fund
IR	International Relations
ir	international relations
IRB	Institutional Review Board
IT	Information Technology
ITU	International Telecommunication Union
LAT	Lao-Asia Telecom State Enterprise
LOG	Largest Occupational Group
LTC	Lao Telecommunication Company Ltd
M	Mean
MD	Mean Deviation
MLL	Millicom Lao Company Ltd
MNCs	Multinational Companies
MoCD	Ministry of Communication and Digitisation
MoF	Ministry of Finance
MTI	Ministry of Trade and Industry
MTN	Mobile Telecommunication Network
NCA	National Communication Authority
NDM	New Democratic Movement
NRC	National Reconciliation Commission
OPEC	Organisation of Petroleum Exporting Countries
P&T	Post and Telecommunication Corporation
PCs	Personal Computers
PFP	Popular Front Party

PNDC	Provisional National Defense Council
PNP	People's National Party
PP	Progress Party
PRAAD	Public Records Administration and Archival
SAIIA	South Africa Institute of International Affairs
SAP	Structural Adjustment Programme
SD	Standard Deviation
SMS	Short Messaging Service
SNO	Second Network Operator
SOEs	State Owned Enterprises
SPSS	Statistical Product and Service Solution
T&D	Training and Development
TWU	Telecommunication Workers Union
UCC	University of Cape Coast
UCCIRB	University of Cape Coast Institutional Review Board
UK	United Kingdom
UNCTAD	United Nations Commission of Trade and Development
US	United States
WTO	World Trade Organisation



## CHAPTER ONE

### INTRODUCTION

This chapter presents the introduction to the study on the activities of multinational mobile telecommunication companies and their implications for Ghana's relations with South Africa and the United Kingdom. There are two sections to this chapter namely, background to the study and problem statement. The chapter also considers the research objectives; the research questions; scope of the work and the significance of the study. This thesis asserts that the activities of the mobile telecommunication sector have implications for Ghana's human resource development and the nation's international relations with South Africa and the United Kingdom.

#### **Background to the study**

International business has become possible because of the intensification of globalisation which has brought in its wake greater interdependence and interconnectedness among countries and their citizens. Countries engage in international business for the benefit of foreign direct investment (FDI), transfer and development of human resource and foreign exchange. International business could take three dimensions namely, foreign direct investment (FDI), export and import and ancillary or subsidiary business establishment. In all these forms of international business, the only one that concerns itself with multinational companies is FDI (Wang, 2010). The interdependence of countries for their mutual benefit has removed barriers to trade and FDI and has created a globalised world (Maree, 2011). This thesis argues that these developments have implications for human resource development and international relations.

Globalisation intensified when the Cold War came to an end in 1991. When the Soviet Union collapsed in 1989, countries across the world became integrated and connected to each other. The reason is attributed to the fact that, the communist bloc countries which included the Soviet Union (USSR), East Germany, Poland, Czechoslovakia, Hungary, Romania, Bulgaria, Albania and Yugoslavia, which had been detached from the capitalist West (the United States, the United Kingdom, Canada, Australia, Ireland and Switzerland, among others), became part of the globalised economy. Businesses and trading activities increased, and hindrances to social mobility and cultural exchange reduced (Investopedia, 2023).

The Berlin Wall which is referred to by Winston Churchill as the “Iron Curtain” and divided Europe for about 30 years collapsed. The collapse of the Berlin Wall led to an integration of East and West Germany, signifying the end of the Cold War (Arms, 2011). Following the collapse of the Berlin Wall, Eastern European countries including Czechoslovakia, Bulgaria and Romania protested against their pro-Soviet governments and this sped up the collapse of communist regimes in the former Soviet bloc.

Some countries which include the Russian Federation, Ukraine and the Republic of Belarus also formed the Commonwealth of Independent States (CIS). Eight out of the nine remaining republics which include: Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kyrgyzstan and Latvia declared independence from Moscow, thereby leading to the end of the Soviet Union (The New York Times, 2023). Between 1995 and 1996, the governments of the former Communist Eastern European states were replaced by democratically elected governments. This prepared the grounds for the

reintegration of the countries in the USSR into the Western economic and political systems (The New York Times, 2023).

The collapse of the Soviet Union had left some indelible prints on the global economy and international business, including an increase in the United States' global power and influence and influx of foreign multinationals across the globe. In April 1988, a delegation from the Soviet Union and America met in Moscow to assess a possible trade relation. This was premised on the fact that the government of the Soviet Union wanted to gain an understanding of how Western management and marketing strategies operated (The Economist, 2023). In the same year, the USSR signed an agreement with the European Economic Community and this opened up for Soviet enlargement and collaboration with the Western world, strengthening relations in addition to the former Soviet bloc nations, the Western powers, including the US and the UK (The Economist, 2023).

Between 1995 and 1997, the President of Russia, Boris Yeltsin and President of US, Bill Clinton committed to trade agreement, thereby making way for US citizens to do business in Russia. In 2000, President Vladimir Putin created a free trade zone in Russia which eventually joined the World Trade Organisation (WTO) in 2012 (World Literature Today, 2023).

The end of the Cold War and the return of the world to unipolarity brought the world together to engage in business and investment. Socialism or the Command economy, then, became a discredited ideology. Capitalism reigns supreme. This resulted in the rise of multinational companies in commerce and provision of services in the areas of finance and telecommunication network provision across the globe (Ikenberry et al., 2009).

The activities of multinational companies (MNCs) became possible at the end of the Cold War. An MNC is a company or business entity that does and owns productive activities in several countries (Todaro & Smith, 2015). The MNC must have its subsidiaries in several countries other than its country of origin. It is only companies that have their physical presence and operate in more than one country that qualifies to be a multinational company. Therefore, companies that produce goods and services and supply them to other countries or have several resale outlets in multiples of countries do not qualify as multinational companies under this definition according to Todaro and Smith (2015).

The intensification of globalisation made it possible for foreign MNCs to move from their home countries to operate in other foreign countries, including developing countries to acquire some state-owned enterprises (SOEs) belonging to host countries. This situation was as a result of the spread of capitalism. By 1993, the presence of MNCs had increased and played a critical role in the growth and capital flows in their host countries because MNCs were seen as vehicles for the transfer of foreign direct investment (FDI) (Todaro & Smith, 2015).

In Ghana, the 1980s marked a watershed for the influx of MNCs. With the adoption of the Economic Recovery Programme (ERP) I & II in 1983 and the Structural Adjustment Programme (SAP) in 1986, the regime of the then Provisional National Defense Council (PNDC) entered into divestiture implementation where many State-Owned Enterprises (SOEs) were diversified. The then Post and Telecommunication Corporation (P&T), for example, was diversified and split into Ghana Post (GP) and Ghana Telecom

(GT) (Haggartey, Shirley & Wallsten, 2003). The divestiture implementation policy by the regime of the PNDC resulted in many MNCs acquiring some SOEs, including the telecommunication corporation.

Ghana's Telecom reforms regarding opening up of the sector for private sector participation began in 1992. The competition started in an informal style without any motive to challenge the already existing GP&T. From the beginning, mobile telecommunication was permitted with no cost and little governmental regulation. License was issued to a number of cellular companies to operate in 1992 and within this period only Mobitel, began operations from 1993. In 1995, another mobile telecom operator with brand name Celtel started to operate in Ghana. The third mobile telecom company with brand name Spacefone, started to do business in 1996. These mobile telecom companies signed an agreement with GT through the assistance from government of Ghana in a bilateral negotiation. The aim of the government in the telecommunication reform is stated in the Accelerated Development Plan (ADP) which spanned 1994-2000 (Noll, 2000).

The wide consultation which followed the Accelerated Development Plan (ADP) in 1994 brought the Telecommunication Service Providers (TSPs), initiators of policy, sponsors and investors together. A recommendation by consultant's report for the introduction of privatisation and competition also influenced the ADP (Anderson, 1993). The aim of the ADP is that allowing other players to enter the provision of telecom services will enhance accessibility, dependability and improved service delivery. The ADP prepared the ground for SNO to introduce competition and expand the coverage and range of choices of mobile services and access to private



networks. There was, however, an arrangement for a governing agency to see to the affairs of the telecom sector under the Ministry of Communication (Noll, 2000). It must be stated here that even though the ADP did not ensure that every town and village had access to mobile telecom services, it, however, ensured that every village with more than 500 people had one payphone (O'Melveny & Myers, 2000).

Ghana Telecom (GT) in 1995, as part of the telecommunication reforms and recommendations of the SAP, was listed as a Public Ltd Liability Company and detached from postal services. A statute to legalise and control the privatised GT and SNO was sanctioned in 1996. The mandate per the statute requires an expansion in the network and improved service for the two operators. An estimated amount of US\$500 billion was required to ensure this high quality of service from the two operators. The operators were not given any standardised obligations and conditions. However, as part of their mandates, they were required to ensure extension of telecom services in rural areas. Furthermore, as part of the conditions, GT was required not to sack its workers with the intention to control workforce as this could lead to increasing unemployment. The two operators had five years to exclusively provide voice telephone and international calls. After several appeals and consultations, 12 companies qualified initially to bid for the franchise given to the two operators at a commitment fee of US\$5,000 (Teppeh, 2011).

The National Communication Authority (NCA) is the regulator and empowered by the Act of 1996, has the authority including responsibilities to give franchise, assign and control radio frequencies usage, set standards, enact rules and guidelines regarding provision of tariff and offer advisory service on

policy formulation and plan for the sector for consideration by the Minister of Communication. The Act empowers the NCA to demand from the operators to allow interconnection, to fulfill payment of tariff obligations, to honour payment of fees, to give any information needed by the NCA, and undertake business according to the required criteria set by the NCA. The NCA is also empowered to see to the activities of the operators, come up with fines and take away the franchise and Licence for noncompliance of regulations (Noll, 2000).

The Act could not protect the freedom and autonomy of NCA from governmental control and interference. This is evidenced by the appointment of Board of Directors which was made solely by the President who also had the power to remove any member of the Board at any given time (Rao, 2022). The NCA was given an independent allocation of budget and solicit for financial assistance through payment of a given percentage of sales on fixed and mobile telephone to be paid by the operators for the activities of NCA.

The issue of licenses to Ghana Telecom and the Second Network Operator 'Westel' in February 1997 set the stage for competition involving 3 mobile telecom and 2 fixed line operators. It must be stated that the GT has seen considerable improvement since the reforms were introduced. Fixed line growth has increased, and quality of service improved since privatisation (Haggarty et al, 2003). The post reforms in the telecommunication sector enhanced the penetration of mobile telephone and fixed lines. There was a rapid competition from the mobile telephone service providers and the danger posed by the Westel which entered the mobile telecom service directly and the

competition was all directed against the state-owned GT (Haggarty et al, 2003).

Ghana's international relations in terms of trade include South Africa and UK. Ghana's relations with the anti-apartheid movement in South Africa intensified even at the time of the first president Dr. Kwame Nkrumah. Nkrumah's Pan Africanism and the fight against anti-apartheid left some imprints on South Africa nationalists. When the coup abruptly terminated Nkrumah's administration on 24 February 1966, there were still many liberation movements across Africa represented in Accra (Grilli, 2020). Being the maiden state in Africa South of the Sahara to achieve self-rule in 1957, Nkrumah's led administration in Ghana assisted some African countries, including South Africa with shelter and aided some countries of the continent to obtain independence.

The Ghana government under Dr. Nkrumah, between 1957 and 1966, offered financial and political assistance to anti-apartheid movements and also, gave military training aid to the combatants who were assisting in the army and liberation struggle (Grilli, 2020). Nkrumah saw the aid to South Africa liberation movement very essential, particularly when the front of the liberation struggle for Africa moved tremendously towards South Africa. Protesters and political migrants from South Africa and other Southern African countries, including Angola, Mozambique, eSwatini, Lesotho, Botswana and Namibia came and lived in Ghana for a period of nine years spanning 1957 to 1966 in the capital city of Ghana which served as one of their bases for the independence emancipation. This marked the beginning of

international relations between Ghana freedom fighters in South Africa and some other African nations (Grilli, 2020).

In the years between 1951 and 1957, a few South African nationalists visited the Gold Coast for short or long term stays to strengthen the political contacts of the Convention People's Party (CPP) which was Nkrumah's government and liberation movement in the region. For instance, anti-apartheid activist of the Liberal Party of South Africa, Patrick Duncan, visited the Gold Coast in 1956 (Scott, 1995). Kwame Nkrumah joined forces with anti-apartheid activist Reverend Michael Scott who requested from Nkrumah to speak out the grievances of South Africa at the United Nations Summit. In addition to this, in 1952, the African National Congress (ANC) of South Africa requested Kwame Nkrumah to protest against racial discrimination in South Africa with the United Kingdom (UK) (Gilli, 2020).

As the Chaplain General of the ANC wrote to Nkrumah in 1955: "The whole of your struggles has been keenly followed by us all oppressed people of this country. Your struggles have been and are stimulant, not to us only on the South point of your continent but throughout the length and breadth of it" (PRAAD, RG/17/1/5d, letter from Reverend J.J. Skomolo to Nkrumah, November 18, 1955, Accra). The aforementioned explains the international relations that exist between Ghana and the anti-apartheid South Africa all through the epoch of Dr. Nkrumah and the assistance he gave to South Africa in her quest for liberation from apartheid regime (PRAAD, RG/17/1/5d, letter from Reverend J.J. Skomolo to Nkrumah, November 18, 1955, Accra).

One South African multinational company doing business in Ghana is the giant Mobile Telecommunication Network (MTN). The MTN officially

started operating in Ghana on 2 August 2007. The operation of MTN in Ghana is expected to foster international collaboration between Ghana and South Africa which is the home country of MTN (South Africa High Commission Accra, 2022). There is a perceived collaboration between Ghana and South Africa, and this could account for the reason why Ghana has received South African-based giant multinational mobile telecommunication network under the brand name MTN.

The Group President of MTN (Ralph Mupita) visited Ghana in July 2022 to engage with stakeholders including Bank of Ghana, Ghana Revenue Authority (GRA) and the Ministry of Finance (MoF) to deliberate on matters of common interest between Ghana and MTN Group. The interaction between Ghana and the MTN Group was expected to enhance the relation between Ghana and South Africa which is the home country of MTN (Newsroom Media, 2022).

Another country that does business in Ghana in the mobile telecommunication industry is the United Kingdom (UK). As a former colony of UK, Ghana collaborates with UK in terms of trade through the multinational mobile telecommunication company with the brand name Vodafone Ghana (Teppeh, 2011). It is envisioned that the existing UK-Ghana Trade Partnership Agreement (TPA) accounts for the establishment of Vodafone mobile telecommunication network in Ghana and aids in job creation and economic development in Ghana to enhance the international relations between Ghana and the UK (ONS, 2020). The international collaboration between Ghana and the UK has enhanced the existence of

Vodafone as Ghanaians are employed in this second giant multinational mobile telecom company (Sey, 2008).

Vodafone Ghana has declared its intention to sell out the company to the government and leave after operating for over a decade in Ghana. The quest for Vodafone Group to leave the shores of Ghana is attributed to the fact that the company had not been profitable for several years and the Group had stopped investing in it. However, Vodafone Ghana kept sending money to the Group in Great Britain so as to recoup some of the \$900 million it paid for the company (Dowuona, 2022). In 2018, the Ghana Revenue Authority (GRA) observed that, Vodafone Ghana transferred at least GH¢2.1 billion between 2012 and 2016 to the mother company in the UK while declaring no profit in Ghana and therefore not paying corporate taxes to the Ghana government for six years. All this corporate strategic move by Vodafone has the tendency to affect the international relations between Ghana and Great Britain, given the existing collaboration between the two countries (Dowuona, 2022).

Among the various African countries, Ghana is one of the few that adopted a liberalised telecommunication sector with well-organised independent and private sector involvement and less governmental control. The invisible hand, however, continues to exist in Ghana's telecommunication sector even though adequate and frantic efforts have been made to move the sector to a perfect competitive one which will ensure efficiency and low operation cost (Tobin, 2010).

The telecommunication industry is considered as one of the most ever changing industries in Ghana. Reforms in the industry have naturally become part of the development of the telecom sector in Ghana because of acquisition,

merger and takeover by other foreign multinational telecommunication companies and global reforms in the provision of mobile telecommunication services. The global pursuit of liberalisation of the telecom industry which started in the 1990s has been the preoccupation among some countries in Africa, including Ghana (Tobin, 2010).

Telecommunication reforms in Ghana started with privatisation of state-owned enterprises, involving competition among foreign multinational telecom companies. It has been argued that revolution in telecommunication technology is the motivating factor for the reforms. Ghana relaxed her telecommunication sector laws in 1994 upon an announcement of the government's 5-year wide-ranging restructuring of the sector under the "Accelerated Development Programme 1994-2000" (ADP, 2000).

The major policy objective of the programme of the Accelerated Development Programme which was framed with support from the World Bank, and some stakeholder consultation include: attaining a density between 1.5 and 2.5 lines for every 100 people, increasing accessibility in rural and urban areas by providing payphone facilities and intensifying mobile telecommunication coverage. Also included in the policy objectives are supporting indigenous ownership and management of telecommunication network companies and holding the regulatory control of the sector by coming up with one supervisory agency known as the National Communication Authority (NCA) (ADP, 2000).

The coming of digital network liberalised and motivated the other companies such as the Millicom International to migrate from analogue to digital network with trade name Buzz GSM. In Ghana now, the digital mobile

telecommunication networks are spread throughout the country, and they are accessible in any town or village through the assistance of the installation of masts which are erected by these mobile telecommunication network companies across the country. This thesis asserts that the activities of MTN and Vodafone mobile telecommunication networks have implications for Ghana's human resource development and the nation's international relations with South Africa and the United Kingdom.

### **Problem Statement**

Ghana started operating a liberal economy during the era of the ERP and the SAP in 1983 and 1986 respectively. This allowed for the influx of multinational companies (MNCs) (Killick, 2010). Two of the MNCs that engaged Ghana at the international front are the telecommunication companies specifically Vodafone and MTN which originate from the United Kingdom and South Africa respectively (Ashmond, 2017).

MTN and Vodafone have been operating in Ghana since 2006 and 2007 respectively (Kuofie, Ofori-Boateng & Yellen 2010). However, there has not been any systematic study of the activities of MTN and Vodafone and Ghana's relations with their countries of origin. As these companies operate in Ghana, the question arises as to the implication of their activities on Ghana's relations with South Africa and the UK.

Ghana is a signatory to the United Nations Commission on International Trade Law (UNCITRAL) which spells out the framework of bilateral or multilateral investment protection agreement between Ghana and the foreign investor (Todaro & Smith, 2015). Ghana, in addition to UNCITRAL and WTO, has signed investment rules which are the Agreement



on Trade-Related Investment Measures (TRIMS), Agreement on Trade-Related Intellectual Property Rights (TRIPS) and the General Agreement on Trade in Services (GATS). However, these laws do not spell out how MNCs in the mobile telecommunication networks are required to ensure HRD of the Ghanaian employees within the framework of the telecommunication regulations of Ghana.

According to the International Labour Organisation's policy portfolio, MNCs in the telecom sector are expected to promote the Decent Work Agenda in the UN system with a particular reference to human resource development (HRD) and ensure practical and harmonised ILO slant to attaining sustainable development per the 2030 Agenda. As indicated per the ILO Centenary Declaration, a fortified collaboration with the MNCs is serious or dire to ensure policy consistency in the quest for a human-centred style to work and employment in the telecommunication network (ILO, 2022). This also corroborates Ghana's foreign policy regarding employment as contained in Article 40 of Ghana's constitution which, among other things, indicates the protection and promotion of the Ghanaian worker and the country.

The telecommunication networks in Ghana are characterised by acquisition and takeover. They come and operate for some time and sell out to other foreign multinational mobile telecommunication networks. The first commercial mobile telecommunication network in Ghana was established in 1992 by Millicom Ghana (Mobitel) a subsidiary of Millicom International Cellular which operated in seventeen countries across Latin America, Africa and Asia (Ahortor, 2003). Mobitel which operated through analogue switched to digital under the brand name Buzz GSM which originated from

Luxembourg. The company's name was changed to Tigo in March, 2006 (Sey, 2008). The first telecommunication company to operate digital network was Scancom Ghana Ltd in 1996 with the brand name Sapcefone with its headquarters in Accra, Ghana. Sapcefone was also acquired by Areeba, a Saudi Arabia multinational mobile telecommunication company in 2005. Areeba was acquired in 2007 by MTN a South African based multinational mobile telecommunication networks and has been operating in Ghana till date.

Ghana Telecom's *One-Touch* telecommunication network was acquired by Vodafone which originated from the UK in July 2008. Vodafone has declared its intention to leave Ghana after operating for over a decade. The company is to be acquired by Telecel, a Malaysian based multinational mobile telecommunication network. The exit of Vodafone from Ghana could have international relations implication for Ghana and the UK which is the home country of Vodafone given the already existing relation between these two countries.

Existing literature including the classical works (Edwards et al., 2013; An deniji & Osibanjo, 2012; Pudelko & Harzing, 2007; Elger & Smith, 2005; Abraham, 2007; Aker, 2008; Born & Drori, 2015; Hameed & Waheed, 2011; Mishra & Bhardwaj, 2002; O'Melveny & Myers, 2000; Brown, 2021; and Belanger & Trudeau, 2007) confirm the impact of globalisation through MNCs on the human resource development in the telecommunication networks in developing countries such as Ghana. However, the literature have not completely established a clear trend in some areas of HRD practices in the MNCs in general and mobile telecommunication networks in particular. All this suggests that further investigations need to be launched into the global

business and HRD practices in the mobile telecommunication networks in Ghana. Equally important is the need to find out the extent to which the activities of MTN and Vodafone impede or enhance Ghana's relations with South Africa and the United Kingdom.

### **Objectives of the study**

The general objective of the study is to investigate the activities of MTN and Vodafone and their implications for Ghana-South Africa and Ghana-United Kingdom relations. Specifically, the study seeks to achieve the following objectives:

1. Verify the significance of the activities of MTN and Vodafone to Ghana's relations with South Africa and the United Kingdom respectively.
2. Investigate the implications of the exit of Vodafone on Ghana-United Kingdom relations.
3. Explore whether Ghana telecommunication regulations and foreign policy regarding the activities of MTN and Vodafone impact on Ghana-South Africa and Ghana-United Kingdom relations.
4. Ascertain the extent to which the activities of MTN and Vodafone enhance the human resource development (HRD) of the Ghanaian staff.
5. Investigate whether the policies of MTN and Vodafone affect Ghana-South Africa and Ghana-United Kingdom relations.

### Research questions

The study seeks to answer the following research questions:

1. How do the activities of MTN and Vodafone enhance or impede Ghana's relations with South Africa and the United Kingdom respectively?
2. How does the exit of Vodafone affect Ghana-United Kingdom relations?
3. To what extent does Ghana's telecom regulations and foreign policy regarding MTN and Vodafone activities impact on Ghana-South Africa and Ghana-United Kingdom relations?
4. To what extent do the activities of MTN and Vodafone enhance the human resource development of the Ghanaian staff?
5. How do the policies of MTN and Vodafone affect Ghana-South Africa and Ghana-United Kingdom relation respectively?

### Hypothesis

- i. Verify the significance of the activities of MTN and Vodafone to Ghana's relation with South Africa and the United Kingdom

**H<sub>0</sub>:** The activities of MTN and Vodafone have no significance on Ghana's relation with South African and the United Kingdom.

**H<sub>1</sub>:** The activities of MTN and Vodafone have significance on Ghana's relation with South Africa and the United Kingdom.

- ii. Ghana Telecommunication regulations and foreign policy regarding the activities of MTN and Vodafone and impact on Ghana-South Africa and Ghana-United Kingdom relations.

**H<sub>0</sub>:** Ghana Telecommunications regulations and foreign policy regarding the activities of MTN and Vodafone do not impact on Ghana-South Africa and Ghana-United Kingdom relations.

**H<sub>1</sub>:** Ghana Telecommunication regulations and foreign policy regarding the activities of MTN and Vodafone impact on Ghana-South Africa and Ghana-United Kingdom relations.

- iii. The extent to which the activities of MTN and Vodafone enhance the human resource development of the Ghanaian staff.

**H<sub>0</sub>:** The activities of MTN and Vodafone do not enhance the human resource development of the Ghanaian staff.

**H<sub>1</sub>:** The activities of MTN and Vodafone enhance the human resource development of the Ghanaian staff.

### **Scope of the study**

The study falls within the scope of Bilateral Relations (BR). It focuses on the operations of MTN and Vodafone and their implications for Ghana's relations with South Africa and the United Kingdom. The study also looks at the activities of multinational mobile telecommunication networks and how they impact on the human resource development base of staff they employ in Ghana.

### **Significance of the study**

This current study is geared toward investigating how MNCs, through globalisation foster or impede international relations between South Africa, the UK and Ghana. It provides information on the regulatory authorities and agencies such as the Ghana Communication Authority, Ghana

Telecommunication Chamber, the Ministry of Foreign Affairs and Ministry of Trade and Industry to consider the operations of MTN and Vodafone and identify potential opportunities that could facilitate and foster the international relations between Ghana and South Africa, and Ghana and the United Kingdom. The study is significant in the sense that it identifies areas of activities of MTN and Vodafone that contravene the telecommunication regulations in Ghana and have the potential to mar the international relations between Ghana-South Africa and Ghana-UK and offer recommendations to addressing these contraventions to foster international collaborations between Ghana and these countries.

The study, through its findings, identifies possible implications of the imminent exit of Ghana-United Kingdom relations. Again, the study provides useful information for foreign policy makers in Ghana regarding the human resource development of Ghanaians they employ. Policy makers will find the recommendations useful in shaping Ghana's relations with South Africa and the United Kingdom. Areas of operations that require improvement to conform to Ghana's rules and regulations to enhance the IR between Ghana and South Africa, and Ghana and the United Kingdom are identified. The study also contributes to the literature on MNCs and IR in the Mobile Telecommunication Networks in Ghana.

### **Organisation of the study**

The research is structured in seven chapters. The first chapter covers the introduction, comprising background to the study and problem statement, objectives of the study, research questions, significance of the study, scope of the study and chapter organisation. Chapter Two presents the review of related

literature, and theories of multinational companies from the perspective of international relations. Chapter Three presents empirical literature and conceptual framework. Chapter Four discusses the methodology adopted for data collection, instrumentation and procedures for analysis.

Chapter Five highlights the results and discussion of data obtained through survey from the field on Multinational Companies and International Relations in the Mobile telecommunication networks in Ghana. Chapter Six presents the results and discussion of data obtained through interviews and document analysis. Chapter Seven covers the summary, findings, conclusions and recommendation along with areas for future study.

## **Conclusion**

This chapter considered the background to the study, problem statement, research questions, objectives of the study, scope of the study, significance of the study and the organisation of the study. Major issues that were considered in the background information were the liberal policies that were adopted by the various political regimes before and post-independence, the bottlenecks in the mobile telecommunication sector which called for reforms, Ghana telecommunication regulations, the economic conditions of Ghana which motivated the multinational mobile telecommunication networks to come to Ghana, privatisation of the Ghana telecommunication sector, and trade relations between Ghana and South Africa, and Ghana and the United Kingdom. The chapter observes from the background information and as part of the problem statement that, as MTN and Vodafone continue to do business in Ghana, there is the likelihood of their activities impacting on the relations between Ghana and South Africa, and Ghana and the United Kingdom (UK).

## CHAPTER TWO

### THEORETICAL AND CONCEPTUAL FRAMEWORKS

#### Introduction

This chapter examines the theoretical and conceptual literature that buttress multinational companies and international relations in the mobile telecommunication networks. It looks at the evolution of global international trade; the international economy and globalisation; telecommunication network and Ghana's international relations; the services of MTN and Vodafone in the mobile telecommunication industry in Ghana and Ghana-South Africa and Ghana-United Kingdom relations in the context of international business. It also considers theories of multinational companies and empirical review on human resource development practices in the mobile telecommunication networks and international relations in Ghana, and Ghana telecommunication regulations and foreign policy in relation to the activities of MTN and Vodafone in Ghana.

#### The Evolution of Global International Business

The history of international business can be traced back to the times when sea going boats were used for searching new lands. This was common among the Indians, Greeks and Egyptians. The movement was further strengthened when the era of Olympics was introduced, and it used to be a four-year event in which the local traders and visitors from far and near lands mingled to exchange goods. In those days, the event could be equated to present day trade fairs (Nayyar, 2011). By the 15<sup>th</sup> century, the lands of the Asian continent were known to all the powers of the world as the most promising one for natural resources, material wealth and for trade. That was



the time when the English and the Dutch explorers travelled to far off lands in Asia. It was perhaps the beginning of the present phase of international business. Both countries were eager to build their empires and expand trade with the newly discovered or acquired lands (Nayyar, 2011).

On 2 May 1670, the British East India Company which later laid the foundation for the British Empire in India was formed. The industrial revolution in the west fueled the fire for increased trade between the nations of the west and the rest of the world. Industrial revolution also brought another demand factor in the west and that was the search for the raw materials. It was this search that lined the African and Asian continents with the west and a phase of colonisation started. Most of the raw material producing Asian and African nations came under the dominance of one power or the other of the west. The first and second world wars were perhaps the results of deep-rooted divergent sentiments of suppression and nationalism (Nayyar, 2011).

Between the 1940s and 1960s, a number of nations gained independence not only from the colonial rules but also from the one sided trade pattern. That was the time of economic independence and self-governance in all matters of government and international business (Nayyar, 2011). The death of colonisation was the birth of a new phase in the trade pattern where international business was considered as an essential tool for economic development. This development was strengthened further by the new inventions and innovations purposefully to make a number of products of convenience which was directly associated with the time saving and multiplicity of jobs to be performed (Hill, 2005).

The period between 1950 and 1970 was when the power of finance was used by the developed nations which created a new phase of international trade where economic dependence was forced upon nations to either toe the line or be left behind. The finance and technology playing dominant role in creating goods for mass consumption dominated the international business pattern during this period. The machine culture was born. The direction of international business was also mainly of the same pattern as was found during the colonial era. Trade among countries then spread across the globe (Hill, 2005).

### **The International Economy and Globalisation**

The world economy has become interconnected and interrelated more than before due to globalisation which is greater interdependence and interconnectedness that exist among countries and their citizens (Carbaugh, 2008). There is an economic network of countries across the globe. The various aspects of an economy which include manufacturing and service sectors, levels of income, employment and development of human resource and living standards are allied to the economies of its business associates. These business allies contend themselves with international mobility of goods and services, labour, FDI and technology (Carbaugh, 2008). It is important that the macroeconomic frameworks of a country are prepared with an evaluation of their effects other countries. The increasing rate of economic interconnection in contemporary global markets indicates how the world's economic and political order has evolved overtime (Carbaugh, 2008).

By the time the World War II culminated, the US was both the most economical and political powerful nation on the globe. The state of the world

at the time was synonymous with the saying, “When the US sneezes, other countries catch a cold”. However, as time passes by, the United States economy has become increasingly integrated into the economic activities of other foreign countries Carbaugh, 2008). The European Union (EU) (hitherto referred to as European Community) formed in the 1950s, the rising importance of multinational companies (MNCs) in the 1960s, the 1970s market power in world oil markets which has come to be known as the Organisation of Petroleum Exporting Countries (OPEC) and the adoption of the Euro as trading currency by the European Union (EU) have all impacted on the global economic outlook and subsequently an increasing interconnectedness among countries (Carbaugh, 2008).

Over the past five decades, the world economy has been integrated progressively. Net export which forms a component of national product or national income has witnessed some upsurge for many countries amidst growth in FDI and foreign grants (Fey & Bjorkman, 2001). Over the years, MNCs have sought the need to replicate themselves in multiples of countries rather than their countries of origin. The reasons accounting for this are that, the global world has become more open and interconnected in addition to access to raw materials and human resource. Again, the amalgamation of inexpensive, pervasive fibre-optic cables linking the globe and the increasingly ubiquitous availability of personal computers (PCs) makes for a flexible worldwide information flow that allows workers anywhere, and at any time, to interact. One result of this is a surge in offshoring of jobs as companies everywhere scout the entire world for the best talent and skills at the best price (Fey & Bjorkman, 2001).

The overall long-term effect of this is the continued growth of international business and technology exchange which have woven national economies together and enhanced international relations of nations. Scholars of international business are of the opinion that the process of globalisation increases international cooperation and reinforces overall economic growth. As nations engage in international business, overtime, tariffs will gradually disappear worldwide, accounting practice will emerge, and business practices that encourage more competition will become widespread.

The World Trade Organisation (WTO), which is made up of 147 member countries was formed, and its mandate seeks to establish worldwide rules for trade and commerce. The WTO also monitors trade regulations and has sufficient devices to enforce its rulings on trade disputes between member countries. A crucial aim of the WTO is to mitigate hindrances and rekindle trade around the world. The WTO which regulates international business among other things, are also responsible for settling international disputes among nations and bother on trade and commerce (King, Samor & Miller, 2004).

World Trade Organisation's approach to disputes resolution among countries may be slow and linger but have always achieved the needed results. For example, a single dispute between the US and EU over banana tariffs levied against American firms took several years to resolve. Likewise, in 2004, the WTO issued a 350 page "interim ruling" that favoured Brazil's allegations that US government subsidies paid to American cotton farmers drove down prices and unfairly allowed US farmers to increase their global market share (King, Samor & Miller, 2004).

It is important to note that the WTO is not the only body that governs international business. The growth of regional and bilateral trade bodies and agreements such as the Economic Community of West African States (ECOWAS) in recent years are also seen as a result of international relations (Bernstein, 2000). In as much as these agreements are associated with some merits and are wholly acceptable, their management could also be quite hectic. In all, contending with the sheer rapid change and the increasing intricacy of international business makes the role of MNCs and their role in fostering international relations between the host country and the country of origin of the MNC (Bernstein, 2000).

Certain decisions that are taken by the MNCs in international business also have the tendency to influence the international relations (IR) between the company and the host country. For example, the network giant Cisco Systems and the downturn it experienced in the early 2001 in announcing layoffs, Cisco effectively reversed plans it had sketched out just weeks earlier to have 100,000 network professionals in place in India by 2006.

International businesses are prone to global terrorism and threats which also have implications for the foreign MNC, the host country and the country purported to be the origin of the terrorist attack. A horrific example is the terrorist invasion of New York City and the Washington on 11 September 2001. In addition to the devastating loss of innocent lives, stock markets around the world lost trillions of dollars' worth of value within days and growth prospects in many countries. This terrorist attack had implication for the international relations that existed between the US and Iraq which is the purported home country of the Al khayidha group who carried the attack

(McFarlin & Sweeney, 2006). Businesses face risks and managing them effectively is a key challenge for international relations implication. Indeed, there are many good reasons to be fundamentally optimistic about the long-term prospects for international business and international relations among member countries (Oyama, 2001).

### **Historical Development of Telecommunication in Ghana**

The telecommunication infrastructure of Ghana was laid by the colonial government to enhance the political administration of the then Gold Coast. The maiden telegraph line was connected in the year 1881 (Allotey & Akorli, 1999). This line which linked up Cape Coast to Elmina was used to send messages by the governor to his assistant in Elmina. The telegraph line was stretched to Christiansburg Castle in Accra and later stretched to cover Aburi in the eastern region. In 1882, the maiden public telegraph line which covered a distance of four kilometres was laid in Accra and this was to other coastal towns which housed the castles and forts, including Winneba, Saltpond, Sekondi and Shama, to aid the activities of the colonial administration (Allotey & Akorli, 1999).

As a way of improving communications in Southern Ghana, a manual telephone system was provided in Accra in 1892. In 12 years' time, another manual exchange was provided in Cape Coast. As at the year 1914, 170 telephone customers had been served (Hamilton, 2003). Nevertheless, the period between 1914 and 1920 witnessed the construction of the key telephone routes (Accra-Takoradi, Accra-Kumasi, Kumasi-Takoradi and Kumasi-Tamale) by means of uncovered copper wire. As at the year 1930, provision of telephone exchange lines had been increased to 1560 and this linked up the

towns in the coastal belt of Ghana with those in the central and northern parts of the country. The year 1953 witnessed an introduction of automatic telephone exchange in the country for the first time. This new exchange was done in Accra as substitute for the manual exchange. For the second time, telephone exchange was fixed in Accra in the year 1957 to connect towns and other cities in the country. It must be emphasized that, the telephone services were initiated and provided by the state-owned P&T Department (Allotey & Akorli, 1999).

The development in Ghana's telecommunication network took a new shape as a result of adoption of a seven-year development plan. This plan was aimed at completing a second automatic telephone exchange. Even though the seven-year development plan helped improve the telecommunication service, the telecommunication penetration rate (or teledensity) was very slow with about 0.3 mainlines for hundred people for thirty years after independence (Frempong & Henten 2004). This challenge could be attributed to the monopolistic control of telecommunication service by the state.

Again, just as the government was controlling essential services like potable drinking water, electricity and postal services, it was also deemed necessary for the government to control the provision of telecommunication service to avoid exploitation of the citizenry by the private companies (Frempong & Henten, 2004). Between 1983 and 1993, the number of telephone main line moved up by 1000 a year. Telephone services were also mainly concentrated in Accra and other urban centres such as Takoradi, Kumasi, Koforidua and Tema (Anderson, 2006).

## **The Telecommunication Sector Reforms in Ghana**

The telecommunication sector reforms which were implemented due to the adoption of ERP and SAP marked the watershed in the life of the telecommunication services in Ghana. A few internal and external factors caused Ghana to make reforms in the telecom sector in the initial part of 1990 (Allotey & Akorli, 1999). The internal factors encompassed poor services and restricted access as a result of ineffective management of the telecom system, the quest by the government for revenue and to encourage general accessibility to telecommunication services.

The external factor was attributed to directive from international financial agencies specifically the IMF and the World Bank as part of the conditionality for the adoption of the ERP and the SAP in 1983 (Hagartey, Shirley & Wallstein, 2002). The ERP and the SAP compelled the government to privatise and refrain from active management of the affairs of the economy, specifically the management of the SOEs. The GP&T Corporation was one of the SOEs which were privatised as condition for the access of financial assistance required to bring back the economy to sound footing (Hagartey, Shirley & Wallstein, 2002). In addition to this, by way of ensuring viability, the company was divided into two explicitly: the Ghana Post and the Ghana Telecom.

The reform started with the introduction of the ADP for the telecommunication sector in 1994. The key purpose of this plan was to promote privatisation, liberalisation and introduce competition into the telecom industry with the aim of hastening moderation and growing the sector (International Telecommunications Union, 2004). The policy introduced other



private players such as Westel into the telecommunication industry. Westel which came from the United States of America won its license to operate in Ghana in 1996 but really got started in January 1999. This means that even though Westel came to Ghana and had the license to operate in 1996, it officially started operation in 1999. The fixed line subscribers began to see an upsurge after the reform programme.

It was required from the Ghana Telecom to offer 250,000 new lines whereas Westel was tasked to add 50,000 new lines for a period of 5 years 1997 and 2002. Nonetheless, this was not achieved since Ghana Telecom was able to provide 65 percent with Westel ensuring only 6 percent of their target within the five-year time frame. The effort by Westel to reach its percentage share of accessibility of telecommunication was minimal. Pay phone facilities were developed across the country by Westel and Ghana Telecom but were concentrated in urban centres and thus making their impact on the availability of pay phone facilities very small (Ahortor, 2003).

The number of Ghana Telecom pay phones in Greater Accra as at 2002 was 2,171 while that of Ashanti Region was 937. These figures were followed by Eastern, Western and Central with a total number of 485, 325 and 241 pay phones respectively. The Volta, Northern and Brong Ahafo Regions also had a total of 218, 190 and 166 Ghana Telecom pay phones respectively. Upper East and Upper West regions had the least number of Ghana Telecom pay phones with a total number of 155 and 112 respectively (Ahortor, 2003). The decision to introduce the telecommunication reforms is first and foremost to bring in competition which became more popular than monopolistic company, a market structure that has very little admiration from the populace.

The public sector required government financial assistance to sustain it and this made privatisation the most appropriate option to the government. There are certain circumstances in Ghana's telecom sector that propelled the chances to introduce private participation and these include the following: First and most, GP&T was seen to be ineffective and offered very poor services as compared to its counterparts in neighbouring countries. Secondly, even though the corporation was seen in its books to be making profit, foreign exchange losses led to reduction in equity (Killick, 2010).

In addition to the above, domestic tariffs which have already been subsidised were falling hastily and needed direct government intervention. That is, whereas the government structure was hesitant to give up the management of GP&T, the option would inevitably be to keep the government in the position to increase consumer tariffs with the view of keeping the company in business (Killick, 2010). Moreover, the management of the sector was not coordinated by successive governments, and this did not only aggravate the problems as already enumerated but also enhanced the chance of reform which gives any agency the unwillingness to contest the reform (ITU, 2009). Another problem that bedeviled the Ghana Telecom before the reforms is bad telecommunication service. There were inaccessible, poor quality even for the section of the Ghanaian populace who had access and high burden of tariffs. This made the then service provider which is the government disliked.

In the year 1992 which preceded the restructuring of the Ghana telecom sector, there was only one player for all telecommunication services, and this was the GP&T. Accessibility rate of telephone in Ghana was low and stagnant. The ratio of the Ghanaian population which used phone was 3 in

every 1000 people. The period between 1980 and 1993 witnessed an increase in the number of telephone lines by 1000 yearly within this period. From 1981 to 1987 witnessed a decline with payphones almost missing: Ghana had 25 payphones only in 1993, all in Accra (Anderson, 2006). The low penetration rates of the telecommunication networks in Ghana resulted in stunted growth which was attributed to excess demand over supply. Estimation of demand varied extensively but were above GP&T's service provision.

In the year 1990, the demand for telephone lines exceeded supply estimate to be around 12000 lines which is about 25 percent of main lines. In 1993, excess demand for telephone was estimated to be around 150,000 which is equivalent to three times in relations to exiting lines (Anderson, 1993). By 1995 the increasing rate of telephone line by ITU was estimated to take 80 years to be able to correct everyone on the telephone waiting list. Communication centres code named in Akan language as *Megyena abonten na mekasei*, literally translated as *I am calling you from outside my house* which were found basically in towns and cities offered services such as sale of phone calls, tax to the general public and the price charged was about ten times higher as compared to the tariff charged by the GP&T (ITU, 2009).

The array of services that were provided by GP&T was not up to expectation because the corporation had not put in the necessary investment and infrastructure required. The reliance of organisations and business on telex machines for message transmission in the era of the 1980s is a testimony to the limited services provided by GP&T as the telephone lines provided by the corporation could not assist fax machines to operate. Some large companies including the Railway, the Ports and Harbour Authority and Electricity

Company were motivated because of the substandard and poor services rendered by GP&T to put in the necessary measures to provide private communication networks to aid the companies in their operations (Ashmond, 2017).

Ghana Post and Telecommunication's failure to expand was not only due to inadequate funds but also inefficiency and poor management because the company was saddled with debt from international partners and agencies. A financial assistance of about US\$173 million for investment in the GP&T in the year 1988 for a project to be completed in 1994 is a testimony to this. High cost of investment by GP&T could also be explained in the less new infrastructure that were purchased with available funds as compared to what could have been purchased elsewhere.

In the early part of 1990s, it was estimated that, an addition of \$3,624 was incurred per any main line added to the provision of telecommunication and this is below the estimated cost of \$6,200 per line for the average in Africa. This estimate however is above that of the average of \$1,500 pegged for developing countries (Sey, 2008). The quality and service provided by GP&T moved in the opposite direction. That is, available telecommunication service results in poor quality service and vice versa. An estimate of about 20 percent of all main telephone lines did not work efficiently at any time (Frempong & Henten, 2005). International calls were successfully carried through at a percentage of 47 whereas incoming calls witnessed 21 percent successfully going through by 1992.

In the same year of 1992, inland calls were not much better. An estimate of 49 percent and 58 percent calls were completed for long distance

and local calls respectively. Inadequate services provided by GP&T could partly be attributed to mismanagement and inadequate infrastructure (World Bank, 2013). Countries that supported investment in the GP&T demanded that their donor funds be used to buy equipment that are made from their countries. Due to this, the GP&T had to stop procuring from six manufacturers. The effect of this was delay in response to repair work by the manufacturers amidst rising maintenance cost.

The number of employees engaged in the state's GP&T was very high coupled with delay in response to complaints from customers. In instances where complaints from customers were attended, repairers often side demanded side payment and inducements. In 1994, there were 13 main lines assigned to 1 employee in the telecom section of the Corporation and this was far less than the average estimated for the African continent which is about 25 main lines for an employee (Frempong & Henten, 2004). Financial factors also favoured privatisation and competition of the telecommunication company in Ghana. The Ghanaian government was transferring money to GP&T because the company could not break even.

The GP&T continued to make losses and in situation where the corporation was reported to be making profit, the result was contested because of poor bookkeeping practices which include presenting losses as negative capital reserves that are excluded from the profit and losses (P&L) accounts (Killick, 2010). A report by a consultant in 1992 revealed that the commercial department of the GP&T regularly failed to update its payment records. Accruals from the government were also not tracked. This made the company find it difficult to verify who had fulfilled payment of its bills.

There were also losses resulting from huge debt that is supposed to be serviced in foreign currency which the local currency could not compete because of exchange rate fluctuation. Almost all of GP&T's spending on capital received financial assistance from bilateral and multilateral donors such as Japan, France, the Netherlands and the World Bank in addition to loan contracted by the government of Ghana. The company still had loan arrears to pay by 1996 and this amounted to ₵105,000,000,000 (equivalent of GH₵10,500,000.00 today). The early years of the 1990s witnessed some tangible reasons that had already began for the purpose of reforms in the telecom sector in Ghana. Apart from the insolvency and financial difficulties bedeviling the GP&T, there were political conditions that also led to the reform in that sector and its subsequent acquisition by the foreign multinationals. In addition to financial and physical difficulties encountered by the Ghana telecom sector, there were also political conditions which favoured the telecommunication reform (Aker & Mbiti, 2010).

Macro-economic is welcomed by the populace when the people who benefit from the existing state of affairs and wield control to curtail policy lose their influence. This could be possible in a situation where a change by the ruling class of regime or macroeconomic shock such as galloping inflation that reduces the gains from the existing situation or increases the disadvantages associated with not performing (World Bank, 2013). Reform in any sector would be welcomed if the leadership is able to get the support from other organs of the government who are needed to cooperate for success and could stand an opposition to reform. Reform becomes desirable if the leaders are perceived by investors as trustworthy because the government wants to protect

its reputation to ensure a credible enforcement mechanism and these were the basis for the reforms in the telecommunication sector which had limited accessibility and the need for introduction of foreign multinationals (Laidlaw et al., 1995).

Another condition that necessitated reforms in the GP&T in the 1980s was severe macroeconomic crisis with hyperinflation. In fact, these conditions came before a change in focus of policy in Ghana. Flight-Lieutenant Jerry John Rawlings on 31 December 1981 led a military coup-d'état and removed the Liman-led government and assumed power under the PNDC government. The move to overthrow Liman's government was due to economic mismanagement and macroeconomic crises at the time. The situation became worse in 1983 draught amid galloping inflation, repatriation of capital by foreign investors, unemployment and deportation of over one million Ghanaians from Nigeria (Drazen & Easterly, 2001). The seriousness of this crisis enabled the Rawlings PNDC government to operationalise IMF and World Bank ERP I & II in 1983 and SAP in 1986.

Telecommunications privatisation assumed political prominence by the Rawlings' administration during the military regime spanning from 1982 to 1993. However, after the 1996 election the steps to introduce private sector participation had been firmed up for some reasons. First, privatisation was seen to be attracting investors to assist in bringing telecommunication to the countryside. Second, there was deliberate attempt by the PNDC administration restore efficiencies in the telecommunication system and remove factors that hampered the reforms by the government and negatively affected the popularity of the government in the 1996 elections (Killick, 2010). The PNDC

regime was of the view that, when the economy is open to private investors, it will speed up growth with a reduction in government spending and this will restore fiscal balance.

Private investment in the telecommunication was not desirable because the telecom sector was facing some problems. Some multinational companies including Coca Cola did not see Ghana as an attractive destination to do business because of the country's poor communication infrastructure (World Bank, 2007). The gap between demand and supply of telecommunication was another factor that triggered the reform in the telecom sector. The excess demand over supply for telecom services by the Ghanaian populace was so huge to be financed solely from the state coffers. The Ministry of Communication estimated that the need for telephone expansion could get to 300,000 and 500,000 lines by the year 2000. These figures could be compared to less than 50,000 growing rate which is estimated to be 1,000 lines a year. per the estimate for the cost of a new line by the GP&T, it will take an investment of about \$1billion, which is equal to the total investment of the country in 1992 (World Bank, 2007).

In the opinion of President Rawlings, the political cost of privatisation was less as compared to the expected benefits. However, the decision to privatise the GP&T was opposed by employees of GP&T. The PNDC took a critical look at the concert of the GP&T and the initial attempt by the government to reform the sector had not been successful (Killick, 2010). The management of the GP&T was seen to be inhibiting the growth and expansion of the telecom services. All these inefficiencies and inhibitions to the growth and expansion of the GP&T prepared the ground for its privatisation and



invitation for competition in the sector. One issue that has been mentioned earlier was the inability of the network to expand, in addition to the constant financial support given to the sector and the drain on the government coffers. Given these conditions, it was not probable that the financial position of GP&T would be able to get a good price quotation to meet a possible cost of a monopoly (Rao, 2022).

Again, the strategy adopted by President Rawlings diffused the dominance of any individual from dominating the telecommunication market and this strategy favoured the dominance of other players and rivals to contest for rents. The GP&T's unfortunate record in ensuring less endowed rural and urban communities' accessibility received huge subsidies from the government. The NDC which is constitutional elected government and led by the same Jerry John Rawlings was poised to make telecommunication accessible to rural settlement to make competition unattractive for politicians who think that financial assistance and government subsidies were required to send telecommunication to communities that do not have it and boost their chances of retaining political power (Rao, 2022).

For privatisation to be acceptable by the public, it should be more credible than monopoly. In company in Ghana's telecom industry is required to compete a SNO and other three cellular operators. Also, the investor would be required to undertake maintenance on some fraction of GP&T's equipment and keep high number of employees. Under this arrangement, the public believed any foreign company that patronises the purchase of the GP&T will find it as unprofitable business venture and would not like to take that risk or offer a very low price even if it does take the offer. Nevertheless, the dangers

associated with the investment in the telecommunication began to drop and this contributed to boosting the level of credibility the citizens had in the Ghana Telecom (ITU, 2009).

Technology advances coupled with fall in wireless costs do not only reduce the dollar expenditure on investment needed to introduce new system of telecommunication, but also the expenditure on fixed wire and related fixed assets. For instance, fixed costs on cellular in sub-Saharan Africa fell from US\$5,000 for everyone subscriber in 1985 to US\$500 by 1996 (ITU, 2009). Foreign multinationals who showed interest in doing telecommunication business saw Ghana to be a hub for foreign direct investment (FDI). Privatisation of the state-owned GP&T was therefore possible in the sense that investors perceived Ghana to be a credible place to do business for some reasons. First and foremost, the country Ghana was seen as one that will not seize assets belonging to private firms in relation to its neighbouring countries in Africa. This assertion is buttressed by its ranking in the ICRG which had seen some improvement since 1980's even though the PNDC regime had taken over the asserts of some indigenous investors during this military era (World Bank 2010).

The Rawlings PNDC military regime upheld the rights of foreign investors to own property in Ghana because this had been part of its pragmatic reforms even since it took over the administration as military government. Evidence to this is the privatisation of some state owned enterprises like the Ashanti Goldfields. The return to constitutional rule in 1992 brought some checks and balance on the decision and actions of the government that boosted the confidence of investors in the country. Again, the presence and

independence of regulatory bodies and frameworks assured investors of their protection from expropriation (Haggarty et al., 2003).

Investors as a way of seeking protection for their businesses and investment aligned themselves with influential people in society who have ties to high government. In addition to the above, the government of Ghana agreed to assume the outstanding debt of GT to enable the Company start from a fresh note to enable it make good return to be able to compete with other companies. Finally, the relationship between the PNDC administration and the Malaysian government invigorated Telekom Malaysia to come to Ghana (Haggarty et al., 2003).

### **The Telecommunication Networks and International Relations in Ghana**

Telecommunication networks in Ghana are dominated by foreign multinationals from African and European countries which Ghana has international and diplomatic relations. The MTN, for example, originates from the South Africa while Vodafone comes from the United Kingdom (UK). Glo comes from Nigeria and Airtel-Tigo is an amalgamation of Airtel and Tigo which are multinational mobile telecommunication networks from India and Luxembourg respectively. Over the years, Ghana's diplomatic and international relations with the Republic of South Africa have been very cordial and this accounts for the reason why the two countries maintain diplomatic missions and consulates in each other's regional capital and has attracted MTN to come to Ghana (Brown, 2021).

Mobile telecommunication operators (MTO) in Ghana began in the early part of 1990s. Earlier on, the country only operated a fixed line otherwise known as landline services under the control and supervision of

Ghana Telecom which had exclusive monopoly over the provision and allocation of telecommunication services. No other fixed line or mobile telecommunication network had a license to operate except the state-owned Ghana Telecom (Frempong, 2009). There was limited accessibility to telephone as it was perceived to be an essential service provided for a highly privileged class in the society and formal institutions. Apart from this, provision of telecommunication services was limited to the cities and urban communities. Apart from some few privileged individuals who had telephones in their houses, the ordinary Ghanaian could access telephone services from post offices in phone booths. This situation necessitated a reform in the telecommunication sector to open up and make it more accessible to the Ghanaian populace (Ahotor, 2003).

The telecommunication sector policy reforms which were initiated in partial fulfillment of the conditions of the Structural Adjustment programme (SAP) created a competitive environment and opened the sector for private participation. The first commercial MTO officially started operating in Ghana in the year 1992 under brand name Mobitel by Millicom International Cellular which operated in 17 nations in Latin America, Africa and Asia (Frempong, 2009). Mobitel started operation in Ghana using analogue network. The network covered Accra and some regional capitals such as Tamale, Cape Coast, Kumasi, Takoradi, Koforidua and Sunyani.

In 1993, the second mobile telecommunication network entered the Ghanaian market under the brand name Celtel. As a way of giving it a local identity, Celtel was renamed *Kasapa* literally translated as *Good talk* in the year 2003. *Kasapa* was also operating an analogue network in 2003. Due to

the network problem associated with the use of the analogue networks, they gave way for the introduction of digital networks, the Global System for Mobile Telecommunication (GSM) which began operating in Ghana in 1996 (Frempong, 2009). The maiden company to go digital network was Scancom Ghana Ltd in 1996. Scancom ran on GSM 900 technology under the trademark Spacefone which soon became the frontrunner in providing mobile telecommunication services and increasing number of subscribers (Frempong, 2009).

Spacefone continued to operate and provide mobile telecommunication services from 1996 until 2005 when the company was acquired by Investcom and changed the name to Areeba, a Saudi Arabian based mobile telecommunication network and operated until the year 2006 when they exited from the Ghanaian market. The exit of Areeba from Ghana did not have any international relation implication for Ghana and Saudi Arabia. The two countries have coexisted ever since (Frempong, 2009). Areeba was acquired in the year 2007 by Mobile Telecommunication Network (MTN). The MTN is a South African-based mobile telecommunication network provider as indicated previously and operates in 21 countries in Africa and the Middle East. The smooth entry into the digital network industry by Scancom inspired other mobile networks to transfer from analogue to digital network (Kwenin, Muathe & Nzulwa, 2013).

In 2000, mobile telecommunication network by name Millicom Ghana, moved from analogue to digital under the brand name Buzz. The firm's name switched to Tigo in March 2006 (Sey, 2008). In the same year, Ghana Telecom launched One-Touch which provided mobile telecommunication

services. The company was able to attract about 6,000 clients in its maiden year of existence. On 23 July 2008, Vodafone International acquired seventy percent of Ghana Telecom making Vodafone majority shareholder while the Government of Ghana holds thirty percent share. Vodafone is a British based multinational mobile telecommunication network with identified offices and command centre in Newbury, Berkshire, England and functions in Asia, Africa, Europe and Oceania (Kwenin, Muathe & Nzulwa (2013).

Mobile telecommunication networks' activities in Ghana are greatly associated with acquisition and takeover. This has implication for international relations for Ghana and the countries that leave or takeover the mobile telecommunication network in Ghana (Ashmond, 2017). Change in management of both MTN and Vodafone mobile telecommunication networks in addition to change in employment size is also observed to have implications for the host country and the country of origin of the mobile telecommunication network. In a study undertaken in the Cape Coast metropolis of the Republic of Ghana, Ashmond (2017) sets out to investigate the mobile telecommunication networks and employment growth and concludes that acquisition and take over or change in management from Spacefone to Areeba and from Areeba to MTN affected employment size which impacts on the relation between Ghana and Saudi Arabia and South Africa which are the home countries of Areeba and MTN respectively (Ashmond, 2017).

In a comparative study of change in Management from Ghana Telecom and One Touch to Vodafone Ghana, it was also observed that the employment size in each management also changed, and this also has international relations implications for both Ghana and the United Kingdom which is the home

country of both Ghana Telecom and One Touch, and Vodafone mobile telecommunication network respectively (Ashmond, 2017). In a related observation, Ashmond (2017) notes that the content of the training and development programmes as human resource development practice meet the expectation of the employees per the criteria of the ILO's decent work agenda which states that training and staff development programmes should be prepared to meet the needs assessments of the staff. Ashmond (2017) therefore concludes that MTN and Vodafone companies contribute or promote employment growth from the perspective of developing the human capital of the Ghanaian workers in the MTN and Vodafone companies.

The workers in both MTN and Vodafone companies are also entitled to social protection in the form of compensation to workers for invalidity, maternal protection and family protection. The ILO's decent work agenda posits that workers' social protection should be considered as a very important part of ensuring employment growth in international business. Workers social protection according to the decent work agenda includes compensation to worker for invalidity, maternal protection and family protection. Ashmond (2017) asserts that MTN and Vodafone have contributed to ensuring human resource development of the staff they employ to work for in Ghana. In 2008, an additional mobile operator came to the Ghanaian mobile telecommunication industry by name Zain. The company was a subsidiary of Zain International, a multinational mobile telecommunication network that does businesses in Africa and the Middle East (Sey, 2008).

On 3 March 2017, Millicom International Cellular S.A. which operates a mobile telecommunication network under the brand name Tigo and Bharti

Airtel Limited “Airtel” resolved to partner in Ghana, and this received the nod from the Ghana government on 2 October 2017. As part of the contract, Millicom and Airtel have the same title deed under the new trade name Airtel-Tigo (Kuofie, Ofori-Boateng & Yellen, 2010). Airtel-Tigo is the second largest MNO in Ghana with subscription rate of over 10,000,000 customers. As a way of staying in business in a perfect competitive market, the network service providers have extended and improved their network to cover the whole of Ghana even though it has been observed previously by Kwenin, Muathe and Nzulwa (2013) that network coverage is concentrated in the southern and middle belt of Ghana and relatively poor network coverage in the northern belt of the country.

The telecommunication network operators in Ghana all have an equal playing field. They are all regulated by one body, the National Communication Authority (NCA) and all have unrestricted coverage across the country. Airtel-Tigo is expanding its network coverage rapidly in the country. However, Vodafone and MTN have achieved momentous expansion in network coverage and appear to be the two giant multinational companies in Ghana. Their coverage extends to all the 16 regions of Ghana. The fair competition and protection given to mobile telecommunication networks in Ghana attract other foreign multinational mobile telecommunication networks to operate in Ghana. For instance, in 2008, another mobile telecommunication network called Globacom (Glo) entered the mobile telecommunication industry in Ghana.

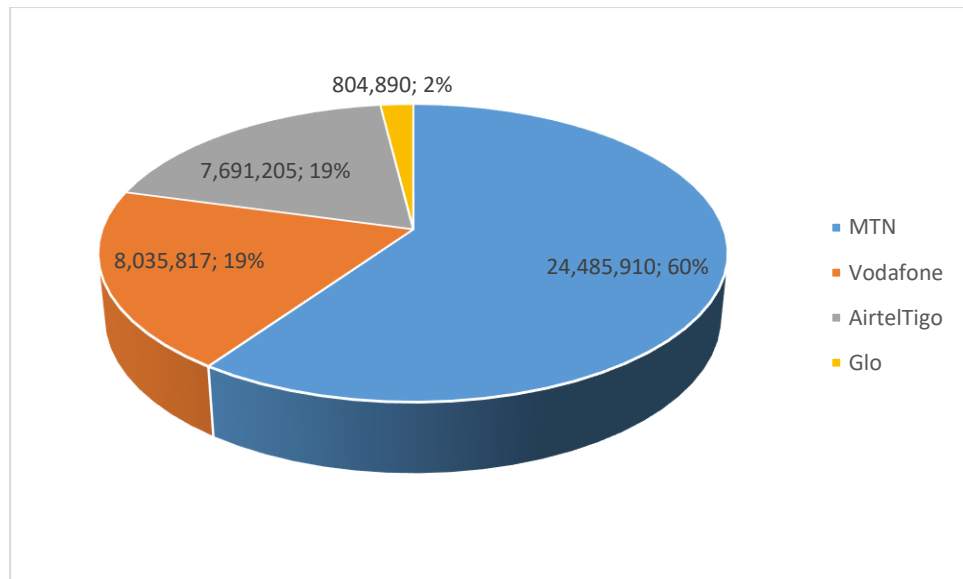
Glo acquired an operating license through its Glo Mobile division in Ghana. On 8 April 2011, Glo launched the sub-marine optical fibre to usher in



another player in the Ghana telecommunication industry. Glo Ghana officially launched ceremony to operate in Ghana in January 2012 (Tobin, 2021). Telecommunication service providers in Ghana increased from three to six from the period 2005 to 2015. The telecommunication service providers in the mobile telecom industry specifically the GSM service providers are all multinational companies. These foreign multinational mobile telecommunication companies completely buy out already existing telecommunication industry in Ghana (acquisition and takeover) or arrange for a foreign-local partnership in which the foreign multinational company will be the majority shareholder.

The six multinational mobile telecommunication network service providers in Ghana as at December 2015 are Vodafone (previously One-Touch and Ghana Telecom), Mobile Telecommunication Network (MTN), Tigo (previously Buzz GSM), Airtel Ghana (previously Zain Ghana), Expresso and Globacom Ghana Limited. It is expected that the operations of these foreign multinational mobile telecommunication companies will foster international relations and collaborations between Ghana and their countries of origin (National Communication Authority, 2022). As at November 2021, the number of mobile telecommunication companies in Ghana have reduced to four namely MTN, Vodafone, Airtel-Tigo and Glo. Airtel-Tigo formed a merger on 2 October 2017 (National Communication Authority, 2022).

Figure 1 presents the size and market share of the four mobile telecommunication networks in Ghana:



**Fig. 1: Market share of mobile telecommunication networks in Ghana as at December, 2022.**

Source: National Communication Authority, 2022

Table 1 presents the country of origin of the mobile telecommunication networks, year of settlement and their diplomatic missions in Ghana, which certifies their international relations in Ghana.

**Table 1: Mobile telecommunication networks, their countries of origin and year of settlement in Ghana**

Mobile Telecom Company	Country of origin	Year of settlement in Ghana	Diplomatic Mission in Ghana
MTN	South Africa	2007	Accra
Vodafone	United Kingdom	2008	Accra
Airtel-Tigo	India/Luxemburg	2017	Accra
Glo	Nigeria	2012	Accra

Source: National Communication Authority, 2022

## **The Services of MTN and Vodafone in the Mobile Telecommunication Industry in Ghana**

Ghana receives multinational companies whose mode of operation is in line with the rules and regulations governing business in the country. Ghanaian business laws are very friendly and seeks to protect foreign businesses and investments. This accounts for the reason why South African based MTN and the United Kingdom's Vodafone have continued to do business in Ghana for the past one and half decades. Over the years, the services that are provided by the mobile telecommunication have evolved. The telecommunication networks adjust to the needs and demands of the customers in the face of constant changes and improvement in technology. This section of the study focuses on the services provided by MTN and Vodafone in Ghana.

Vodafone acquired Ghana Telecom and OneTouch in July 2008. The services that were offered by Ghana Telecom before Vodafone took over include the following:

Landline telecommunication network

Prepaid/Credit cards

Phone cards which operated through phone booths

Short Messaging Service (SMS) Alert

At the time Vodafone took over from One Touch and Ghana Telecom in July 2008, the pay phones operated mainly through credit cards or phone cards which were mostly concentrated in the educational institutions as a way of facilitating easy, accessible and cheaper means of communication between students and their parents or guardians. During this period, Ghana Telecom

made telecommunication accessible to the general public who could not afford to acquire mobile phone. In addition to the phone booth operation, the Ghana Telecom in the year 2005 added another mode of telecommunication service which was code named, *ITEL POP*. This new mobile telecommunication service gradually replaced the phone booth service in our educational institutions (National Communication Authority, 2022).

The *ITEL POP* mode of telecommunication also operated in the same way as the phone booths but this time round, the subscriber or the customer had to make cash payment to the vendor who would upload the amount to be used by the customer on to the telecommunication machine in the phone booth (Teppeh, 2011). Over the years, the services provided by Vodafone Ghana have evolved and in addition to the existing services, Vodafone mobile network has added mobile internet, internet and Vodafone cash. The Vodafone cash operates a banking service and it allows Vodafone customers to send and receive money on their phone wherever they find themselves (Ashmond, 2017). As the services of Vodafone has evolved overtime, its counterpart in the mobile telecommunication service MTN, also contributes its quota to improving the mobile telecommunication services in Ghana.

MTN was previously owned by Spacefone. At the time Areeba took over from Spacefone in 2005, the services that were offered by Spacefone included prepaid credit cards (voice service) and SMS alert. Areeba added GPRS Roaming to these services that were offered by Spacefone (National Communication Authority, 2022). The current MTN took over from Areeba and added to the above, MTN Mobile Internet Broadband and MTN Mobile Money. It is imperative to observe that the core services offered by the mobile

telecommunication networks in Ghana have evolved and have moved into non-traditional telecommunication and financial services such as MTN mobile money, Vodafone cash, Vodafone Agriculture, Vodafone Health Line, MTN/Vodafone MomoPay and PayBill, which is a system and mode of payment that allows MTN and Vodafone subscribers to conveniently pay their utility bills (electricity and water) from their phone through their mobile money wallet.

### **Theories of Multinational Companies from the Perspective of International Relations and Globalisation**

A multinational company is an organisation which produces and does business in more than one country. Multinational companies are quite big but it is not every big company that does international business that is considered multinational. That is, a company may be producing goods and services in one country and transporting to several countries but will still not be regarded as multinational company. It is only companies that have their physical presence for manufacturing in multiples of countries that qualify as multinational (Todaro & Smith, 2015; Nickels, McHugh & McHugh, 2005). The following paragraphs explain the theories of multinational companies from the perspective of international relations.

#### *Neo-classical Approach*

The neoclassical approach to the study of MNCs adopts the position of those theorists who highlight the benefits and the positive impacts of foreign direct investment (FDI) from the perspective of neoclassical economic theory. Their position has been that MNCs ensure the flow of capital to poor and less endowed countries including Ghana and, in the process, ensures efficient

allocation of resources which include human and financial resources. By extension of Nurkse thesis that, “countries are poor”, there is the need to inject foreign capital through FDI and this has been the stand of these theorists. The view of these theorists is that poor countries could not raise their low level of savings to a higher income very quickly for the benefit of international relations (Streeten, 1993).

Free markets and trade liberalisation draw extra home investment and FDI, resulting in capital buildup required for employment generation (Todaro & Smith, 2015). Neo-classical theorists opine that an upsurge in the flow of capital into any country at the back of FDI will bring an appreciation in the national income (NY) of the host country. Every government looks forward for increasing NY for developmental projects, GDP growth and HRD which many nations consider as benefits associated with IR. This was observed in times where capital was scarce in Third World Countries; foreign direct investment was identified to offer an attractive way to ensure international relations through employment generation, human resource development (Jenkins, 1987).

Authorities who explain MNCs from the neoclassical theoretical point of view have concluded that, MNCs investment creates benefits for the host countries in developing countries and this has implication for fostering international relation between the country of origin of the MNC and the host country. Even though neoclassical theorists advocate for the benefits as well as positive impact of foreign direct investment by MNCs, the general impression is that, MNCs and FDI have not reflected in enhancing international relations

between countries of origin of MNCs and the host country as the neoclassical framework appears to project (Jenkins, 1987).

There are other effects of FDI which include create technological externalities and knowledge spillovers for the host country. MNCs bring on board FDI which adds to the capital stock in the host country, creating employment and raising wages (Blomstrom & Kokko, 2003). In furtherance to this, neoclassical theorists posit that there could not be international collaboration between the home country of MNC and the host country if FDI fails to contribute to the capital stock, knowledge spillover and technological externalities (Markusen & Venables, 1999). Secondly, it is expected that FDI provides on the job training for the domestic labour force, supplying the skilled workers and managers needed because MNCs are associated with the potential for technology and human resources diffusion.

Technology diffusion positively affects the growth rates in developing countries through MNC. However, the rate at which the human resource is developed by the MNC in the host country depends on the degree of adoption and implementation of new technologies (Borensztein, De Gregorio & Lee, 1998). Multinationals can foster the transfer of technology (knowledge and skills applied to how goods are produced) to other nations. Technology has been likened to a contagious disease. It spreads out more quickly if there are more personal contacts (Borensztein et al, 1998).

International business is viewed as a channel through which people in different nations make contacts and through which people in one nation get to know about the products of other nations, thereby enhancing international collaborations (Carbaugh, 2008). FDI is another active means for technology

transmission. When foreign companies with strong technology come to open a subsidiary branch in another country, the interrelationship between the subsidiary company and indigenous companies is very cordial as compared to a situation where the foreign company operates in its home country. International and FDI similarly contribute to technology transmission through demonstration effect. That is, other companies and businesses get to know about other products and their usage through the way those companies and businesses operate thereby expanding markets and the ability of firms to employ more people (Carbaugh, 2008).

Multinational companies contribute to national output by paying some taxes and generally contribute to the development of the host country (Todaro & Smith, 2009). Todaro (1992) also argues from the direction of MNCs filling savings, and FDI gap between locally mobilised government revenue and managerial skills. Multinational companies have become key actors and pivots to the global economy by connecting FDI, commerce and technology to the development of human capital of the host country in particular and national development in general. They have come to become the mainspring for employment. Their bearing on the socio-economic wellbeing of advanced and developing economies is pervasive and dire (Sauvant & Dunning, 1993).

The ability of MNCs to contribute to establishing international collaboration and human resource development of the host country to ensure employment growth is dependent on the growth of resources and technological change. MNCs provide financial and material resources such as machines, building and equipment in the host countries. They provide the required human and material resources which are transferred through formal classroom



off the job and on the job training (Todaro & Smith, 2015). As the local counterparts are being trained as a result of technological transfer, the knowledge and literacy skills of the host country populace are enhanced and the host country of the MNC benefits in the long run. The overall implication is that, it will strengthen the relation between the host country and the country of origin of the MNC (Todaro & Smith, 2015).

Moreover, neoclassical theory posits that, as a way of ensuring that MNCs contribute to the human resource development of the host country, they could train local supervisors on the processes for establishing contacts with foreign companies to become better acquainted with international business practices. Multinational companies bring with them the most sophisticated technological knowledge about production process, while transferring modern machinery and equipment to poor Third World African countries. Such transfer of knowledge, skills and technology is assumed to be both desirable and productive for the development of human capital in the recipient nations (Todaro, 1992). Multinational companies aid in transmitting technological knowledge and competence from developed countries to developing countries for the purpose of developing the human resource base of the host country and fostering international relation between the countries involved.

Host countries look up to MNCs as supplementary avenue for investment, job creation, knowledge upgrade and integration of global economy and international relation (Ben Aissa, 1992). The activities of MNCs are based on the impact of the MNC from macroeconomics perspectives. The foreign exchange gap, which is prevalent in developing countries, is as a result of their current account deficit being greater than the value of their capital

inflows. Alfaro et al. (2004) show that, throughout 1998, above half of all FDI were responsible for employment creation.

Evidence from the United Nations in terms of the increased world investment by MNC over the past few decades indicates that, in the 1980s, the annual average growth rate of World FDI inflows was 20 percent and by the late 1990s it was nearly 40 percent (Wang, 2010). There was a slowdown in the 2000s but an annual average growth rate of 15 percent was maintained between 2001 and 2007 (Wang, 2010 p. 104). Advocates of the positive impacts of MNCs argue that international flows of capital perform a variety of functions in the world economy. One of these functions is enhancing human resource development of the host country and contributing to deepening international collaborations among countries. MNCs also permit levels of domestic investment in a country's level of savings (Lipsey, 2004).

The activities of MNCs are based on the impact of the MNC from a macroeconomics perspective. There is an argument in support of the fact that investment from the operations of MNCs is core to international relations as the operations of MNCs are deemed to add to economic and human capital development of labour which is hired in the host country (Raj, Javalgi, Deligonul, Ghosh, Limber & Cavusgil, 2010). Also, the foreign exchange gap, which is prevalent in developing countries, is as a result of their current account deficit being greater than the value of their capital inflows. It can be argued that increased capital by way of FDI through the MNC can assist in filling this gap (Wang, 2010).

Multinational companies help to neutralise the extent of monopolistic power of certain companies in Africa from the neoclassical point of view. This

situation comes if prior to the foreign capital inflow, a domestic firm or a small number of firms dominated a particular industry in the host country (Markusen and Venables, 1999). With the inflow of the FDI, a new competitor is provided resulting in a possible increase in output and this is true in the case of Ghana where before 1998, the only telecommunication network in Ghana was the *Ghana Telecom* which had very limited accessibility. The coming in of Multinational Mobile Telecommunication Companies has helped improve the telecommunication services rendered to customers.

#### *Global Reach Theory*

The global reach theory represents a contrast position to the neo-classical view on the role and impact of MNCs in ensuring human resource development of the labour they hire and international relations. The theory posits that foreign investment is an aspect of the scheme for oligopolistic businesses other than a resource flow. Small number of firms would want to gain control over the supply of goods and service and control their prices to their advantage (Barnet & Muller, 1974). The theory gives two reasons why MNCs control subsidiaries in foreign countries. These are:

- i. To make use of some specific advantage they enjoy over others.
- ii. To do away with competition among firms in the host country by offering much cheaper products and ensure cost effective method of production.

Theorists such as Barnet and Muller (1974) who championed the global reach theory emphasised Hymer's (1976) position with respect to FDI as a means of controlling competition. This has made MNCs enjoy and control extremely discretionary powers and of the position of neoclassical view point

that market imperfections are caused mainly by factors that are beyond the powers of the firms. The position of the global reach theorists is that MNCs could be held responsible for creating unemployment, employment imperfections such as brain drain, and distortion of international relations as a result of the activities of the MNC in the host country (Barnet & Muller, 1974). This means that, by their nature of oligopolistic strategies, Multinationals reduce efficiency and by that make job creation and job enhancement less relevant rather than ensuring complete eradication of employment imperfections.

The arguments by the advocates for the global reach theory are that, in all the exported industries of the MNCs, the most invidious, inescapable health hazard which seems to negate employment growth is stress. This means that, the employees do not work under a normal working condition. On their home ground, United States companies are not likely to sacrifice human comfort for productivity. On someone else's home ground however, anything goes. "Lunch breaks may be barely long enough for a woman to stand in line at the canteen or hawkers' stall. Visits to the bathroom are treated as a privilege and in some cases workers must raise their hands for permission to use the toilet. Because inaccuracies or failure to meet production pressures are quickly internalised, stomach ailments and nervous problems are not unusual work force associated hazards" (Ehrenreich & Fuentes, 1998, p.413).

Some critics have also argued that MNC impairs economic and political independence in Africa and this is dangerous for international politics and globalisation. The position of these critics stems from the fact that MNCs utilise their financial muscles to impact on the governmental agenda that are

not beneficial to the development of the economy. They also wield sizeable politico-economic franchise for appealing to the governments for protection, tax concession, provision of amenities and social services (Todaro & Smith, 2015). Multinationals also have the potential of making some governments in Africa unpopular. This is done through sponsoring some local political power to overthrow incumbent government in a form of coup d'état and sponsoring elections. They also tend to withdraw their financial commitment to the host government if they feel uncomfortable with the host government's policies and directives (Todaro & Smith, 2015).

The impact of the operations of MNCs on enhancing international relations and HRD in Africa is jagged. In certain cases, MNCs' operations support a dual economic situation and income variations. They champion the concern of minority well-paid workers (labour aristocrats and compradors) in contrast to the rest through outrageous remuneration differentials (Todaro & Smith, 2015). They avert resources from the required food production to producing erudite goods that provide the needs of local privileged few and deteriorate the already existing inequalities between rural and metropolitan economic privileges by settling in metropolitan areas and fueling rural-urban migration (Todaro & Smith, 2015). This phenomenon of rural-urban migration has brought about the problems of slums, prostitution, overcrowding, armed robbery and other social vices in most urban areas in Africa including Ghana.

Multinationals typically create employment avenues that are patronised by a section of local population who are known to be in affluent class. This group of affluent minority of the population inspire a certain consumption trends that are not suitable for the rest of the population and this approach by

the MNCs are achieved through advertisement, monopolistic market power and unacceptable machinery for production (Todaro, 1992). As a result, local resources tend to be allocated for socially undesirable projects. This turns out to aggravate the already sizeable inequality between the rich and poor and the serious imbalances between urban rural economic opportunities. In addition to this, although the initial impact of MNC investment is to improve the foreign exchange position of the recipient nation needed to expand employment creation and job avenues, its long-run bearing has the potential to curtail foreign exchange reserves thereby crippling most local and foreign industries and reducing their ability to employ people.

Multinational companies contribute negatively to deteriorate the finances of the host country. The current account of host country may deteriorate as a result of substantial importation of intermediate products and capital goods while the capital account may worsen because of the overseas repudiation of projects, interests, penalties and management fees (Jackson & Campbell, 1988). The foreign exchange deficit, as experienced by Ghana and other Third World African countries, could partly be attributed to repatriation of foreign currencies by these MNCs to their home countries (Maree, 2011).

The activities of MNCs in Africa tend to decrease the profitability of local indigenous firms. Saville (1993) assesses the competitive structure of the economy while investigating the displacement of local firms once MNCs have entered the market. The finding revealed that MNCs capture the market as a result of economics of scale and this has folded up many indigenous smaller businesses in the host country (Saville, 1993). Markusen and Venables (1999) state that the competition effect is created when an MNC enters the local

market and increases competition, however depending on where in the production process they operate, there can be some loss of profit by the local indigenous firms. They go on to say that the MNC reduces the profitability of the local firms in the same industry resulting in the displacement that Saville (1993) referred to. Furthermore, their study showed that increased competition in the final product industry, as a result of the MNC entry reduced the profitability of domestic firms in the same industry.

MNCs tend to target industries in which domestic firms can easily be out-produced, resulting in the inability of the local firm to challenge the MNC thus losing market share which may lead to their closing down thereby increasing the unemployment base in the host country (Kluger, 2006). The results of this in Africa are high unemployment, brain drain and redundancy. Many host country governments and some economists view MNCs' foreign direct investment as detrimental to host economies' welfare and development, creating monopoly situations that exploited those economies and stifling local competition (Markusen & Venables, 1999).

The work that MNCs export to the Third World is not only the most tedious, but often the most hazardous part of the production process. The countries they go to establish their businesses are for the most part, those that will guarantee no interference from health and safety inspectors, trade unions or even freelance reformers. As a result, most third world factory women work under conditions that already have broken or will break their health within a few years, and often before they have worked long enough to earn any more than a subsistence wage. Opportunity for study leave with pay, maternity leave and training and development programmes that are required to develop the

human capital of the employees are not considered in the welfare of the people the MNCs employ to work for (Ehrenreich & Fuentes, 1998).

#### *World System Theory*

World system theory (WST) arose during the 1970s. The theory draws its basis from the dependency theory and explains a wide range of social and economic models and therefore, the WST idea extends beyond the context of dependency theory. Safeguarding it is a process which takes place within the global system. WST illuminates globalisation and HRD as influenced by socio-political and economic factors as phenomenon that happens in the international arena which goes outside the domain and frontiers of any single country.

The macroeconomic framework of any given country is influenced by international business and globalisation and this is facilitated by MNCs. International business and globalisation according to WST has not affected the HRD of the employees in any given MNC in the host nation from the point of view of it (Goldfrank, 2000).

#### *Dependency theory*

In dependency theory, MNCs are of great importance in the analysis of their contribution in the form of FDI. MNCs are institutions in the world economy that promote the internalisation of economic relations and, therefore, constitute a new organisational form of the world economy. Dependency theory has it that, the relations of dependency block long run employment growth and result in a socially unbalanced development and forceful but short employment growth (Beer, 1999).

Beer (1999) states that:



“In the World Dependency perspective, there are three mechanisms that are hypothesised to link foreign investment and social inequality. First, FDI in developing countries generates large sectoral disparities in the national economy, creates labour aristocracies and bourgeoisies. This brings about underutilisation of local or homegrown labour. Second, MNCs operating in developing countries accrue a disproportionate share of local sources of credit and repatriate profits rather than reinvesting them in the local economy” (Beer, 1999: p.4). This situation results in capital flight and turns to worsen the foreign exchange reserve in the host country. Furthermore, leaders of these countries come up with policies and plans that diminish the power of labour and hinder vertical mobility.

Dollar and Kraay (2004) opine that developing countries participating in the global economy experience accelerated growth and are able to get closer to advanced nations while countries not fully participating in the globalisation process lag behind in terms of employment growth fostering international relations as benefit of globalisation. Domestic financial that receive foreign and private investors account for a substantial percentage of a country’s revenue. Basically, portfolio investment consists of foreign purchases of the stocks (equity), bonds and certificates of deposit which are needed by host governments to create employment and ensure human resource development in the host country (Todaro & Smith, 2009).

### *Realism*

The existence of Realism in International Studies can be traced from 5<sup>th</sup> century B.C. Thucydides, an ancient Greek thinker whose work, “History of the Peloponnesian War”, the Kautilya’s Arthashastra exhibits Indian

Literature on Realism. The account of Sun Tzu, an ancient Chinese military leader *Art of War*, exhibits Literature on Realism. Han Feizi (Chinese researcher), Niccolò Machiavelli (a Florentine political thinker), Thomas W. Hobbes (an English Philosopher), Carl von Clausewitz (Prussian general and military theorist) are classical historians whose works have helped shape the theory Realism as applied in International Relations (Waltz, 1979). The works of Frederick Charles Maurice de Talleyrand-Perigord, and Prince Klemens Wenzel von Metternich are all associated with the development of the theory of Realism before the 20<sup>th</sup> century.

Twentieth century proponents of Realism include Kissinger (National Security Advisor and Secretary of State to President Richard Nixon), Charles de Gaulle (French General and President) and Joseph Stalin (Soviet Leader). After World War II, the study of International Politics, International Relations has become a separate branch of study and the Classical Realism emerged as the first School in the field. Hans Morgenthau, proponent of Classical Realism was the person to have maximum impact on the study of International Relations (Morgenthau, 2006). Realism explains the reality of International Politics by emphasising constraints on politics. Realists argue that, states are always involved in power competition as a result of the will to survive and dominate other countries. Thus, the most important thing for states is power (Morgenthau, 2006). Realists emphasise human nature in International Politics which means that human nature causes states to act in certain ways and is inherently self-interested which gives us tendency to conflict (Sutch & Elias, 2007).

Realism has a number of strands or variants namely: Classical Realism, Neo Realism and Neo Classical Realism. These strands of Realism, most prominently the Neoclassical variant, are willing to give analytical and the theoretical space for non-state actors as one of the components or potential variable in explaining state behavior in international politics (i.e. foreign policy). This current research on Multinational Mobile Telecommunication Companies and International Relations of Ghana is situated within the theoretical framework of Realism specifically the Neoclassical Realism variant because it provides more analytical space for non-state actors (Laksmna, 2013). This is particularly the case with international institutions and organisations as an intervening variable, and in some cases one of several independent ones, in explaining state behaviour in the international system. That being said, the focus of analysis of all strands of Realism generally remains on explaining state behavior and international outcomes, and not on the nature and role of non-state actors. Realism is designed to understand relations and interactions between states. So long as states remain a significant though not the most dominant group-conflict unit within the contemporary international system, non-state actors could still be accounted for to a certain extent within the big “Realism Tent” especially under the Neoclassical variant (Laksmna, 2013).

The reason for the choice of Realism specifically the Neoclassical Realism as the most appropriate theoretical framework to situate this current research is that, it explains the role of trans-national MNCs as domestic pressure or interest groups in shaping domestic coalitions that would in turn determine state foreign policy behaviours (Ripsman, 2009). Again, because

Neoclassical Realism is equally if not more concerned with foreign policy as it is with international outcomes, MNCs can still play a role; a more prominent one even compared to other strands of Realism. MNCs could even be placed in a more central role in Neoclassical Realism by showing for example how the degree to which Oligarchs and MNCs affects foreign policy decisions with regards to international business negotiations and global policies. Only Neoclassical Realism provides sufficient analytical space for MNCs as interest or pressure groups that could significantly affect foreign policy decision making and state behaviour in the international arena. Neoclassical Realism is sufficiently broad to incorporate non-state actors in their analysis (Laksmmana, 2013).

#### *Foreign policy decision making theory*

Foreign policy decision making presents a decision making approach to foreign policy analysis. This approach focuses on the decision process, dynamics and outcome highlighting the role of psychological factors in foreign policy decision making. There are quite a number of foreign policy decision making. These include: one-shot or single decisions, strategic, interactive decision, sequential decision making, group decision making, unilateral decision making, negotiated decision making, structured decision making, unstructured decision making, individual level decision making, and coalition decision making. These mentioned avenues for exploring foreign policy decision making provide the perspectives for exploring how and why foreign decisions are made.

In all these various types of foreign policy decision making, the one that concerns itself with this current study on multinational mobile telecommunication companies and international relations of Ghana is individual-level foreign policy decision making since it helps us to explain the decision-making processes of the two mobile telecommunication companies in question as well as the input from their home countries in their relations with Ghana.

*Individual-level decision in foreign policy decision-making*

The premise of the individual level decision approach to understanding foreign policy and IR asserts that, leaders matter in the explanation of foreign policy decisions by acting on their definitions of the situation in the domain of politics (Walker & Schafer, 2021). The decision of individual MNCs aggregate into the behavior of groups, coalitions, states. Individual-level decisions are more likely when leaders have an inordinate amount of power within a state (Hermann, 2001). Variables such as high level diplomacy and leader interest increase the probability of individual-level decision-making. Decision by MTN and Vodafone to move from South Africa and the UK respectively is often associated with decision making at the individual level (Hermann, 2001).

Multinational companies do business in countries that share the same or similar foreign policy with their home countries and this is at the heart of national sovereignty. MTN and Vodafone have considered the foreign policy of Ghana to be friendly to their activities and this is the reason why they have

taken an individual level decision to come to Ghana to do telecommunication business (Cashman, 1993).

### **Relevance of the theories to the study**

The study primarily focuses on how MNCs contribute to fostering international relations and human resource development of the labour they hire in the host country. However, the MNCs, which the study focused on, are the mobile telecommunication networks. In this study, we looked at the theories of MNCs which contribute either positively or negatively to the growth of the host country. The theories of MNCs are categorised by social scientists into two areas. One group of social scientists looks at the positive impacts of MNCs to the host nation while the other group focuses on the adverse impacts or effects of the operations of MNCs on the host nation. For this reason, the study examined the theories of MNCs such as Neoclassical and World System which focus on the positive impacts of MNCs whereas Global Reach and Dependency theories examine the negative impacts of MNCs to the host country.

One of the positive impacts of MNCs to the host country is development of human resource and fostering international relations. The proponents of Neoclassical and World System theories explain employment growth to mean the extent to which MNCs ensure development of human capital base of their workers, good and conducive working conditions and social protection for their workers. For the purpose of ensuring a balance, it is important that other theories such as Global and Dependency which examine MNCs from a negative perspective are considered. That is, how MNCs deteriorate working conditions, social protection and stifle international

relations between the host country and the home country is the focus of Global and Dependency theories.

The theories of MNCs namely the neoclassical approach, global reach theory, world system theory, dependency theory, realism and foreign policy decision making theories help to broaden our understanding on the contribution of the activities of MTN and Vodafone Telecommunication network as MNCs in Ghana and International Relations. The theories present detailed analysis of how the host country either benefit or suffer from the presence of the MNCs. For example, the Neoclassical Approach to the study of MNCs highlights the positive impacts of FDI. The operations of the MNCs are perceived by the host country as a blessing according to the Neoclassical Approach. The global reach theory on the other hand perceives MNCs as oligopoly. The world system and dependency theories posit that MNCs have negative consequences such as impairing socio-political state of the host country and this has implication for international politics.

### **Critique of the theories of MNCs in relation to this current study**

Having considered the relevance of the theories of MNCs and their contribution to enhancing the IR and HRD, it is important that we look at the weakness in these theories. As a result, theories of MNCs in relation to this current study are criticised as follows:

Neoclassical theory emphasises the flow of capital to poor and less endowed country and in the process, ensures efficient allocation of resources by MNCs. However, the theory falls short of how much the MNCs take away from the host country. MNCs are criticised for withdrawing from the host country rather than adding to the existing resources in a given nation. Again,

WST argues that, no nation can develop in an isolation or independent of other nations and that, development of nations takes place in a globalised environment. That is, nations are interdependent and interconnected. However, the theory falls short of the fact that the ability for any given nation to develop and benefit from IR depends on the strategies and potentials of that nation and ability to withstand global economic shocks and down turns.

MNCs take away their profits from the host country to their home country and this has an adverse effect on the foreign exchange reserves in the host country. MNCs according to the WST accelerate economic growth in the host country. However, this growth is in the short run. In the long run, the

The Dependency theory highlights the negative impact of MNCs in the host country and posits that, FDI creates labour aristocrats and compradors, and this leads to underutilisation of HR potentials of the indigenous labour. However, this theory fails to recognise the knowledge spillover effects, mentorship, tax revenues and income distribution that these labour aristocrats and compradors provide in the host country. Also, Dependency theory posits that, governments of the nations which these MNCs come from rollout policies and plans that diminish the power of labour and hinder vertical mobility. However, this theory fails to recognise the fact that, MNCs do not operate in isolation and independent of the rules and regulations governing the activities of the MNCs in a given nation.

Presence of the MNC rather deteriorates the growth of the host country.

Finally, the Global Reach theory posits that, FDI which is transported into the host country through MNC is an aspect of the strategy of oligopolistic firms and not a resource flow. That is, firms control the production and



distribution of resources in the host country, and this takes away the market and the ability to compete by the smaller existing firms. However, this theory fails to notice and address the advantages of economics of scale that the smaller existing firms in the host country enjoy as the result of the presence of the MNC. This economics of scale includes availability of raw materials, ready market, provision and extension of roads, electricity, educational infrastructure, and other social amenities.

Realism is designed to help us understand relations and interactions between states. However, it has less to tell us about non-state actors. Scholars of Realism are criticised for their inability to take into account the growing role of non-state actors, including international institutions or organisations such as MNCs. Again, while earlier strands of Realism have devoted much attention to international institutions in their debate with neo-liberal institutionalism, most of these structural realists are still reluctant to give full analytical weight and independent causal powers outside of the interest of states. While Classical Realism and Neoclassical Realism are generally open to the idea of international institutions' growing role in affecting state behaviour, practicing scholars working within these two lenses have rarely produced such research.

Again, a close analysis of Defensive Structural Realism suggests that whereas international institutions remain dependent on state power and interests there is a growing realisation of their utility for maintaining stability reducing the effects of the security dilemma. Elma (2008) however argues that, in the case of security dilemma, Defensive Structural Realism is better

suited for investigating structurally constrained responses to revisionism rather than where expansionism comes from.

### **Conclusion**

This chapter considered the theories underpinning MNCs that are doing business in the mobile telecommunication networks and international relations. The theories were grouped into two. One group namely: Neoclassical theory and Dependency theory looked at the benefits of MNCs such as addition to resource flow and FDI to the host country. The second group namely: Global Reach theory and the World System theory considered the negative impacts of MNCs such as distorting markets by creating oligopoly. Realism and Foreign Policy decision making theories were also considered as theoretical frameworks underpinning this current study because it bothers on IR which embodies our behaviour. Other related literature that were considered in this chapter included: the evolution of global international business, the international economy and globalisation, the telecommunication networks and international relations in Ghana, telecommunication regulations and foreign policy of Ghana and operations of mobile telecommunication networks and the services of MTN and Vodafone in the mobile telecommunication industry in Ghana.

## CHAPTER THREE

### REVIEW OF EMPIRICAL STUDIES

#### Introduction

This section of the literature reviews scholarly work on the already existing relation between Ghana and South Africa and Ghana and the UK before and after the coming of MTN and Vodafone to Ghana. It also considers other works on the impact of MTN and Vodafone activities in Ghana and Ghana-South Africa and Ghana-UK relations. Also, it considers the impact and contribution of MTN and Vodafone mobile telecommunication networks to the human resource development of the Ghanaian employees they employ to work for in relation to labour laws and employment policies in Ghana.

#### **Economic History of Ghana after Independence and the coming of Foreign Multinational Companies**

The economy of Ghana faced difficulties to recover from macroeconomic instabilities since the time Dr. Kwame Nkrumah took over as the first president of Ghana. His macroeconomic policies which were influenced by socialist political ideology saw some inefficiencies in the operations of some of the SOEs (Killick, 2010). The economy of Ghana was crushing because many SOEs were finding it difficult to break even coupled with overstaffing in these state enterprises. Inflation was high and the stability of the country was disturbed by coup d'états and military interferences.

The military coup d'états disturbed the democratic stability of the country from 1967 to 1969. The citizens were agitating for the country to adopt democracy and return to constitutional rule. Multiparty democracy was then championed and injunction on party politics was lifted in 1968 (Aryeetey,

Harrigan & Nissanke, 2000). Prof. Kofi Abrefa Busia's Progress Party won the election in October 1969. The second republic then came into being. Prof. Busia became the Prime Minister while Mr. Edward Akuffo-Addo became the President. Busia's administration saw some boost in economic activity with particular attention to rural development. Unlike the Nkrumah administration where development was spearheaded by the state, Busia sought to encourage private initiative in development (Baah-Nuakoh, 1997).

Busia's regime also witnessed the streamlining or abolition of some public sector productive and trading activities which included retrenchment of some public sector employees, freezing of civil service salaries, increase in taxes and privatisation of state-owned enterprises. These capitalist macroeconomic policies adopted by Busia administration, in addition to growing discontent by some section of the armed forces, resulted in the overthrow of his government in a military coup d'état led by Col. I.K. Acheampong on 13 January 1972 (Cook, Kirkpatrick & Nixon, 1998). Killick (2010) opines in his magnum opus that, the Acheampong-led military government, the National Redemption Council (NRC) in 1974, for example, also opted for a state-managed economy which is characterised by strict adherence to import, fixed exchange and domestic price controls all geared toward a control in inflation.

The Industrial Relations Act of 1971 was also repealed thereby increasing trade union agitations. In all, these initial interventions and policies in the early part of Acheampong's regime seemed to have resulted in an improvement in the economy. One main accomplishment of this period was seen in the construction of the Kpong Hydro-Electric Dam (1974- 1976) to

support the electricity produced from the Volta Dam (Frimpong-Ansah, 1991: 109). However, the Acheampong regime had political support through the selective allocation of jobs, contracts and import licenses to unknown levels. The economy was highly mismanaged and corruption was very much rife.

Allocation of state resources was on the basis of *who-you-know*. The exchange rate and fiscal policies put in place became impediments to manufacturing and production. Value added in agriculture and industry declined as strong disincentives developed against production and in favour of retail trade. The food self-sufficiency index which was 83 percent between 1964 and 1966 fell to 71 percent by 1982. Cash crop production also registered a decline with cocoa output which was 450,000 metric tonnes in 1970 fell to 158,000 tonnes in 1983 (Huq, 1989). Capacity utilisation rate in industry stood at 53 percent in 1975 and dropped to 30 percent (Jebuni et al, 1991).

One of the early policies adopted by the Acheampong's regime was to revalue the currency by 42 percent from 1.82 cedis to 1.28 cedis to the US dollar. Acheampong's government also announced that the students' loan scheme, which was introduced by the government of Progress Party (PP), was to be canceled. Students demonstrated against the cancelation of the students' loan and showed their backing for the coup (Jebuni et al, 1991). The early years of the NRC witnessed some achievement and economic enhancement in Ghana. An agricultural programme code-named *Operation Feed Yourself and Operation Feed Our Industries* was introduced with a view to reducing imports.

Households were invigorated to consider having a backyard farming to support their expenditure on food. The directive received acclamation from the populace. Under this new arrangement, the country embarked on large-scale irrigation for rice and vegetables cultivation in Northern Ghana. However, the initial successes chalked by Acheampong government could not be sustained (Nyanteng, 1993). The economic problem faced by the country since independence could be attributed to the fact that Ghana operated a socialist economy.

The Ghanaian economy was in bad shape by 1982 which necessitated the adoption of liberalisation policies to correct macroeconomic challenges confronting the country at the time. The liberalisation policies brought reforms in the telecommunication sector which was solely owned and managed by the state. The government was responsible for employing about 70 to 80 percent of total labour force. This led to rising wage bills. The state-owned enterprises (SOEs) were highly subsidised. Tax revenue declined as a proportion of GDP, reaching a low of 4.6 percent in 1982 from a peak of 17.6 percent in 1970 (Huq, 1989). The general decline in spending, particularly, capital expenditure was as a result of the decline in government revenue over the period. Government budget recorded persistent deficit financed by borrowing from the Central Bank. This resulted in excess money supply with its resultant implication for rising inflation.

Between 1978 and 1982, money supply growth averaged 42 percent per annum. By 1983, the rate of inflation had climbed to 117 percent. The external sector was unfavourable, the cedi was overvalued, thus crippling exports and creating large balance of payment deficit (Herbst, 1993). Hoarding

of goods was rife and illegal economic activities flourished within this period. Ghana experienced shortage of certain essential commodities such as sugar, soap, milk and fuel *etc.* and this led to state intervention by imposing price controls. This was the period that many Ghanaians described it as “Kalabule” or “the lost decade” (Herbst, 1993). The economy experienced stagnation and needed economic revolution to put it back to track.

The ERP and the SAP adopted from 1983 to 1986 and from 1986 to 1990s respectively were meant to resuscitate the economy which had experienced turmoil for over a decade. Against the background of persisting economic difficulties by 1982, the PNDC government launched the ERP in 1983, following the “Washington Consensus”. Attention moved from state-controlled to a decentralised liberalised economy (Killick, 2010). In pursuit of its objectives, the PNDC government engaged in a vigorous programme of trade liberalisation, a restructured fiscal policy environment allowing for more transparent, and market determined foreign exchange regime, and a general programme to provide a conducive ambience for trade, environment promotion and development.

The subsequent introduction of the SAP began the deregulation and change from ineffective and import driven economic management to a varied, vibrant, effective and export focused with private sector participating intensely. The Enhanced Structural Adjustment (ESAP) which came from the vision 2020 sustained the achievements of the stabilisation programme and SAP, sped up the economic growth with the aim to create a middle-income economy by the end of the year 2020. The role of the state then will be to

create a conducive platform and opportunity for individuals and private sector to grow and develop (Kikeri, Nellis & Shirley, 1994).

The SAP aimed to devalue the cedi by 300 percent in relation to the dollar, restricting public expenditure, and abolishing 6,000 price controls (Herbst, 1991). These policies helped to reduce inflation to below 40 percent yearly by 1984. There was also a drop in fiscal deficit by one percent of GDP. The PNDC government even though did not completely eradicate its dislike for a liberal regime, the government sustained its realistic policy in the latter part of the 1980s. This realistic policy included public sector cost recovery and privatisation of state enterprises (Killick, 2010). The cost of the state's realistic policies declined greatly among government employees in the urban settlement. Employment in the government sector reduced by 60 percent between 1985 and 1991 while food prices and consumables increased in some towns and cities in Ghana (Killick, 2010).

One of the reforms that were very visible in Ghana upon the adoption of the ERP and the SAP is that of the telecommunication sector reforms. Some economic factors might have worked for the potential benefit of these reforms. Large government deficits for balance of payment in the 1970s necessitated the quest to assist an inefficient system and provide job opportunity in the public sector and this resulted in an upsurge in inflation (Baah-Nuakoh, 1997). The effect of this is that, the nominal exchange rate was overvalued and this resulted in reduction in the government tax base and revenues with its resultant effect of worsening situation in critical infrastructure such as roads and telecommunications (Aryeetey, Harrigan & Nissanke, 2000).



The Ghanaian economy steadily deteriorated throughout the 1980s. There was high inflation, decline in exports amidst political instability and growing unemployment. Absolute poverty and emigration of skilled professionals were on the rise (Baudry & Sowa, 1994). The exchange rate was a matter of concern in political terms. However, any government which tried to change it to a more realistic level was taken out of office. Political volatility and unfavourable policy performance propelled donors to reduce their support for the economy of Ghana. Donor fatigue and a decline in exports of goods and services reduced the government tax base and real government revenue and this resulted in deterioration in critical infrastructure such as roads, railways, electricity and telecommunication.

The economy of Ghana which was further hit by upsurge in petroleum prices, downward adjustment in exports and falling prices of goods and services, was aggravated by repatriation of more than one million Ghanaians from Nigeria, famine and bush fires which partly affected cocoa trees in 1983 (Baudry & Sowa, 1994). It was this state of worsening and deteriorating Ghanaian economy that necessitated the PNDC government led by Flt. Lt. J.J. Rawlings to adopt the ERP and SAP and resume, sustain and accelerate growth at low inflation. The ERP and the SAP were assisted by the World and the IMF. The ERP, as part of its policy aimed at transforming prices and reinstate production incentives, control a galloping inflation, readjust interest rates, decrease budget deficits, repair, and restore ruined existing infrastructure and ensure availability and equitable allocation of foreign exchange (Haggarty, Shirley & Wallsten, 2003).

The key elements of the economic and financial strategy of Ghana's ERP for the telecommunication sector were outlined by Harggarty et al (2002) as:

- i. the pursuit of exchange rate and trade reforms aimed at improving resource allocation and external position of payment; and
- ii. structural and institutional reforms formulated to support the efficiency of the economy and enlarge private sector programme.

The main inspiration for these reforms originated from the set of pessimistic views on the role and nature of the state and public choice that formed part of the core of the neoclassical "counter-revolution" of the 1980s.

According to the World Bank report (1990), inappropriate policies by governments of African countries were the primary cause of the poor performance of SOEs. Among these policies included over-expansionary fiscal and monetary policies, domestic pricing policies which tend to be biased against agricultural products and exports, and exchange rate policies which cause over-valuation of currencies. The policies associated with the IMF and the World Bank were aimed at eliminating these constraints so as to generate incentives for production and investment (World Bank, 2013). In a nutshell, the stabilisation programme as contained in the ERP is concerned with the use of programmes and policies aimed to achieving macroeconomic stability.

The ERP did not achieve its intended purpose. Although quite considerable gains were made in an attempt to reconsider the decreasing the impact trends, the ERP also laid bare some major structural problems of the economy. First, weakness of the financial system impeded the organisation of savings and any significant recovery of private investment. Second, the

creation of goods and services was below capacity, especially, in manufacturing and agriculture and lastly and most importantly, public sector administration was still very weak. Government was totally controlling all enterprises which were finding it difficult to break even much less to make profit (Baah-Nuakoh, 1997).

Considering the aforementioned problems and as part of efforts to get a solid foundation for economic growth, the government in August 1986 expanded the reform and introduced the SAP. The SAP implies the use of programme and policies aimed at reorganising or modifying the structure of an economy or the country's productive structure towards increased growth and development. The launch of SAP followed projects that were sector based, including industrial sector review, a public expenditure review and a major consultancy study on state enterprises (Baah-Nuakoh, 1997). The policy framework of SAP focused on trade liberalisation, public expenditure policy, state owned, enterprise reform and public sector management. Also inherent in the SAP were a few reforms which include Institutional Reforms.

The institutional reforms involved increasing efficiency of public enterprise by eliminating subsidies to SOEs. The main objective was to reduce burden on budget and encourage them to improve on their commercial viability. It also and most importantly, involved the divestiture of SOEs to private sector and rapid liquidation of unviable SOEs. In the middle of 1988, the country had put five (5) SOEs under divestiture while 5 others were being considered for liquidation. The government's shares in joint stock companies had been sold out to foreign partners. By the end of 1989, plans and

performance agreements to diversify all the 14 SOEs including GP&T had been finalised (Allotey & Akorli, 1999).

### **Ghana-South Africa and Ghana-United Kingdom Relation in International Business**

South Africa and Ghana have signed a cooperation agreement at bolstering ties. They have signed a memorandum of understanding on cooperation among others, in trade and investment. South Africa President Cyril Ramaphosa who paid a two-day visit to Ghana in May 2022 said during the inaugural Ghana-South Africa Bi-National Commission that “we wish to see increased trade in more value-added products between our two countries. Increased political and economic cooperation between the two countries could not have come at a more opportune time as they both strive to rebuild in the wake of the coronavirus pandemic” (Isilow, 2022). He added that “South Africa and Ghana, as part of a continental collective, need to work together through bilateral and multilateral avenues to advance the African economic integration and development agenda as envisaged in Agenda 2063”.

According to the Ghana Investment Promotion Centre report, there are more than 200 South African companies registered in Ghana, employing about 20,000 Ghanaians and 500 expatriates. Over the past 10 years, South African companies have undertaken over 170 projects in Ghana with a capital investment valued in excess \$1 Billion. As these South African companies continue to operate in Ghana, it is expected that the relation between Ghana and South Africa will be deepened and foster more international collaborations for the mutual benefit of the two countries (Isilow, 2022).

The Secretary of Economic Affairs in the Ghana High Commission in South Africa, Mc Arios Akanbong, is quoted to have said that: though Ghana is a small market with about 30 million people, its good infrastructure has attracted many investors from South Africa specifically in the area of the mobile telecommunication network with the giant MTN mobile telecommunication network dominating the market (Brown, 2021). South Africa is challenging the market share of traditional investors from Europe and North America. Ghana is fairly stable and has a predictable economy which is conducive to investment. It is impressive that Ghanaians have maintained stability in a volatile region. Ghana has bilateral trade and investment agreements and already existing international collaboration with South Africa and that is why South African companies feel safe to do business in Ghana (Besada & Goolsbee, 2002).

South Africa Institute of International Affairs (SAIIA) researcher Harry Besada is quoted to have said that “Ghanaians have responded well to South Africa services and products, and would like to see South Africans becoming the leading investors in Ghana (Brown, 2021). Given the government’s investment incentives and strong commitment to economic liberalisation, South African companies are eager to expand their existing operations. South African companies view Ghana as a gateway to the rest of West Africa. The Ghanaian government, through the Ghana Investment Promotion Centre (GIPC), has also been encouraging as South Africa is perceived to be politically neutral and economically advanced. Ghanaians in business perceive South Africa companies as having good understanding of the market and are stable to adapt to new challenge. The overall effect of this

is that it strengthens diplomatic relations and international collaborations between the two countries.

South African foreign direct investment (FDI) to Ghana is in the areas of mining, brewery, shopping mall, medicine and the mobile telecommunication network. South African entrepreneurs have poured more than \$10 million into telecommunication. As with other investment destinations in West Africa, setting up business is costly and time-consuming. However, South African investors in the mobile telecommunication industry in comparison with Nigeria, Ghana is more competitive and has been identified by the World Bank as one of the least expensive countries in sub-Saharan Africa to do business. Ghana is one of the twenty-one countries which the South Africa's MTN operates (Brown, 2021).

Vodafone mobile telecommunication network is a British-owned MNC with its global headquarters in Newbury, Berkshire, England and does business in Asia, Africa, Europe and Oceania. By November 2020, Vodafone mobile telecommunication company has spread its tentacles and operations in 22 countries and network partnership in 48 countries including Ghana. Ghana has a very long lasting business partnership with Great Britain. Being a former colony of Britain, Ghana is the United Kingdom's 75<sup>th</sup> largest trading partner accounting for about 0.1 percent of total trade. Total trade in goods and services between the United Kingdom and Ghana was £1.2 billion in 2019 (ONS, 2020).

The queen of England expects the United Kingdom-Ghana Trade Partnership Agreement to support jobs and economic development in Ghana by replicating the effects of its previous trading arrangements with the United

Kingdom including duty free and quota free access (ONS, 2020). British Vodafone also operates in more than 30 different countries including Ghana. Even though Ghana cooperates cordially and partners with South Africa and the United Kingdom on a number of international collaborations, trade and investment in mobile telecommunication network play very much prominence. This is demonstrated in network coverage and the spread of masts of mobile telecommunication networks in Ghana.

International relations and diplomacy are fostered through interaction between countries through international business. This occurs when countries operate an open economy for free flow of exports and imports. As countries operate or do business in another country, diplomatic relations require that the host country treats the foreign company which is doing business in her home country with utmost care and respect since any harsh treatment could jeopardise the good international and diplomatic relations between the two countries (Brown, 2021). The exit of a multinational company from one country could be interpreted as hostile relation between the foreign company's home country and the host country (Brown, 2012).

Regional blocs and international organisations such as the ILO, ECOWAS and UNCTAD all ensure equal playing field for international business. In Ghana, the Ministry of Trade and Industry (MoT&I) and the Ghana Telecom Regulations all ensure that foreign multinational companies which are doing business in the mobile telecommunication sector receive all the necessary protection from the state and regulatory bodies. The friendly nature of Ghana telecommunication regulations and foreign policy, and relative good infrastructure and ready human resource+ have attracted foreign

investors such as the MTN from South Africa and Vodafone from the Great Britain to do mobile telecommunication network business in Ghana (Brown, 2021).

### **Multinational Companies and Human Resource Development Practices**

Multinational companies adopt human resource development practices that reflect their national origins and practices and at the same time, conform to global accepted standard. Edwards, Sanchez-Mangas, Tregaskis, Levesque, McDonnell and Quintanilla (2013) identify a different phenomenon from this as the results of their study show different findings. In a study conducted on human resource management practices in the multinational company, Edwards et al. (2013) observe that, MNCs configure their HRM practices in response to system, societal and dominance effects rather than to some uniform global best practices or to their national institutional contexts. It must therefore be stated that, HRD practices adopted by MNCs have assumed a foot loose group of firms unconstrained by local contexts and pursuing a global agenda of cost minimisation (Frobel et al., 1980).



The continuing influence of the institutional context of MNCs' countries of origin and of the environments of the countries in which they operate are also evidenced. Positive impact of MNCs' operation on the environment of the host nation will help to strengthen the diplomatic relations between the two countries and vice versa (Ferner & Quintanilla, 2002). Further studies have returned to the idea of global influences, arguing that a national level framework gives insufficient attention to these forces and that firms may adopt common practices as they pursue what they perceive to be a global standard of doing business rather than adhering to country specific regulations governing international business in the host country (Pudelko & Harzing, 2007).

Training and development as an aspect of HRD generate benefits for the employee as well as the organisation by positively influencing employees' performance through the development of their knowledge, skills, ability, competencies and behaviour. In the short run, it is not easily identifiable the effects of staff T&D on the wellbeing of the employee. However, in the long run, the impact is very much great. Human resource development in an organisation like multinational companies contributes to assisting all employees and departmental output and productivity in the long run. Employing the right workers in any business establishment is not enough to attain productivity and workers' satisfaction. It is important that the employees are given the opportunity to develop their human capital.

Career development usually contributes to the human resource development and productive output of the employee (Andeniji & Osibanjo, 2012). In an era of perfect and global competition, no business can succeed if the people s that are employed are neglected to their fate regarding upgrading their skills, knowledge and technical know-how. This is because employees' human capital development can boost organisation's performance (Hameed & Waheed, 2011).

It is important that the organisation of HRD programmes for employees is done with inputs from the employees concerned to reflect their expectation and meet their knowledge gap. In a study conducted on mobile telecommunication networks and employment growth in the Cape Coast Metropolis, Ashmond (2017) finds out that the content of T&D programmes organised for staff in the MTN and Vodafone mobile telecommunication networks in Ghana actually meet the expectation of the employees and contribute to their HRD per the ILO criteria on Decent Work Agenda (2016). Ashmond (2017) further adds that MTN and Vodafone have contributed to ensuring HRD of the Ghanaian staff they employ to work for in Ghana.

The use of HRD practices is also connected to MNCs policies choices in the country of operation. The effects of union recognition in the country of operation might also be expected to have a constraining influence on the use of practices with respect to Largest Occupational Group (LOG) but not managers (Edwards et al., 2013). Edwards et al. (2013) further observe that, the integration of the firm, the organisational structure and the presence of international HR committee as well as size, play an important role on the use of HRD practices in MNCs which are active agents in the configuring of HR

systems. MNCs subsidiaries may respond to the institutional environment of a country by deploying relatively large number of new practices.

The relationship between corporate structures and how human societal and dominance effects impact on the development of human capital is something that requires deep interrogation (Edwards et al, 2013). Multinational companies draw their HRD practices from many places and they assemble them in distinct configurations. MNCs engage in such assembly and influenced in their actions by their own organisational contingencies, their embeddedness in countries of operation and of origin, and global models (Elger & Smith, 2005).

At the heart of MNCs is the question of why countries do business in other countries other than their own country? If there is a point on which most economists agree, it is that, trade among nations makes the world better off yet international trade can be one of the most contentious of political issues, both domestically and between governments (McDonald, 2009). When a firm or an individual buys a good or a service produced more cheaply abroad, living standards in both countries rise. There are other good reasons why consumers and firms prefer products from foreign multinationals- the product may better fit their needs than similar domestic offerings or it may not be available domestically.

Foreign producers also benefit by making more sales than by selling solely at home and by earning foreign-made products (McDonald 2009). Still, even if societies as a whole gain when countries trade, not every individual or company is better off. When a firm buys a foreign product because it is cheaper, it benefits the firm but the (more costly) home producer loses a sale.

However, the buyer usually gains more than the domestic seller loses. Generally, the world is better off when countries import products that are produced more efficiently and cheaply abroad. The exception is if the foreign costs of production do not include social costs, such as pollution. But those who feel they are adversely affected by foreign competition have long

Economists such as Adam Smith and David Ricardo established the economic basis for free trade. British historian Thomas B. Macaulay was observing the practical problems governments face in deciding whether to embrace the concept of free trade, one of the greatest blessings which a government can confer on a people, is in almost every country unpopular (McDonald, 2009). The fundamental question that arises from international business is why countries do business in another country. In an attempt to answer this fundamental question about international business, David Ricardo observes that, trade was determined by comparative rather than absolute costs. opposed international business.

A given nation could be efficient and effective (in terms of capital and labour combination) than required by other nations in manufacturing similar product. The understanding according to Ricardo was that, its comparative advantage-exporting goods which it has the greatest absolute advantage and importing goods with less comparative advantage (McDonald, 2009). A given nation could be two times better than its business counterparts in manufacturing of furniture for example, provided it is three times effective in the manufacturing of airplanes or providing telecommunication networks.

A country may be twice as its trading partners in making clothing for example, if it is three times as productive in making steel or building airplanes

or providing telecommunication networks, it will benefit from making and exporting these products and importing clothes. Its partner will gain by exporting clothes where it has a comparative advantage also extends beyond physical goods to trade in services- such as writing computer code or providing financial products. Because of comparative advantage, international business raises the living standards of both countries and also contribute to human resource development capacity base of the countries involved. Comparative advantage is profitable for the development of any economy. In a situation where a country does not have absolute advantage over producing goods and services, it could concentrate on producing goods and services that it has comparative advantage and could perfectly fit into the ambience of world economic system (Irwin, 2009).

When countries engage in international business, it is followed by adjustment not only across industries, but within them as well. Increased competition from foreign firms puts pressure on profits, forcing less-efficient firms to sit up and become productive. Business enlargement and fresh entrants bring improved technologies and novel varieties of products. Most importantly, international business permits better selection for variety of goods (Baldwin 2008). There are distinct efficient advantages accrued from international business which results not only from more of similar goods, but also superior goods variety.

Economic models used to assess the impact of international business typically neglect technology transfer and human resource development and possible impact on the relation between the home country and the host country. This is because these influences are difficult to model, and results that

do incorporate them are subject to greater uncertainty. Where this has been done, however, researchers have concluded that the benefits of international business reforms such as reducing tariffs and other non-tariffs barriers to trade are much larger than suggested by conventional models (Elliot, 2009).

Over the years, countries have taken steps to reform international business to contribute to global efficiency. When a country engages in international business and receive MNCs, capital and labour move to firms which utilise them the more. Trade also brings dislocation to firms and industries that cannot cut it. Such firms often lobby. They often seek barriers such as import taxes called tariffs and quotas to raise the price or limit the availability of imports. As a result of huge taxes imposed on foreign MNCs, the development of the human resource they employ to work for is negatively affected. Rules and regulations governing the operations of the MNCs in a given sector such as the telecommunication industry are also violated to cut corners (Elliot, 2009).

After the 2<sup>nd</sup> World War, trade reforms by countries substantially reduced government-imposed international business barriers. Tariffs are much higher in certain sectors (such as telecommunication and other services) and among certain country groups. Many countries have substantial barriers to trade in services in areas such as the mobile telecommunications sector; others have policies that welcome foreign competition. Moreover, trade barriers affect some countries more than others. Often hardest hit are less-developed countries whose export are primarily low-skilled labour-intensive products that industrialised countries often protect. The US for example, is reported to collect about 15 cents in tariffs revenue for each \$1.00 worth of imports from

Bangladesh compared to 1 cent for each \$1.00 worth of imports from some major western European countries (Elliot, 2009).

World Bank Economists observed that exporters from low-income countries face barriers on average 50 percent higher than those of major industrialised countries (Kee, Nicita & Olarreaga, 2006). Members of the World Trade Organisation (WTO) which regulates international business, are engaged in a complex effort to reduce, and level out government-imposed obstacles to trade in a round of negotiation begun in Doha, Qatar in 2001. The talks cover a wide range of issues. These include politically sensitive, elimination of remaining farm export subsidies, limiting domestic farm subsidies, and sharply cutting advanced economies' tariffs on farm and industrial products (McDonald, 2009).

Doha also seeks to address other crucial issues such as barriers to trade and investment in mobile telecommunication services. If successful, the Doha Round could yield hundreds of billions of dollars in annual global benefits. A focus on the greater good, together with ways to help the relatively few that may be adversely affected, can help deliver a fairer and economically more accurate trading system (Kee et al. 2006).

The telecommunication business is not only a capital-intensive industry, in which access to capital is a key factor to ensuring the development and expansion of a robust network but also, one in which management skills, competencies and capabilities of qualified people are solid drivers in accelerating the expansion and sustainability of the business (Guislain & Qiang 2006). Laos is a South-East Asian country whose government started to

open its doors for investment in the telecommunications services through Joint Venture (JV) provisions in 1994.

There are about five telecom operators in Laos with over 2000 employees (World Bank, 2007). There are two SOEs, two JVs and one private company: the Lao Telecommunication Company (LTC), Enterprise of Telecommunications Lao (ETL), Lao-Asia Telecom State Enterprise (LAT), Millicom Lao Company Ltd (MLL) and Sky Telecom Company Ltd.

Lao Telecommunication Company was the main actor in the mobile telecommunication market, with a market share of 68 percent followed by ETL with 19 percent, Millicom with 11 percent and LAT 2 percent (Souvanavong 2005). This notwithstanding Laos telecom transactions are still at the beginning stage. Laos grew marginally from 1.5 percent of GDP in 2000 to 1.6 percent in 2004. This small percentage growth is because of inadequate trained personnel and deficiency or absence of comprehensive HRD policies and practices within the telecom companies concerned.

In all, the telecom sector in Laos encountered enormous technical and commercial difficulties and need an immediate intervention in the financial portfolios and HRD programmes to be able to use technologies for their jobs excellently (Minges & Gray 2002). As a service-based sector, mobile telecommunication industry requires a diversification of strategies to develop human capital to respond to speedy technological advancement and customer satisfaction

### **Training and Development as a concept of human resource development**

Human Resource Development (HRD) is an umbrella term which includes activities that are designed to coordinate the human resource of any



business organisation and facilitate the optimum utilisation of workers to realise individual and organisational goal (Byars & Rue, 2003). HRD encompasses drawing, creation and maintenance of resourceful human capital (Schermerhorn, 2008). Its main objectives include human resource planning, developing a qualified workforce, which involves training and development (T&D), performance and maintaining a qualified workforce, which involves career development. Human resource development (HRD) is another function of HRM whose goals interact with the later in relation to employee performance appraisal, rewards and employee skills development (Thornhill, Lewis, Millimore & Saunders, 2000).

Human Resource Development (HRD) and HRM share very striking similarities regarding employee relations, rewards management, performance management, recruiting and selection. In very similar studies, it was identified that the primary HRM functions which have relationships with effective HRD included human resource planning; job analysis; staffing (recruitment and selection); compensation and benefits; equal employment opportunity; T&D; employee and labour relations, health; safety; and security; companies and job design; performance management/performance appraisal systems; research and information system (Werner & Desimone, 2006).

Training and Development (T&D) is not just an important dimension of HRD but is critical instruments in improving employee performance and retaining talented employees. Training is designed to improve employee performance in the job that they were hired to do. The goals of training are to achieve long term improvement in the way people do their jobs, while development activities could accomplish corporate goals. Noe et al (2006)

view T&D otherwise: training is observed to be a calculated attempt to enhance workers' learning in relation to their competences to become abreast with the skills excellently. This will enhance the workers' knowledge and conduct in relation to the performance of their job. Developing employees' human capital is a long-term investment which may not be related to their present job description. It concerns itself with formal classroom education, assessment, working experience, relational contacts, and personality evaluation and preparation of employees for future unrealistic jobs.

Employees could be developed in four ways: formal education, assessment, working experience and relational contacts. Training enables workers to sharpen their skills required for the execution of their jobs. Also, firms benefit from training in the following ways:

Employee withholding: That is, training contributes to employees' retention through making them realise that job owners think about their welfare and are prepared to invest in their occupational progression.

Staffing tools because some fresh graduates and school leavers now prioritise career progression over their commencing salaries.

Respect: That is, the privilege to get trained comes with respect, recognition and award and

Motivation: That is, workers are inspired to perform their job when they are shown respect at their workplace. Motivation is what makes people strive to do something (Nittana, 2013).

Effective employee training and development is organised under four steps namely: planning, which is the process of coming up with ideas, making a feasibility study, assessing, and providing for instructors; organising which

is the process of gathering schemes, teaching and learning materials, techniques and course structure for training; implementing; which embraces faculty selection, demonstration, collaboration, measurement and evaluation (Vincent & Harmon, 1989). When these four steps are executed well, they will enhance effective training programme.

Sweeney (2006) also proposes four different approaches for coming up with training programmes and this includes: ensuring enabling environment, defending the relevance of the things anticipated, exactly showing “how to do” rather than “be professional and polite”, and inviting assistance by having fresh staff understudy experienced staff. Lee (2006) observes that to make the optimum gain from training, there should be apprenticeship which enjoins case analyses and simulated applications. In essence, the learner requires some number of years for practice and coaching on how to measure experience with training into performance.

Ashmond, Opoku-Danso and Owusu (2022) conclude that, training and development (T&D) programmes in the form of formal classroom education, periodic on-the-job training and training courses initiated by the individual employee are all suitable to give the required knowledge to employees to enable them to do their work. However, among these approaches to T&D, formal classroom education is the most preferred and suitable to give the requisite and sufficient knowledge for employees to enable them to do their work (Ashmond et al., 2022).

For a desired performance and HRD to be attained, knowledge, application and practice are indispensable. To a large extent, there are some procedures that could assist workers in acquiring knowledge and skills. Noe et al. (2006)

illustrate a number of approaches that firms use for their training programmes and some of the procedures adopted as instruments for T&D include: teacher-led classrooms, distance education in the form of teleconferencing, on-the-job training, group building methods, six sigma training, workshop, cross-functional training, on-site/off-site formal education programmes, job rotation, mentoring and coaching.

### **Mobile Telecommunication Networks and Human Resource Development in Africa**

Africa, specifically sub-Sahara, could be described as the one with the lowest or less endowed with infrastructural development across the globe. Less than 29 percent of roads of the African continent is tarred with a quarter of the populace having access to electricity and less than three land lines for every 100 people (World Bank, 2013). In spite of this infrastructural deficiency on the continent, there has been a dramatic increase in accessibility and the use of mobile telephony and network coverage over the period on the continent (Aker & Mbiti, 2010). Mobile telecommunication network penetration in Africa is ten times as compared to landline and about 60 percent of the population of Africa have access to mobile telecommunication network coverage (ITU, 2009).

Mobile telecommunication networks have brought so many possibilities in terms of personal contact across the African continent. Contacts such as urban-rural and vice versa, rich-poor divides and superior-subordinate have been possible because mobile phones connect individuals to individuals, information, market and services. For example, in Mali, inhabitants of Timbuktu could reach out to their relatives and loved ones who

are living in Bamako or Australia. In Ghana, residents of Cape Coast could send a WhatsApp message to relatives and friends in Kumasi which is over 250 kilometres away (Aker & Mbiti, 2010).

In Niger, day labourers could establish acquaintance in Benin to find out about job opportunities without having to pay US\$50.00 on transportation. In Malawi, HIV/AIDS patients are reminded of their medication intake through text messages which have become possible because of mobile telecommunication network. Residents in countries such as Nigeria, Mozambique, La Cote D'Ivoire, Togo, Burkina Faso, Senegal, Malawi, Egypt and Nigeria could reach out to police and other security service to report crime and violent confrontations to a centralised authority through text messages and phone calls. One of the most direct and significant economic impact of the mobile phone telecommunication network is the development of human resource (Aker & Mbiti, 2010).

With the increase in the number of mobile phone operators and greater mobile phone coverage across the continent, it has become indispensable for multinational mobile telecommunication network to equip and develop the human capital they engage to render service in an era of constant technological advancement and innovation. For example, formal sector employees' human capital development as part of HRM in Kenya rose by 130 percent between 2003 and 2007 (Samuel, Shah & Handingham, 2005). Human beings are engaged to work in the mobile telecommunication network, a sector that experiences constant response to changes in technology advancement.

The coming into being of the mobile phone telecommunication network has laid a range of openings for businesses and entrepreneurship

advancement for the informal sector. In as much as it is expected that jobs would be created in this ever-changing sector, a number of the jobs will be in relation to the exact objectives of the mobile phone businesses in Africa. For instance, due to mobile phones which are prepaid in nature, there is credit and recharge card vendors at every 300 metres walking distance. Jobs have been created for the youth and those who hitherto were not making enough money for selling sanitary products and provision have now converted their shops to selling airtime and mobile money transfer (Ibrahim, 2009).

In the early years of the liberalisation of ownership of mobile telecommunication networks, mobile services were rented to individuals who did not have personal mobile phones to communicate to their family, friends and loved ones. All these jobs that have been created directly and indirectly by the liberalisation of the mobile telecommunication networks require that the companies involved take steps to train and develop the personnel they employ at both the formal and the informal sector to permanent staff that are engaged by these multinational mobile telecommunication networks (Klonner & Nolen, 2008).

### **The Impact of Mobile Telecommunication Networks on Human Resource Engagement in Sectoral Development in Africa**

The large coverage and adoption of mobile telecommunication networks in Africa have impacted on sectors which include agriculture, health, education, transport, security and aviation (Aker & Mbiti, 2010). The target group and mobile phone usage differs substantially, but the common objective stems from the fact that mobile phones are very relevant apparatus for conveying information and service. Medical doctors and other health

practitioners use mobile phones in their operation in Africa and across the globe using mobile health (M-Health) projects. The projects come in array of observing outbreak of measles in Ghana, assisting in the analysis and curing of sickness by medical professionals in Mozambique, to transmitting medical and health information in Benin, Malawi and Uganda (Aker & Mbiti, 2010).

Mobile phones have been helpful in reminding HIV positive patients regarding the intake of their anti-retroviral treatment plan in Kenya, Malawi and South Africa. Community Health Workers in these countries also use mobile phones to communicate with HIV patients. In Congo, medical workers use mobile phones to extend medical services. That is, a parent could call a hotline to inquire about the status of the health of her child. Mobile telephony has assisted in collecting, measuring, and monitoring of information regarding the health of patients, including checking and tracing the spread of a particular sickness in a given locality (Granot, Ivorra & Rubinsky, 2008).

Mobile telephony facilitates right to entry in obtaining information in agricultural market and this option has come to replace information from message boards and radio programmes which are old-fashioned system of providing information. In French speaking nations, consumer price for chief grains is transmitted every week through radio for bigger markets. This, nonetheless, farmers settle in more than 10 kilometres from the closest bigger market. Agricultural producers in nations such as Ghana, Niger, and Senegal with diverse ecological backgrounds at the comfort of their bed, key in a code or text a message for the prices of goods and services and would receive results immediately. Mobile phones have been used to extend agricultural services to farmers (Granot, Ivorra & Rubinsky, 2008).

Mobile phones have played a crucial role in electoral process across the globe. They have become a potent device in electioneering campaign and monitoring worldwide. During the elections in Ghana, about 1000 observers used mobile phones to transmit election results independently and instantaneously (Granot, Ivorra & Rubinsky, 2008). The contribution of mobile phones to governance and democracy cannot be overemphasised as the electronic tool is used for education and crowdsourcing which considers subcontracting a particular operation to a particular people or society who allow observers to send any observation about election irregularities through text message, voice mail to a centralised machine.

Kenya citizens use a software called “ushahidi” which means testimony in Swahili language. Mobile telecommunication networks have also assisted in regular organisation of election campaigns in Africa and worldwide (Aker, 2008). Getting to the 2000 general elections in Ghana, an electoral strategy which adopts some selected polling stations was used to monitor elections results. During election 2020 in Ghana, about 1000 electoral officers transmitted election results via phone calls, WhatsApp and text messages to the various television and radio stations to which they represent in immediate election results authentication (Gyampo & Grahma, 2021).

Mobile telecommunication and the use of mobile phones assist in many other ways to ensure good governance through voter education and citizen-based monitoring often called “crowdsourcing” which means outsourcing a task to a large community or group of people and allowing regular citizens to report election abnormalities and violent confrontations through text message or phone calls to a centralized server. In Kenya, such



citizen-based monitoring was mapped through software called “Ushahidi” a Swahili terminology which means “testimony”. This is meant to allow Kenyans to report post-election unrest through voice, text message and internet and map it to the entire world (<http://www.haiti.ushahidi.com/alerts>, 2022).

Mobile telecommunication also helps to promote literacy for adults in Africa. As part of Niger’s literacy curriculum, aged learners study how to locate alphabets on mobile phones, sending and receiving text messages. Students are taught how to transmit messages to friends and family via local languages using the mobile phone and this enables them to put into practice their literacy skills that they have gained (Aker, 2009). A nation that does not have newspapers in its local language could adopt text messaging as a functional literacy programme. In a research conducted by Aker, Ksoll and Lybberty, it was found out that students who use mobile phone as teaching and learning aids scored higher than their counterparts in a normal class and this observation stretches for a period of 6 months (Aker, Ksoll & Lybberty, 2010).

### **Mobile Telecommunication Network and Economic Development in Africa**

It has been observed that mobile phones contribute to enhancing the welfare of producers and consumers in countries that have stepped into developing state (Kloner & Nolen, 2008). Research has indicated that mobile phone could cause a change in GDP and economic development, specifically sub-Saharan region of Africa. Roller and Waverman (2001) conducted a study on the effect of telecommunication infrastructure on economic development in

21 OECD countries. It was observed from the study that, for every 10 percent upsurge in telecommunication expansion, a corresponding 1.5 percent was realised in economic growth. In a related study conducted by Waverman, Meschi and Fuss in 2005 in developing countries, it was found out that, for every 10 percent adjustment in mobile telephony diffusion, there was corresponding 0.6 percentage upward adjustment growth rate. In as much as some previous studies provide some evidence of the positive relationship between mobile phones and economic growth, they are saddled with a number of problems.

Infiltration of mobile phones could be determined by a momentous measurement inaccuracy, thereby resulting in possible predisposition assessments of the coefficient. An attempt to obtain a reliable exogenous approach for mobile phone permeation for a cross-country growth regression has been a very great task. To address this task, Waverman, Meschi and Fuss (2005) adopted lagged landline infiltration. It was observed that, the very factors that made some nations to obtain great landline infiltration could also facilitate the present mobile phone acceptance and growth.

Mobile phones have greatly reduced communication costs, thereby allowing individuals and firms to send and to obtain information quickly and cheaply on a variety of economic, social and political topics. Research has proven that the reduction in communication costs associated with mobile phones has tangible economic benefits such as improving the quality and development of human capital and consumer and consumer welfare in specific circumstance and countries (Aker, 2008; Jensen, 2007). As mobile telecommunication sector matures, there appears to be an evolution of mobile

phones from simple communication apparatus to service platform and this require that, the human resource required to ensure improvement and quality service is constantly developed (Nolen, 2008). The broader use of mobile phones has moved the basic aim for introducing mobile phones from its primary objective of reducing communication cost to transforming the lives of the service providers through constant human resource development.

The speedy acceptance of mobile phone has brought about a high level of assumption and buoyancy with respect to its impact on Africa's progress. Individuals, policymakers, the media and mobile phones companies have hyped the contribution of mobile phone in poverty eradication (Corbett, 2008). The president of Rwanda Paul Kagame said this at an Africa Summit held in 2007 that, in about 10 years' time, the mobile phone is now an essential and a necessity in Africa which hitherto was considered as a commodity for the rich and privilege in Africa (Corbett, 2008).

The geographical interconnection of mobile telecommunication network is not evenly distributed, and this has prompted attention across the intra-African digital divide (ITU, 2009). Majority of African countries had very limited mobile telecommunication network coverage as of 1999. Countries such as Egypt, Morocco, Senegal, and South Africa used to have network coverage rate above 40 percent. As of 2008, more than 65 percent of the population of Africa were using mobile phones. The North Africa and sub-Saharan Africa had a population of 93 percent and 60 percent respectively having access to mobile phone network coverage. However, accessibility to network coverage has been very low in countries such as Ethiopia, Somalia, Central Africa and West Africa. In the United States, Canada and Europe,

frantic efforts had been made into the investment in landline whereas in Africa the use of mobile phone networks has jumped that of landline (ITU, 2009).

Mobile phone expansion in Africa and the world positively relates with population density. However, there are other factors which also influence mobile telecom expansion. Which other factors then affect the expansion of mobile telecom network in Africa and the world? Buys, Dagupta, Thomas and Wheeler (2009) adopted spatially disaggregated dataset for mobile phone network expansion and topographical attributes. It was observed from the study that, the likelihood to get a mobile phone mast at a given place is greatly and directly related with possible demand conditions which include population concentration and income per head for a given population, relation between the area of location and the origin of the telecommunication network and the competition in the mobile phone networks in the country. The study further observes that, other factors which include higher grounds, steeper slopes and distance are all inversely related to good mobile phone network coverage and choice of area for settlement.

Empirical data confirms that factors which include higher grounds, steep slopes, and distance influence the use of mobile phones in a given country. Mobile phone subscriptions on the African continent have risen from 16 million in 2000 to 376 million in 2008. The figures notwithstanding, seem to overestimate the real figure of mobile phone subscribers. The reason is that, a number of individuals have more than one handset or own more than SIM card. In addition to this, it is also possible that over 376 million mobile phone owners are currently present in Africa. The increasing subscription and acceptance of the mobile telecommunication companies are expected to

strengthen the relation between Ghana and their countries of origin, and this is what international business seeks to achieve among others.

The rising demand for mobile phone is very amazing given the low economic status of the people in sub-Saharan Africa in relation to the cost of mobile phone handsets and servicing charges. Nearly 300 million Africans live below the poverty line (living less than US\$1.00 per day) with about 120 million living in abject poverty (living on less than US\$0.50 per day) (Ahmed, Hill, Smith-Wiesmann, Frankkenberger, Gulati, Qualbili & Yohannes, 2007). The cheapest mobile phone in Ghana could be obtained at a price of GH¢300.00 (equivalent of US\$27.00) which is more than half of minimum monthly income given to a worker in Ghana. Mobile phone SIM adoption in Africa has increased over the period (Ashmond, 2017).

Data from a study from World Bank Enterprise for countries such as Kenya, Tanzania, and Uganda identify a greater proportion of industries already used mobile phones in the year 2003 with percentage range of 83 and 93 for these countries (Aker & Mbiti, 2010). This greater proportion is related to the substandard and quality of landline services. This is evidenced in the case of Kenyan industries which had a mean of 36 days of continuous landline service for a year and a mean of 37 years. The situation was similar in the case of Tanzania and Uganda.

A few industries also had difficulties in getting landline services. A mean of 100 days had to be spent by Kenyan residents to get landline services while quite a number of other firms had to offer bribes to get connection. The amount offered as bribe on average was estimated to be US\$117 while income per head is US\$780 (Aker & Mibiti, 2010). The adoption of mobile phone

handsets in Kenya for example increased by 20 percent between 2006 and 2009 that is from 27 percent in 2006 to 47 percent in 2009. One-third of Kenyans shared their mobile phones with friends or relatives, supporting evidence of free riding and the use of mobile phone as a common property resource in sub-Saharan Africa. At the same time, such patterns could also reflect cost-sharing especially among poorer rural households for whom the cost of handsets and services is still prohibitively expensive. For these reasons, reported data on mobile phone subscriptions could significantly underestimate the number of mobile phone users; in fact, while only 47 percent of individuals owned a phone, 80 percent reported having access to a mobile phone through direct ownership or sharing (Aker & Mbiti, 2010).

There are mechanisms through which mobile telecommunication network can provide economic benefits to the staff, consumers and producers in sub-Saharan Africa. First of all, mobile telecommunication networks create new jobs to address demand for mobile-related services, thereby providing income-generating opportunities in rural and urban areas. The new jobs created by the mobile telecommunication networks require that employees need to be trained and develop the human capital to be able to embrace the new technology. The development of the human capital base of the workers could take the form of in-service training, on the job training, formal classroom training and periodic off the job training. Again, mobile telecommunication networks assist in communication among social networks. Lastly, some applications on mobile phones such as mobile money, e-learning platforms, dictionary, on-line books, health tit-bits apps etc. have all assisted in financial, health and educational delivery (Muto & Yamano, 2009).

Mobile phones networks have become ubiquitous for the past 2 decades in Africa sub-region and this has brought about some advantages especially in the technological world. Some of these advantages include reduction in transportation costs. Even though one must incur some initial fixed cost to be able to access mobile telecommunication network, the variable costs associated with its continuous usage is very lower as compared to other opportunity costs such as traveling and transportation expenditure. A mean travel to a market which is located about 65 kilometres will take someone between two and four hours round trip. These kilometres and hours could be covered or replaced with only a two-minute call (CCK, 2009).

Mobile phones have also contributed to assisting in the provision of information directly and instantly as it is normally seen at crime scene, transmission of election results and medical examinations. Dissemination of information from superior to subordinates, governmental agencies and the citizens which takes days and weeks to deliver the message using the mass media and letters could be done in some few minutes using the mobile phone (ITU, 2009).

Additionally, instead of remaining inert partaker of information, the masses use mobile phone networks to partake vigorously in the process of searching. This also assists the general masses to query and probe into questions and confirm assertions with several sources using mobile telecommunication. In all, the ubiquitous nature of mobile phones cannot be compared to any other alternative with respect to price tag, location, and portability. Even though radios could be used by all section of the population, the services they provide are inadequate and narrow in sub-Saharan Africa.

Newspapers are costly and are normally found in towns and cities and are patronised by the elites and educated section of the populations. Below 19 percent sub-Saharan African population have access to newspapers with very less proportion of this percentage being in the countryside (ITU, 2009).

As a matter of fact, available data suggest that, emergence of mobile phones in Africa has not been too long, available literature also confirms the role of IT in the form of mobile telecommunication networks, primarily on HRD of workers in these multinational mobile telecommunication network (Jensen 2007; Aker 2010). These research works basically aim at the correlation between mobile phone networks and the exact results including HRD of staff in these mobile telecommunication networks. Jensen (2007) and Aker (2008) examine the staggered introduction of mobile phone network coverage to estimate the impact of mobile phones on the human capital development of staff in the mobile telecommunication industry and the agricultural markets in developing countries respectively.

Exploring the influence of mobile phones on multinational mobile telecommunication networks and fisheries in Kerala in India, Jensen (2007) observes the increase of mobile phone coverage results in substantial improvement in HRD of telecommunication employees. He opines that, this leads to vital welfare improvement for mobile telecommunication workers and consumers. Due to access to information by the help of mobile phones, fishermen stand to benefit from spatial arbitrage advantage and this counts to their benefit in terms of allocative efficiency.

Aker (2010) examines the bearing of mobile phones on HRD of grains business in Niger and observes that the existence of mobile phones contributes



to HRD of grains markets. The bearing is more robust for markets sets with more expensive transportation expenditure among them include the ones that are further separated and connected to bad roads. As time passes by, the consequence becomes more intense, and this confirms the observation by Brown and Goolsbee (2002) on the effects of network in a related study on the use of internet and market competitiveness.

The study by Brown and Goolsbee (2002) reveals that, the use of internet contributes to the economic wellbeing of the people or citizens of any given country as it shortens the period required to perform their work and search for a new job. It is expected that mobile phones should contribute to reducing search costs in labour markets. It has been forecast by labour market search theory that a drop in search expenditure should lead to an upsurge in employees' purchasing power, surge in the rate of finding a job and reduction in the rate of unemployment (Autor, 2001). The availability of empirical research examining the connection between mobile telecommunication networks by MNCs and human resource development outcomes in Africa and the world is very limited (Klonner & Nolen, 2008).

Information technology provided by mobile telecommunication networks has the tendency of raising productivity in Africa and the world at large, especially of small-scale firms. In the literature from industrialised countries, Litan and Rivlin (2001) found out that the Internet improved management efficiency of US firms. By improving communication between firms and their suppliers, mobile phones enable firms to manage their supply chains more effectively, streamline their production processes and engage in new activities (Roller & Waverman 2001). This would reduce stock-outs and

interruptions in production, which are of particular concern for small-scale firms in rural areas with limited supply options. While there are no empirical studies of the impact of mobile phones on supply chain management in Africa, qualitative research in South Africa and Egypt suggests that mobile phones were associated with increased profits, significant time savings, and improved communication with suppliers for small-scale firms (Samuel, Shah & Handingham 2005).

### **Multinational Mobile Telecommunication Operations and National Development**

Another area of mobile telecommunication networks that has called for attention within the telecommunication industry is the introduction of mobile money transfer across networks. In 2009, MTN launched the first mobile money service in partnership with universal banks, followed by Airtel Money in 2010 and Tigo Cash in 2010. In 2019, Airtel Money and Tigo Cash merged under the new name Airtel-Tigo. Mobile financial applications (known as “m-money” or “m-banking”) have arisen with a diversity of services (Bank of Ghana, 2023). The services provided by mobile money involve a set of applications that facilitate financial transactions through mobile phone, and this includes transmitting airtime, paying bills and transferring money to family and friends both inland and across international borders.

There are some institutions and businesses that provide mobile money facilities, and these include: banks, telecommunication network providers and collaboration between banks and mobile telecommunication service providers (Bank of Ghana, 2023). Most mobile money transaction applications enable the subscriber to store value that could be accessed using the handset, change

cash from the stored value account and transmit value among users through text messages, menu commands, and PIN. An account is created by establishing and creating an electronic money (e-money) by a customer. The customer could send money to another customer who has also registered mobile money and could make withdrawals and deposits at a local mobile money vendor. Transactions via mobile money application attract commission (Bank of Ghana, 2023). The introduction of mobile money has helped create employment, reduce transaction cost, and contribute to tax revenue in the form of e-levy and convenience in terms of utility payment.

Mobile money as part of the services provided by mobile telecommunication networks requires that, the agents and operators are trained and given the requisite education to be able to stay afloat especially in this era of constant technological innovations and advancement. This has helped to train and educate the employees engaged by the mobile telecommunication companies and the Ghanaian populace. The result of this is that, the human resource status of the country is enhanced as a result of the presence of the mobile telecommunication network (Scancom Plc, 2022). At the international level, mobile money applications have arisen in Asia, Latin America, Europe, Africa and America. It is now possible for somebody in Ghana to receive money and remittances through mobile alert, an innovation which has been possible because of human capital development in the mobile telecommunication industry (Scancom Plc, 2022).

The Kenyan mobile money service, M-Pesa (meaning Mobile money in Swahili) has gained the greatest thoughtfulness. Introduced in 2007, M-Pesa is a mobile phone application that facilitates a variety of financial transactions

for its users, such as purchasing airtime, transferring money, and paying bills. As of September 2009, M-Pesa had 8 million subscribers and a network of 13,000 agents, with almost 40 percent of Kenyans ever having used the service to send and receive money. Since its inception, the cumulative value of the money transferred via mobile money was over US\$3.7 billion which is almost 10 percent of Kenya's annual GDP (Safaricom, 2009).

The increasing acceptance of mobile money transaction is no news given that there has been tremendous improvement in the financial sector in the sub-Saharan Africa over the period (Nan, 2019). Kenya, in the year 2006 had only 450 bank branches and 600 Automated Teller Machine (ATM). This figure is equivalent to less than two bank branches for every 100,000 population (Vaughan, 2007). In situation where banks and formal financial structures are non-existing, citizens of any given nation used to send money via any of the 3 mechanisms which include: postal order, electronic transfer such as Western Union and middlemen such as drivers, family relatives and friends. Money transfer through Western Union is risk free. However, it is relatively expensive as compared to the other means and are also not found in villages and remote areas but concentrated in the towns and cities. Money transfer through drivers, friends and family relatives is relatively cheaper but it is associated with risk of robbery attacks and fraud (Morawczynski, 2009).

### **Mobile telecommunication regulations and human resource development in the information technology market**

The telecommunications regulatory environment can play a key role in fostering increased mobile phone adoption and its impact on human resource development of workers in the mobile telephony industry. In 1997, over 75

percent of countries in Sub-Saharan Africa, including Ghana, had no mobile phone network and to worsen the case of restricted access to mobile network is the fact that, all existing networks were monopolies. By 2009, mobile phone networks existed in every country, with about 49 percent of markets fully liberalized.

The market liberalisation and penetration by other multinational mobile telecommunication networks gave birth to the need for these foreign telecom networks to develop the human capital they employ to work for (Aker & Mbiti 2010). Some countries which include Central Africa Republic, Chad, and Ethiopia have continued to maintain monopolistic structures in the telecommunication networks. Others such as Benin, Sierra Leone, and Zimbabwe have tried to reestablish monopolies (Abraham, 2007).

There is a strong correlation between mobile phone coverage, the types of services and the price of such services offered, the telecommunications market structure and the human resource development practices for a particular country. In markets with limited competition, we would expect profit-maximising firms to offer more limited services at a higher price with complete disregard to adherence of strict human resource development practices. The Global System for Mobile Telecommunication Association (GSMA) is an association that represents the interests of the worldwide mobile communications industry. The association observes that, on average, prices decreased, and services increased following liberalisation of the mobile telecommunication market. This also gave rise for mobile telecommunications network companies to strategise for their human capital development.

Market liberalisation of mobile telecommunication networks has been part of rising international traffic volume and enhanced quality which is also a product of improved human resource development of staff in these mobile telecommunication networks. In Central Africa, phone calls from Kinshasa to Brazzaville which is the capital town of Congo with a distance of three kilometres apart had to pass through London or New York under monopoly conditions. When the mobile telecom network was liberalised, cost of phone calls from one country to the other dropped (GSM, 2006). In a nutshell, it could be concluded from the above narrative that a liberalised telecommunication atmosphere could be advantageous to not only employees of these mobile telecommunication network but also the general public in any given place (Goldstein & Rotich, 2008).

It has been observed that even if mobile phones can enhance information and resources including human resource development, they cannot replace investment in public goods. In Nigeria, for example, owing to persistent challenges in electricity supply, one company dealing in mobile phones had to make provision for its own power generation in its 3,600 base stations which consume 450 litres of fuel per second to enable mobile telecommunication masts work. This observation goes beyond just mere development of the human resource of the people the telecommunication network employs to work for. To ensure adequate economic and resource development to occur, complementarity between mobile telecommunication companies and material and human resource development are needed (Aker, 2008).

Mobile phone usage across the globe in general and Sub-Saharan African in particular has experienced momentous rise in the past 3 decades and stretches to cover over 60 percent of the masses. Available evidence indicates that, mobile phones contribute to the welfare of both consumers and producers, and to some extent, economic and human resource development (Abraham, 2007). The continuous fall in the prices of mobile phones and airtime has the tendency to impact on transforming access to mobile telecommunication from an elite good or luxury to an essential good for adults from the various income earners because it is now affordable. As time passes by, mobile telecommunication operators come up with more innovative means to reach out to more subscribers.

The cost of mobile phones has seen a drastic decline, and some are now charged by using solar energy, an innovation which is currently new in the mobile telecommunication market (ITU, 2009). The difficult now is to see to the complementary access to public goods and coming up with appropriate policies including human resource development strategies to evaluate and propagate the benefits of mobile phones throughout the African continent and across the globe.

### **Human resource development and employees performance in a globalised system**

Work environment is transforming rapidly due to the advancement of technology, changing organisational structure and more importantly, globalisation. Therefore, to prepare for future work and to stabilise the business, it is necessary to have a new skill set which is only possible with the help of implementing technology within the framework of globalised

environment (Born & Drori, 2015). In a study on the role and the importance of career development programmes in developing and retraining employees, it was observed that, if the organisation can assist all employees in meeting their human resource development needs according to global standard as prescribed by the World Trade Organisation, then both employees and the department will benefit in the long run.

The success and survival of business in international business in a global arena is hinged on the development of new skills training and retraining of employees and once business decides on developing new skills, it has to create teams who are responsible for imparting skills, implementation, evaluation and growth of training programmes (Cisco, 2015). A continuous update of firms and introduction of new technologies into the workplace requires updating of knowledge and advanced skills from floor operators to white collar jobs (Eggers & Hagel, 2012). This means that equipping the workers with advanced skill is not criteria, but they should regularly renew their skills to be able to compete in the globalised market. Elaborating on the importance and relevance of career and human resource development. Andeniji and Osibanjo (2012) are of the opinion that career development usually reduces the cost of recruitment and training of new employees in the organisation and contribute to the human resource development and productive output of the employee.

It is important that workers who are employed in any business organisation are given the requisite education to acquaint themselves with current methods of business undertaking because employees' human capital development can boost organisation's performance (Hameed & Waheed,



2011). By developing the human capital of employees, learning, skill growth, self-direction and employees' attitude will enhance the organisation's performance and productivity. Therefore, there is a positive relationship between training as a key aspect of HRD and staff output and productivity. Training offers the staff and the business establishment the benefit of performance enhancement by means of the knowledge, competence, and attitude.

Information Communication Technology (ICT) plays a prominent role in our modern life. Apart from advantages like improving productivity, providing instant connectivity and access to information, it also reduces the cost of doing business (Kramer, Jenkins & Katz, 2007). Many IT firms are investing heavily in human capital which aims at developing future employees through technical literacy programme. Mishra and Bhardwaj (2002) highlight the nature of HRD climate over different levels of managers in the private organisation such as the mobile telecommunication networks in different countries and conclude that the HRD climate conditions in private organisations are good and satisfactory.

### **Telecommunication networks and economic growth in the host country: The African experience**

Multinational telecommunication networks have found space with African continent and their activities contribute to the economic growth of African countries. Some areas of economic growth that the activities of these multinational telecommunication include employment generation, tax revenue, human resource development and GDP growth. Henderson (2012) presents an article and industry level perspective of Bureau of Labour Statistics (BLS)

employment projections within the context of information technology. The analysis of the data reveals that telecommunication is the industry with the largest employment in the sector of information technology, accounting for almost one-third of the sectoral employment. In Africa, mobile telecommunication has expanded exponentially and will continue to do so.

Maree (2011) concludes that, in developing countries the mobile phone has become an instrument for development, entrepreneurship, job creation, improved working conditions and quality of life enhancement of employees. In drawing up of criteria for assessing impact of investment in Africa, Maree (2011) identifies labour and employment: creation of decent work and more jobs, and within the economy, it creates greater inequality and more poverty. On labour and employment, it deskills labour through creation of insecure jobs of which a country's economy or society is influenced by mobile telecommunication network. Mobile telecommunication networks have played beneficial roles with respect to ensuring social protection, good working conditions and expansion of labour, and they help to raise the general standard of living in the telecommunication sector.

Bakare and Gold Kafilah (2011) conducted a research on estimating the impact of GSM telecommunication on income and employment in the telecommunication sector in Nigeria. Their research focused on the following research questions:

- i. Has mobile telecommunication increased income and the living standard of consumers?
- ii. Does mobile telecommunication reduce transaction cost of various economic activities?

- iii. Has improvement in the working conditions of workers in the mobile telecommunication industry led to employment growth?

Their study found out the following answers to the above questions:

- i. The GSM business was found to be the main occupation of the respondents, as such, it is the main source of their income and livelihood. Most of the GSM operators had over N20, 000 investment in their retail GSM phone business
- ii. Investment in GSM was found to have a positive and significant effect on transaction cost.
- iii. The GSM has contributed positively to the economic situation in Nigeria and has served as a source of income and employment to many Nigerian youth.

The positive value of the coefficient of unemployment before GSM variable (0.60) implies that GSM has increased employment in the study area by 60%. Therefore, engaging in GSM business reduced poverty and provided employment opportunity for the teeming population. Again, duration of unemployment is also significant and positive (0.0264) or (2.64%). This implies that those who were unemployed for longer period constituted the bulk of GSM operators. The positive relationship also indicates that the urge to get out of poverty due to unemployment drives many people to GSM business. Therefore, GSM has substantially created jobs and impacted positively on income and standard of living. The sign and significance of the poverty alleviation variable is very instructive and supportive of the positive role GSM business has played in poverty reduction among the Kwara State residents. The coefficient of poverty alleviation variable which is - 0.32 shows that

employment and poverty level were inversely related. This suggests that the more people participate in GSM business the less the poverty level. Therefore, GSM could be considered to be an important strategy for employment creation and therefore its possibility of reducing the incidence of poverty.

Olatokun and Bodunwa (2005) examined mobile telecommunication demand in Nigeria by looking at GSM, highlighting the factors that promote or impede its use, benefits and quality of services provided by operators. The study adopted descriptive survey design. A two-stage stratified sampling technique was used to select a sample of 456 staff and students of University of Ibadan. The study observed that, social activities such as contacting friends and relations accounted for majority for the use of mobile telecommunication services. The observation was contrary to the view that, University students and staff were more likely to use mobile phones on University of campus since they are used to undertake research and academic activities and this was however the contrary. Mobile telecommunication services were less used in research and academic activities. The study identified that, limited network coverage and poor quality of service inhibit effective use of mobile telecom services. The implication of the findings is that, mobile telecommunication network that provides quality services stands a better position to acquire more subscribers.

Williams, Solomon and Pepper (2012) conducted a study on mobile telephony and employment creation in developing countries. The mobile telephony identifies two distinct channels through which mobile telephony contributes to improving employment growth: a direct impact and an indirect

impact. The direct impact can be captured by interpreting the level of mobile penetration in a market as a proxy for the degree of development of the mobile telecommunication industry in the country. Countries with higher levels of mobile penetration tend to be the countries with comparatively higher levels of employment base in the mobile sector. Higher investment in the mobile sector generates more employment, more mobile-related economic activity and more activity in the wider economy. The research concludes that the marginal effect of mobile phone penetration on employment varies across countries with the average level of mobile penetration. Mobile penetration has a higher impact on employment growth in countries with low levels of penetration than on countries with higher level of penetration.

Mobile phone providers, while their entrance into the Ghanaian economy was not too long ago compared to other industries have made a significant impact in the growing of the Ghanaian economy by adding to jobs both in the urban and rural areas (Kuofie, Ofori Boateng & Yellen, 2010). Kuofie et al (2010) further posit that mobile phones are bringing the Ghanaian communities more closely together even though they are miles apart. It is improving businesses and their ability to employ and engage more labour force that otherwise couldn't have been possible. Through mobile phone diffusion in the country, the Ghanaian job market has directly and indirectly been impacted with some high paying jobs not just in the cities but in rural areas of the country as well. This means that the number of people who are engaged in employment avenues have increased as a result of emergence of mobile telecommunication networks.

Kluger (2006), Enhrenreich and Fuentes (1998) find that out of 104 participants, 34 percent of them strongly agree that their companies have a favourable opinion of the mobile phone diffusion and its impact on employment growth in the Ghanaian economy. About 63.9 percent agreed that their companies perceive mobile diffusion as instrumental in promoting employment in Ghana. The study also finds that 25 percent of the 104 respondents said their mobile phone companies ensure social protection for all employees in their company. The study further finds that out of the 104 participants, 15.5 percent of the participants strongly agreed and 81.4 percent of the participants agreed that all sectors of the Ghanaian economy have benefited from mobile phone diffusion expansion in labour force and improved working conditions.

#### **Ghana telecommunication regulations and foreign policy and operations of mobile telecommunication networks in Ghana**

The environment within which labour is engaged to work is as important as the development of the human capital and social protection (Belanger & Trudeau, 2007). The regulatory environment of the telecommunication industry in Ghana is under the auspices of the Ministry of Communication and Digitisation. Over the years, the legal and regulatory bodies have evolved and have seen some rigorous development. New laws and regulations have been passed to support the improvement and implementation of regulation of the communication sector. The laws that regulate the operations of mobile telecommunication networks include:

- i. National Communication Authority Act, 2008, Act 7691

Clause one of the Labour Act, 2003 (Act 651) of Ghana provides explanation of the ILO's provision on decent work agenda regarding the nature of working condition of workers. To elaborate the provision in the decent work agenda document of the ILO on working condition of workers, the Ghana Labour Act states that it is the duty of an employer to ensure that, every worker employed by him or her works under satisfactory, safe and healthy conditions. The Act continues in Section 118 Clause two that without limiting the scope of subscription, an employer shall ensure the following:

- i. *Provide and maintain at the workplace, plant and system of work that are safe and without risk to health.*
- ii. *Ensure safety and absence of risks to health in connection with use, handling, storage and transport of articles and substances.*
- iii. *Provide the necessary information, institutions, training and supervision having regard to the age, literacy level and other circumstances of the worker to ensure, so far as is reasonably practicable, the health and safety at work of those other workers engaged on the particular work.*
- iv. *Take steps to prevent contamination of the workplaces and protect the workers from toxic gases, noxious substances, vapours, dust, fumes, mists and other substances or materials likely to cause risk to safety or health.*
- v. *Supply and maintain at no cost to the worker adequate safety appliances, suitable fire-fighting equipment, personal protective equipment, and instruct the workers in the use of the appliances or equipment.*
- vi. *Prevent accidents and injury to health arising out of, connected with, or occurring in the course of work by minimising the causes of hazards inherent in the working environment.*

Following from the above Labour Act which reflects the ILO's decent work agenda, Ashmond (2017) sets out to investigate the suitability of Ghana telecommunication regulations and the employee well-being of the Ghanaian

and observes that Ghana telecommunication regulations are conducive and protect both the interest of Ghana and foreign multinational mobile telecommunication companies. In the later part of 2000, the National Communication Authority (NCA), through the power of the Ghana Telecom regulation and foreign policy, undertook a major step to resolve some key issues in the sector including drafting a new license for all operators, revised frequency plans and revision of the regulations for the mutual benefit of the foreign mobile telecommunication network and the republic of Ghana (O'Melveny & Myers, 2000). This regulatory directive, if not properly handled, could have international relations implication for Ghana and the countries of origin of the MNCs in the mobile telecommunication networks (Belanger & Trudeau, 2007).

Multinational companies (MNCs) operate in an environment that is receptive, politically stable, conducive and have friendly rules and regulations that will enable them maximise productivity, make profit and contribute to the development of the host country. Given the high rate of exit, acquisition and takeover of multinational mobile telecommunication network companies in Ghana, it is important that from time to time, telecommunication regulations and foreign policy of Ghana are reviewed to reflect the mutual interest of Ghana and the foreign mobile telecommunication company. In Ghana, foreign multinational mobile telecommunication companies feel at home and are happy to do business because of friendly environment, rules and regulations and non-political and governmental interference (Brown, 2021).



### Conceptual Framework

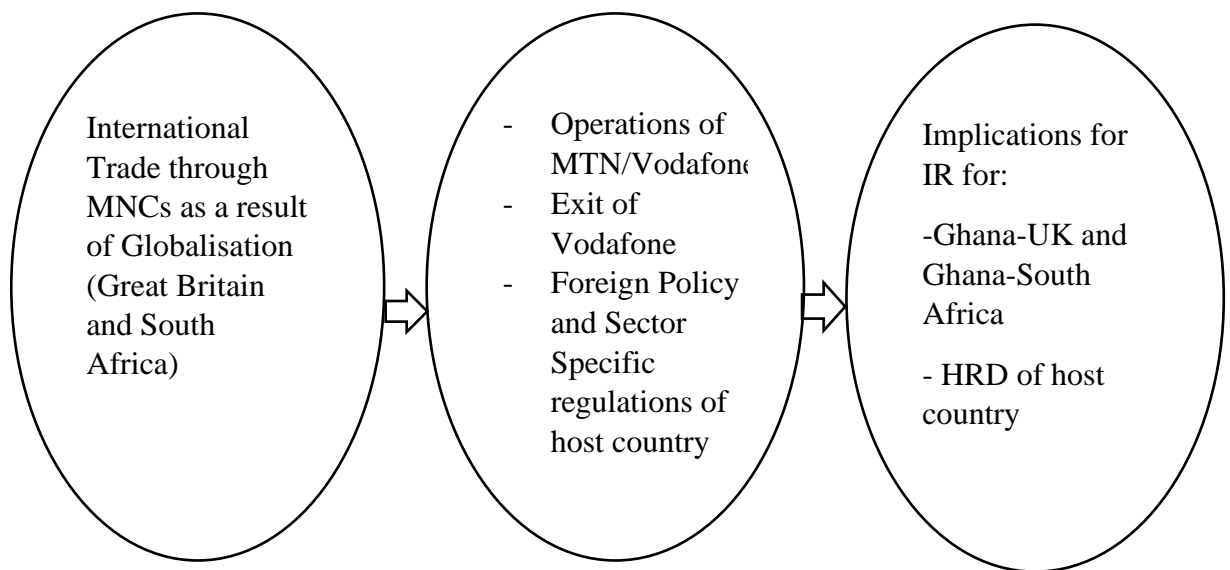
Multinational companies are believed to have some positive impacts on the host country. One of these positive impacts is enhancing international relation between their country of origin and the host country. The ILO's document on decent work agenda explains some areas of international business and how they foster international relations among countries in the organisation's Decent Work Agenda documents. The indicators in this document show that, the operations of MNCs could influence International Relations. Therefore, the activities of MTN and Vodafone could influence Ghana's relation with Great Britain and South Africa through the following means:

- Exit of Vodafone
- Foreign Policy and Sector Specific regulations of host country
- Policies of MTN/Vodafone

The above stated means have implications for IR for:

- -Ghana-UK and Ghana-South Africa
- HRD of host country

Figure 2 provides a conceptual model for the impact of MNCs as a result of international trade on in the international relation between Ghana-South Africa and Ghana-UK through the operations of MTN and Vodafone in Ghana.



**Fig. 2: Conceptual framework showing the operations of MNCs and International Relations between countries of origin and host country.**

Source: Adapted from ILO Decent Work Agenda (2016).

Figure 2 indicates the relation between MNCs and international relation between their countries of origin and the host country. MNCs are the vehicle for international business which rides at the back of globalisation. The countries of origin of MTN and Vodafone are South Africa and the United Kingdom respectively. As MTN and Vodafone continue to operate in Ghana, they interact with the telecommunication rules and regulations and the foreign policy of Ghana. MTN and Vodafone could therefore find the telecommunication regulations and foreign policy as either favourable or unfavourable which has the potential to impact either positively or negatively on Ghana-South Africa and Ghana-UK relations. The condition under which the MNCs also exit Ghana could impact on the existing relation between Ghana and the countries of origin of the MNCs.

## Conclusion

This chapter discussed the empirical literature in relation to Multinational Mobile Telecommunication Networks and International Relations in Ghana. Empirical literature that were reviewed under this section include Ghana-South Africa and Ghana United Kingdom Relation in International Business, Multinational Companies and Human Resource Development Practices, Training and Development as a Concept of Human Resource Development, Mobile Telecommunication Networks and Human Resource Development in Africa and Mobile Telecommunication Networks and Economic Development in Africa.

The chapter also considered other empirical works such as Multinational Mobile Telecommunication Operations and National Development, Mobile Telecommunication Regulations and Human Resource Development in the Information Technology Market, Human Resource Development and Employees Performance in a Globalised World and Ghana Telecommunication Regulations and Foreign Policy and Operations of Mobile Telecommunication Networks in Ghana. The conceptual framework which is situated within the ILO's document on Decent Work Agenda (2016) is also discussed in this chapter.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **Introduction**

This chapter presents the methodological approach adopted in data collection and analysis. It discusses description of the study area, research design, study population, and sampling technique. Other considerations include data sources, data collection methods and instruments, data analysis, data management, ethical consideration and limitation of the study.

#### **Description of the Study Area**

The mobile telecommunication network is one sector that has been successful and seen massive improvement in Ghana since its inception about three decades ago. With an initial of only one company as at 1994, the sector now has five mobile telecommunication companies in Ghana as at 2022 namely, MTN, Vodafone, Airtel-Tigo, Expresso and Glo (National Communication Authority, 2022). The presence and activities of MTN and Vodafone mobile telecommunication networks which have the greater number of subscribers and are the focus of this present study. This is because they are spread throughout the country and have offices located in some district capital and towns in Ghana.

The offices and operations of MTN and Vodafone could be found in the following towns in Ghana:

<b>NO.</b>	<b>MTN offices in Ghana</b>	<b>Vodafone offices in Ghana</b>
1.	Achimota	Achimota, Accra
2.	Cantonments	Cantonments
3.	Madina, Accra	Madina, Accra
4.	Osu Mall	Mensvic Road, East Legon, Accra
5.	North Industrial Area	Accra North
6.	Graphic Road, Accra	Ada Foah
7.	Lashibi, Accra	Samreboi
8.	Haatso, Accra	Tarkwa
9.	Koforidua	Koforidua
10.	Akim Oda	Akim Oda
11.	Akwapim-Akropong	Akwapim Akropong
12.	Somanya	Takoradi
13.	Nsawam Central	Axim
14.	Kumasi Road, Nsutem	Kumasi
15.	Atimpoku	Akosombo
16.	KNUST Branch	Atebubu
17.	Atonsu, Lake Road	Nkawkaw
18.	Kejetia	Tema Community 1
19.	Abuakwa	Dormaa Ahenkro
20.	Nhyiaeso	Mpraeso
21.	Suame	Ho
22.	Adum	Dunkwa on Offin
23.	Commercial Street, Cape Coast	Yejie
24.	Kotokuraba, Cape Coast	Near DVLA, Cape Coast
25.	Winneba	Winneba
26.	Kasoa	Hohoe
27.	Agona Swedru	Agona Swedru
28.	Assin Fosu	Keta
29.	Sunyani	Sunyani
30.	Berekum	Berekum
31.	Tamale	Tamale

- |     |            |                   |
|-----|------------|-------------------|
| 32. | Tumu       | Mamapong, Ashanti |
| 33. | Wa         | Wa                |
| 34. | Bolgatanga | Bolgatanga        |
| 35. | Navrongo   | Bawku             |

Source: <https://mfidie.com/list-of-mtn-offices-in-ghana/> and <https://vodafoneoffices-in-ghana.com>. Accessed on 3 January 2023.

The mobile telecommunication commerce in Ghana is touted as one of the most competitive which is attributed to deregulation (Frempong, 2009). The NCA, the regulatory agency responsible for registering and overseeing the telecom sector in Ghana, has licensed five network companies namely, MTN, Vodafone, Expresso and Glo. Due to the telecom industry and the quest by the mobile telecom companies to stay in business, the operators are confronted with the problem of showing customer oriented and unremitting improved service quality more than before to ensure customer gratification, brand sovereignty and customer unwavering allegiance (Boohene & Agyepong, 2011).

The substantial amount of budgetary allocation to the Ministry of Communication and Digitisation (MoC&D) and the telecom businesses for promotional activities and undertaking corporate social responsibility could be attributed to the constant innovation and rigorous competition in the mobile telecommunication industry.

### **Study Design**

The study used the mixed methods research design which involves both quantitative and qualitative approaches to investigate the activities of multinational mobile telecommunication networks and international relations. The term mixed methods research design refers to an emergent methodology

of research that advances the systematic integration of qualitative and quantitative approaches to investigate a particular phenomenon or programme of inquiry. The basic premise of this methodology is that such integration of both qualitative and quantitative approaches permits a more complete synergistic utilisation of data than only quantitative or qualitative data collection and analysis would allow (Creswell & Plano-Clark, 2011; Mertens, 2009; Creswell, Fetters & Ivankora, 2004).

Mixed methods research design mirrors the way researchers naturally collect information by integrating quantitative and qualitative data. The qualitative research slant was adopted to obtain data from the Heads of Department who were expected to provide detailed information on how Vodafone telecom companies determine the appropriateness of human resource development (HRD) programmes for their staff. Again, the qualitative research design was used to investigate the strategies adopted by Vodafone to assess the effectiveness of HRD programmes and policies (performance appraisal) which aim at building the capacity and knowledge base of Vodafone workers to meeting international business standard as stipulated in the ILO document on Decent Work Agenda. The information above is supposed to be given by the Heads of Department or management who also served as key informants. Given the small number of respondents and thematic analysis involved, interviews which are part of the qualitative research design was the most appropriate in this case.

The study also used the quantitative approach such as administering questionnaire to the general staff category. The nature of information that requires quantitative approach regarding this current study includes:

- i. Verify whether the operations of MTN and Vodafone enhance or impede Ghana's relations with South Africa and UK respectively.
- ii. Investigate the implication of the exit of Vodafone on Ghana-UK relations.
- iii. Determine whether Ghana telecommunication regulations and foreign policy regarding the operations of MTN and Vodafone impact on Ghana-South Africa and Ghana-UK relations.
- iv. Ascertain the extent to which the operations of MTN and Vodafone enhance the human resource development (HRD) of the Ghanaian staff.

The quantitative research design employed inferential and descriptive statistical tools like the chi square, the mean, mean deviation, standard deviation, frequencies, percentages and pie charts to analyse data from the respondents using the questionnaire. Because of the huge numbers involved in the general staff for both MTN and Vodafone, it will be ridiculous, tiresome, expensive and time consuming to conduct interviews for 320 and 380 respondents. Both descriptive and inferential statistics are useful in this current study for two reasons which include: providing basic information about variables in a data set and highlighting potential relationships between variables (Hayes, 2023). Descriptive statistics helps to describe and understand the features of the data by giving short summaries about the sample and measures of the data. In addition, it is informational and meant to describe the actual characteristics of a data set.

Again, descriptive and inferential statistical tools were used because they summarise the large amount of data collected from a sample of 320 and



380 for MTN and Vodafone respondents respectively into several useful bits of information. Furthermore, descriptive and inferential statistics analyse, summarise and communicate findings that describe and make inferences of the data set. The descriptive and inferential statistical tools which include: frequencies, percentages, mean, mean deviation, standard deviation and the chi square employed in this current study provide brief informational figure which condenses a specified set of data that represent the general population (Hayes, 2023).

The mixed methods research design provided comprehensive and detailed data that give holistic information about the phenomenon. Using the mixed methods research design denotes that the investigator has a vibrant understanding of the phenomenon understudy before he or she sets out to gather data. Another merit for using this design is that it is useful in exploratory, inferential and descriptive approaches to investigate a phenomenon and offers the opportunity to establish an unswerving connection between the investigator and respondents (Clark & Creswell, 2008). It also assists in getting comprehensive and accurate information from different categories of respondents. Mixed methods research design provides more evidence in studying a research problem than either quantitative or qualitative research alone. In mixed research design, researchers are enabled to use all of the tools of data collection available rather than being restricted to the types of data collection typically associated with only quantitative or qualitative research (Kothari, 2006; Creswell 2003).

### Study Population

The population for the study included all staff of the MTN and Vodafone telecommunication networks. The population of MTN and Vodafone employees nationwide is 1927 and 4068 respectively (MTN Annual Report, 2022; <http://www.vodafone.com.gh>, 2022). The MTN and Vodafone mobile telecommunication networks have contributed to creating employment in Ghana. The staff of MTN and Vodafone mobile telecommunication companies are found in the following departments as presented in Table 2:

*Table 2: Departments in MTN and Vodafone companies*

<b>Departments in MTN</b>	<b>Departments in Vodafone</b>
Marketing	Commercial and Digital Operation
Enterprise Business	Enterprise Business and Wholesale
Corporate Service	Consumer Business
Human Resource	Human Resource
Project	Legal and External Affairs
Technical	Technology
Finance	Finance
Sales and Distribution	
Customer Relations	
Information	
Risk and Compliance	

Source: Field Survey (Ashmond, 2023)

In the case of the qualitative study, the heads of department formed the target population for the selection of the key informants' interviews. In the case of MTN Company, there were eleven heads of department identified whereas Vodafone Company had seven heads of department as shown in table two. Since the interviews were conducted for only Vodafone regarding its imminent exit from Ghana and its possible IR implication for Ghana-UK, a convenient sample of three was used for the key informants' interviews.

### **Sample and Sampling Technique**

The study interviewed three staff who are at the management level in the Vodafone Company. These individuals are Heads of Enterprise Business Unit, Legal and External Affairs and Human Resource departments in the Vodafone network company. These Heads of Department served as key informants in the Vodafone telecom company and provided information regarding how the human capital of staff in their various departments are trained and developed. Another key informant interview was conducted with the Head of Consumer and corporate Affairs of the National Communication Authority. Key informants interviews are qualitative in-depth interviews with people who know what is going on at the workplace or in the community. The purpose of key informants is that, the respondents have firsthand knowledge and are initiators of certain decisions and programmes. The techniques used to conduct the key informant interviews in this current study were face-to-face and telephone interviews.

The study also sampled 320 respondents from the MTN and 380 respondents from Vodafone for the quantitative research paradigm of the study. The process that was used to arrive at the sample size was the simple

random sampling technique. This technique gives each member of the population equal chance to be added in the sampling frame. The formula for calculating sample size according to Krejcie and Morgan (1970) is shown as follows:

$$S = \frac{X^2 N P (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

S = required sample size

$X^2$  = the table value of chi-square for one degree of freedom at the desired confidence level (3.841)

N = the population size.

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (0.50)

The sample size was chosen based on the quantitative sample size computation by Krejcie and Morgan (1970) which indicates that for every population of 1927, a sample size of 320 is required and for every population of 4068, a sample size of 380 is required.

### **Data Sources**

Data were obtained mainly from primary and secondary sources. Data that were obtained through primary sources with respect to this current study include: the operations of MTN and Vodafone and how they enhance or impede Ghana-South Africa and Ghana-UK relations; Ghana telecommunication regulations and foreign policy governing MTN and Vodafone and their impact on Ghana-South Africa and Ghana-UK relations; and the operations of MTN and Vodafone and HRD practices for the Ghanaian staff. The data required are primary as they are firsthand from the respondents.

The information gathered here required a primary approach as the respondents who are the primary source are in the finest position to provide firsthand information on how MTN and Vodafone telecommunication networks develop human capital of the people they employ to work for. In the opinion of Gravetter and Forzano (2009), primary sources of data are a firsthand report of a research by an investigator who undertook a research work by himself or herself. The staff of MTN and Vodafone MNCs are the right people and in the best position to provide data regarding their human capital development in these two companies.

Another source of data was through secondary source which involved document analysis. Information which included the nature of staff empowerment in the MTN and Vodafone mobile telecommunication networks, policies and procedures adopted by MTN and Vodafone to ensure quality of work life and welfare measures for their employees were analysed. Also, the method of staff appraisal to ascertain the effectiveness of HRD programmes and policies in building staff knowledge and capacity base vis-à-vis the ILO provision on Decent Work Agenda were also analysed from the documents. It was important that these data were obtained from the secondary source to compliment and confirm or crosscheck with what the employees have provided from the primary source.

The secondary source was important here to ascertain how available documentation and work policies in these two multinational mobile telecommunication networks are by policy and requirement conforming to International Trade regulations and provisions as required by ILO. The secondary source of data provided how available T&D work document and

employee welfare policies spell out the mode, application and strategies for HRD of staff in the MTN and Vodafone multinational mobile telecommunication companies. The source for the secondary source were the documents and work policies.

### **Data Collection Methods**

The study adopted structured interviewing for the Heads of Department (HoDs) who served as key informants and provided information regarding the nature of staff empowerment, policies and procedures adopted by Vodafone to ensure quality of work life and welfare measures, and staff appraisal for effective HRD programmes and policies. The key informants were required to provide the above data for analysis in relation to how Vodafone mobile telecommunication Company ensure HRD of staff per the ILO best practices. Structured interviewing was used because such information was required in detail from the HoDs and also, for the benefit of thematic analysis. Such information from these key informants required that, the researcher sits with the respondents to explain the questions clearly and receive feedback from the respondent in relation to questions they are asked.

The interviewing process made it possible to explain and reframe the questions where necessary so that they become well understood to the respondents. Interviewing as a method of data collection is flexible, gives capacity for correcting misunderstandings by respondents and assume greater permissible length of response (Mahr, 1995). This makes interviewing the most appropriate method regarding the kind of information required for this current study. Also, given the few number of respondent (HoDs) involved, qualitative approach (interviewing) is the most appropriate data collection

method since the emphasis here is not on numbers or quantity but the quality (detailed information) required from the key informants.

The study also administered questionnaire to the general staff of MTN and Vodafone. A sample of 320 and 380 for MTN and Vodafone respectively was used to administer the questionnaire to obtain information on the activities of MTN and Vodafone and how they enhance or impede Ghana-South Africa and Ghana-UK relations, Ghana Telecom regulations and foreign policy governing MTN and Vodafone and how they affect Ghana-South Africa and Ghana-UK relations. Other information that were obtained from administering questionnaire included the activities of MTN and Vodafone and HRD practices of the Ghanaian staff and the implication of the exit of Vodafone on Ghana-UK relations.

The questionnaire was administered before the key informants' interviews were conducted. These two data collection procedures were conducted separately to ensure that one does not influence the other and ensure the validity of the research.

### **Data Collection Instruments**

The study also administered a questionnaire to the general staff category in the MTN and Vodafone multinational mobile telecommunication networks. The nature of information required through administering questionnaire with respect to this current study included the operations of MTN and Vodafone and their contribution toward enhancing Ghana-South Africa and Ghana-UK relations, and the implication of the exit of Vodafone on Ghana-UK relations. Also, data collected through the questionnaire included Ghana telecommunication regulations and foreign policy and

implication for Ghana-South Africa and Ghana-UK relations and the operations of MTN and Vodafone and their contribution to the HRD of the Ghanaian worker in these two companies.

This current study is about the employees and their HRD in MTN and Vodafone mobile telecommunication networks. It, therefore, means that a greater number of employees is engaged to provide the needed information. The number of respondents here is very crucial for informed analysis and discussion. It, therefore, will be tiresome, expensive and time consuming to conduct in-depth interviews, given the huge sample size involved especially when the emphasis here is on measuring phenomena or subjects to get marks for statistical examination, summary and explanation (Gravetter & Forzano 2009). Given the number of employees in these two companies and the sample size, it is more appropriate to analyse and measure numbers to characterise the size of the responses (Gravetter & Wallnau 2007).

The study used the interview guide as data collection instrument for the HoDs in two mobile telecommunication network service providers. An interview guide which is a qualitative instrument has the advantage of providing the researcher with some valuable information which were not primary objective of the study and therefore, is the most appropriate instrumentation. The questionnaire was administered to the sample chosen for the entire staff of MTN and Vodafone companies. Document or content analysis was also used in this study. Books, journal articles, work policy and documented information such as the Annual Review Report for MTN and Vodafone companies were consulted for secondary data.



## Data Analysis

Data analysis in research involves explaining variables and drawing inferences from data that were gathered from the field and categorising them according to the objectives of the study. The research design used in this current study is the mixed method approach namely qualitative and quantitative approaches. There were three levels of data collection methods involved in the study namely: interviews, administering questionnaire and documents analysis. The research objectives that required documents analysis included worker's empowerment in the form of social dialogue and participative management, ascertaining the quality of work life and welfare measures for MTN and Vodafone employees, and strategies for assessing the effectiveness of HRD programmes geared toward building the capacity and knowledge base of MTN and Vodafone staff. It is important to do documents analysis for these objectives of the study to ascertain the position and work policy regarding workers' training and knowledge development in relation to the ILO provision on Decent Work Agenda and Local Content requirements that MTN opted.

Another data analysis involved in this current study is the data obtained through interviewing. The data that were obtained through interviewing included the effects of the policies of Vodafone on Ghana-UK relations and the implications of the exit of Vodafone on Ghana-UK relations. The qualitative approach for ascertaining this information provided the researcher the opportunity for thematic analysis and emergence of critical themes for recommendation and possible policy implication (Sarantakos, 2005). The different categories of response which emerged relative to the

study were developed, coded and different; similar trends in response were also identified and interpreted accordingly. The outcomes of the interviews were presented according to the conceptual framework which was adapted from the ILO's document on Decent Work Agenda. Differences and similarities were identified, and this has been captured in the general recommendations. The data were crosschecked and interpreted to ensure validity. This was done by going through the transcripts again to verify or modify the research questions.

The third and final stage of data collection for the study is the one that was obtained through the survey or quantitative approach (summary research). At this stage, the emphasis was based on measuring variables for individual participants usually numerical values and confirmations that were subjected to statistical analysis for summary action. Data that were obtained through summary and quantitative analysis regarding this study included the operations of MTN/Vodafone and how they enhance or impede Ghana-South Africa and Ghana-UK relations, Ghana Telecommunication regulations and foreign policy governing MTN/Vodafone and how they affect Ghana-South Africa and Ghana-UK relations, and the operations of MTN/Vodafone and human resource development practices of the Ghanaian staff.

The quantitative data were coded and analysed with the help of the Statistical Product and Service Solution (SPSS). The outputs of the results were analysed, categorised, summarised and interpreted on thematic basis in relation to the objectives of the study. One important significance of quantitative research to this current study is that the sample employed reflects the attributes of the target population; the findings it produces relate to the

whole population, and the conclusions drawn through the study are pertinent to the whole population with the aim of achieving representativeness which is the focus of quantitative research in this regard (Sarantakos, 2005). Again, the study made use of measures of averages and dispersion such as the mean (M), the mean deviation (MD) and the standard deviation (SD).

The SD, descriptive quantitative measurement tool, was needed to determine the degree at which the individual variables are spread. That is, how far or near the individual variables are from each other. To achieve this, one requires the mean (M), the mean deviation (MD) and the standard deviation (SD). It is for the same reason that probability sampling (specifically, the simple random sampling) was adopted to determine the right sample size and the composition of the sample in general. In this study, representativeness is achieved not only for its sake but for the purpose that, the findings could be generalised to apply to the whole population being sampled (Sarantakos, 2005).

The research questions were analysed according to the objectives of the study. This is because, the questions emanated from the specific objectives of the study.

### **Data Management**

Both the primary and secondary were protected from getting into the hands of another person other than the researcher. The researcher made sure that the identity of the respondents was concealed so that none of them would be associated with the information they gave in connection with the research project. Hard copies of data were kept under lock and key and were made accessible only to the researcher for the purpose of this research project. Soft

copies of data or information that were obtained from the respondents were saved on appropriate external devices and were encrypted or pass worded. This was to ensure that no person other than the researcher gets access to the soft copies of data and information that were provided in connection with this research project. Other forms of research ethics that were taken into account regarding this current research project have been explained as follows:

### **Ethical Considerations**

Research is a dynamic process, involving researcher(s) and respondents, and which is based on mutual trust and cooperation as well as on promises and well-accepted conventions and expectations. It is important that, the rights and freedom of the respondents through interviewing and survey were handled with utmost confidentiality. This means that, apart from the investigator, no other person has access to the information the respondents gave. Information offered by the respondents were strictly used by the researcher only, and only for the purpose of the study and not any other person for any other reason or purpose. The research was also conducted by observing the ethics of anonymity. That is, the names and identity of the respondents were concealed in data analysis and presentation.

Another research ethical principle that was taken into consideration in connection with this current study was informed consent. That is, the consent and approval of the respondents were sought. The University of Cape Coast Institutional Review Board (UCCIRB) provided ethical clearance and introductory letters on 11 May 2023 to the Headquarters of NCA, MTN and Vodafone mobile telecommunication network companies for the consent and approval by management to allow their staff to participate in the survey

research and the interview process. Permission letter from the Director of CAIS of UCC was sent before the respondents were contacted. This was done to ensure adherence to UCCIRB procedure and requirements for data collection and also, to ensure that, the privacy of the respondents was not compromised. In instances where the respondents were not willing to give information for the research, their rights were respected in this regard.

Finally, the researcher strongly adhered to the ethics of validity by ensuring that the respondents accurately answered the exact research questions they were supposed to answer. The measurement procedure adequately measured the variables. This was done through piloting the research (namely questionnaire and interview guide) to receive comments and feedback from the pilot study before they were sent out for data collection. The questionnaire and the interview guide were reviewed, corrected, edited and restructured per the response and feedback from the pilot study to suit and fit into the objectives of the study. The review of the questionnaire and the interview guide was premised on the fact that, some of the questions were ambiguous and repeated in different forms. This made the respondents in the pilot study skip some of the questions. The aim of ensuring validity in research as pertains to this current study is to produce findings that are in agreement with the theoretical and conceptual values; the capacity to measure what the method is intended to measure (Sarantakos, 2005).

### **Limitations of the Study**

The study was limited to only MTN and Vodafone telecommunication network companies which according to the data available at the NCA website are the two leading multinational telecom companies in Ghana. Therefore, the

findings from the study of these two companies cannot be generalised to all mobile telecommunication companies in Ghana. Again, institutional lapses which include undocumented HRD strategies such as staff T&D programmes and unapproved study leave may be concealed from the researcher since these HRD practices may not have had the approval from management of MTN and Vodafone Companies. These institutional lapses did not affect the validity of the data since the investigator made use of what was available.

The target group for this current research include staff and management of MTN and Vodafone and how these two companies contribute to their HRD. However, a chunk of employees of MTN and Vodafone are engaged in the informal sector such as mobile money vendors, SIM card and credit card sellers who are not captured in this current study. This limitation does not influence the validity of the data so far as the emphasis is about formal permanent staff or employees of MTN and Vodafone companies who are in their records as staff and therefore owe them the obligation to ensure their welfare including HRD. Furthermore, the respondents may also provide information to questions only stated on the questionnaire or information that is socially acceptable. Although the respondents were asked to provide any extra information they consider relevant to the study but has not been included in the questionnaire or the interview guide, they may not do so. This has the potential of affecting the quality of responses required for the study.

Another limitation concerns validity and reliability of data collected from the respondents. That is, the extent at which requirements of scientific research method are followed during the process of generating research findings and compulsory requirement for all types of studies (Oliver, 2010).

Selecting an appropriate research methodology of this study might pose a possible limitation taking into consideration the characteristics of the study. Again, the selection of the most suitable sample size and technique might not be the most appropriate. However, this limitation would not affect the validity of data collection, analysis, and recommendation as multiple data collection methodology (interviewing, documents analysis and administering the questionnaire) are employed to ensure accuracy of data collection and analysis. Again, validity was attained because the choice of a particular research methodological approach used in this study was backed by an authority and literature.

Again, a possible limitation of this current study bothers on reliability. In the opinion of Wilson (2010), reliability matters more often than not are concerned with bias and therefore there is the likelihood of a compromise once a researcher uses a prejudiced or bias approach for a given study. Every individual researcher is a subjective agent. Personal biases are likely to intrude whatever we do. However, as much as possible, the researcher considered this research exercise as a pure academic exercise and, therefore, minimized his personal biases and interest from data collection and analysis. This was done by employing research assistants to assist in data collection and analysis independently and objectively. Reliability for this study was achieved so far as the research instruments (interview guide and questionnaire) were piloted to be able to generate the same results, using the same research methods under the same conditions.

### **Field procedure**

Given the nature of the research involving both quantitative and qualitative research approaches and also involving field data collection, two field staff or research assistants were employed to help with data collection. The need to engage two field research assistant was identified during the pilot study. The pilot study revealed that it would be difficult, expensive and time consuming to go round the country for data gathering and therefore the need to engage research assistance. It was also observed during the pilot study that, some of the questions were sensitive and needed to be modified in a language that will elicit the same information but will take away any element of sensitivity in the questions.



## CHAPTER FIVE

### RESULTS AND DISCUSSION OF QUANTITATIVE DATA

#### Introduction

This chapter presents the results and discussion on the analysis of the data collected from the field. As discussed earlier in the methodology chapter, there are three levels of data gathering involved in this present study. This includes interviewing, administering of questionnaire and document analysis. The following sections detail out the analysis and discussions of data from the general staff category, using the quantitative research design.

#### Socio-demographic Characteristics of Respondents

One major issue that is of concern in employment and human resource practice regarding the operations of multinational companies bothers on the socio-demographic characteristics of the people who are engaged in employment. The socio-demographic characteristics involved here include the sex distribution of the respondents, department in which the employees are engaged per their expertise and the number of years that the staff have worked in the MTN and the Vodafone telecommunication companies. It is important that, in a study like Multinational Companies and International Relations in the Mobile Telecommunication Networks in Ghana, the gender inclusion and the age category of the respondents are taken into consideration to determine the proportion of the respondents who are males and females as well as age preference of employees in MTN and Vodafone Companies.

Again, the departments that the respondents work highlight the kind of training and human resource development practice that are appropriate for them. Finally, the number of working experience in the MTN and Vodafone

mobile telecommunication companies enables the respondents to appreciate the operation of MTN and Vodafone and its implication for Ghana-South Africa and Ghana-United Kingdom relations respectively. The number of years worked in the MTN and Vodafone is also needed to compare the effectiveness of training and development programmes that are offered for employees of MTN and Vodafone over a given period.

### ***Sex of the Respondents***

Human resource development practice takes into consideration the ratio of males to females who are employed in any given company or business establishment. A sample of 320 was used for MTN respondents and 380 for Vodafone telecommunication network respondents. Out of 320 sample for the MTN respondents, 316 (98.75 percent) indicated their sex or gender category. This number is made up of 171 (54.11 percent) males and 145 (45.89 percent) females. In the case of Vodafone, out of the total of 380 respondents, 231 (60.79 percent) were males and 149 (39.21 percent) were females. The above finding shows that, the number of male staff involved in this current study for MTN and Vodafone is more than females.

### ***Department of the Employees***

Every employee in a multinational company like the MTN and Vodafone belongs to or is employed into a specific department based on his or her qualification and professional background. This also helps the company to prepare the appropriate HRD programmes for the employee to enable him or her perform effectively on the job. The departments in the MTN mobile telecommunication company from which the sample was drawn included:

Marketing, Information Technology, Finance Customer Care, Public Relations, Enterprise Business, Risk and Compliance and Retail Experience.

Out of a total sample of 320 respondents in the MTN Company, 42 were in the Marketing department, 34 in the Information Technology (IT) department, 27 respondents in the Finance department and 122 respondents in the Customer Care department. Of the rest, 17 were in the Public Relations, 14 in the Enterprise Business, 9 respondents in the Risk and Compliance department and the rest (122) in the Retail Experience department. The mean for the departmental frequency of the respondents in the MTN mobile telecommunication company is 40 with a standard deviation (SD) of 44.47.

The departments in the Vodafone Company from which the sample was drawn included Marketing, Information Technology, Finance, Customer Care, Public Relations and Transport Section. Out of a total of 380 respondents, 121 were in the marketing department, 92 in the Information Technology department, 32 in the Finance/Accounts department and 76 in the Customer Care department. The rest (56) were in the Public Relations department and 3 respondents in the transport section. The mean for the departmental frequency is 63.33 with a standard deviation (SD) of 44.47. Table 3 presents the frequencies and their corresponding percentage of the respondents in relation to their departments.

Table 3: MTN and Vodafone General Staff Respondents by Department

Department	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Sales and Marketing	42	13.13	121	31.84
Info. Technology	34	10.63	92	24.21
Accounts/Aud.	27	8.44	32	8.42
Public Relations	17	5.31	56	14.74
Customer Care	122	38.13	76	20.00
Other	78	24.375	3	0.79
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>380</b>	<b>100.00</b>
<b>Mean/MD</b>	<b>40</b>	<b>15823</b>	<b>63.33</b>	<b>8983.34</b>
<b>SD</b>	<b>44.47</b>		<b>44.47</b>	

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations.

Source: Field Survey (Ashmond, 2023)

Table 3 indicates the frequency of the departments that were sampled and their corresponding percentage. In the case of MTN, staff from the Customer Care and Retail Experience dominated in the sample (122 respondents each for the two department) with corresponding percentage of about 38 percent each. The Department of Risk and Compliance was the least represented with sample respondents of 9 who represent about 3 percent. In the case of Vodafone, staff from the Sales and Marketing Department were the most dominated in the

sample (121 respondents) with a percentage of about 39 percent. This was followed by the Department of Information Technology with 92 respondents and a corresponding percentage of about 24 percent. Staff from the Transport Department of Vodafone were the least represented with 3 respondents and a corresponding percentage of about 1 percent.

### ***Working Experience in the MTN and Vodafone Mobile Telecommunication Networks***

The working experience of staff of MTN and Vodafone is very crucial in determining the relevance of HRD practices in these two mobile telecommunication networks. It is also important in understanding how their activities affect the international relations between Ghana and South Africa, and Ghana and United Kingdom relations. Years of working experience in the MTN and Vodafone also afford the management and staff of these two telecommunication companies the opportunity to assess the relevance of the HRD programmes that are offered to the staff.

Table 4 presents the summary of the frequency of the number of years that the staff in the MTN and Vodafone mobile telecommunication networks have worked.

*Table 4: Working experience of staff of MTN and Vodafone Respondents*

Work Experience	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Less than 1 year	108	33.75	2	0.60
1-5 years	79	24.69	95	28.56
6-10 years	76	23.75	117	35.14
11-15 years	29	9.06	106	31.83
16-20 years	21	38.13	0	0.00
Above 20 years	7	2.19	13	3.90
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>333</b>	<b>100.00</b>

Source: Field Survey (Ashmond, 2023)

Out of a total sample of 320 respondents from the MTN mobile telecommunication company, 108 (34 percent) respondents have worked in the MTN Company for less than one year. Again, 79 (25 percent) and 76 (24 percent) have worked from 1-5 years and 5-10 years respectively. In addition to this, 29 (about 9 percent) respondents and 21 (about 7 percent) respondents have worked in the MTN Company from 11-15 years and 16-20 years respectively. Seven (about 2 percent) respondents have worked for over 20 years in the MTN Company. In the case of Vodafone Company, 2 (about 1 percent) respondents have worked for less than one year in the mobile telecommunications company. Again, 95 respondents and 117 respondents have worked from 1-5 years and 6-10 years respectively. Furthermore, 106 and 45 other respondents have worked in the Vodafone telecommunication company from 11-15 years and 16-20 years respectively. Finally, 13

respondents have worked for over 20 years in the Vodafone mobile telecommunication company.

From Table 5, it could be observed that more than half of the respondents (214 representing about 67 percent) sampled from the MTN mobile telecommunication company have worked for less than 11 years while the rest (106 representing about 33 percent) have worked in the MTN Company for more than 10 years. In the case of Vodafone, only 2 (less than 1 percent) respondents have less than 1 year working experience. Majority of the staff sampled (223 representing about 59 percent) have worked in the Vodafone Company from 6 to 15 years. Staff who have worked between 16 to 20 years were 45 (about 12 percent). Again, 13 staff who represent about 3 percent have more than 20 years working experience in the Vodafone telecommunication company in Ghana.

### **Ghana-South Africa Relations Before and After the Coming of MTN into Ghana**

Multinational companies such as those in the mobile telecommunication networks operate in countries that have an existing relation between their home country and the host country. For the benefit of globalisation and interdependence that exist among countries, it is expected that, the activities of MNCs will foster interconnectedness between their home country and the host country and promote cordial and diplomatic relationship among them. In view of this, the research sought to investigate the existing relation between Ghana and South Africa, and Ghana and the UK as a result of the presence of MTN and Vodafone in Ghana respectively.

Out of a total sample of 320 for the MTN staff, 152 (about 48 percent) respondents and 163 (about 51 percent) respondents are of the opinion that, the relation between Ghana and South Africa before the coming of MTN was very cordial and cordial respectively. Four (about 1 percent) respondents responded that, there was no relation between Ghana and South Africa before MTN came to Ghana. Only 1 (less than 1 percent) respondent was of the opinion that, there was a hostile relation between Ghana and South Africa before MTN came to Ghana. The mean frequency for the respondents is 80 with a standard deviation (SD) of 77.60.

The study also sought to investigate how the operations of MTN mobile telecommunication company in Ghana affect Ghana-South Africa relations. Having analysed the relation that existed between Ghana-South Africa before MTN came to Ghana, it is important to examine how its presence affect the current relation between Ghana and South Africa. Of a total sample of 320 from the MTN staff, 215 (67 percent) respondents were of the opinion that, the current state of relation between Ghana and South Africa after the coming of MTN Company is very cordial. Again, 100 (about 31 percent) respondents were of the opinion that, the current state of relation between Ghana and South Africa is cordial while 5 (about 2 percent) respondents responded that, the current relation between Ghana and South Africa is hostile. There was no respondent (0 percent) who was of the view that, the current state of relation between Ghana and South Africa is not affected by the operation of MTN in Ghana. The mean frequency for the respondents is 80 and the SD is 87.54.



## Ghana-United Kingdom Relations Before and After the Coming of Vodafone Company

Tables 5 and 6 present the summary of the relation between Ghana-South Africa, and Ghana - United Kingdom before and after the coming of MTN and Vodafone to Ghana respectively.

*Table 5: Relation between Ghana and South Africa, and Ghana and the United Kingdom before MTN and Vodafone*

Relation	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Very Cordial	152	47.50	258	67.89
Cordial	163	50.94	109	28.68
No relation	4	1.25	12	3.16
Hostile	1	0.31	1	0.26
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>380</b>	<b>100.00</b>
<b>Mean/MD</b>	<b>80</b>	<b>24090</b>	<b>63.33</b>	<b>42490</b>
<b>SD</b>	<b>77.60</b>		<b>32.74</b>	

Source: Field Survey (Ashmond, 2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations.

*Table 6: Relation between Ghana and South Africa, and Ghana and the United Kingdom after MTN and Vodafone came to Ghana*

Relation	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Very Cordial	215	67.19	284	74.74
Cordial	100	31.25	84	22.11
No relation	0	0.00	11	2.89
Hostile	5	1.56	1	0.26
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>380</b>	<b>100.00</b>
<b>Mean/MD</b>	<b>80</b>	<b>30650</b>	<b>95</b>	<b>51734</b>
<b>SD</b>	<b>87.54</b>		<b>35.97</b>	

Source: Field Survey, Ashmond (2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations.

In the case of Vodafone Company, out of a total sample of 380 staff, 258 (about 68 percent) respondents and 109 (about 29 percent) respondents were of the opinion that, the relation between Ghana and the United Kingdom before Vodafone Company came to Ghana was very cordial and cordial respectively. Twelve (about 3 percent) respondents were of the opinion that, there was no relation between Ghana and the United Kingdom before the coming of Vodafone. Only 1 (less than 1 percent) respondent was of the view that, the relation between Ghana and the United Kingdom was hostile before Vodafone came to Ghana. The mean frequency for the responses is 63.33 and the SD is 32.74.

Furthermore, the relation between Ghana and the United Kingdom after the coming of Vodafone was examined. Out of a sample of 380 respondents, 284 (about 75 percent) respondents were of the opinion that the current state of relation between Ghana and the United Kingdom after the coming of Vodafone Company is very cordial while 84 (about 22 percent) respondents were of the view that the relation between Ghana and the United Kingdom after the coming of Vodafone is cordial. Eleven (about 3 percent) respondents were of the opinion that, there has not been any change in relation between Ghana and the United Kingdom after the coming of Vodafone. Only 1 (less than 1 percent) respondent was of the view that, there has been a hostile relation between Ghana and the United Kingdom after the coming of Vodafone. The mean frequency for the respondents is 95 and the SD is 35.97.

From Table 7, it could be observed that 368 (97 percent) respondents were of the view that there is either cordial or very cordial relation between Ghana and the United Kingdom after Vodafone came from UK to operate in Ghana. From table 7, majority of the respondents in the MTN company (315 respondents representing about 98 percent) were of the view that, there is very cordial or cordial relation between Ghana and South Africa after MTN came from South Africa to operate in Ghana.

#### **The Extent to which the Activities of MTN and Vodafone Enhance Ghana-South Africa and Ghana-United Kingdom Relations**

Multinational companies present the face of their countries of origin in the host country. As a multinational company establishes a subsidiary in another country, it is expected that, the operation of that multinational company will enhance or impede the relation between its country of origin and

the host country and this is the focus of this current study. Of a total sample of 320 for MTN staff, 315 (about 98 percent) respondents were of the opinion that, the operation of MTN in Ghana enhances Ghana-South Africa relations. Five (about 2 percent) respondents were of the opinion that, the operation of MTN in Ghana does not enhance Ghana-South Africa relations. The findings indicate that the majority of the respondents affirmed that, the activities of MTN in Ghana enhances Ghana-South Africa relation. The respondents explained their affirmation in the following themes:

*Commonality of goals and aspirations, and contribution to the growth of Ghana's economy*

Both Ghana and South Africa seem to have common goals of providing excellent telecommunication services. MTN has contributed to employment creation and tax generation to the government of Ghana and this impacts positively on Ghana-South Africa relation. Again, MTN Ghana receives guidance and support from the South Africa counterparts. The governments of Ghana and South Africa share common peace keeping mission and extend financial and courtesy assistance due to the activities of MTN in Ghana. In addition to this, MTN has contributed to infrastructural development and provided some social amenities such as schools, portable drinking water and health services for Ghana and this is an indication that, South Africa has good intention for allowing MTN to come to Ghana to do business. This enhances Ghana-South Africa relation.

*Avenue for international collaboration*

The operation of MTN creates a platform and opportunities for Ghana and South Africa to relate cordially. This is because MTN has gained grounds in Ghana and therefore anything, whether good or bad that happens to it, impacts positively or negatively on Ghana-South Africa relations. Again, as a way of fostering international collaboration between Ghana and South Africa, there has been improvement in trade relations between the two countries. That is, through the operation of MTN in Ghana, South Africa has become well known in Ghana and this has strengthened the diplomatic relations between the two countries.

Through MTN which is a giant multinational mobile telecommunication network, South Africa's relations with Ghana has been strengthened. A practical example being the tax issue where the South African government came in to settle dispute between the MTN Company and Ghana government. MTN Ghana brought together Ghana and South Africa governments to settle issues of tax that MTN Company had to pay to Ghana government. This diplomatic settlement fosters the international collaboration between Ghana and the South Africa. Furthermore, for the benefit of building HRD capacity of staff in the MTN Company in Ghana, the employees of MTN in Ghana are periodically sent to South Africa for training, seminars and workshops. Management of MTN from South Africa also periodically come to Ghana on an assignment by the MTN headquarters in South Africa. The exchange programme that MTN offers to its staff enhances the diplomatic and international relations between Ghana and South Africa.

*Quality of service delivery*

The services that are provided by MTN are those that count to the benefit of Ghana, and this has the tendency to strengthening Ghana-South Africa relations. MTN is a giant mobile telecommunications network in Ghana. Therefore, any activity it engages in has the potential of affecting the relation between Ghana and South Africa which is the home country of MTN. Services such as airtime and data bundle, mobile money transfer and Momo Pay and Pay bills through MTN network have provided quality and convenient avenue for settling bills and sending money to family and friends.

There were five respondents (representing about 2 percent) who were of the opinion that, the operation of MTN in Ghana does not enhance Ghana-South Africa relations. The responses are thematically presented as follows:

*Independent national sovereignty*

MTN exists as an independent multinational company and therefore its activities should not in any way affect Ghana-South Africa relations. Again, MNCs have been observed to be threat to incumbent governments in their host nations. They sponsor opposition parties to overthrow an incumbent party if they find the policies of the incumbent party to be hostile to their existence and operations. This obliterates the diplomatic and international relations between Ghana and the home country of the MNC. In some instances, the MNC violates the rules and regulations governing its operations in the host country. They invade taxes and care very little about the level of environmental degradation in the host country because of their financial power and influence. This outright disrespect to the rules and regulations of the host

country by the MNC has the potential of suppressing the independence and national sovereignty of the host country.

In the case of Vodafone, 378 respondents out of the total sample size of 380 responded to the question as to whether the activities of Vodafone enhance or impede Ghana-United Kingdom relation. Out of this number, 325 (86 percent) of them were of the view that, the operation of Vodafone enhances Ghana-United Kingdom relation. The rest (53 respondents representing about 14 percent) were of the view that, the activities of Vodafone in Ghana do not enhance Ghana-United Kingdom relation. The views of the respondents are presented under the following themes:

*Avenue for international collaboration*

The presence of Vodafone has deepened the international relations between Ghana and the United Kingdom in the sense that, it allows for inter-country dialogue. It also helps the two countries to exchange mutually beneficial opportunities such as knowledge and skills transfer. As long as Vodafone continues to operate in Ghana, it is an indication that there is a peaceful coexistence and diplomatic relations between Ghana and the United Kingdom. Again, Vodafone has increased the visibility of the UK in Ghana based on their activities in the sense that, the services provided by Vodafone such as voice calls, internet bundle service, Vodafone cash and Vodafone health service in Ghana reinforce the already existing cordial international relation between Ghana and the United Kingdom. Again, through the activities of Vodafone in Ghana, the United Kingdom government and British High Commission have shown greater interest in the affairs of Ghana especially in the area of mobile telecommunication network.

*Contribution to corporate responsibility and human capital development of staff in the Vodafone Company*

Vodafone staff are periodically sent to the UK for training and vice versa. Also, through payment of corporate tax, the two countries get together very well. Vodafone staff in Ghana sometimes are sent to the United Kingdom for seminars and conferences and this helps to strengthen the international collaboration between Ghana and the United Kingdom. Again, Vodafone provides opportunities for UK nationals to come to Ghana and Ghanaian nationals to go to UK and the exchange of nationals between Ghana and UK staff working in Vodafone have the potential to enhance Ghana and UK relations.

*Contribution to employment and economic growth of Ghana*

The activities of Vodafone in Ghana contribute to the provision of health services such as the Vodafone health line. Vodafone has also contributed to job creation in Ghana thereby reducing the unemployment rate and its associated social vices such as armed robbery and prostitution. This contribution by Vodafone to the economy of Ghana strengthens the international collaboration between Ghana and UK. Also, through the activities of Vodafone in Ghana such as provision of mobile telecommunication infrastructure, Vodafone health line, education and employment, the already international relations between Ghana and the United Kingdom is strengthened and enhanced. Through Vodafone, British High Commission in Ghana has shown greater interest in Ghanaian affairs. Vodafone provides internet and mobile telecommunication to Ghanaian



populace, and this has given jobs and facilitated the work of many businesses in Ghana.

The rest of the respondents (53 representing 14 percent) were of the view that the operation of Vodafone in Ghana does not enhance Ghana-United Kingdom relations. These respondents explained their position as follows:

*Existence of international collaboration between Ghana and the United Kingdom, and independent national sovereignty*

Ghana and UK relations already existed before the arrival of Vodafone. Ghana's relation with the UK dates to the precolonial days. The two countries have coexisted as a colony and colonial master before 6 March 1957 when Ghana (hitherto Gold Coast) attained independence from Britain. Therefore, the presence of Vodafone in Ghana does may have reinforced the already existing international relations and not that it was Vodafone that ensured diplomatic relations between Ghana and the UK. Vodafone is in Ghana for a business transaction in the telecom company and not to ensure international relations between Ghana and the United Kingdom and its exit will not affect the already existing international collaboration between the two countries.

*Working conditions of staff of Vodafone mobile telecommunication companies*

International relations exist for the mutual benefits of countries. As a multinational company doing international business, it is expected that Vodafone conforms to both local and international standards especially regarding the human resource development of staff they employ to work for. The environment within which labour is engaged is also as important as the development of the human capital and social protection. The telecommunication industry in Ghana is regulated by the Ministry of

Communication. Over the years, the legal and regulatory bodies have evolved and have witnessed some development. Innovative laws and regulations have been enacted to aid the improvement of regulation of the communication sector.

The laws that regulate the operations of mobile telecommunication networks embrace: Act 7691 of NCA Act, 2008; Act 771 of National Information Technology Agency Act, 2008; Act 772 of Electronic Transactions Act, 2008; and Act 775 of Electronic Communication Act, 2008. Clause one of the Labour Act, 2003 (Act 651) of Ghana provides detailed explanation of the ILO's provision on decent work agenda on the nature of working condition of workers. In an attempt to elaborate the provision in the decent work agenda provision on working condition of employees, the Ghana Labour Act states that, the employer owes it a responsibility to ensure that every staff works in an innocuous, suitable and in good settings.

Following from the above Labour Act which emanates from the ILO's decent work agenda, an attempt was made to investigate the nature of working condition in the Vodafone mobile telecommunication company. The issues that surround improved working condition as a criterion for ensuring HRD include remuneration given to the staff, suitability of working environment, social dialogue, and the nature of employment. Of a total of 377 respondents, 264 of them who represent about 70 percent were of the opinion that, their working condition in the Vodafone telecommunication company is very good.

Again, 58 (15 percent) and 35 (9 percent) respondents were of the view that, their working condition is good and moderate respectively. However, 13 (about 3 percent) respondents were of the view that, their working condition in

the Vodafone Company is not good while 7 (about 2 percent) respondents were also of the view that their working condition in the Vodafone Company is very bad. The mean frequency of the respondents is 75.40 while the SD is 53.03. Table 7 presents the summary of the respondents in the Vodafone mobile telecommunication company regarding the state of their working condition.

*Table 7: Vodafone staff and the rating of their working condition*

<b>Rating</b>	<b>Freq.</b>	<b>Percentage</b>
Very Good	264	70.03
Good	58	15.38
Moderate	35	9.28
Not Good	13	3.45
Very Bad	7	1.86
<b>Total</b>	<b>377</b>	<b>100.00</b>
<b>Mean/MD</b>	<b>75.40</b>	<b>14063.24</b>
<b>SD</b>	<b>53.03</b>	

Source: Field Survey, Ashmond (2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations

From table 7 it could be observed that 322 (about 85 percent) respondents were of the view that, their working condition with respect to their wages and salary, suitability of working environment, the nature of employment and social protection in the Vodafone company is either very good or good. However, 13 (about 3 percent) respondents were of the view that, their working condition is not good while 7 (about 2 percent) respondents were also

of the view that, their working condition in the Vodafone Company is very bad.

Following from the analysis above regarding the working condition of Vodafone employees, the staff were asked whether they would like Vodafone mobile telecommunication company to leave Ghana following its announcement to leave the shores of the country. Out of a total sample of 379 respondents, 70 (about 18 percent) of them responded in affirmative that they would like Vodafone to leave Ghana because their working condition under the current management of Vodafone mobile telecommunication company is not good. However, 309 (about 82 percent) respondents expressed contrary view that, they would not like Vodafone to leave Ghana because they have better working condition under the current management of Vodafone.

The staff who were of the view that, they would like Vodafone to leave Ghana explained that the company does not treat Ghanaian staff well in terms of remuneration, allowances and other conditions of service. Therefore, Vodafone should leave Ghana so that, Ghana government could take over and improve their working conditions in the Vodafone Company. The respondents who were of the opinion that Vodafone Company should not leave Ghana also expressed their views under the following themes:

*Employment generation and contribution to economic growth*

Vodafone has contributed to employment creation and revenue generation in Ghana. The kind of employment created by Vodafone is also better than many corporate organisations in Ghana. The company apart from employment creation, also pays taxes to Ghana government for the provision of health, education and other infrastructural development. Therefore, the exit of

Vodafone will imply that, the jobs it has created, human resource development, taxes and other service provided by the company to the socioeconomic development of Ghana would be curtailed. Vodafone has contributed to job creation and has therefore reduced the unemployment rate in Ghana.

#### *Creation of perfect competition in the mobile telecommunication networks*

Vodafone has added to the choice Ghanaians have to make in the mobile telecommunication. Vodafone has contributed to providing mobile telecom and internet access to the Ghanaian populace. Therefore, no mobile telecommunication company enjoys monopoly on the provision of mobile networks as it used to be about two decades ago. The presence of Vodafone has also helped to improve services by the other mobile telecommunication networks because of perfect competition.

### **The Future of Vodafone and its Effects on Ghana-United Kingdom Relations**

The exit of every company doing business in another country other than its home country has the potential of strengthening or jeopardising the relation between the home country and the host country depending on the state at which the company leaves. On 21 February 2023, Vodafone finally completed its long-awaited exit from the Ghanaian market after confirming the sale of its majority (70 percent) stake of its local unit to Telecel Group. The remaining 30 percent of the business will remain under the ownership of Ghana and this brings an end to Vodafone's business in Ghana. For the benefits of international relations, it is expected that every country extends diplomatic relations with all foreign businesses, consulates and embassies. It is

for this reason that this current research sets out to investigate the exit of Vodafone and its possible implication for Ghana-United Kingdom relation.

Out of a total sample of 379 respondents, 180 (47 percent) responded in affirmative that, the exit of Vodafone from Ghana has implication for Ghana-United Kingdom relations. These respondents were of the view that, if Vodafone feels unhappy because of foreign policy and telecom regulations of Ghana and leaves, it will impact negatively on Ghana - UK relations. Again, depending on how Vodafone leaves Ghana, it could jeopardise the relation between Ghana and the UK. That is, if Vodafone leaves on a peaceful note through acquisition and takeover, it will not affect the already existing international and diplomatic relations between Ghana and the United Kingdom. However, if Vodafone leaves Ghana on a hostile note, it will impact negatively on the Ghana-UK relations.

Furthermore, if Vodafone leaves Ghana on a hostile reason, this will negatively impact on Ghana-United Kingdom relations because Ghana's relationship with Britain in terms of communication will be curtailed to some extent and taxes and other revenues that the government of Ghana gets from Vodafone will stop. In addition to this, if Vodafone leaves on a peaceful note, it will not affect Ghana-UK relations in any way. The existing international and diplomatic relations between the two countries will remain. However, if Vodafone leaves Ghana in a *ram bow style*, it could jeopardise the relations between Ghana and UK. Employment creation and corporate tax paid to Ghana government by Vodafone will all cease.

The 199 (53 percent) respondents were of the view that the exit of Vodafone from Ghana will not affect Ghana-United Kingdom relation. These

respondents were of the view that, Ghana and the United Kingdom have related several years before Vodafone came to Ghana. Again, the United Kingdom relates with Ghana in several ways apart from the presence of Vodafone and telecommunication network provision in Ghana. Being a former colony of the UK, Ghana for a very long time has an already established diplomatic relations with UK. Being a member of Commonwealth, Queen Elizabeth II came to Ghana between 9 to 20 November 1961, and 7 to 9 November 1999 in the era of Presidents Kwame Nkrumah and J.J. Rawlings respectively. Therefore, the exit of Vodafone will not affect the diplomatic relations between Ghana and the UK.

**Ghana Telecommunication Regulations and Foreign Policy on the Activities of MTN and Vodafone Mobile Telecommunication Companies vis-à-vis Ghana-South Africa and Ghana-United Kingdom Relations**

Every country is governed by a set of rules and regulations called Constitution. Inherent in Ghana's constitution are sector specific laws that govern how companies and businesses, both foreign and local should operate. One of such laws is Ghana telecommunication regulations and foreign policy. For foreign multinationals to stay and continue to do business in Ghana, depends partly on how the rules and regulations affect their business. If the foreign multinationals in the telecommunication industry feel protected by the rules and regulations governing their existence in Ghana, they will stay and continue to do business in Ghana, and this has the tendency to foster good international and diplomatic relations between Ghana and their home country. It is against this backdrop that this current study sought to investigate whether Ghana telecommunication regulations and foreign policy regarding the

operations of MTN and Vodafone impact on Ghana-South Africa and Ghana-United Kingdom relations respectively.

Out of a total of 319 sample from the staff of the MTN mobile telecommunication company, 241 (about 76 percent) respondents responded in affirmative that, they are aware of the Ghana telecommunication regulations and foreign policy regarding the operations of MTN. The rest (78 respondents) who represent about 24 percent responded in negative that, they are not aware of the existence of telecommunication regulations and foreign policy regarding the operation of MTN in Ghana. In the case of Vodafone, of a total sample of 375 respondents, 333 (about 89 percent) of them responded in affirmative that, they are aware of the Ghana telecommunication regulations and foreign policy regarding the operation of Vodafone in Ghana. The rest (42 respondents) who represent about 11 percent responded in negative that, they are not aware of the existence of telecommunication regulations and foreign policy regarding the operation of Vodafone in Ghana.

### **Ghana Telecommunication Regulations and Foreign Policy and their Impact on the Activities of Mobile Telecommunication Networks in Ghana**

Companies and other businesses in Ghana have specific sector laws that govern their operation. In the case of the telecommunication industry, their activities are regulated by the NCA. The country Ghana also has foreign policy that regulates how she deals and connects with the outside world. As to whether foreign businesses operating in Ghana will continue to stay depends on how they feel about the rules and regulations and foreign policy of the country that govern their activities. As Ghana relates with other countries



through the multinational mobile telecommunication networks, it is important to ascertain the extent to which these companies feel about the rules and regulation and foreign policy of Ghana governing their business and how this could possibly impact on the relation between Ghana and their home countries.

Out of a total sample of 318 respondents from the MTN Company, 279 (about 88 percent) of them were of the opinion that, Ghana telecommunication regulations and foreign policy are friendly and protect foreign multinational mobile telecommunication companies doing business in Ghana. The rest (39 respondents about 12 percent) expressed a contrary view that, Ghana telecommunication regulations and foreign policy are not friendly to allow mobile telecommunication companies to operate in Ghana.

In the case of Vodafone, of a total sample of 373 respondents, 339 (about 91 percent) of them were of the opinion that, Ghana telecommunication regulations and foreign policy are friendly to allow mobile telecommunication operation in Ghana. The rest (34 respondents) who represent about 9 percent were also of the view that, Ghana telecommunication regulations and foreign policy are not friendly to allow mobile telecommunication networks to operate in Ghana. The respondents from MTN Company who were of the opinion that, Ghana telecommunication regulations and foreign policy are friendly expressed their views under the following thematic pillars:

*Protection for foreign businesses and investors*

The foreign policy and telecom regulations protect foreign investors. The regulatory authority of Ghana Telecommunication Networks offers a win-win situation for Ghana and the country of origin of the mobile

telecommunication networks. It is the friendly nature of mobile telecommunication regulations and foreign policy of Ghana that has attracted and continues to attract foreign multinational mobile telecommunication companies to do business in Ghana. Again, the telecom regulations and foreign policy of Ghana help to attain the goals of the company. That is, the telecom regulations and foreign policy provides the legal framework and protection to enable foreign multinational companies operate and realise their objectives in Ghana. This is evidenced by different telecommunication networks establishing companies in Ghana and this is as a result of friendly foreign policies.

The respondents from the MTN Company who were of the opinion that, Ghana telecommunication regulations and Foreign Policy are not friendly were of the view that several companies have been in and out of Ghana inspite of Ghana telecommunication regulations and foreign policy. Again, the staff of MTN are not aware of any telecom regulations and foreign policy. Also, the regulations and foreign policy are outmoded and therefore do not serve any purpose of enhancing their activities and fostering the international relation between Ghana and South Africa.

#### **Ghana Telecommunication Regulations and Foreign Policy Regarding the Activities of Vodafone Networks in Ghana**

Respondents from the Vodafone Company who were of the opinion that, the Ghana telecommunication regulations and foreign policy are friendly to allow mobile telecommunication operation in Ghana expressed their views under the following theme:

*Protection of foreign businesses and investors*

Ghana telecom regulations and foreign policy protect foreign multinational mobile telecommunication. Again, the Ghana telecom regulations and foreign policy are friendly that is why foreign mobile telecom companies continue to operate in Ghana and even attract more foreign multinational mobile companies. The regulations and foreign policy provide equal platform for all foreign multinational mobile telecom and therefore protect foreign investors as they continue to do business in the telecommunication sector in Ghana.

*Provision of a balanced and unbiased regulations for both Ghana and foreign companies*

The foreign policy of Ghana and telecom regulations provide a mutual beneficial framework for both Ghana and foreign multinational mobile telecom companies to operate. The telecom regulations and foreign policy do not only protect Ghana's interest but also protect the interest of foreign multinational companies.

Ghana telecom regulations and foreign policy are not bias but provide equal playing field for foreign multinational mobile telecommunication to operate in Ghana. The effect of this is that, if foreign policy and Ghana telecom regulations protect the interest of foreign mobile telecom companies, it will make the foreign multinational mobile telecom companies continue to do business in Ghana. The respondents in the Vodafone Company who were of the opinion that, Ghana telecommunication regulations and foreign policy are not friendly to allow mobile telecommunication operation in Ghana were of the view that, they are not aware of any such policy or regulations.

## **The Impact of Ghana Telecommunication Regulations and Foreign Policy Regarding the Activities of MTN on Ghana-South Africa Relations**

Ghana telecommunication regulations are essential component policy to ensure effective competition and equitable development which are consistent with the goals and objectives set out in the regulation policy. The National Communication Authority through the guidance and supervision of the Ministry of Communication and Digitisation is responsible for regulating the activities of the telecommunication networks. The regulations include principles of transparent regulation, licensing, competition policy, spectrum management, facility sharing, tariffs, consumer protection and obligations and responsibilities of licensed operators. In addition to the telecommunication regulations, the Ministry of Foreign Affairs in conjunction with its Diplomatic Missions abroad has the duty to supervise Ghana's foreign policy.

The fundamental principles that guide Ghana's foreign policy are contained in Ghana's 1992 Constitution. Article 40 of Ghana's Constitution provides the broad principles underpinning Ghana's foreign policy which include: Promotion and protection of the interest of Ghana; Establishment of a just and equitable international, economic, political and social order; Promotion of respect for international law and treaty obligations; Promotion of the settlement of international disputes through peaceful means and Adherence to the principles enshrined in the Charter and aims or ideals of the United Nations, the African Union, the ECOWAS, the Commonwealth and the Non-Aligned Movement.

These provisions as contained in the Ghana telecommunication regulations and foreign policy provide the framework within which multinational mobile telecommunication companies should operate.

As to whether the mobile telecom network companies will stay and do business in Ghana depends on how comfortable they feel about this provision, and this is the objective of this section of the thesis. Of a total sample of 320 for MTN staff, 279 respondents who represent about 87 percent were of the view that, the Ghana telecommunication regulations and foreign policy regarding the operations of MTN are likely to impact on Ghana-South Africa relations. The rest of the respondents (41) who represent about 13 percent noted that the Ghana telecommunication regulations and foreign policy regarding the operations of MTN are not likely or don't impact on Ghana-South Africa relations. The MTN staff who responded in affirmative that, Ghana telecommunication regulations and foreign policy regarding the operations of MTN are likely to impact on Ghana-South Africa relations expressed their views under the following themes:

*Flexible and friendly nature of Ghana telecommunication regulations and foreign policy*

Most of the policies emerge from South Africa and have only been altered to suit the Ghanaian market. The policies are made to fit within the scope of agreement between Ghana and South Africa. Also, Ghana's foreign policies regarding the operations of MTN are flexible and have improved Ghana-South Africa relations. If the telecommunication regulations and foreign policy of Ghana are friendly, it will encourage the MTN to continue to do business in Ghana. If the foreign policy and telecommunication networks are hostile, it

will make the mobile company fold up and return to their country of origin. This means that, since MTN continues to operate in Ghana, the international relations between Ghana and South Africa which is the home country of MTN will be strengthened and will continue to exist.

*Existence of trade relations between Ghana and South Africa*

Since there are trade relations between the two countries, there is a continuous engagement between Ghana and South Africa which improve their bilateral relations. A good telecom regulations and foreign policy will make MTN stay and do business in Ghana and vice versa. This means that, if MTN feels protected in Ghana, it will continue to do business in Ghana, and this will enhance Ghana-South Africa relations. Respondents who were of the opinion that, the Ghana telecommunication regulations and foreign policy regarding the operation of MTN do not impact on Ghana-South Africa relations expressed their views as follows:

*Independent national sovereignty*

Ghana and South Africa's relations are purely diplomatic and has nothing to do with the operation of MTN. This is because MTN is a separate and independent entity and their operations do not concern the Ghana telecom rules and regulations and foreign policy of Ghana in any way. Again, both Ghana and South Africa are independent sovereign states.

**The Impact of Ghana Telecommunication Regulations and Foreign Policy on the Activities of Vodafone vis-à-vis Ghana-United Kingdom Relations**

Of a total sample of 369 from Vodafone respondents, 309 of them who represent about 84 percent were of the view that, Ghana telecommunication regulations and foreign policy regarding the operations of Vodafone are likely

to impact on Ghana-United Kingdom relations. The rest (60 respondents) who represent about 16 percent expressed opposite view that, Ghana telecommunication regulations and foreign policy regarding the operations of Vodafone do not impact on Ghana-United Kingdom relations. The following reasons were adduced by respondents who responded in affirmative regarding the impact of Ghana telecommunication regulations and foreign policy on Vodafone operations vis-à-vis Ghana-United Kingdom relations:

*Protection for foreign investors*

Ghana telecom regulations and foreign policy seek to protect the interest of foreign mobile telecommunication companies, and this makes Vodafone stay and continue to do business in Ghana. The result of this is that it will enhance Ghana-UK relations and vice versa. A good telecom regulations and foreign policy are expected to make Vodafone feel happy to continue to do business in Ghana. The spillover effect is that it will present Ghana as a diplomatic country with good international relation in the eyes of the government of Great Britain and subsequently, invest more in other areas of Ghanaian economy. A good telecom regulations and foreign policy will make Vodafone continue to operate in Ghana and this will enhance Ghana-UK relations.

On the other hand, a bad treatment to Vodafone as a result of hostile telecom regulations and foreign policy will make British government and High Commission in Ghana retaliate. The adverse effect of this will lead to deterioration in the already existing diplomatic relations between Ghana and the UK. If Vodafone feels uncomfortable because of foreign policy and Ghana telecom regulations, it will leave Ghana and this will send a signal to UK High

Commission and UK government that, Ghana is not a diplomatic country to do business. The spillover effect of this will be that, many already existing British businesses in Ghana will leave and will also discourage potential British companies from coming to do business in Ghana. In summary, a good foreign policy and telecom regulations will enhance the operations of Vodafone in Ghana and impact positively on Ghana-UK relations and vice versa.

The respondents who were of the opinion that, the telecommunication regulations and foreign policy of Ghana do not impact on Ghana-United Kingdom relations expressed their views as follows:

*Already existing international relations between Ghana and the United Kingdom*

Table 8 presents the summary of MTN and Vodafone respondents and Ghana telecommunication regulations and foreign policy regarding the operations of MTN and Vodafone and Ghana-South Africa and Ghana-United Kingdom respectively.

*Table 8: The rating of Ghana telecommunication regulations and foreign policy*

Relation	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Very Friendly	169	53.00	305	82.00
Friendly	113	35.00	40	11.00
Very Hostile	0	0.00	0	0.00
Hostile	13	4.00	6	1.00
Cannot Tell	25	8.00	21	6.00
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>372</b>	<b>100.00</b>

Source: Field Survey, Ashmond (2023)



Ghana and the United Kingdom relations have existed before the coming of telecommunication networks and therefore the international relations between the two countries have nothing to do with the telecom regulations and foreign policy of Ghana. In as much as multinational companies express their dissatisfaction about some sector specific regulations, they are not formulated solely and exclusively for Vodafone. Also, the telecom regulations and foreign policy of Ghana are not likely to impact on Ghana-UK relations because they are independent of the relations that exist between these two countries. Vodafone operates with its rules and regulations from UK which should not concern Ghana in anyway. In summary, Ghana and the UK have long standing relations before the advent of mobile telecommunication network and its regulations in Ghana.

In addition to the impact of Ghana telecommunication regulations and foreign policy on Ghana-South Africa, and Ghana-United Kingdom relations, the study also sought to find out how MTN and Vodafone feel about Ghana telecommunication regulations and foreign policy. In the case of MTN, out of a total sample of 320 respondents, 169 (about 53 percent) of them find the telecommunication regulations and foreign policy very friendly while 113 (about 35 percent) respondents consider the telecommunication regulations and foreign policy as friendly. Thirteen (4 percent) respondents stated that the Ghana telecommunication regulations and foreign policy are hostile to the operation of MTN. The rest (25 respondents) who represent about 8 percent could not tell their position as to whether Ghana telecommunication regulations and foreign policy regarding the operation of MTN are very friendly, friendly, hostile or very hostile.

In the case of Vodafone, out of a total sample of 373 respondents, 305 (about 81 percent) of them find the telecommunication regulations and foreign policy as very friendly while 40 (about 11 percent) respondents also find them to be friendly. Again, 6 (about 2 percent) respondents find the telecommunication regulations and foreign policy of Ghana as hostile to the operations of Vodafone in Ghana. Twenty-One (about 6 percent) respondents could not tell whether Ghana telecommunication regulations and foreign policy are very friendly, friendly, or hostile to the operations of Vodafone.

### **The Activities of MTN on Human Resource Development (HRD) of the Ghanaian Staff**

Multinational companies hire labour from the host country to conduct business. It is expected that, the labour that is hired is developed to conform to international standard as enshrined in the International Labour Organisation's provision on decent work agenda and the rules and regulations that govern human resource development in that sector. The human resource development of staff in the MTN and Vodafone mobile telecommunication networks also has implications for Ghana-South Africa and Ghana-United Kingdom relations. If MTN and Vodafone conform to the Ghanaian standard for developing the human capital in their mobile telecommunication companies, they will not be penalised by the laws of Ghana and vice versa. It is in line with the above that this section of the thesis seeks to investigate the operations of MTN and Vodafone and human resource development of the Ghanaian staff.

Out of a total sample of 320 staff from the MTN Company, 178 (about 56 percent) of them said that MTN organises occasional workshops and

seminars as part of HRD programmes for staff. Again, 107 (about 33 percent) respondents were of the view that, their human capital is developed by MTN through on-the-job training. Twenty-two (about 7 percent) respondents responded that, their training and development programmes are self-initiated. That is, the staff themselves take steps to find programmes that are relevant to their work and attend. Seven (about 2 percent) respondents were of the view that, they receive off-the-job training from the MTN Company as part of HRD programmes for staff.

Four (about 1 percent) respondents were of the opinion that, MTN trains and develops its staff through occasional seminars and workshops, on-the-job training, off-the-job training and staff self-initiated training and development. Only one (less than 1 percent) respondent was indecisive about the nature of HRD programmes that are organised for the staff in the MTN Company. The mean frequency for the respondents is about 53 with SD of about 67. The above assertion by the staff of MTN Company is corroborated by the Work Policy document of MTN which is explained the following paragraphs:

MTN's position statement which is documented and is also available on the Company's website states the following regarding human resource practices and possible international relations implication: MTN is committed to responsible labour practices across its multiple footprints. Its approach is consistent with internationally recognised principles, while ensuring that MTN remains compliant with the terms of its various jurisdictional obligations and license conditions. MTN's position statement elaborates the following: MTN ensures that its staff have freely chosen employment and that no forced,

bonded or indentured labour or involuntary prison labour is utilised by itself or its suppliers.

MTN does not support the use of child labour or the employment of young workers below the age of 18 or below a country's legal age. MTN endeavours to maximise the representation and participation of nationals across its markets. As part of work policy, the following themes highlight the contribution of MTN to HRD of the Ghanaian employees that the Company engages and their possible international relations implication for Ghana and South Africa which is the home country of MTN:

*Non-discrimination and fair treatment*

MTN ensures that, its employees and personnel within the workplace are free from harsh and inhumane treatment and free from any form of sexual harassment, physical and other forms of abuse, corporal punishment or torture, mental or physical coercion or verbal abuse. MTN prohibits all forms of discrimination, unfair treatment, or unfair termination of employment based on the following grounds (but not limited to): race, gender, pregnancy, marital status, mental health status, HIV/AIDS status, medical condition, ethnic or social origin, sexual orientation, age, disability, religion, conscience, belief, culture, language, birth or nationality and family responsibility.

MTN subscribes to the principles of equal work for equal pay. The Company also creates an environment which is conducive to the elimination of harassment and discrimination in the workplace by providing procedures for reporting and correcting such actions. MTN's Anti-Harassment and Discrimination Policy applies to all employees of MTN, job applicants, customers, suppliers, contractors, visitors, third party personnel and any other

persons who may have dealings with the MTN Group, including Non-Executive Directors. All employees of MTN must ensure that, they familiarise themselves with the provisions of its policy.

*Wages, benefits and working hours*

MTN adheres to applicable laws and mandatory industry standards pertaining to regular working hours, and overtime hours, including break time, rest periods, holidays, maternity and paternity leave, and/or other leave entitlements as prescribed by local laws and regulations. MTN ensures that, its employees and personnel receive at least the minimum compensation or living wage, benefits and overtime payments required by law. Even where overtime is allowed by law, MTN ensures that employees and personnel do not work excessive overtime.

*Freedom of association, expression, privacy and security*

MTN believes in the rights of all people to freely communicate and share information and opinions, and to enjoy the right to privacy and information security without interference. The company endeavours to protect the rights of all people using its services in the respective jurisdictions in which it operates. The MTN Company grants its employees and personnel the right to freedom of association and respects the rights of workers, as set forth in local laws, to associate freely, join or not to join labour unions, seek representation and join worker's councils. Workers shall be able to communicate openly with management regarding working conditions without threat of reprisal, intimidation or harassment.

*Health, safety and environment*

MTN works to provide its employees and personnel with a safe and healthy working environment, which also complies with all applicable standards, laws and regulations. The company also endeavours to ensure that, at a minimum, it provides adequate workstations including potable drinking water, adequate lighting, temperature, ventilation, sanitation and personal protective equipment. In addition, the Company's facilities are constructed and maintained in accordance with the standards set by applicable laws and regulations. MTN identifies, assesses, and prepares for emergency situations. This includes staff notification and evacuation procedures, emergency training and drills, appropriate first-aid supplies, appropriate fire detection and suppression equipment and adequate exit facilities.

MTN regularly trains its employees on safe working conditions, emergency planning, responsiveness, as well as medical care. The company also ensures that, all employees are made aware of the rules and regulations governing procession, demonstrations, rallies and assemblies, and socialise on applicable policies and procedures within the workplace, through its various internal communication channels. Policies and localised labour practices are made available in a universally accepted languages in accordance with local language requirements in the country of operation. The company as part of its work policy and in concert with human resource development practice, has mechanism for performance evaluation. The performance evaluation form is designed to be completed annually with ratings against each statement on a scale of 0 to 5 as follows:

- 0- Insufficient knowledge or not applicable
- 1- Strongly disagree
- 2- Disagree
- 3- Neutral/neither agree or disagree
- 4- Agree
- 5- Strongly agree

The trainers that are engaged by MTN are scrutinised to ensure that, they have the requisite know-how and qualifications to deliver on the terms of reference which are stated in their letter of engagement. MTN undertakes continuous education and relevant training to enhance the knowledge base and understanding of human resources and remuneration policy in the context of the market industry. Regarding the staff understanding of the MTN business in relation to human resources, page 16 of MTN Work Policy states that, MTN's Human Resource Development (HRD) programmes are prepared for the staff to demonstrate understanding to enable them apply responsibility according to human resource matters. This includes but not limited to: Talent Management and Development; Succession Management; Future Skills for a digital transformation; Culture and ways of work; People risk management. The rest include High Performance Culture; Restructuring to suit a digital organisation and culture; and Diversity and Inclusivity.

*Regulations governing MTN's operation in Ghana.*

The National Communication Authority (NCA) which is the regulatory body for all mobile telecommunication networks in Ghana ensures that, the mobile telecommunication network companies adhere to all the rules and regulations governing their operations. For example, the NCA, through the

telecommunication network operators, started an exercise to register all SIM cards for the entire country by means of the National Identification card in October 2021. This regulatory directive by NCA was carried out and was supposed to be adhered to by all telecommunication network companies in Ghana.

The regulatory directive by NCA regarding SIM card registration was not perceived to be hostile to the operation of MTN. Rather, the company assisted the regulator to carry out this exercise by supporting the nation to catalogue all subscribers via the National ID card, to step up security and curtail scam in the activities of mobile telecommunication. As a result, MTN is acquiescent with all directive from the NCA on the re-registration of SIM cards. MTN Ghana continues to send material resources and with the assistance from the NCA speed up re-registration of all SIM cards to attain the intended reason for the exercise.

In the 2022 MTN annual report, it was indicated that, the Company receives all the necessary assistance required to operate in Ghana and, as far as the MTN Company operates within the regulatory framework of Ghana, it receives all the legal backing and protection from the government of Ghana. On page 40 of the 2022 Annual Report of MTN, The Chief Executive Officer (CEO) Mr. Selorm Adadevoh is quoted to have said: “The MTN Company is thankful to the government and regulators for their efforts in creating an enabling business environment”. The MTN Company as part of its corporate strategic plan is committed to training and sharpening the human capital base of its employees to be able to meet customers demand on the face of keen competition from other network operators.



In the 2022 MTN Annual Review Report, the chairperson for compensation, remuneration and human resources committee Sugentharen Perumal is quoted to have said: “We continue to evolve our ways of working to complement our business and our Ambition 2025 Strategy. This includes: attracting new skills and adopting more agile, decentralised, and empowering culture. Recognising that employees’ value choice and flexibility, smart working principles such as ‘Anywhere, Anytime’ flexibility and virtual commute options continue to be offered to employees. MTN Ghana is on a journey to be a digital operator and a key part of that journey requires our employees to adopt a digital mindset. As a result, we have evolved employee development options and our performance management approach to ensure that, we carry each person along on this digital journey. This will ensure that our reward offerings, practices, and policies evolve, remain relevant and stay true to the business requirements p.61”.

MTN Ghana, as part of its regulatory compliance, aligns with the Ghana Labour Act and the Security and Exchange Commission’s Compliance requirements. The Chairperson for Compensation, Remuneration, and Human Resources Committee Sugentharen Perumal in the Annual Report for 2022 is quoted to have said: “We have been mindful of broader remuneration governance guidance and frameworks and will maintain compliance with relevant developments as and when they mature. The Committee is satisfied that, it has fulfilled its responsibilities in accordance with its terms of reference and that, the objectives of Compensation, Remuneration and Human Resources Committee have been met without deviation p. 62”.

### Vodafone and Human Resource Development practices of the Ghanaian staff

Table 9 presents the summary of the responses from both MTN and Vodafone staff and HRD of their staff.

*Table 9: The nature of T&D Programmes in the MTN and Vodafone Companies*

Relation	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Occasional Seminars & Workshop	178	55.63	263	70.32
On-the-job training	107	33.44	61	16.31
Off-the-job training	7	0.00	11	2.94
Staff self-initiated training and development	22	4.00	34	9.09
All of the above	4	8.00	5	1.34
None of the above	1	0.31	0	0
<b>Total</b>	<b>319</b>	<b>100.00</b>	<b>372</b>	<b>100.00</b>
<b>M/MD</b>	<b>53.17</b>	<b>26722.84</b>	<b>62.33</b>	<b>50879.34</b>
<b>SD</b>	<b>66.74</b>		<b>92.09</b>	

Source: Field Survey, Ashmond (2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations.

In the case of Vodafone, of a total sample of 375 respondents, 263 (about 70 percent) of them were of the view that, Vodafone Company organises occasional seminars and workshops as part of HRD programmes. Sixty-One (about 16 percent) respondents were of the view that, Vodafone Company organises on-the-job training as part of HRD programmes. Eleven

(about 3 percent) respondents were of the view that, Vodafone organises off-the-job training. Again, 34 (about 9 percent) respondents indicated that, their HRD programmes are self-initiated. Finally, 5 (about 1 percent) respondents were of the view that, Vodafone Company trains and develops its staff through occasional seminars and workshops, on-the-job training, off-the-job training and staff self-initiated training and development programmes. The mean frequency of the respondents is about 62 with a SD of about 92.

Table 10 presents the summary of the responses from the MTN and Vodafone companies regarding the training and development programmes and whether they contribute to the development of the human capital of the Ghanaian staff.

*Table 10. Training and Development programmes organised by MTN and Vodafone and their contribution to the human resource development*

Response	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Yes	315	98.00	359	96.00
No	5	2.00	42	4.00
<b>Total</b>	<b>320</b>	<b>100.00</b>	<b>375</b>	<b>100.00</b>

Source: Field Survey, Ashmond (2023)

Human resource development (HRD) for employees of a given company does not in itself ensure staff skills and knowledge development. The HRD programmes must reflect the work the employees do and whether they contribute to developing their human capital. In light of this, the staff in the MTN and Vodafone companies were asked whether the HRD programmes organised by these mobile telecommunication companies contribute to their

human capital development. Out of a total sample of 320 respondents, 315 (about 98 percent) of them were of the opinion that, the HRD programmes organised for staff of MTN contribute to the development of the human capital of the Ghanaian staff. The rest (5 respondents who represent about 2 percent) were of the opinion that, the HRD programmes do not contribute to the human capital development of the Ghanaian staff.

In the Vodafone Company, out of a total sample of 375 respondents, 359 (about 96 percent) of them were of the opinion that, the HRD programmes organised for them contribute to their human resource development of the Ghanaian staff. The rest (15 respondents who represent about 4 percent) opined that, the HRD programmes organised by Vodafone Company for the Ghanaian staff do not contribute to the development of their human capital.

Respondents from the MTN Company who were of the view that, the HRD programmes contribute to developing their human capital explained their position as follows:

*Tailor-made Human Resource Development programmes*

The HRD programmes are tailored toward specific needs of the employees and because the HRD programmes are geared toward the employees' needs, they contribute to developing the human capital of the staff. This stems from the fact that, the employees are made to make inputs into the HRD programmes and therefore results in improving in the staff work and personal life. The HRD programmes contribute to the knowledge and skills required to perform their job in the MTN Company and this makes the Ghanaian staff better equipped to be able to perform their job.

*Staff appraisal and needs assessment*

The MTN Company conducts needs assessment before they organise T&D programmes for their staff and this is done through staff appraisal. This exercise is expected to contribute to the human capital development and the skills and knowledge required by staff to perform their work in the MTN mobile telecommunication company.

*Knowledge gap through complaints from customers*

The HRD programmes are formulated through complaints from customers who patronise the services of MTN. This helps management to formulate topics for training and development programmes for staff. Also, management of MTN find out the knowledge gap and provide the necessary training and development programmes for staff to prepare them to be able to perform their job more effectively. Respondents from the MTN Company who expressed a contrary view that, the HRD programmes do not contribute to developing their human capital explained their position that, the training and development programmes are parallel to the needs of the staff.

**The Training and Development Programmes Organised by Vodafone and their Contribution to the Human Resource Development**

The respondents from the Vodafone Company who opined that, the training and development programmes organised for them by Vodafone contribute to their HRD expressed their position as follows:

*Staff participation in the design of training and development programmes*

The staff are made to make inputs regarding the skills and knowledge they require in the training and development programmes formulation. The training and development programmes identify the human resource development gap

and provide appropriate training to develop the human capital of the Ghanaian staff. The training and development programmes are also prepared to equip the staff of Vodafone with the knowledge, skills, technical know-how and professional competence to be able to perform their job.

*Skills development and addition to the human capital base of the Ghanaian staff*

The training and development programmes contribute to improving the human capital base of the Ghanaian employees through identifying the human resource development group and providing the appropriate training to develop the human capital base of the Ghanaian staff.

*Needs assessment through staff appraisal*

The telecommunication company conducts needs assessment for staff before they organise training programmes for staff. The training and development programme are formulated based on the needs assessment and knowledge gap of the staff in the Vodafone. The training programmes are expected to provide the staff with the requisite knowledge and professional competence to be able to perform their work in the Vodafone Company. The training and development programmes are purposeful as they are directed toward providing what the employees require to perform their job.

The staff from the Vodafone Company who were of a different opinion that the training and development programmes organised for the staff do not contribute to their HRD expressed their views as follows:

*Staff exclusion in the preparation of training and development programmes*

Because the management of Vodafone do not include the staff of Vodafone in formulating the training and development programmes, they do not add

anything to improving their human capital to enable them perform better on the job.

### **Employees' Empowerment as a Tool for Human Resource Development in the MTN and Vodafone Mobile Telecommunication Companies**

#### *Social dialogue*

The conceptual framework, which was adapted from the International Labour Organisation's decent work agenda, indicates that to ensure a harmonious working environment for workers and human resource development, there should be workers and management democracy. The democratic environment at the workplace is guaranteed in labour unionism and social dialogue. The International Labour Organisation's decent work agenda recognises labour unionism. Democracy between labour and management promotes a healthy atmosphere that empowers labour to feel part of the organisation. Page 14 of the ILO's document on decent work agenda explains social dialogue to include: good governance, empowerment and organisational capital.

The tendency of employees to feel part of an organisation is assured through labour unionism and association. The mouthpiece of workers is also presented in social dialogue and workers democracy which are also presented in the forms of labour unions and workers associations. For this reason, the question as to how employees working in the MTN and Vodafone mobile telecommunication companies are empowered or represented as part of management was sought. Out of a total sample of 319 from the MTN Company, 117 (about 37 percent) respondents were of the opinion that, they are empowered in the MTN through participative management. With this, they

are part of management and decision making. Again, 12 (about 4 percent) respondents also were of the view that, they are empowered in the MTN Company through labour union and association formation. Finally, 190 (about 60 percent) respondents were of the view that, employee empowerment in the MTN Company include both participative management through staff representation and labour union through association formation. The mean frequency for the responses is about 80 with SD of about 78.

In the case of Vodafone Company, out of a total sample of 370 respondents, 64 (about 17 percent) of them were of the opinion that, they are empowered in the Vodafone Company through participative management and staff representation. Again, 68 (about 21 percent) respondents were of the view that, they are empowered through labour union and association formation. Two hundred and eighteen (about 59 percent) respondents were of the view that, they are empowered in the Vodafone Company through participative management, labour union and association formation. The union or association is called Communication Workers Union (CWU). Furthermore, 20 (about 6 percent) respondents were of the view that, they don't form part of management neither do they have labour union as mouthpiece represented on management decision making bodies. The mean frequency for the responses is about 93 with a SD of about 66. Table 11 presents the summary of the respondents regarding employee empowerment in the MTN and Vodafone mobile telecommunication companies.



*Table 11: Employees empowerment as Human Resource Development practice in the MTN and Vodafone Companies*

	MTN		Vodafone	
Relation	Freq.	Percentage	Freq.	Percentage
Part. Mgt. thro' staff rep.	117	36.68	64	17.29
Labour Union Thro' Association	12	3.76	68	18.37
Off-the-job training	7	0.00	0	0.00
All of the above	190	59.56	218	58.91
None of the above	0	0	20	5.40
<b>Total</b>	<b>319</b>	<b>100.00</b>	<b>370</b>	<b>100.00</b>
<b>M/MD</b>	<b>9.75</b>	<b>24492.74</b>	<b>92.5</b>	<b>17218.75</b>
<b>SD</b>	<b>78.25</b>		<b>65.61</b>	

Source: Field Survey, Ashmond (2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations.

#### **Assessment of the quality of welfare of Ghanaian employees in the MTN and Vodafone Companies**

The environment within which labour is engaged is as important as the development of the human capital and social protection. The telecommunication industry in Ghana is regulated by the National Communication Authority which is under the Ministry of Communication and Digitisation (MoC&D). Over the years, the legal and regulatory bodies have evolved and have witnessed some demanding development. Novel laws and regulations have been approved to uphold the improvement and execution of

regulation of the communication sector. The laws that regulate the operations of mobile telecommunication networks in Ghana include:

- i. National Communication Authority Act, 2008 (Act 769)
- ii. National Information Technology Agency Act, 2008 (Act 771)
- iii. Electronic Transactions Act, 2008 (Act 772)
- iv. Electronic Communication Act, 2008 (Act 775)

Clause two of the Labour Act, 2003 (Act 651) of Ghana states that, an employer shall ensure the following for his or her employees:

- i. *Provide and maintain at the workplace, plant and system of work that are safe and without risk to health.*
- ii. *Ensure safety and absence of risks to health in connection with use, handling, storage and transport of articles and substances.*
- iii. *Provide the necessary information, institutions, training, and supervision having regard to the age, literacy level and other circumstances of the worker to ensure, so far as it is reasonably practicable, the health and safety at work of other workers engaged on a particular work.*
- iv. *Take steps to prevent contamination of the workplaces and protect the workers from toxic gases, noxious substances, vapours, dust, fumes, mists and other substances or materials that are likely to cause risk to safety or health.*
- v. *Supply and maintain at no cost to the worker adequate safety appliances, suitable fire-fighting equipment, personal protective equipment, and instruct the workers in the use of the appliances or equipment.*
- vi. *Prevent accidents and injury to health arising out of, connected with, or occurring in the course of work by minimising the causes of hazards inherent in the working environment.*

Following from the above, an attempt was made to assess the quality of work life and welfare of Ghanaian workers in the MTN and Vodafone mobile telecommunication companies. Of a total sample of 319 respondents, 196 respondents who represent about 61 percent were of the view that, the

quality of work life and welfare of Ghanaian workers in the MTN Company is very good. The rest (123 respondents who represent about 39 percent) were also of the view that, the quality of work life and welfare of Ghanaian workers in the MTN mobile telecommunication company is good. The mean frequency distribution for the respondents is 79.75 with SD of 83.82.

In the case of Vodafone, out of a total sample of 368 respondents, 317 (about 86 percent) respondents were of the view that, the quality of work life and welfare of Ghanaian workers in the Vodafone Company is very good while 41 (about 11 percent) respondents were of the view that, the quality of work life and welfare of Ghanaian workers in the Vodafone Company is good. Ten (about 3 percent) respondents were of the opinion that, the quality of work life and welfare of Ghanaian workers in Vodafone is very bad. The mean frequency distribution for the respondents is 92 with a SD of 132.43. Table 12 presents the summary of the responses from the employees of MTN and Vodafone regarding the quality of their work life and welfare.

Table 12: The quality of work life and Welfare of MTN and Vodafone employees

Relation	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Very Good	196	61.44	317	86.14
Good	123	33.44	61	11.14
Bad	0	0.00	11	0.00
Very Bad	0	0.00	34	2.72
<b>Total</b>	<b>319</b>	<b>100.00</b>	<b>372</b>	<b>100.00</b>
<b>Mean/MD</b>	<b>79.75</b>	<b>28104.74</b>	<b>92</b>	<b>70154</b>
<b>SD</b>	<b>83.82</b>		<b>132.43</b>	

Source: Field Survey, Ashmond (2023)

Standard Deviation formula  $\sigma = \sqrt{(\sum (x - \bar{x})^2 / n)}$ , where n = total number of observations

### Assessment of the Effectiveness of Human Resource Development (HRD)

#### Programmes and Policies in the Capacity Building of the Staff in the MTN Company

The organisation of human resource development programmes which include training and development, in itself, is not holistic to achieve its intended purpose. It should be backed by an assessment from the participants of the human resource development programme to ascertain its effectiveness and the extent to which the HRD programme impacts on the knowledge and skills development of the employees. It is against this backdrop that this current research, in addition to investigating the contribution of the HRD programmes for MTN and Vodafone staff, also seeks to investigate the

effectiveness of the HRD programme toward building the capacity and knowledge base of the employees in these two multinational mobile telecommunication networks.

Out of a total sample of 320 for the MTN, 195 (about 61 percent) of them were of the view that, the effectiveness of HRD programmes and policies are assessed through periodic staff appraisal while 80 (25 percent) respondents were also of the opinion that, feedback from the staff has been the tool for assessing the effectiveness of the HRD programmes. Again, 26 (about 8 percent) respondents observed that MTN assesses the effectiveness of HRD programmes through interview organised by management. Again, 11 (about 3 percent) respondents were of the opinion that, MTN uses aptitude test for assessing the effectiveness of the HRD programmes organised for employees in the MTN mobile telecommunication company.

Five (about 2 percent) respondents were of the view that, the MTN Company uses staff forum as tool for evaluating the effectiveness of HRD programmes organised for staff in the MTN Company. Five (about two percent) respondents are of the opinion that, the effectiveness of HRD programmes and policies are assessed through periodic staff appraisal, feedback from staff, interview organised by management, aptitude test and staff forum. The mean frequency distribution for the response is 53.33 with SD of 68.54.

**Assessment of the Effectiveness of Human Resource Development (HRD)  
Programmes and Policies in Capacity Building of the Staff in the  
Vodafone Company**

In the Vodafone Company, out of a total sample of 371 respondents, 293 (about 79 percent) of them were of the view that, the effectiveness of the HRD programmes and policies are assessed through periodic staff appraisal while 62 (about 17 percent) respondents were also of the view that, the effectiveness of HRD programmes is assessed through feedback from the employees. In addition to this, nine (about two percent) respondents were of the opinion that, management of Vodafone assess the effectiveness of HRD programmes and policies through interviews. In addition, seven (about two percent) respondents were of the view that, the effectiveness of HRD programmes and policies are assessed through aptitude test. The mean for the frequency distribution is 92.75 with SD of 117.81. Table 13 presents the summary of the response from the employees of MTN and Vodafone mobile telecommunication networks and their opinion on the assessment of the effectiveness of HRD programmes and policies toward building their human capital.

*Table 13: The assessment of the effectiveness of the HRD programmes and policies in building the capacity and knowledge base of the MTN and Vodafone staff*

Variable	MTN		Vodafone	
	Freq.	Percentage	Freq.	Percentage
Periodic staff Appraisal	195	60.94	293	78.98
Staff Feedback	80	25.00	62	16.71
Interview by Management	26	8.13	9	2.43
Aptitude test	11	3.44	7	1.89
Other	8	2.50	0	0.00
<b>Total</b>	<b>319</b>	<b>100.00</b>	<b>372</b>	<b>100.00</b>

Source: Field Survey, Ashmond (2023)

### Hypothesis using the Chi Square estimation

- i. Verify the significance of the activities of MTN and Vodafone to Ghana's relation with South Africa and the United Kingdom

**H<sub>0</sub>:** The activities of MTN and Vodafone have no significance on Ghana's relation with South African and the United Kingdom.

**H<sub>1</sub>:** The activities of MTN and Vodafone have significance on Ghana's relation with South Africa and the United Kingdom.

$$X^2 = \sum (o - e)^2/e$$

Where  $X^2$  = Chi Square

$\sum$  = Sigma or the summation sign

O = observed frequencies or values after MTN and Vodafone had come to Ghana

e = expected frequencies before MTN and Vodafone came to Ghana

### Computation of Chi Square for MTN

$$X^2 = (\text{very cordial})^2 + (\text{cordial})^2 + (\text{no relation})^2 + (\text{hostile})^2 / n$$

$$X^2 = (215 - 152)^2 + (100 - 163)^2 + (0 - 4)^2 + (5 - 1)^2 / 80$$

$$X^2 = (63)^2 + (-63)^2 + (-4)^2 + (4)^2 / 80$$

$$X^2 = (3969 + 3969 + 16 + 16) / 80$$

$$X^2 = 7970 / 80$$

$$X^2 = 99.625 \quad \text{i.e. chi square computed}$$

### Critical value of our chi square

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 4-1

**Degree of Freedom = 3**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **7.81**

### Decision

Since the value of chi square computed (99.625) is greater than critical value (7.81), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and



our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that, the activities of MTN have significance on Ghana-South Africa relations.

### **Vodafone**

$$X^2 = (284 - 258)^2 + (84 - 109)^2 + (11 - 12)^2 + (1 - 1)^2 / 95$$

$$X^2 = (26)^2 + (-25)^2 + (-1)^2 + (0)^2 / 95$$

$$X^2 = (676 + 625 + 1 + 0) / 95$$

$$X^2 = 1302 / 95$$

$$X^2 = 13.705 \quad \text{i.e. chi square computed}$$

### **Critical value of our chi square**

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 4-1

**Degree of Freedom = 3**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **7.81**

### **Decision**

Since the value of chi square computed (13.705) is greater than critical value (7.81), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that the activities of Vodafone have significance on Ghana-United Kingdom relations.

- ii. Ghana Telecommunication regulations and foreign policy regarding the activities of MTN and Vodafone and impact on Ghana-South Africa and Ghana-United Kingdom relations.

### MTN

**H<sub>0</sub>:** Ghana Telecommunications regulations and foreign policy regarding the activities of MTN do not impact on Ghana-South Africa relations.

**H<sub>1</sub>:** Ghana Telecommunication regulations and foreign policy regarding the activities of MTN impact on Ghana-South Africa relations.

$$X^2 = \sum (o - e)^2 / e$$

Where  $X^2$  = Chi Square

$\sum$  = Sigma or the summation sign

O = observed frequencies

e = expected frequencies or mean or average of the frequencies. The expected frequencies are the same as the mean or average because it is assumed that the respondents will respond in equal numbers to the options.

$$X^2 = (169 - 64)^2 + (113 - 64)^2 + (0 - 64)^2 + (13 - 64)^2 + (25 - 64)^2 / 64$$

$$X^2 = (105)^2 + (49)^2 + (-64)^2 + (-51)^2 + (-39)^2 / 64$$

$$X^2 = (11025 + 2401 + 4096 + 2601 + 1521) / 64$$

$$X^2 = 21644 / 64$$

$$X^2 = 338.19 \quad \text{i.e. chi square computed}$$

**Critical value of our chi square**

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 5-1

**Degree of Freedom = 4**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **9.49**

**Decision**

Since the value of chi square computed (338.19) is greater than critical value (9.49), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that Ghana telecommunication regulations and foreign policy regarding the activities of MTN impact on Ghana-South Africa relations.

**Vodafone**

**$H_0$ :** Ghana Telecommunications regulations and foreign policy regarding the activities of Vodafone do not impact on Ghana-United Kingdom relations.

**$H_1$ :** Ghana Telecommunication regulations and foreign policy regarding the activities of Vodafone impact on Ghana-United Kingdom relations.

$$X^2 = \sum (o - e)^2/e$$

Where  $X^2$  = Chi Square

$\sum$  = Sigma or the summation sign

O = observed frequencies

e = expected frequencies or mean or average of the frequencies ( $372 \div 5 = 74.4$ ). The expected frequencies are the same as the mean or average because it is assumed that the respondents will respond in equal numbers to the options.

$$X^2 = (305 - 74.4)^2 + (40 - 74.4)^2 + (0 - 74.4)^2 + (6 - 74.4)^2 + (21 - 74.4)^2 / 74.4$$

$$X^2 = (230.6)^2 + (-34.4)^2 + (-74.4)^2 + (-68.4)^2 + (-53.4)^2 / 74.4$$

$$X^2 = (53176.36 + 1183.36 + 5535.36 + 4678.56 + 2851.56) / 74.4$$

$$X^2 = 67425.2 / 74.4$$

$$X^2 = \mathbf{906.25} \quad \text{i.e. chi square computed}$$

### **Critical value of our chi square**

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 5-1

**Degree of Freedom = 4**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **9.49**

### **Decision**

Since the value of chi square computed (906.25) is greater than critical value (9.49), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that Ghana

telecommunication regulations and foreign policy regarding the activities of Vodafone impact on Ghana-United Kingdom relations.

- iii. The extent to which the activities of MTN and Vodafone enhance the human resource development of the Ghanaian staff.

### MTN

**H<sub>0</sub>:** The activities of MTN do not enhance the human resource development of the Ghanaian staff.

**H<sub>1</sub>:** The activities of MTN enhance the human resource development of the Ghanaian staff.

$$X^2 = \sum (o - e)^2 / e$$

Where  $X^2$  = Chi Square

$\sum$  = Sigma or the summation sign

O = observed frequencies

e = expected frequencies or mean or average of the frequencies (53.33). The expected frequencies are the same as the mean or average because it is assumed that the respondents will respond in equal numbers to the options.

$$X^2 = (195 - 53.33)^2 + (80 - 53.33)^2 + (26 - 53.33)^2 + (11 - 53.33)^2 + (8 - 53.33)^2 / 53.33$$

$$X^2 = (141.67)^2 + (26.67)^2 + (-27.33)^2 + (-42.33)^2 + (-45.33)^2 / 53.33$$

$$X^2 = (20070.39 + 711.29 + 746.93 + 1791.83 + 2054.81) / 53.33$$

$$X^2 = 25375.25 / 53.33$$

**$X^2 = 475.82$**  i.e. chi square computed

**Critical value of our chi square**

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 5-1

**Degree of Freedom = 4**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **9.49**

**Decision**

Since the value of chi square computed (475.82) is greater than critical value (9.49), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that, the activities of MTN enhance the human resource development of the Ghanaian staff.

**Vodafone**

**$H_0$ :** The operations of Vodafone do not enhance the human resource development of the Ghanaian staff.

**$H_1$ :** The operations of Vodafone enhance the human resource development of the Ghanaian staff.

$$X^2 = \sum (o - e)^2/e$$

Where  $X^2$  = Chi Square

$\Sigma$  = Sigma or the summation sign

O = observed frequencies

e = expected frequencies or mean or average of the frequencies (92.75). The expected frequencies are the same as the mean or average because it is assumed that the respondents will respond in equal numbers to the options.

$$X^2 = (293 - 92.75)^2 + (62 - 92.75)^2 + (9 - 92.75)^2 + (7 - 92.75)^2 + (0 - 92.75)^2 / 92.75$$

$$X^2 = (200.25)^2 + (-30.75)^2 + (-83.75)^2 + (-85.75)^2 + (-92.75)^2 / 92.75$$

$$X^2 = (40100.06 + 945.56 + 7014.06 + 7353.06 + 8602.56) / 92.75$$

$$X^2 = 64015.3 / 92.75$$

$$X^2 = \mathbf{690.19} \quad \text{i.e. chi square computed}$$

### **Critical value of our chi square**

Confidence interval = 95%

P-value = 5% or 0.05

Degree of Freedom (df) = 5-1

**Degree of Freedom = 4**

Critical value of our chi square for 3 degree of freedom at significance level of 0.05 according to critical value table = **9.49**

### **Decision**

Since the value of chi square computed (690.19) is greater than critical value (9.49), our chi square is significant and our null hypothesis ( $H_0$ ) is rejected and our alternative hypothesis ( $H_1$ ) is accepted. We therefore conclude that, the

activities of Vodafone enhance the human resource development of the Ghanaian staff.

### **Conclusion**

This chapter discussed the examination of data obtained through quantitative research design. Data were analysed under the following themes: the extent to which the activities of MTN and Vodafone enhance Ghana-South Africa and Ghana-United Kingdom relations, the future of Vodafone and its effects on Ghana-United Kingdom relations and Ghana telecommunication regulations and foreign policy on the activities of MTN and Vodafone vis-à-vis Ghana-South Africa and Ghana-United Kingdom relations. Other themes that were analysed and discussed in this chapter included: the activities of MTN and Vodafone and human resource development of the Ghanaian staff, employees empowerment as a tool for human resource development in the MTN and Vodafone mobile telecommunication network companies and the assessment of the effectiveness of HRD programmes and policies in capacity building and knowledge base of the staff in the MTN and Vodafone Companies.



## CHAPTER SIX

### RESULTS AND DISCUSSION OF QUALITATIVE DATA

#### Introduction

This chapter discusses the results of the qualitative data. As discussed earlier in the methodology chapter, there are three levels of data gathering involved in this present study. These are interviewing, administering of questionnaire and documents analysis. The following strands provide the details.

#### Analysis of data from key informants

##### *Interview with the National Communication Authority*

The aim of the interview was to examine the effect of the policies of the National Communication Authority (NCA) on the operations of Vodafone and implications for Ghana-United Kingdom relations. The interview with the Head for Consumer and Corporate Affairs at NCA revealed the following:

Nana Defie, a female is the Head for Consumer and Corporate Affairs and has worked with the NCA for the past ten years. She reported that the NCA was established by the National Communication Authority Act 2008 (Act 769) which is an Act of Parliament. The reason for setting up the NCA was to regulate the telecommunication industry in Ghana. The NCA regulatory policy was set up for the whole telecommunication industry and not for specific or a particular kind of mobile telecommunication network or company. The NCA regulates the allocation of spectrum and how it is used by the telecommunication company. The regulatory policy of NCA does not only cover employment and labour laws but also, the general operation of the telecommunication networks in Ghana.

It was mentioned in the interview that, it is the telecommunication network that should be able to determine what informed Vodafone to come and operate in Ghana. However, it was mentioned that, the reasons could partly be attributed to the friendly However, she reported that the decision to sell out Ghana Telecom and One-Touch to Vodafone was to invite private sector participation, to improve efficiency and to cut down losses incurred under the ownership of the government of Ghana. Her response in connection with the operation of Vodafone in Ghana is reported as follows:

*The telecommunication network companies, after they have decided to settle in Ghana and completed their feasibility study, come to the NCA for the right documentation to be done. The spectrum that is allocated to these telecommunication networks is managed by the NCA on behalf of the people of the Republic of Ghana. Once NCA gives a telecommunication company a license to operate, there are some requirements that the company is expected to fulfil or oblige.*

Apart from spectrum allocation and regulation, the NCA has some regulatory frameworks which include:

- i. Electronic Communication Act
- ii. Electronic Transaction Acts
- iii. Electronic Communication Regulation
- iv. National Identity Regulation
- v. SIM Registration Regulation

The Head for Consumer and Corporate Affairs of NCA further explained the mandate of the NCA to include ensuring the adherence of local content law of Ghana regarding the operations of the telecommunication networks in Ghana. The details of her explanation are reported as follows:

*There are regulatory bodies that are mandated to ensure that the telecommunication networks regulations are complied with by Vodafone and other networks. For example, if it is about taxation, the Ghana Revenue Authority (GRA) is responsible to ensure that, the mobile telecommunication companies fulfill their tax obligation to the state. If it is about employment, the Ministry of Employment and Labour Relations are responsible for all employment issues in the mobile telecommunication companies. The NCA's engagement with Vodafone is simply based on the operation of Vodafone in Ghana and not at the international level.*

**Interview with Heads of Department of Vodafone Regarding the Effects  
of the Workplace Policies of Vodafone Company on Ghana-United  
Kingdom relations**

*Implications of the exit of Vodafone on Ghana-United Kingdom relation*

The Head of Legal and Compliance Unit of Vodafone who has worked with the company for over ten years, in an interview regarding the implication of the exit of Vodafone and the effect of policies of Vodafone on Ghana-United Kingdom relations reported that the telecommunication sector reforms in Ghana gave the mobile telecommunication network operation a new phase. The reforms were as a result of both internal and external factors. The internal factors included: inefficiencies and poor services, the government's quest for revenue and, the wish to encourage general access to telecommunication provision. The external factors included a recommendation by the IMF to reform the telecommunication sector upon the country's adoption of ERP I & II and SAP in 1983 and 1986 respectively. However, mobile telecommunication operation began in the early 1990s.

Before mobile telecommunication network companies came to do business in Ghana, only landlines were present with GT (now Vodafone) having monopoly on the provision of telecommunication service. In the year 2000, Ghana Telecom (GT) introduced *One-Touch* to provide mobile telecommunication services. Vodafone International which is a multinational mobile telecommunication network and is based in the United Kingdom (UK) acquired a majority share (70 percent) of Ghana Telecom and *One-Touch* mobile telecom network and the rest (30 percent) being owned by the government of Ghana. The Head of Legal and Compliance Unit reported that the regulatory policy is formulated to protect the interest of Vodafone as far as the company continues to operate in Ghana.

The regulatory framework ensures compliance of the laws of Ghana specifically those that are regulated by the National Communication Authority (NCA). His response is reported as follows:

*As a brand of mobile telecommunication network provider, there are no specific regulatory policies that are formulated for Vodafone. Regulatory policies are done by the NCA which is the regulatory body of telecommunication services in Ghana. Vodafone only ensures strict adherence and compliance to the telecommunication regulations which include; fair and healthy competition, fulfilment of tax obligation, ensuring employees welfare protection and employment laws according to the labour laws of Ghana and in compliance with the ILO provision on Decent Work Agenda.*

His assertion is corroborated by the work policy document of Vodafone which explains workplace equity for staff in the following paragraphs:

The Vodafone Company is committed to making the world more connected, inclusive and sustainable, where everyone can truly be themselves

and belong. The Vodafone telecommunication network brings a human-touch to its technology to create a better digital future for all, starting with its staff. The Company develops a diverse and inclusive global workforce that reflects its customers and societies it serves (p.38 of Vodafone Work Policy document). The Vodafone Company is composed of diversity and inclusion. It focuses on removing barriers to workplace equity. In 2022, the Company accelerated momentum on gender equity, sustained focus on embedding inclusion, set solid foundations on race and ethnicity, and began to ensure that the physical and digital workplace is fully accessible.

As part of the Company's expanded focus on practicing inclusion supports, its ambition has been to create a global workforce that reflects the customers' communities and colleagues it serves, and the wider societies in which it operates (p.39 of Vodafone Work Policy document). Regarding maternity and parental leave, Vodafone Company's global maternity and parental leave policies are available across all its markets, providing 16 weeks of fully paid leave. Nursing mothers also work half day for six months period. Nursing mothers also made to work for 4 days in a week and are paid equivalence of five days. This policy is open to all employees regardless of gender, sexual orientation, length of service, and whether their partner has a baby, or they are welcoming a child through surrogacy or adoption. In the year 2022, over 1900 women utilised the Company's maternity leave while over 1300 men also took parental leave with about 53 percent of them taking four or more weeks of leave.

Vodafone Ghana is involved in an ongoing legal dispute over a parcel of land. The plaintiff contends that, due to irregularities in the documentation,

he is due US\$16 Million in compensation. Vodafone Ghana continues to appeal the claim, which is now sitting with the Supreme Court of the Republic of Ghana. In January 2020, Vodafone Ghana successfully renewed its 900 MHz and 1800 MHz licenses for 10 years, until 2029, pending payment of US\$25 million. Vodafone Ghana entered negotiation with the Ministry of Communication and Digitisation (MoC&D) and Ministry of Finance (MoF) to amend the terms of renewal in relation to increasing duration of license, payment terms, re-farming rights and additional 800 MHz spectrum. The Ministry of Communication and Digitisation (MoC&D) extended the payment deadline date to 31 December 2021.

In October 2021, SIM card re-registration commenced for a period of three months. All SIM cards are expected to be registered with the Ghana card (biometric national identification card) issued by the National Identification Authority (NIA), which is the regulator for identification in Ghana. Due to insufficient registrations, the MoC&D extended the deadline for registration from 31 March 2022 to 30 July 2022 (p.246). Currently, Vodafone Ghana has temporarily extended the use of the spectrum with the support of the MoC&D until discussions for 2G license renewal are concluded.

The freedom of expression of employees in the Vodafone Company are informed by international laws, standards and industry principles which are in line with the regulations governing labour and employment laws of Ghana. This includes: Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights and UN's Protect, Respect and Remedy framework. The rest are:

Organisation for Economic Cooperation and Development's (OECD) Guidelines for Multinational Enterprises, Reports of the UN Special Rapporteur on the Promotion and Protection of the Right to Freedom of Opinion and Expression, and Global Network Initiative Principles.

The 2022 Vodafone Annual Report captures an interview with the Director of Human Resources of Vodafone Ghana Ms. Hannah Ashiokor Akrong who is quoted to have said that:

*Vodafone has introduced a new policy that enables its employees to have more time with their families while welcoming new children. Per the new Parenting Policy, every employee whose partner is having a baby, adopts a child or becomes a parent through surrogacy will enjoy four months of paid leave. This policy extends the company's four months maternity policy to its male employees, and other employees who become parents through adoption or surrogacy. The policy affirms Vodafone's position as a top employer that is passionate about driving a diverse and inclusive work environment (Vodafone Annual Report 2022).*

The parenting leave is a significant improvement from male employees who previously enjoyed only two weeks paternity leave. Ms. Hannah Ashiokai Akrong in the Annual Report of Vodafone Ghana is again quoted to have said that:

*The Vodafone Company is excited about the new policy that offers more flexibility to our employees who will now enjoy four months paid leave as they welcome new additions to their families. Our business success is underpinned by the well-being of our employees, who are our most valuable asset. This is why we stretch our limits to offer our workers exceptional working conditions and policies that empower them to give their best. This new Parental Leave Policy is a global policy that will benefit all Vodafone employees. It further underlines the Telcol's strong commitment to diversity and gender equity (Vodafone Annual Report 2022).*

Ms. Hannah Akrong Ashiokai in an interview regarding Vodafone's commitment to human resource development of the Ghanaian staff further said that: "We the Vodafone Company pride ourselves on a number of industries first when it comes to the employee experience, and we truly know this will be life-changing for all our employees. Employees can access this maternal leave within the first 18 months after their child is born or adopted (Vodafone Annual Report, 2022)". In March 2015, Vodafone pioneered a global maternity policy, offering women across Vodafone's markets and operations a minimum of four months fully paid maternity leave and a 30- hour week at full pay for the first six months after their return to work (Vodafone Annual Report, 2022).

Regarding the employment and labour laws of Ghana, he added that Vodafone ensures that its employees are treated according to the labour laws of Ghana. His response is paraphrased as follows: No worker is made to work beyond 8 hours in a day. The staff have the opportunity to proceed on annual leave, sick leave and maternity leave. No employee in the Vodafone is paid below the minimum wage rate. The working condition and the environment within which labour is engaged fits into the employment and labour laws of Ghana. Act, 2003 (Act 651) Section 118 Clause 1 enjoins foreign multinational companies (MNCs) including Vodafone to see to the welfare of employees that the company engages to work for. It is the duty of an employer to ensure that, every worker employed by him or her works under satisfactory, safe and healthy conditions per the conditions in the Labour Act.

The Act continues in Section 118 Clause 2 that, without limiting the scope of subscription, an employer shall ensure the following:



- i. Provide and maintain at the workplace, plant and system of work that are safe and without risk to health.
- ii. Ensure safety and absence of risks to health in connection with use, handling, storage and transport of articles and substances.
- iii. Provide the necessary information, institutions, training, and supervision having regard to the age, literacy level and other circumstances of the worker to ensure, so far as is reasonably practicable, the health and safety at work of those other workers engaged on the particular work.
- iv. Take steps to prevent contamination of the workplaces by, and protect the workers from toxic gases, noxious substances, vapours, dust, fumes, mists and other substances or materials likely to cause risk to safety or health.
- v. Supply and maintain at no cost to the worker adequate safety appliances, suitable fire-fighting equipment, personal protective equipment, and instruct the workers in the use of the appliances or equipment.
- vi. Prevent accidents and injury to health arising out of, connected with, or occurring in the course of work by minimising the causes of hazards inherent in the working environment”.

Following from the above Labour Act, which is captured in the ILO’s decent work agenda, an attempt was made to investigate the nature of working conditions in the Vodafone mobile telecommunication company. The issues that surround improved working condition include suitability of working environment, social dialogue, and the nature of employment. The suitability of

working environment and the nature of employment was also ascertained and the response is paraphrased as follows: The staff do not work in an environment that is at the mercy of the weather such as sunshine, rainfall, strong winds and bad air. The Vodafone Company has the welfare of its workers at heart.

The nature of employment such as decent salary and social dialogue are very critical in employment and labour laws. The response in an interview regarding the nature of employment and social dialogue is paraphrased as follows: The salary level given to the staff of Vodafone is far and above the minimum wage rate in Ghana, and is based on the job experience, rank, educational qualification and job description. Again, the workers are given the opportunity for social dialogue. Labour laws of Ghana require workers and management democracy. The democratic environment at the workplace is guaranteed in labour unionism and social dialogue. Workplace democracy between labour and management promotes a healthy atmosphere that empowers labour to feel part of the organisation for the benefit of human resource development.

The International Labour Organisation (ILO) in its publication: Decent Work: Concepts and Indicators (2006) enumerates social dialogue as part of good governance, empowerment, and organisational capital. The tendency of employees to feel part of an organisation is assured through labour unionism and association. The mouthpiece of workers is presented in social dialogue and workers democracy which are also presented in the forms of labour unions and workers association. In response to a question as to whether Vodafone promotes workplace democracy, the interview revealed that, the employees of

Vodafone have an association or union called Telecommunication Workers Union (TWU) where their leadership is represented on management boards and committees.

Compensation to workers for injury, invalidity, maternal and family protection was also sought. Some employers provide these forms of compensation for their employees by instituting some social welfare schemes such as pension and welfare schemes to take care of the worker in an event of death, injury, or retirement. The response from the Head of Vodafone Company in Cape Coast in an interview regarding compensation to workers is paraphrased as follows: The Vodafone Company has compensation packages for staff who during discharge of their duties get involved in an accident. Also, workers are entitled to annual leave and maternal leave. The Company continues to pay the monthly salary of staff who go on annual leave or maternity leave. They are given all their entitlement. The Vodafone Company, as a matter of policy and legal requirement pays the social security contribution on behalf of their employees to the Social Security and National Insurance Trust (SSNIT). The Company also pays the mandatory 13.5 percent while the workers contribute 5 percent to SSNIT toward their retirement. In all, it should be noted that, the regulatory policy of Vodafone fits perfectly into the employment and labour laws of Ghana.

An attempt was made to investigate how the aforementioned policies of Vodafone affect Ghana-United Kingdom relations. In this regard, the Head of Legal and Compliance Department's response is paraphrased as follows: Vodafone Company conforms to the rules and regulations governing mobile telecommunication operation in Ghana. As far as the Company obeys the rules

and regulations, it does not have any problem with the government and the law enforcement agencies in Ghana. Again, Ghana's rules and regulations protect the welfare of employees and companies. In that regard, the policies of Vodafone impact positively on Ghana-United Kingdom relations. As far as Vodafone feels good and continues to operate in Ghana, the Ghana-United Kingdom relation is enhanced or strengthened.

The second specific objective of the study is to investigate the implication of the exit of Vodafone on Ghana-United Kingdom relations. It has been established in the background and problem statement that the Vodafone Company has declared its intention to leave the shores of Ghana after operating for 15 years. The exit of Vodafone (whether on a peaceful or hostile note) has implications for the relation between Ghana and the United Kingdom which is the home country of Vodafone. An interview with the regional coordinator of Vodafone Ghana for the Central and Western zone regarding the implications of the exit of Vodafone on Ghana-United Kingdom relations is paraphrased as follows:

Ghana and the United Kingdom (UK) have related since pre-colonial days. Ghana and the UK international relations and collaborations became much more formidable and strengthened when Britain became the colonial master of the Gold Coast (now Ghana). When Ghana gained independence and became a republican state, the two countries continued to relate cordially. This resulted in the establishment of British High Commission in Ghana and Embassy of Ghana in the UK. The long-standing relation between Ghana and the UK has resulted in the establishment of many UK based companies in Ghana. Some of these companies include Standard Chartered Bank, Tullow

Oil, British Airways, G4S, Prudential, Barclays (now ABSA), Blue Skies, Astra Zeneca, and Diageo. In the mobile telecommunication industry, UK has made a significant contribution and impact by acquiring Ghana Telecom (GT) and One-Touch network going by the trade name Vodafone.

The decision to establish Vodafone in Ghana which is a subsidiary of multinational mobile telecommunication network based in the UK became a reality on 23 July 2008 when Vodafone International acquired 70 percent of the then Ghana Telecom making Vodafone majority shareholder while the Government of Ghana holds 30 percent share. Today, Vodafone has completely taken over both the fixed line and the mobile telecommunication network. The implication here is that UK has become well-grounded in Ghana and the relation between the Ghana and UK is strengthened. Vodafone decided to come to Ghana to contribute to providing mobile telecommunication network services in Ghana. As Vodafone has declared its intention to leave Ghana, it could impact on the international relations between Ghana and the UK.

The regional coordinator, in an interview regarding the implications of the exit of Vodafone from Ghana, stressed that the exit of Vodafone was not likely to impact on Ghana and the UK relations. The reason is that, there is no government interference in the operations and activities of Vodafone Ghana at the moment. The exit of Vodafone is not influenced by the UK government or UK High Commission in Ghana. The exit is also not because of hostile regulatory policy of the NCA. Vodafone is not being chased out from Ghana and the Company does not see Ghana as a hostile country. The exit of

Vodafone is purely because of management decision. Therefore, its exit should not under any circumstance affect Ghana-UK relation.

Concerning the question as to how Vodafone could help strengthen the international relation between Ghana and the UK, the response from the Head of Legal and Compliance Department of Vodafone is paraphrased as follows: Vodafone provides jobs for the teeming Ghanaian populace. In addition to this, the company pays taxes and performs corporate social responsibilities for the country. Ghana, in return, provides a peaceful and conducive working environment and regulatory policies to protect the interest of Vodafone and its operation in Ghana. This makes management of Vodafone see Ghana as a peaceful country to do business. Therefore, so far as Vodafone receives all the necessary support from the NCA and Ghana government, the UK government and the British High Commission in Ghana see Ghana as a diplomatic country, and this strengthens the already existing international relations between Ghana and the UK.

### **Conclusion**

This chapter discussed the analysis of qualitative data obtained from interviewing and documents analysis. Key informants' interview was conducted for selected heads of Department in the Vodafone Company and NCA. Annual reports and Work Policy of MTN and Vodafone were analysed to ascertain the extent to which the two multinational mobile telecommunication networks contribute to the HRD of the Ghanaian staff they employ to work in these two companies. The documents analysed from these two mobile telecom companies revealed that, both MTN and Vodafone contribute to the HRD of the Ghanaian staff through on-the-job training, off-

the-job training and grating of study leave with pay and sponsorship to the employees.

## CHAPTER SEVEN

### SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### **Introduction**

This concluding chapter gives the summary of the findings of the study on multinational companies and international relations in the mobile telecommunication networks in Ghana. It also outlines the conclusions, recommendations for policy implementation and areas for future study.

#### **Summary**

The focus of the present study was to investigate the presence and activities of multinational companies doing business in the mobile telecommunication network in Ghana and their implications for Ghana-South Africa and Ghana-UK relations. Literature was reviewed from both theoretical and empirical underpinning of multinational companies, telecommunication networks in Ghana and the activities of multinational companies and how those activities impact on the international relations between Ghana and countries of origin of these mobile telecommunication networks.

A sample of 320 and 380 respondents were randomly taken from a population of 1927 for MTN staff and 14068 for Vodafone staff respectively. In-depth interviews were also conducted with Heads of Vodafone and NCA who served as key informants. Questionnaire and interview guide were the instruments for the primary data collection. The questionnaire was administered to the general staff in both MTN and Vodafone companies while the interview guide was directed to some selected Heads of Department in the Vodafone Company and the NCA. There was also document analysis for both



MTN and Vodafone to ascertain the extent to which documented policies in these two mobile telecommunication companies reflect the telecommunication rules and regulations of Ghana and the possible implication of these documented policies for Ghana-South Africa and Ghana-UK relations.

Data were analysed on thematic pillars of multinational companies and international relations in the mobile telecommunication networks, using the framework of the ILO's provision on decent work agenda. The results, findings, conclusions and areas for future study are presented in the following paragraphs:

### **Key Findings of each Specific Objective**

The following key findings were made from the perspective of each specific objective:

*The activities of MTN and Vodafone and whether they enhance or impede Ghana's relation with South Africa and the United Kingdom*

It was found out that the activities of MTN and Vodafone enhance Ghana-South Africa and Ghana-United Kingdom relations respectively. This is shown in the frequencies and their corresponding percentages of the respondents. A total of 215 respondents representing about 67 percent responded that it was *very cordial* and 100 respondents representing about 31 percent responding it was *cordial* in the MTN Company. Also, 284 respondents representing about 75 percent responded *very cordial* and 84 respondents representing about 22 percent also responded *cordial* relations in the Vodafone. These respondents were of the view that the relation between Ghana-South Africa and Ghana-UK after the coming of MTN and Vodafone has been *very cordial* or *cordial*.

It was found out that the majority of the respondents (315 out of 320 representing about 98 percent for MTN and 368 out of 380 representing about 97 percent for Vodafone) were of the opinion that, the relation between Ghana-South Africa and Ghana-UK is still very cordial or cordial after the coming of MTN and Vodafone respectively. This finding which confirm the positive impacts of the activities of MTN and Vodafone toward enhancing Ghana-South Africa and Ghana-UK relations supports the position of neoclassical theory which explains MNCs and their activities in the host country.

The position of the neoclassical theory in relation to this finding I that, MNCs investment from MTN and Vodafone creates benefits for the host countries and this has implication for fostering international relation between the host country and the country of origin. This finding also confirms the position of dependency theory which states that, MNCs are of great importance in the analysis of their contribution in the form of FDI. MNCs are institutions in the world economy that promote the internalisation of economic relations and therefore, constitute a new organisational form of the world economy.

The finding confirms the position of neoclassical realism which provides sufficient analytical space for MNCs as interest or pressure groups that could significantly affect foreign policy decision making and state behaviour in the international arena.

#### *Implications of the exit of Vodafone on Ghana-UK relation*

It was found that the exit of Vodafone from Ghana has no implication for Ghana-UK relation, and this was affirmed by 199 respondents representing 53

percent. That is, majority of the respondents were of the opinion that, the exit of Vodafone from Ghana does not affect Ghana and the United Kingdom relations. The interview with the Heads of Department of Vodafone also revealed that, the exit of Vodafone from Ghana is purely as a result of management decision and not as a result of hostile or unfriendly relation between Ghana and Vodafone. Therefore, the exit does not affect Ghana-UK relation. This finding confirms the observation made by Brown (2021), Ashmond (2017) and Teppah (2011) that, the exit of MTN and Vodafone mobile telecommunication networks have no international relation implication for Ghana-South Africa and Ghana-UK relations. However, Ashmond (2017) clarifies that, depending on the nature of the exit of MNC in the telecommunication network, it could affect the relation between the country of origin and the host country.

*The extent to which Ghana's telecommunication regulations and foreign policy regarding MTN and Vodafone activities impact on Ghana-South Africa and Ghana-UK relation*

It was found out that, Ghana telecommunication regulations and foreign policy are friendly and protect foreign multinational mobile telecommunication companies in Ghana and this is evidenced by the percentage of the respondents (about 88 percent for MTN and 91 percent for Vodafone). It was also found out that, Ghana telecommunication regulations and foreign policy governing the activities of MTN and Vodafone are likely to impact on Ghana-South Africa and Ghana-UK relation. That is, favourable regulations and foreign policy will enhance the already existing relation between Ghana-South Africa and Ghana-UK relations and vice versa. This

finding is evidenced by the percentage frequency of the respondents (about 88 percent for MTN and 84 percent for Vodafone). The mean frequency of 160 and 184.5 for MTN and Vodafone respectively is also an indication that, majority of the respondents find the telecommunication regulations and foreign policy of Ghana favourable and friendly to the activities of MTN and Vodafone in Ghana.

The finding above confirms the observation made by Brown (2021) who opines that, the friendly nature of Ghana telecommunication regulations and foreign policy and relative good infrastructure with ever ready human capital have attracted investors from South Africa and the United Kingdom, including MTN and Vodafone to do business in Ghana. The finding also confirms the position of foreign policy decision making theory which focuses on the decision making process, dynamics and outcomes highlighting the role of psychological factors in foreign policy decision making of a host country of MNCs in relation to their countries of origin.

The Ghana telecommunication regulations and foreign policy regarding the activities of MTN and Vodafone in connection with this current study confirms the position of foreign policy decision making theory.

*The extent to which the operations of MTN and Vodafone enhance the human resource development of the Ghanaian staff*

The study found that both MTN and Vodafone contribute to the development of the human capital of the staff they employ and this is done through occasional seminars and workshops, on the job training, off the job training, and staff initiated training and development programme. The finding confirms the observation made by Elger and Smith (2005), Hameed and

Waheed (2011), Ashmond (2017) that MTN and Vodafone have contributed to the HRD of the Ghanaian staff they employ in Ghana. In all, the nature of staff training and development programmes, both MTN and Vodafone make use of occasional seminars and workshops as these HRD approaches received the highest frequency (178 and 263 for MTN and Vodafone respectively) from the respondents. The average frequency of 53.17 and standard deviation (SD) of 66.67 also indicate that, majority of the respondents attended occasional seminars and workshops as the most frequently used HRD programme. The large SD of 66.6 is also an indication that, majority of the respondents selected occasional seminars and workshops and the percentage frequency distribution is far from the mean.

In the case of Vodafone, the average frequency of 62.33 and SD of 92.09 indicate that, majority of the respondents attended occasional seminars and workshops as the most frequently used HRD programme for Vodafone staff. The finding confirms the conclusion made by Noe et al. (2006), Nittana, (2013) and Ashmond (2017) that the content of seminars and workshops actually meet the expectation of the employees and contribute to their HRD per the criteria set by International Labour Organisation (ILO) provision on Decent Work Agenda. The SD of 92.09 also means that, the individual responses are very much spread from the mean which is 62.33.

Finally, it was observed that both MTN and Vodafone do not differ in terms of T&D programmes they organise for their staff. This finding confirms the observation made by Ashmond (2017) that training and development generate some advantages for staff and the companies by positively impacting on the staff output by way of developing their knowledge, skills, competences,

and behavior. These training and development programmes are mostly used by corporate organisations.

As part of human resource development practice in both MTN and Vodafone Companies, it was found out that, the staff are empowered through participative management and labour union and this is evidenced by the frequency of 319 out of 320 and 317 out of 380 responses for MTN and Vodafone staff respectively. This finding confirms the conclusion made by Ashmond (2017) that MTN and Vodafone as part of contributing to the HRD of their staff ensure participatory management and work place democracy through unionism and employee representation on boards and committees. Regarding the quality of work life and welfare, it was found out that all of the staff sampled (319 respondents) consider the quality of work life and welfare in the MTN Company to be very good.

In the case of Vodafone, majority of the respondents (358 out of 368 respondents) consider their work life and welfare to be very good. In addition to this, it was found out that the effectiveness of human resource development (HRD) programmes for both MTN and Vodafone staff is assessed mainly through periodic staff appraisal and feedback from staff. This is evidenced in the percentage frequency of 85.94 percent (i.e.  $60.94+25$ ) for MTN staff and 95.69 percent ( $78.98+16.71$ ) for Vodafone staff. This finding confirms the observation made by An deniji and Osibanjo (2012) who opine that, the effectiveness of career development is assessed through periodic staff appraisal, feedback and interviewing of staff who participate in the training and development programmes. Again, this finding also confirms the conclusion drawn by Hameed and Waheed (2011) who opine that employees'

human resource development can boost their performance and contribute positively to organisation's productivity.

The above finding confirms the position of neoclassical theory. The Neoclassical theory position has been that, MNCs ensure the flow of capital to their host countries and, in the process, ensures efficient allocation of resources which include human resource. Foreign Direct Investment which is transported to a host country through the vehicle of MNC is expected to provide on-the-job training for the domestic labour force, supply the skilled workers and managers needed because MNCs are associated with the potential for technology and human resource transfer and diffusion. Again, neoclassical theory posits that, as a way of ensuring that MNCs contribute to the human resource development of the host country, they train local supervisors and employees on the processes for establishing contacts with foreign companies to become better acquainted with international business practices.

*Effects of policies of MTN and Vodafone on Ghana-South Africa and Ghana-UK relations*

The study sought to investigate the effect of policies of MTN and Vodafone and their implication for Ghana-South Africa and Ghana-UK relations. In the case of MTN, it was observed that the Company is committed to responsible labour practices across its multiple footprints. MTN Company's approach is consistent with internationally recognised principles such as the ILO convention on decent work agenda. MTN remains compliant with the terms of its various jurisdictional obligations and license conditions given by the NCA of Ghana. MTN endeavours to maximise the representation and participation of nationals across its markets. Again, it was observed that MTN

adheres to applicable laws and mandatory industry standards which include: regular working hours, overtime, break time, rest periods, holiday, maternity and paternity leave, and or other leave entitlement as prescribed by local laws and regulations.

In addition to this, MTN grants its employees and personnel the right to freedom of association and respects the rights of workers as spelt out in the local laws of Ghana, to associate freely, join or not to join labour unions, seek representation on management boards and committees. MTN works to provide its employees and personnel with a safe and healthy working environment, which also complies with all applicable standards, laws and regulations of Ghana. Finally, the policies of MTN regarding HRD programmes are prepared for the staff to demonstrate understanding to enable them act responsibly according to human resource development matters, including but not limited to: talent management and development, succession management, future skills for a digital transformation, culture and ways of work and people risk management. The rest include high performance culture, restructuring to suit a digital organisation and culture and diversity and inclusivity.

The 2022 annual report of MTN indicates that the Company received all the necessary assistance that it requires to operate in Ghana and as far as MTN Company operates within the regulatory framework of Ghana, it has the legal backing and protection from the government of Ghana. In the case of Vodafone, it was found that as part of work policy, the Company ensures work place equity which is commitment to making the world more connected, inclusive and sustainable, where everyone can truly be themselves and belong.



It was further observed that Vodafone affirms its position as a top employer which is passionate about driving a diverse and inclusive work environment.

It was further observed that Vodafone is committed to freedom of expression of employees and this is informed by international laws, standards and industry principles which include: Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, OECD Guidelines for Multinational Enterprise, and Global Network Initiative Principles. The study observed from the analysis and discussion that Vodafone has introduced a new policy that offers more flexibility to its employees who will now enjoy four months paid leave as they welcome new children and this new parenting policy extends to male employees as well.

Given the frequency of gender representation in this current study, it was observed that, both sexes (male and female) are engaged by MTN and Vodafone Companies (171 males and 145 females for MTN) and (231 males and 149 females for Vodafone) and that, there is no gender preference or discrimination. Regarding the departmental representation, it was observed that, Customer Care and Retail Experience are the departments that dominated in the study (122 each for the two departments) in the MTN Company. In the case of Vodafone, Sales and Marketing, and Customer Care are the two dominating departments. Finally, it was observed that, more than half of the respondents for MTN Company (108 respondents) have less than six years working experience. However, this is not the case for Vodafone Company which had more than half of the respondents (223 that is 117+106) with working experience of more than 5 years.

This finding confirms the position of foreign policy decision making theory which focuses on the decision making process, dynamics and outcome highlighting the role of psychological factors in foreign policy decision making of a host country of MNCs in relation to their countries of origin. The effects of policies of MTN and Vodafone on Ghana-South Africa and Ghana-UK relations in connection with this current study confirms the position of foreign policy decision making theory.

### **Conclusions**

The activities of MTN and Vodafone enhance Ghana-South Africa and Ghana-United Kingdom relations. This is evidenced by the percentage frequency of the respondents on the existing relation between Ghana and the two countries (98.44 percent and 96.57 percent) for MTN and Vodafone respectively. The relation between Ghana-South Africa and Ghana-United Kingdom before and after the coming of MTN and Vodafone continues to exist and has seen tremendous improvement over the years. This is evidenced by the percentage frequency before MTN and Vodafone came to Ghana (98 percent and 97 percent respectively) and after MTN and Vodafone came to Ghana (98 percent and 97 percent respectively). The growing number of South African and British businesses and companies in Ghana is a clear evidence and manifestation of the continuous improvement of international relation between Ghana-South Africa and Ghana-UK.

The findings on the implications of the exit of Vodafone from Ghana indicate that, majority of the respondents (53 percent) opined that the exit of Vodafone from Ghana will not affect Ghana-UK relation. Again, the interview with the Heads of Department revealed that the exit of Vodafone from Ghana

is purely a management decision and not on a hostile or unfriendly note. On the basis of this, we conclude that, the exit of Vodafone from Ghana does not have or will not have international relation implication between Ghana and the United Kingdom. Again, about 91 percent of the respondents opined that, Ghana telecommunication rules and regulations are friendly and allow mobile telecommunication companies to operate in Ghana. On the basis of this percentage frequency, we conclude that, Ghana telecommunication regulations and foreign policy enhance the operations of MTN and Vodafone activities in Ghana and therefore impact positively on Ghana-South Africa and Ghana-UK relations respectively.

The finding on the extent to which the activities of MTN and Vodafone enhance the human resource development of the Ghanaian staff indicates that, 315 of the respondents who represent about 98 percent for MTN staff and 359 respondents who represent about 96 percent for Vodafone were of the opinion that, MTN and Vodafone mobile companies respectively organise HRD programmes for their staff and these programmes contribute to building the human capital base of the Ghanaian staff. We therefore conclude on the basis of these percentages that the operations of MTN and Vodafone have contributed and enhanced the HRD of the Ghanaian staff and this impacts positively on Ghana-South Africa and Ghana-United Kingdom relations respectively.

The policies of MTN and Vodafone and their effects on Ghana-South Africa and Ghana-UK relations was sought. The findings revealed that, both MTN and Vodafone have policies that are committed to responsible labour practices that protect the interest of the Ghanaian staff. The policies of MTN

and Vodafone adhere to applicable laws and mandatory industry standards pertaining to regular working standard, work place equity, driving a diverse and inclusive work environment, work place democracy and decent work per the ILO provision. The policies of MTN and Vodafone were found out to be in line with the labour laws and telecommunication regulations in Ghana as well as international laws, standards and industry principles which Ghana is a signatory. On the basis of this, it can be concluded that the policies of MTN and Vodafone as discussed in this thesis impact positively on Ghana-South Africa and Ghana-UK relations.

The interview with the Head of National Communication Authority (NCA), the regulatory body of telecommunication networks in Ghana, revealed that the NCA is responsible for allocation of spectrum and license for telecommunication network companies. However, issues of employment, payment of corporate tax, human resource development and the impact of activities of telecommunication networks on international relations with Ghana and their countries of origin are not part of the mandates of the NCA but other regulatory agencies. These agencies include Ghana Revenue Authority (GRA), Ministry of Employment and Labour Relations, and Ministry of Foreign Affairs. We therefore conclude that, the NCA's mandate is very limited in scope and therefore is not empowered enough to have a general supervisory role on the operations of the telecommunication networks in Ghana to obtain optimum benefit from these mobile telecom companies. It is also concluded per the finding that issues of international relations and diplomacy regarding the operations of telecommunication networks in Ghana do not concern or are not part of the mandate of the NCA.

It must be stated as part of the conclusion that the present study has unearthed the potential of mobile telecommunication networks to fostering international collaboration and diplomacy between Ghana and their countries of origin. In an era of globalisation and international collaborations, nations must explore every opportunity in the international business to strengthen relations among countries. The study has also revealed some aspects of Ghana's telecommunication laws that do not promote the growth of foreign businesses in the mobile telecommunication networks. Recommendations to review such laws as well as opportunities available to Ghana which has received these foreign mobile telecommunication networks have been provided in the following paragraphs:

### **Recommendations**

Based on the findings and conclusions drawn, the following recommendations are made:

The Ministry of Foreign Affairs and Regional Integration could partner with the National Communication Authority (NCA) for the benefit of synergy to strategise and come up with policies that will enhance or contribute to enhancing the international collaborations between Ghana and the countries of origin of the mobile telecommunication networks. This will also help to identify possible opportunities for the mutual benefit of Ghana and those countries. This recommendation is premised on the observation that the majority of the respondents were of the opinion that, the relation between Ghana-South Africa and Ghana-UK has improved because of the presence of MTN and Vodafone in Ghana. This recommendation is linked to the objective

of verifying whether the operations of MTN and Vodafone enhance or impede Ghana's relation with South Africa and the UK respectively.

Gender dimension and conclusion are very crucial in determining human resource development policies and practices in multinational companies. It is therefore important that, the male and female representation in any workplace is considered to ensure gender inclusion and parity. Even though both MTN and Vodafone telecommunication companies do not deliberately discriminate against a particular gender, the male representation seems to outweigh that of the female. Following this observation, it is recommended that gender audit or affirmative action policy be instituted in these two mobile telecommunication companies to ensure gender parity, equity, equality and inclusion. Affirmative action will provide the effort and opportunity to improve employment, job opportunities and HRD practices in the minority groups and promote their rights and progress, a possible recipe to enhance international relations and collaborations.

As multinational companies which have contributed to fostering international collaboration between Ghana and the countries of origin of MTN and Vodafone, it is recommended that, their exit from Ghana is managed in a way that will not mar the relation that exists between Ghana-South Africa and Ghana-UK relations. In view of this, it is recommended that, a desk or an office is set up in the Ministry of Foreign Affairs which will be solely responsible for ensuring collaborations between foreign multinational mobile telecommunication networks, their countries of origin and Ghana. This recommendation is very necessary because all the mobile telecommunication networks in Ghana are owned by foreign multinational companies who come

and operate for some time and sell out to other foreign mobile telecommunication network company.

Even though most of the respondents for both MTN and Vodafone were of the opinion that, Ghana telecommunication regulations and foreign policy are friendly and protect foreign multinational mobile telecommunication companies, it is recommended that telecom regulations and foreign policy regarding mobile telecommunication companies are prepared with inputs from the companies concerned. This will curtail any possible rift and disagreement that arise between government and mobile telecommunication companies when it comes to payment of tax and performance of social responsibilities to the host country. The disagreement also has possible implication for marring the international relations between Ghana and their countries of origin.

Employee training and development have significant impact on the activities of MNCs and the relation between Ghana and their countries of origin. Though it might look expensive in the short run, its long term effect on development of the human capital of the Ghanaian staff cannot be over-emphasised. The development of the knowledge and skills base of workers in any country or institution is very crucial to determine how the operations of MNCs in Ghana could foster the international relations between Ghana and their countries of origin. Knowledge acquisition through occasional seminars and workshops, on-the-job training, off-the-job training, and staff-initiated training and development are essential for the development of the human capital base since they provide the required knowledge for the workforce to be abreast with and adapt to constant changes in technology and modern way of

doing things. It is therefore recommended that, MNCs in the mobile telecommunication networks prioritise and invest in the human capital development of their employees through occasional seminars and workshops.

For a training programme to achieve its purpose of developing the skills capacity of the worker, it should be organised frequently and at a regular interval to ensure that, the trainee does not forget what he or she learnt but retain and transfer the knowledge acquired onto the job. Even though the employees of both MTN and Vodafone mobile telecommunication companies were of the view that, training programmes are organised for them, the workers did not indicate the frequency at which training, and staff development programmes are organised for them. In view of this, it is recommended that, staff training and development programmes are organised at a regular interval say three times in a year or every three months to ensure that the employees are provided with the required knowledge to perform their work in an era of constant changes in technology, market trends and modern way of doing things.

It was observed from the document analysis of the study that MTN and Vodafone policies adhere to applicable laws and mandatory industry standards regarding working conditions, human resource development practices and foreign policy of Ghana. It is therefore recommended that, the Ministry of Foreign Affairs (MoFA) from time to time, collaborates with the NCA and the MoC&D to review the work policies of the mobile telecommunication companies to ascertain how their policies sit well with the foreign policy of Ghana as well as NCA regulations. Periodic renewal of license of the telecommunication companies with the NCA could also be considered to



ensure that, the foreign mobile telecommunication companies adhere to the telecommunication regulations, employment laws and foreign policy of Ghana.

### **Areas for Future Study**

The research has identified and hereby presents the following as areas for future study. First and foremost, future research could look at regulatory policies of Ghana and international relations in the mobile telecommunication networks in Ghana. This area will highlight the extent to which foreign multinational mobile telecommunication companies feel about the regulatory framework of Ghana and its impact on their operations vis-à-vis the implications for international relations between Ghana and their countries of origin. Also, future research could consider a comparative study analysis of two mobile telecommunication companies (say MTN and Vodafone) and international relations between Ghana and their countries of origin. This will help to come up with policies to ensure fair competition and equal playing field for all the MNCs in the telecommunication industry and curtail the instance where one company may feel disadvantaged or unfairly treated and its possible international relation implications for Ghana and their countries of origin.

Future study could also consider mobile telecommunication services and diplomatic relations in Ghana. This area will highlight how Ghanaians feel about the services that are provided by the telecommunication networks namely, voice call, internet services and mobile money service and their international relations implication for Ghana and the countries of origin of the MNCs. Furthermore, future research could look at decent work and

international relations in the mobile telecommunication networks in Ghana. This area will bring to bear how mobile telecommunication networks per the International Labour Organisation (ILO) provision on Decent Work Agenda contribute to providing decent work for Ghanaian employees and its international relation implication for Ghana and their countries of origin.

Again, future study could consider assessing the impact of acquisition and takeover and international relations implication in the mobile telecommunication networks. This area will highlight how change in management or acquisition and takeover of one mobile telecommunication company by another affect or impact on the international relation between Ghana and the countries involved. In addition to this, future research could consider foreign policy, corporate policy and international relations in the mobile telecommunication companies. This area will identify how corporate policies of the mobile telecommunication networks relate with the foreign policy of Ghana and its international relations implication for Ghana and their countries of origin.

Finally, future research could consider human resource management (HRM) practices and international relations in the mobile telecommunication networks. This area will help to ascertain the extent to which HRM practices of the MNCs which are doing business in mobile networks, per the labour laws of Ghana, contribute to managing the employees they hire to work for and its implication for international relation for Ghana and the countries of origin of the MNCs.

### **My contribution to knowledge**

This study has contributed to literature on multinational mobile telecommunication companies and their contribution to developing the human capital of the people they employ to work for in the host country according to the ILO criteria for decent work agenda. The study, through its findings and conclusions has established that, multinational mobile telecommunication companies contribute to enhancing the IR between Ghana-South Africa and Ghana-UK as far as the activities of MTN and Vodafone are concerned. The study, as part of its contribution to knowledge has established the need for a synergy between NCA and MoFA&RI to have oversight responsibility of MNCs that are doing business in the mobile telecommunication networks since they all originate from outside Ghana and therefore present an avenue for establishing international collaboration between Ghana and their host country.

The study has contributed to knowledge on the need to receive inputs from the mobile telecommunication companies to addressing possible contraventions and infractions of telecommunication regulations which have the tendency of marring the already existing relation between Ghana and their country of origin which is at the heart of IR and Diplomacy. The study has contributed to knowledge on the need for a collaboration between NCA and MoC&D on the need to review the work policies of the mobile telecommunication companies in relation to the foreign policy of Ghana and NCA regulations as MNCs doing business in the mobile telecommunication network business in Ghana continue to increase.

Again, this current study has highlighted the ILO's criteria for measuring decent work and how MTN and Vodafone are adhering to these criteria in the decent work agenda document.

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**APPENDICES****Appendix A****UNIVERSITY OF CAPE COAST****COLLEGE OF HUMANITIES AND LEGAL STUDIES****FACULTY OF ARTS****CENTRE FOR AFRICAN AND INTERNATIONAL STUDIES****QUESTIONNAIRE FOR STAFF OF MTN MOBILE TELECOM  
COMPANY**

Dear Respondent,

International Relations include trade among nations. One area in which Ghana relates with other countries is through international trade by foreign multinational companies doing business in the mobile telecommunication networks specifically the MTN which originates from the South Africa. This questionnaire is designed to investigate the activities of MTN and how they affect Ghana-South Africa relations. The category of respondents to which this questionnaire is directed comprises all staff of MTN across the country. You are kindly requested to respond to the questions as they concern you and the specific mobile company in which you work. The information provided in response to this questionnaire is solely for the purpose of research work and respondents are assured of anonymity and confidentiality.

Thank you.

**SECTION A: PERSONAL DATA****1. Sex**

Male [     ]

Female [     ]

## 2. Department

Marketing [     ]

Information Technology (IT) [     ]

Finance [     ]

Customer Care [     ]

Public Relations [     ]

Any other (Please specify)

## 3. How long have you worked in MTN Company?

Less than 1 year [     ]

1-5 years [     ]

6-10 years [     ]

11-15 years [     ]

16-20 years [     ]

Above 20 years [     ]

**THE OPERATIONS OF MTN AND HOW THEY ENHANCE OR  
IMPEDE GHANA-SOUTH AFRICA RELATIONS**4. What is the relation between Ghana and South Africa before the coming of  
MTN?

Very cordial [     ]

Cordial [     ]

No relation [     ]

Hostile [     ]

## 5. How do you assess the current relation between Ghana and South Africa?

Very cordial [     ]

Cordial [     ]

No relation [     ]

Hostile [     ]

6. Does the activity of MTN in Ghana enhance Ghana-South Africa relations?

Yes [     ]

No [     ]

7. Explain your response in question 6.

**GHANA TELECOMMUNICATION REGULATIONS AND FOREIGN  
POLICY GOVERNING MTN AND HOW THEY AFFECT GHANA-  
SOUTH AFRICA RELATIONS**

8. Are you aware of the Ghana telecommunication regulations and foreign policy regarding the activity of MTN?

Yes [     ]

No [     ]

9. Are Ghana telecommunication regulations and foreign policy friendly to allow mobile telecommunication activity in Ghana?

Yes [     ]

No [     ]

10. Explain your response to question 9.

11. Do Ghana telecommunication regulations and foreign policy regarding the activities of MTN likely to impact on Ghana-South Africa relations?

Yes [     ]

No [     ]

12. Explain your response to question 11.

13. How do you find Ghana telecommunication regulations and foreign policy regarding the activities of MTN in Ghana?

Very friendly [      ]

Friendly [      ]

Very hostile [      ]

Hostile [      ]

Can't tell [      ]

**THE ACTIVITIES OF MTN AND HUMAN RESOURCE DEVELOPMENT (HRD) PRACTICES OF THE GHANAIAAN STAFF**

14. How does MTN train and develop its staff in Ghana?

Occasional seminars and workshops [      ]

On-the-job training [      ]

Off-the-job training [      ]

Staff self-initiated training and development [      ]

Any other. Please specify

15. Do the training and development programmes organised by MTN contribute to the HRD of the Ghanaian staff?

Yes [      ]

No [      ]

16. Explain your response to question 15.

17. How are the Ghanaian employees in MTN empowered in the MTN mobile telecommunication company?

Participative management through staff representation [      ]

Labour Union through association formation [      ]

All of the above [      ]

None of the above [      ]

Any other. Please specify.

18. How do you assess the quality of work life and welfare of Ghanaian workers in MTN mobile company?

Very Good [      ]

Good [      ]

Bad [      ]

Very Bad [      ]

19. How does MTN assess the effectiveness of HRD programmes and policies in building the capacity and knowledge base of the staff?

Periodic staff appraisal [      ]

Feedback from staff [      ]

Aptitude test [      ]

Interview organised by management [      ]

Any other. Please specify.

Thank you very much for making time to respond to this questionnaire.

**Appendix B****UNIVERSITY OF CAPE COAST****COLLEGE OF HUMANITIES AND LEGAL STUDIES****FACULTY OF ARTS****CENTRE FOR AFRICAN AND INTERNATIONAL STUDIES****QUESTIONNAIRE FOR STAFF OF VODAFONE MOBILE  
TELECOM COMPANY**

Dear Respondent,

International Relations include trade among nations. One area in which Ghana relates with other countries is through international trade by foreign multinational companies doing business in the mobile telecommunication networks specifically the Vodafone which originates from the United Kingdom. This questionnaire is designed to investigate the activities of Vodafone and how they affect Ghana-United Kingdom relations. The category of respondents to which this questionnaire is directed comprises all staff of Vodafone across the country. You are kindly requested to respond to the questions as they concern you and the mobile company in which you work. The information provided in response to this questionnaire is solely for the purpose of research work and respondents are assured of anonymity and confidentiality.

Thank you.

**SECTION A: PERSONAL DATA****1. Sex**

Male [     ]

Female [     ]



## 2. Department

Marketing [     ]

Information Technology (IT) [     ]

Finance [     ]

Customer Care [     ]

Public Relations [     ]

Any other (Please specify)

## 3. How long have you worked in Vodafone Company?

Less than 1 year [     ]

1-5 years [     ]

6-10 years [     ]

11-15 years [     ]

16-20 years [     ]

Above 20 years [     ]

**THE ACTIVITIES OF VODAFONE AND HOW THEY ENHANCE OR  
IMPEDE GHANA-UNITED KINGDOM RELATIONS**4. What is the relation between Ghana and United Kingdom before the coming of  
Vodafone?

Very cordial [     ]

Cordial [     ]

No relation [     ]

Hostile [     ]

5. How do you assess the current relation between Ghana and the United  
Kingdom?

Very cordial [     ]

Cordial [     ]

No relation [     ]

Hostile [     ]

6. Does the activity of Vodafone in Ghana enhance Ghana-United Kingdom relations?

Yes [     ]

No [     ]

7. Explain your response in question 6.

### **THE IMPLICATION OF THE EXIT OF VODAFONE ON GHANA-UNITED KINGDOM RELATIONS**

8. What is the working condition of staff of Vodafone in Ghana?

Very Good [     ]

Good [     ]

Moderate [     ]

Not Good [     ]

Very Bad [     ]

9. Would you like Vodafone to leave Ghana?

Yes [     ]

No [     ]

10. Give reason for your response to question 9.

11. Will the exit of Vodafone affect Ghana-United Kingdom relation?

Yes [     ]

No [     ]

12. Explain your response to question 11.

**GHANA TELECOMMUNICATION REGULATIONS AND FOREIGN  
POLICY OF GHANA GOVERNING VODAFONE AND GHANA-  
UNITED KINGDOM RELATIONS**

13. Are you aware of the Ghana telecommunication regulations and foreign policy regarding the activity of Vodafone?

Yes [      ]

No [      ]

14. Are Ghana telecommunication regulations and foreign policy friendly to allow mobile telecommunication operation in Ghana?

Yes [      ]

No [      ]

15. Explain your response to question 14.

16. Do Ghana telecommunication regulations and foreign policy regarding the activities of Vodafone likely to impact on Ghana-United Kingdom?

Yes [      ]

No [      ]

17. Explain your response to question 16.

18. How do you find Ghana telecommunication regulations and foreign policy regarding the activity of Vodafone in Ghana?

Very friendly [      ]

Friendly [      ]

Very hostile [      ]

Hostile [      ]

Can't tell [      ]

**THE ACTIVITIES OF VODAFONE AND HUMAN RESOURCE  
DEVELOPMENT (HRD) PRACTICES OF THE GHANAIAN STAFF**

19. How does Vodafone train and develop its staff in Ghana?

Occasional seminars and workshops [     ]

On-the-job training [     ]

Off-the-job training [     ]

Staff self-initiated training and development [     ]

Any other. Please specify.

20. Do the training and development programmes organised by Vodafone contribute to the HRD of the Ghanaian staff?

Yes [     ]

No [     ]

21. Explain your response to question 20.

22. How are the Ghanaian employees working in Vodafone empowered in the mobile telecommunication company?

Participative management through staff representation [     ]

Labour Union through association formation [     ]

All of the above [     ]

None of the above [     ]

Any other. Please specify.

23. How do you assess the quality of work life and welfare of Ghanaian workers in Vodafone mobile company?

Very Good [     ]

Good [     ]

Bad [     ]

Very Bad [      ]

24. How does Vodafone assess the effectiveness of HRD programmes and policies in building the capacity and knowledge base of the staff?

Periodic staff appraisal [      ]

Feedback from staff [      ]

Aptitude test [      ]

Interview organised by management [      ]

Any other. Please specify.

Thank you very much for making time to respond to this questionnaire.

**Appendix C****UNIVERSITY OF CAPE COAST****COLLEGE OF HUMANITIES AND LEGAL STUDIES****FACULTY OF ARTS****CENTRE FOR AFRICAN AND INTERNATIONAL STUDIES****INTERVIEW GUIDE FOR HEADS OF DEPARTMENT**

This interview guide is designed to investigate the implication of the exit of Vodafone on Ghana-United Kingdom relations and the effect of policies of Vodafone on Ghana-United Kingdom relations. The categories of respondents to which this interview guide is directed are officials or heads of department of Vodafone. The information provided in response to this interview guide is solely for the purpose of research work and respondents are assured of anonymity and confidentiality.

**SECTION A: PERSONAL DATA**

## 1. Sex

Male [      ]

Female [      ]

## 2. Position in the Vodafone company

## 3. How long have you been with your current place of work?

**SECTION B****THE EFFECT OF THE POLICIES OF VODAFONE ON GHANA-UNITED KINGDOM RELATIONS**

## 4. How was the regulatory policy of Vodafone formulated?

5. How does the regulatory policy of Vodafone fit into the employment and labour laws of Ghana?
6. How do the policies of Vodafone affect Ghana-United Kingdom relations?

### **THE IMPLICATIONS OF THE EXIT OF VODAFONE ON GHANA-UNITED KINGDOM RELATIONS**

7. How long has Ghana and the United Kingdom related?
8. What informed the establishment of Vodafone in Ghana?
9. How does the operations of Vodafone in Ghana impact on Ghana-United Kingdom relations?
10. How will the exit of Vodafone from Ghana impact on Ghana-United Kingdom relation?
11. How could Vodafone help foster the international relation between Ghana and the United Kingdom?

**Appendix D****UNIVERSITY OF CAPE COAST****COLLEGE OF HUMANITIES AND LEGAL STUDIES****FACULTY OF ARTS****CENTRE FOR AFRICAN AND INTERNATIONAL STUDIES****INTERVIEW GUIDE FOR HEADS OF NATIONAL COMMUNICATION  
AUTHORITY**

This interview guide is designed to investigate the implications of the exit of Vodafone on Ghana-United Kingdom relations and the effect of policies of Vodafone on Ghana-United Kingdom relations. Also, this interview guide seeks to find out the effects of the policies of the National Communication Authority and its implication on Vodafone specifically and Ghana-United Kingdom broadly. The categories of respondents to which this interview guide is directed are heads or officials of National Communication Authority. The information provided in response to this interview guide is solely for the purpose of research work and respondents are assured of anonymity and confidentiality.

**SECTION A: PERSONAL DATA****1. Sex**

Male [     ]

Female [     ]

**2. Position in the National Communication Authority****3. How long have you been with your current place of work?****4. When was the National Communication Authority established and which law established it?**



5. What are the reasons for setting up the National Communication Authority?

## **SECTION B**

### **THE EFFECT OF THE POLICIES OF VODAFONE ON GHANA-UNITED KINGDOM RELATIONS**

6. How was the regulatory policy of Vodafone formulated?
7. How do government policies affect Vodafone?
8. How does the regulatory policy of Vodafone fit into the employment and labour laws of Ghana?
9. What informed the establishment of Vodafone in Ghana?
10. How do the policies of Vodafone affect Ghana-United Kingdom relations?

### **THE IMPLICATIONS OF THE EXIT OF VODAFONE ON GHANA-UNITED KINGDOM RELATIONS**

11. How does the operations of Vodafone in Ghana impact on Ghana-United Kingdom relation?
12. How will the exit of Vodafone from Ghana impact on Ghana-United Kingdom relation?
13. How has Vodafone helped to promote the relationship between Ghana and the United Kingdom?
14. What do you consider to be the greatest achievement of Vodafone in relation to the promotion of local content law or policy?

Thank you very much.

## Appendix E

UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

TEL: 0558093143 / 0508878309

E-MAIL : [irb@ucc.edu.gh](mailto:irb@ucc.edu.gh) OUR  
REF: IRB/C3/Vol. 1/0149 YOUR REF:

OMB NO: 0990-0279  
IORG #: IORG0011497

11<sup>TH</sup> MAY 2023

Mr Blessed Ashmond

Centre for African and International Studies

University of Cape Coast

Dear Mr Ashmond,

**ETHICAL CLEARANCE - ID (UCCIRB/CHLS/2022/121)**

The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research on **Multinational Companies and International Relations in the Mobile Telecommunication Networks in Ghana**. This approval is valid from **11<sup>th</sup> May 2023** to **10<sup>th</sup> May 2024**. You may apply for a renewal subject to the submission of all the required documents that will be prescribed by the UCCIRB.

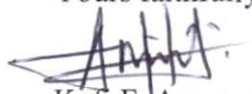
Please note that any modification to the project must be submitted to the UCCIRB for review and approval before its implementation. You are required to submit a periodic review of the protocol to the Board and a final MI review to the UCCIRB on completion of the research. The UCCIRB may observe or

cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithfully,



Kofi F. Amuquandoh  
**Ag. Administrator**

ADMINISTRATOR  
REVIEW BOARD

**Appendix F**  
**Table for determining sample size of a known population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Source: Krejcie & Morgan, 1970.

Note: N = Population Size; S = Sample Size

**Appendix G**  
**Table showing critical values of Chi Square**

<b>Proportion in Critical Region</b>					
<b><i>df</i></b>	<b>0.10</b>	<b>0.05</b>	<b>0.025</b>	<b>0.01</b>	<b>0.005</b>
1	2.71	3.84	5.02	6.63	7.88
2	4.61	5.99	7.38	9.21	10.60
3	6.25	7.81	9.35	11.34	12.84
4	7.78	9.49	11.14	13.28	14.86
5	9.24	11.07	12.83	15.09	16.75
6	10.64	12.59	14.45	16.81	18.55
7	12.02	14.07	16.01	18.48	20.28
8	13.36	15.51	17.53	20.09	21.96
9	14.68	16.92	19.02	21.67	23.59
10	15.99	18.31	20.48	23.21	25.19
11	17.28	19.68	21.92	24.72	26.76
12	18.55	21.03	23.34	26.22	28.30
13	19.81	22.36	24.74	27.69	29.82
14	21.06	23.68	26.12	29.14	31.32
15	22.31	25.00	27.49	30.58	32.80
16	23.54	26.30	28.85	32.00	34.27
17	24.77	27.59	30.19	33.41	35.72
18	25.99	28.87	31.53	34.81	37.16
19	27.20	30.14	32.85	36.19	38.58
20	28.41	31.41	34.17	37.57	40.00
21	29.62	32.67	35.48	38.93	41.40
22	30.81	33.92	36.78	40.29	42.80
23	32.01	35.17	38.08	41.64	44.18
24	33.20	36.42	39.36	42.98	45.56
25	34.38	37.65	40.65	44.31	46.93
26	35.56	38.89	41.92	45.64	48.29
27	36.74	40.11	43.19	46.96	49.64
28	37.92	41.34	44.46	48.28	50.99
29	39.09	42.56	45.72	49.59	52.34
30	40.26	43.77	46.98	50.89	53.67
40	51.81	55.76	59.34	63.69	66.77
50	63.17	67.50	71.42	76.15	79.49
60	74.40	79.08	83.30	88.38	91.95
70	85.53	90.53	95.02	100.42	104.22
80	96.58	101.88	106.63	112.33	116.32
90	107.56	113.14	118.14	124.12	128.30
100	118.50	124.34	129.56	135.81	140.17

Source: Pearson & Hartley, 1966.