

UNIVERSITY OF EDUCATION, WINNEBA

**POLITICAL ECONOMY OF COMMUNICATION AMONG SELECTED
MARKET TRADERS' ASSOCIATIONS IN THE KEJETIA CITY MARKET**

PRISCILLA ABOAGYEWAA BOATENG



MASTER OF PHILOSOPHY

2021

UNIVERSITY OF EDUCATION, WINNEBA

**POLITICAL ECONOMY OF COMMUNICATION AMONG SELECTED
MARKET TRADERS' ASSOCIATIONS IN THE KEJETIA CITY MARKET**

PRISCILLA ABOAGYEWAA BOATENG

200030493



**A dissertation in the Department of Strategic Communication, School of
Communication and Media Studies, submitted to the
School of Graduate Studies, in partial fulfilment**

**of the requirements for the award of the degree of
Master of Philosophy**

**(Business Communication)
in the University of Education, Winneba**

NOVEMBER, 2021

DECLARATION

STUDENT'S DECLARATION

I, **Priscilla Aboagyewaa Boateng** declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: MR. KWESI AGGREY

SIGNATURE:

DATE:

DEDICATION

I dedicate this work to my family and mentors for their continuous love and support always.



ACKNOWLEDGEMENTS

My earnest appreciation goes to the Almighty God who has been my strength and pathfinder all these years. He, who bestowed on me the knowledge and wisdom throughout my study in the Graduate School and to everybody who has in diverse ways contributed to my accomplishment.

I would like to express earnest gratitude to my supervisor, Mr. Kwesi Aggrey, who went above and beyond his duties. Mr. Aggrey, your enthusiasm for this work and consistent effort to help me succeed was never unnoticed and I am truly thankful to have worked with you. The door to your office was always opened whenever I had a question about my research or writing. You consistently allowed this paper to be my own work, but steered me in the right the direction whenever you thought I needed it. You are a true mentor.

I would also like to express my appreciation to Prof. Andy Ofori-Birikorang, Dr. Christine Hammond, Dr. Mavis Amo-Mensah, Dr. Gifty Appiah-Adjei, Dr. Albert Agbesi Wornyo, Dr. Akwasi Boateng Bosompem, Ms. Abena Abokoma Asemanyi, Mr. Asare Okae-Anti, Ms. Akosua Asantewaa Anane, Ms. Belinda Osei-Mensah, Mr. Rainbow Sackey, Mr. Bismark Odum-Sackey, Ms. Yvonne Dedzo and Ms. Elizabeth Owusu Asiamah for their academic and social support throughout my stay in Graduate school. Your valuable inputs have shaped my work immensely and I appreciate it.

My gratitude again goes to the Market Manager of Kejetia City Market, Chairman of the Steering Committee, Chairman of the *Enye Mahoden* Footwear Sellers' Association, and the Queen Mother of the Cloth Sellers' Association, for giving me the go ahead to conduct my study and to all the participants of my study. Without

their participation and input, this study could not have been successfully conducted. God bless and favour you in all your endeavours.

I would also like to acknowledge the astounding support of the University Librarian, Mr. Viscount Buer. Mr. Buer, your intellectual support throughout the research process was truly remarkable. Additionally, I would like to acknowledge the support of an exceptional friend, Margaret Dowuona-Hammond. Margaret, your unwavering support throughout the research process was really remarkable. To Ebenezer Nyamekye Nkrumah, Frank Okyere, Stephen Osei Akyiaw, Sebastian Ato Nkrumah, Ernest Sarbe Nyamekye, Bright Ahadzi Xorvey, Ellen Dankwaah Amoako, Nana Ama Gyiesiwaa Antwi and Harriet Greene, thank you for your intellectual support and encouragement.

To my foster parents, Rev. and Mrs. Adjei, my mother, Ms. Juliet Adusei, my sister, Ms. Leticia Akonnor, and my grandmother, Nana Afia Nyamekye, in fact, I would not have attended graduate school without your love and provision, financially, emotionally and spiritually. God bless you for all the sacrifices you made to see me to this point.

I would love to express my profound gratitude to my mentors, Dr. B. B. B. Bingab, Dr. Samuel Gameli Gadzo, Dr. Edmond Akwasi Agyeman and Mr. Michael Amoh Asiedu for their immeasurable and unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis.

To the COMSSA 13 group especially Nii, Mavis, and Angela, I am greatly honoured for the moments and ideas we shared together. I am optimistic we will surely meet at the top.

TABLE OF CONTENTS	Page
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vii
LIST OF FIGURES	xi
ABBREVIATIONS	xii
ABSTRACT	xiii
CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	1
1.2 Overview of the Groups under Study	6
1.2.1 The Kejetia City Market	7
1.2.2 The Cloth Sellers' Association	9
1.2.3 The <i>Enye Mahoden</i> Footwear Sellers' Association	9
1.2.4 The Steering Committee	10
1.2.5 Kumasi Metropolitan Assembly (KMA)	10
1.2 Statement of the Problem	12
1.3 Objectives of the Study	13
1.4 Research Questions	14
1.5 Significance of the Study	14
1.6 Scope of the Study	15
1.7 Organisation of the Study	16
1.8 Chapter Summary	16

CHAPTER TWO: LITERATURE REVIEW

2.0	Introduction	18
2.1	The Concept of Market Traders' Associations	18
2.1.1	Market Traders' Associations in Ghana	20
2.1.2	Access to Membership and Fees of Market Traders' Associations	23
2.1.3	Roles/Functions of Market Traders' Associations	27
2.2	Communication Channels in Organisations	31
2.3	Communication Patterns in Organisations	37
2.4	Communication and Power Relations in Organisations	42
2.5	Theoretical Framework	47
2.5.1	Media Richness Theory (MRT)	47
2.5.2	Direction of Communication Flow	49
2.5.3	Political Economy Theory	50
2.6	Relevance of Theories to the Study	52
2.7	Chapter Summary	53

CHAPTER THREE: METHODOLOGY

3.0	Introduction	54
3.1	Research Approach	54
3.2	Research Design	56
3.2.1	Case Study	56
3.3	Sampling Technique	58
3.4	Sample	60
3.5	Data Collection Methods	61
3.5.1	Observation	62
3.5.2	Interviews	63

3.6	Data Collection Process	64
3.6.1	Observation	65
3.6.1.1	<i>Enye Mahoden</i> Footwear Sellers' Association	65
3.6.1.2	Cloth Sellers' Association	66
3.6.2	Interviews	67
3.7	Data Analysis	69
3.8	Ethical Issues	71
3.9	Trustworthiness	73
3.10	Chapter Summary	74

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.0	Introduction	76
4.1	Levels of Communication in the Kejetia City Market	76
4.2	RQ1. What are the channels of communication among the Market Traders' Associations?	78
4.2.1	WhatsApp	79
4.2.2	Face-To-Face Meetings	84
4.2.3	Letters	91
4.2.4	Telephone Conversation	95
4.2.5	Gong	98
4.2.6	Grapevine	101
4.3	RQ2: What are the patterns of communication among the Market Traders' Associations?	106
4.3.1	Downward Communication	106
4.3.2	Upward Communication	111
4.3.3	Horizontal Communication	115

4.3.4	Diagonal Communication	117
4.4	RQ 3: What are the power relations embedded in the communication patterns of the Market Traders' Association?	121
4.4.1	Lobbying	121
4.4.2	Building Relationship with Authority	127
4.4.3	Strategic Manipulation	130
4.5	Chapter Summary	132

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0	Introduction	133
5.1	Summary	133
5.2	Main Findings and Conclusion	134
5.3	Limitations	136
5.4	Suggestions for Further Studies	137
5.5	Recommendations	137



REFERENCES	140
APPENDIX A: INTERVIEW GUIDE	153
APPENDIX B: CERTIFICATE OF CLOTH ASSOCIATION	159
APPENDIX C: CERTIFICATE OF FOOTWEAR ASSOCIATION	160

LIST OF FIGURES

1.1	Organogram	6
4.1	Levels of Communication in the Kejetia City Market	78
4.2	Screenshot of the <i>Enye Mahoden</i> Footwear Sellers' WhatsApp Platform	84
4.3	Meeting of the Cloth Sellers' Association	87
4.4	Meeting of the <i>Enye Mahoden</i> Footwear Sellers' Association	89
4.5	Headed Letter of the <i>Enye Mahoden</i> Footwear Sellers' Association	93



ABBREVIATIONS

Cloth Sellers' Association - CSA

Enye Mahoden Footwear Sellers' Association - EFSA

Gross Domestic Product - GDP

Institute of Statistical, Social and Economic Research - ISSER

International Labour Organisation - ILO

Kumasi Metropolitan Assembly - KMA

Media Richness Theory - MRT

Metropolitan, Municipal and District Assemblies - MMDAs

Small and Medium Scale Enterprises - SMEs

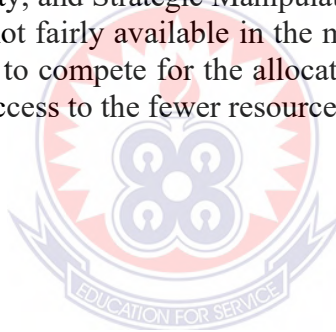
Steering Committee - SC

Women in Informal Employment: Globalising and Organising - WIEGO



ABSTRACT

This study examined the political economy of communication among selected Market Traders' Associations in the Kejetia City Market. Drawing on the media richness theory, the political economy theory and the concept of direction of communication flow, the case study examined the communication channels and patterns of the Market Traders' Associations. It also analysed the power relations embedded in the communication patterns of the Market Traders' Associations. Observations and interviews were employed as the data collection methods. The data gathered were thematically analysed. The study found that the channels of communication among the Market Traders' Associations were WhatsApp, Face-to-Face Meeting, Letters, Telephone Conversation, Gong, and Grapevine. The study revealed that these channels were used because they were convenient at the time. They were able to send and receive information, and also able to curb the spread of the corona virus. These channels were also considered as being much swifter in sending and receiving information than other channels. The study also revealed that the patterns of communication employed in the groups under study were Downward Communication, Upward Communication, Horizontal Communication, and Diagonal Communication. The study showed that the power relations embedded in the communication patterns of the Market Traders' Associations were Lobbying, Building Relationship with Authority, and Strategic Manipulation. It concludes that owing to the fact that resources were not fairly available in the market and were limited in supply, a lot of times traders had to compete for the allocation or distribution sometimes and did certain things to get access to the fewer resources that were available.



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Markets are very important in the economy of every country (Twum-Barima, 2014), and according to Baah (2010) a market is any place where sellers of particular goods or services can meet with buyers of those goods and services. They (markets) may be either a physical outlet where people meet face-to-face or virtual (online) where there is no direct physical contact between buyers and sellers (Boyle, 2021). The buyers must have something they can offer in exchange for the product to create a successful transaction (Baah, 2010). Mbisso (2011) has noted that the marketplace can be open or closed. Open marketplaces are those that do not have defined boundaries and access points whereas closed marketplaces have defined enclosures, specifically with a wall fence and clearly defined entry and exit points (ibid).

Markets form part of the informal sector of the economy (Roever, 2005). In Ghana, the informal sector is fast developing and anticipated to extend its gainful limits to make more contributions to the overall national GDP (Ehun, 2015). The development of the economy incorporates the generation of products and services, work creation, and skills acquisition (ISSER, 2003). Markets play numerous roles in the development of the local economy (Baah-Ennumh & Adom-Asamoah, 2012). The market's attribute of ease of entry and exit has provided an employment opportunity to the growing number of people (Bacchetta et al., 2009; Garcia-Bolivar, 2006). Traders provide a major source of urban informal employment, ranging from 12 to 24 percent in Sub-Saharan Africa (ILO & WIEGO, 2013). Market traders also constitute

a community of tenants. Traders who occupy public markets engage in a landlord-tenant relationship with the local government (Awuah, 1997). Some time ago, state agencies were interested in drawing market traders into local government revenue networks by collecting market levies, dues, and tolls from them (Awuah, 1997). These taxes and rents paid by traders were major sources of internally generated revenue to Metropolitan, Municipal and District Assemblies (MMDAs) (Baah-Ennumh & Adom-Asamoah, 2012). The situation has not changed very much. The taxes and rents are paid to the Assembly through the Market Management, and they usually come in the form of market tolls normally referred to as tickets while the rents are paid to the Assembly for using the stores and stalls provided for the traders (Owusu & Lund, 2004). Markets also are a source of supplementary income for households in many developing countries (Owusu, 2007). The market is spatially organised into sections based on commodities (Asomani-Boateng, 2016). These sections consist of groceries and others such as cloths, electronics, detergents, soap, and cooking utensils.

As markets emerge and continue to expand, players have adopted ways of achieving their objectives amongst other competitors (Awo, 2012). Most of the approaches are in the form of group formation that either aim at promoting and creating a convenient niche for their businesses or engaging in activities that undermine the existing market structure (Evers & Gerke, 2007). In most markets, these groups come in the form of traders' associations that may control the supply of certain line of merchandise in the market. Market Traders' Associations are organisations formed by traders dealing in the same trade commodities for their mutual interest and cooperation in enhancing the selling of their commodities (Adeyokunnu, 1969). Market Traders' Associations engage in a series of activities that aid in the administration and control of the market.

These activities were to promote peace, harmony, cooperation, and welfare of the traders and the general well-being of the market (Lyon, 2003; Shepherd, 2005; Smith & Luttrell, 1994).

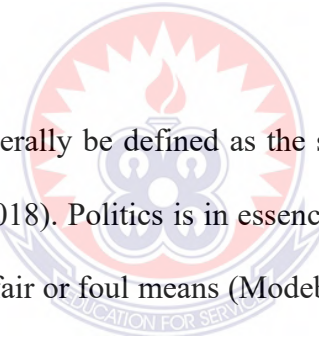
The Market Traders' Associations tend to be the institution that facilitates the achievement of economic growth and development (Nwankwo, 2012). They (Market Traders' Associations) seem to be fairly widespread around the world. In Latin America, such associations are to be found in most wholesale markets such as Brazil, Argentina, Uruguay, Ecuador, Venezuela, and Colombia (Shepherd, 2005). Such associations are also found throughout Africa where there are relatively few formal wholesale markets, and in such situations, individual associations may represent crop buyers, wholesalers, and retailers (ibid). They (Market Traders' Associations) exist either as single-product associations or can embrace traders who handle a wide range of commodities (ibid). This depends on the prevailing trading practices. For example, in West Africa traders handle just one commodity and are joined together in commodity-specific associations. In South Asia, associations in India and Pakistan are also commodity-specific, although in the case of some associations, traders handle more than one product, such as the onion and potato merchants of Karachi (ibid).

All traders who sell in a market are generally considered members of that particular commodity association that they deal in (Britwum, 2013; Clark 2010; Fallon, 2003). For example, if a trader deals in tomatoes, the person becomes an automatic member of the tomatoes association. Each of the commodity association is headed by a Commodity Queen (Asomani-Boateng 2016; Clark 2010). Commodity sellers who deal in a particular line of goods organise themselves, and led by a Commodity

Queen, occupy a section of the market (Asomani-Boateng, 2016). The commodity associations provide economic and social benefits for their members (Awuah, 1997; Clark 2010). Where associations are commodity-specific, there is always the need for an umbrella association to represent all associations in a particular market (Shepherd, 2005). The umbrella association assists in negotiations with market management and local authorities, as problems faced by traders are usually common to all commodities (Shepherd, 2005).

Kahl (2017) has noted that Market Traders' Associations have internal structures and expect members to follow such channels when communicating with them (association). Communication has become a vital medium for interactions in the marketplace and plays an essential role in groups, teams, and associations (Fatimayin, 2018). Market Traders' Associations frequently interact with their members and other stakeholders. Keeping in touch with members of the Market Traders' Association and getting feedback becomes only possible when communication lines are kept open. It is only through effective communication can a meaningful relationship be built between executives and members of Market Traders' Associations. Communication makes an individual's needs, ideas, and feelings known so its effectiveness helps in achieving goals and aspirations (Raynes, 2001). Communication is the key around which human life revolves, thus, man's interaction with other human beings is a result of communication (Shonubi & Akintaro, 2016). Even though Market Traders' Associations are considered an informal organisation, it is highly structured in terms of communication. Internally, there are channels of communication, and positions of authority are hierarchically structured.

Clark (2010) has noted that Market Traders' Associations are *cohesive collegial sets* because apart from being colleagues, traders are also each other's competitor. For the traders' associations to engineer influence and achieve the most beneficial results for its members, different associations compete for finite resources and power (Wasko, Murdock & Sousa, 2011). By their (traders) strong associations, traders are able to manipulate other players as a result of power. Power relations are central to market relations because they are the mechanism by which the dynamics of social relationships are coordinated and controlled (Bonkat, 2016). The marketplace itself is an important political space of contestation, as market traders' business activities are directly and indirectly linked to the local and national political economy (Awuah, 1997).



Political economy can generally be defined as the study of the interaction of politics and economics (Drazen, 2018). Politics is in essence power, the ability to achieve the desired outcome, through fair or foul means (Modebadze, 2010). According to Dowse and Hughes (1972), politics is about power. Politics occurs when there are differentials in power and this suggests that any social relationship which involves power differentials is political (Haralambos & Holborn, 1995). The concept "economics" has been variously defined and Deberten (2012) simply defines economics as the study of human efforts to satisfy what appears to be unlimited and competing wants through the careful use of relatively scarce resources. And so if economics is the study of the optimal use of scarce resources, political economy begins with the political nature of decision making and is concerned with how politics will affect economic choices in a society (Drazen, 2018). Political economy is the study of social relations, particularly the power relations that mutually constitute the

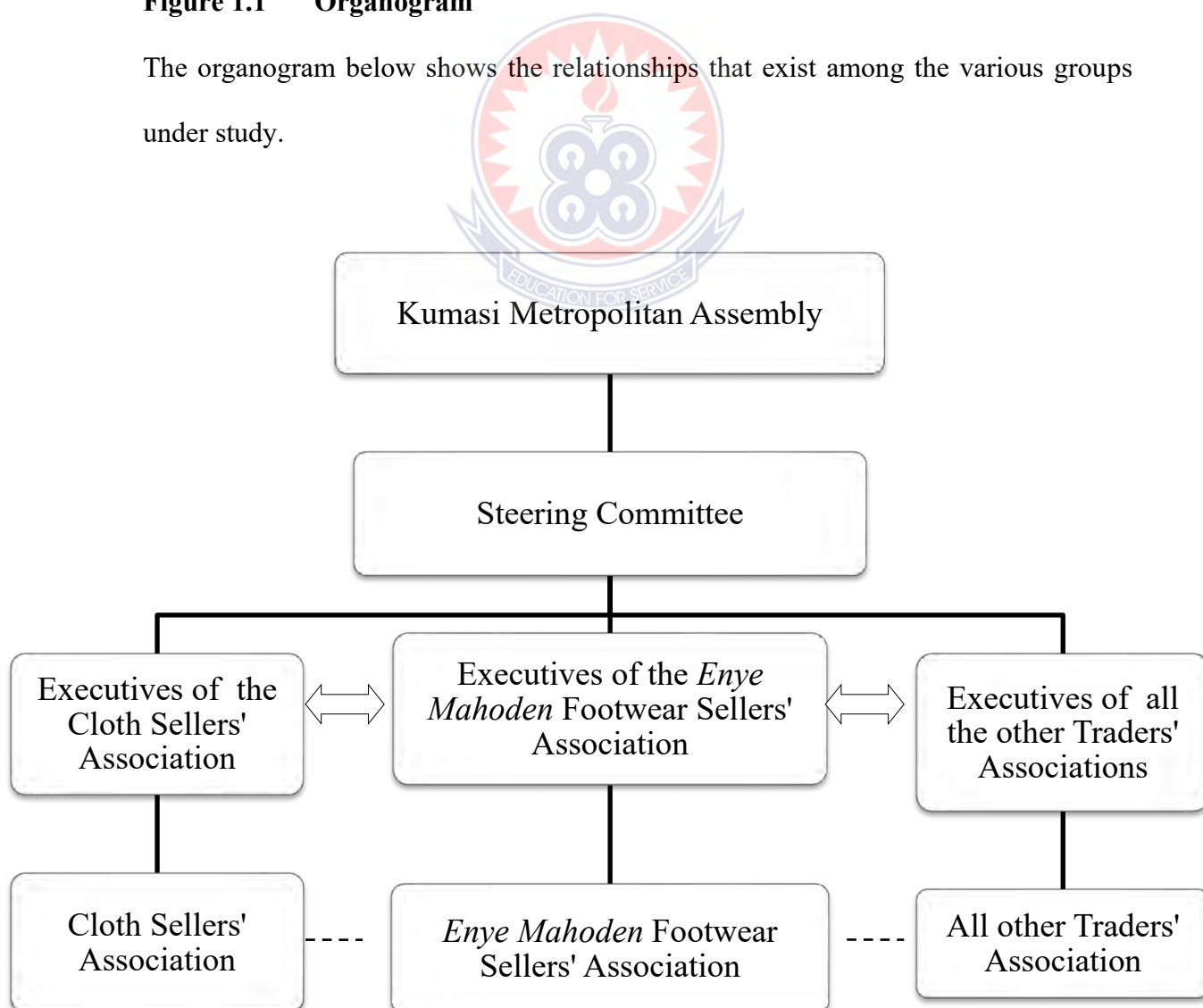
production, distribution, and consumption of resources, including communication resources (Mosco, 2009). The market associations function effectively because they have political power from the state to operate at the local level (Danso-Wiredu & Sam, 2019).

The influx of Market Traders' Associations in Ghana necessitates a call to probe the communications patterns and channels of the Market Traders' Associations, hence this study.

1.2 Overview of the Groups under Study

Figure 1.1 Organogram

The organogram below shows the relationships that exist among the various groups under study.



Source: Researcher's Construct

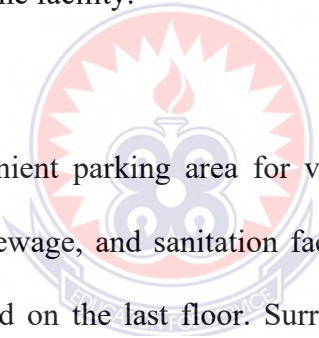
At the base of the organogram are the various Market Traders' Associations. These associations are formed from the various commodities in the market. Each association however, has its own executive body. At the next level of the base of the diagram are the executives of each of the associations. For example, there are executives of the Cloth Sellers' Association, the executives of *Enye Mahoden* Footwear Sellers' Association, and the executives of all the other traders' associations. On top of the executives of the various associations is the Steering Committee which is the eleven (11) member board of the various identifiable traders' group and non-group members. At the apex of the organogram is the Kumasi Metropolitan Assembly.

As the situation depicts, the Kumasi Metropolitan Assembly communicates to members of the associations, through the Steering Committee. The Steering Committee routes it through the various heads or executives of the individual associations to the members of the associations. If members of the Market Traders' Associations want to reach out to the Kumasi Metropolitan Assembly, the information would have to go through the executives of the association. The executives of the association would pass the information to the Steering Committee. The Steering Committee would then route the information to the Kumasi Metropolitan Assembly.

1.2.1 The Kejetia City Market

Kejetia City Market is located in the heart of Kumasi. It is the largest market in Ghana and one of the largest markets in the West African sub-region (Okoye, 2020). It is bordered to the north by the Kumasi Cultural Centre and to the northwest by the

Komfo Anokye Teaching Hospital. The southern part of the Kejetia Market forms a border with Adum, the commercial centre of the city. Almost everything that one wants to purchase from a market can be found at Kejetia City Market. Kejetia Market is a great place and a huge market full of everyday hustle and bustle. The market does not only serve the people in Kumasi but also acts as a magnet for traders from neighbouring countries such as Benin and Togo. The facility is designed to accommodate Three Hundred Thousand (300,000) people at its maximum capacity. It is equipped with modern technologies and other mechanisms have also been put in place for the evacuation of people in case of emergencies such as fire outbreaks within twelve (12) minutes (Sarpong, 2018). There are about Eight Thousand Four Hundred (8400) shops in the facility.



The Market has a convenient parking area for vehicles, fire station, clinic, police station, crèche, modern sewage, and sanitation facility for users of the market. The main food court is located on the last floor. Surrounded by this is a chain of food stalls, each of which has a cooking area and a place for serving. Each kitchenette is equipped with a gas stove for which tenants are billed for gas supply. There is a clinic to cater for any health-related issue that might occur either to tenants or customers using the facility. Included is a minor surgery area for emergency cases. There is also a crèche for those who are in or around the enclave of the new Kejetia Market, to send their children.

1.2.2 The Cloth Sellers' Association

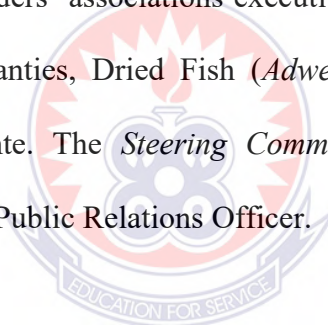
The Cloth Sellers' Association is a group of traders who trade in textiles. The Cloth Sellers' Association is currently located in Kejetia Market, Kumasi in the Ashanti Region of Ghana. It was established in 1996 but was registered and incorporated under the Companies Act 1963, Act 179 on 1st February 2018. The purpose of the Cloth Sellers' Association is to represent the interest of traders who sell cloth in the market and provide assistance and advice to its members to better manage their businesses. The Association has a strong management structure which comprises the following: Queen Mother, President, Secretary, Deputy Secretary, Organising Secretary, Deputy Organising Secretary, Financial Secretary/ Treasurer, Deputy Financial Secretary, and Chaplain. The Cloth Sellers Association has a membership of One Thousand One Hundred and Twenty Three (1123).

1.2.3 The *Enye Mahoden* Footwear Sellers' Association

The *Enye Mahoden* Footwear Sellers' Association is a nonprofit organisation for traders who have a common interest in the sale of footwear made in Kumasi, Ghana. It is located inside the Kejetia Market, in the Ashanti Region. The purpose of the *Enye Mahoden* Footwear Association is to foster unity among footwear sellers and promote effective interactions between manufacturers and sellers. Again, *Enye Mahoden* Footwear Sellers' Association aims to promote made-in-Ghana goods. The *Enye Mahoden* Footwear Sellers' Association was established in 1980 but was registered on 5th August 2020 after having complied with the provisions of sections 27 and 28 of the Companies Act 1963, Act 179. It is the largest association that trades in footwear made in Ghana.

1.2.4 The Steering Committee

The *Steering Committee* is an umbrella body in the Kejetia City Market that represents the various identifiable traders' groups and other non-group members of the market. It is an eleven (11) member body that acts as a liaison between the traders' associations of the Kejetia Market and the Kumasi Metropolitan Assembly. The Committee makes decisions on behalf of the traders in the market. The *Steering Committee* constitutes executives of the various traders' associations in the Kejetia Market. The purpose of the Committee is to fight for the interest of traders in the market and negotiate with the management of the markets and other authorities. The 11 member board is elected by traders to steer all the activities in the market. The Committee consists of traders' associations executives namely; Second-hand Clothes (*Foss*), T-Shirt, Cloth, Panties, Dried Fish (*Adwene*), Yam, Onion, Scarf (*Duku*), Material/Fabric, and Kente. The *Steering Committee* is headed by a Chairman, Secretary, Organiser, and Public Relations Officer.



1.2.5 Kumasi Metropolitan Assembly (KMA)

The Kumasi Metropolitan Assembly is the second largest city in Ghana and the only metropolis in the Ashanti Region. It constitutes the highest political authority in the metropolis. It was established by Legislative Instrument 1614 of 1995 under the Local Government Law 1988, PNDC Law 207, which is now replaced by the Local Governance Act 462, 1993.

Vision

To develop Kumasi into a safe and vibrant city by improving city management through governance, local economic development, tourism promotion, improved

sanitation, proper environmental and social services as well as spatial and infrastructural development.

Mission

The Kumasi Metropolitan Assembly is committed to improving the quality of life of the people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city by a well motivated staff.

In the Kejetia City Market, there is the governance or political structure which is Kumasi Metropolitan Assembly. The Kumasi Metropolitan Assembly is in charge of managing all markets in Kumasi including Kejetia City market. The Kumasi Metropolitan Assembly has an office in the Kejetia City Market. The office is managed by a Deputy Director of Administration from Kumasi Metropolitan Assembly who is the Administrative Manager of the Market. The Kumasi Metropolitan Assembly is in charge of revenue mobilisation, sanitation in the market, as well as providing security in the market. The Kumasi Metropolitan Assembly is in charge of creating an enabling environment to aid trading so that investors can maximise their return on investment in the market.

The Kumasi Metropolitan Assembly has policies, programmes and projects, and since markets are an integral part of Kumasi, the inputs of the traders are solicited. The Kumasi Metropolitan Assembly's office in the market deals with the organised groups (associations) specifically the heads of the associations to get their input in developing policies, programmes and projects. The heads of the associations then convey the

information from the Kumasi Metropolitan Assembly to their various members and also provide feedback, if there is any.

1.2 Statement of the Problem

The phenomenon of Market Traders' Association has become an important issue in recent times. According to Lyon (2003) the range of roles the associations play not only benefit their individual members, but also greatly assists the local governance systems in regard to formalising the informal sector for the purposes of widening the revenue base. These associations generally tend to regulate and direct the affairs of its members, and are especially key in the supplies of information on produce and price negotiation (Lyon, 2003). There are varieties of these traders' associations in the various markets of the Ghanaian economy (Danso-Wiredu & Sam, 2019), and by their special relationships with the local governance authorities, there is always that inherent competition among these groups (associations) in terms of how they (associations) relate with one another and with the local government authorities (Ikioda, 2014).

The inherent idea of competition implies the existence of some form(s) of power relationships; and Mosco (2009) has noted that political economy concentrates on specific sets of social relations organised around power or the ability to control other people, processes, and things, even in the face of resistance. It is important to note that at the heart of these relationships and competition is the critical factor of communication and how it is deployed to leverage this competition and or power relationships (Nwabueze & Mileski, 2018). There is no gain saying the fact that success in the contemporary business world is achieved via effective communication

among employers, employees, clients, suppliers, and customers (Shonubi & Akintaro, 2016). The phenomenon of Market Traders' Association has been studied. However, earlier studies on Market Traders' Associations have mostly focused on economic growth and development to the neglect of the role communication plays in the associations. For example, the work by Danso-Wiredu and Sam (2019) focused on sustainable governance while Nwankwo's (2012) work focused on economic growth and development. Lots of these scholars had also employed the institutional theory in analysing their studies. Danso-Wiredu and Sam (2019) and Lyon (2003) used the institutional theory. Studies on Market Traders' Associations have not employed the political economy theory.

My study therefore focuses on the communication patterns and channels these organisations (Market Traders' Associations) employ in running or managing their association and structuring their relationships with other associations and the local governance systems.

1.3 Objectives of the Study

This study seeks to address the following objectives:

1. To analyse the communication channels among the Market Traders' Associations in the Kejetia City Market.
2. To investigate the communication patterns among the Market Traders' Associations in the Kejetia City Market.
3. To examine the power relations embedded in the communication patterns of the Market Traders' Associations in the Kejetia City Market.

1.4 Research Questions

Based on the above objectives, the study, therefore, seeks to find answers to the following questions:

1. What are the channels of communication among the Market Traders' Associations in the Kejetia City Market?
2. What are the patterns of communication among the Market Traders' Association in the Kejetia City Market?
3. What are the power relations embedded in the communication patterns of the Market Traders' Associations in the Kejetia City Market?

1.5 Significance of the Study

Conducting research on Market Traders' Associations is of importance to academia and other key stakeholders in several ways. First, this study will add up to existing literature on Market Traders' Associations. The study will unearth some of the dynamics by which power is wielded in the traditional Ghanaian Market setting especially in regard to traders' association however small or informal it is. The political economy theory emphasises how power is created, wielded, and distributed sometimes to the advantage or disadvantage of other people. People are able to use their positions to secure certain benefits and resources which ordinarily would not have been possible. The study therefore brings to the fore how power dynamics is also prevalent in the informal, Small and Medium Scale Enterprises of the business environment.

The study also brings out some of the hidden potentials of the grapevine as an important feature of organisational communication. It teaches how those in positions of power should wield and make communication flow be regular, prompt, and transparent in order to avoid rumour mongering. The study will also pave the way for further studies to be conducted in the area of Market Traders' Associations.

The study's outcome, especially the positive outcome will serve as an eye-opener for other associations in the market to refine what they do. As a case study, positive outcomes will not only benefit the market authorities but also the Ministry of Local Government and Rural Development and other related agencies in dealing with the ever-increasing problems of such market.

1.6 Scope of the Study

This study examined the communication channels, the communication patterns of the Market Traders' Association, and the power relations embedded in the communication patterns of the Market Traders' Association.

The research was limited to the Kejetia City Market in the Ashanti Region with a focus on the Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association, the Kumasi Metropolitan Assembly and the Steering Committee. A sample size of thirteen (13) was taken for the study and it embodied only members who had been in the Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association, and the Steering Committee for not less than two (2) years and had requisite experience and knowledge that will enhance the study.

The collection of data is limited to observation and in-depth interviews. Participation in this study is confined to only members and executives of the groups under study.

1.7 Organisation of the Study

The study is made up of five chapters. The first chapter, which is the introductory part, consists of the background of the study, the objectives, research questions, significance of the study, delimitations of the study, operational definition of terms, and organisation of the study. The second chapter centres on the literature review and the theoretical frameworks of the study. The research approach and design are presented in chapter three. Chapter three also features the process and procedures in the collection and analysis of data, sampling technique and sample size, data collection methods and procedure, data analysis process, the data analysis method, ethical issues, trustworthiness, and credibility. Chapter four focuses on the findings and analysis of the data collected. The issues are presented in themes and explained by using concepts in the literature review and the theoretical frameworks. The final chapter (chapter 5) provides a summary of the entire study, draws conclusions from the findings, and makes recommendations for future studies.

1.8 Chapter Summary

This chapter presented an introduction to the entire thesis as it sought to give background information on the study. Aside from the background, the main problem that the research seeks to solve was also discussed. It further provided a rationalisation for the research by indicating the aims and objectives, key research

questions that the study aims to answer, the significance of the study, as well as the scope of the entire study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews, evaluates and analyses literature that is of relevance to the topic under study. It specifically emphasises Market Traders' Associations in Ghana, the membership and fees of Market Traders' Associations, the roles of Market Traders' Associations, communication channels, communication patterns in organisations, and communication and power relations. These literatures put the present study in perspective and provide a broader understanding into the study. The chapter also explicates Miller's (2012) direction of communication flow, political economy theory, and media richness theory. This chapter subsequently expounds how these theories are of relevance to the study. The chapter then concludes with a summary.

2.1 The Concept of Market Traders' Associations

Market Traders' Associations are social structures within which cooperative arrangements between individual traders are developed and maintained (Chamlee-Wright, 2002; Smith & Luttrell, 1994). In most markets around the world, there are traders' associations; and these usually function as trades union in the same product industry, or as market founded with the aim of safeguarding and developing the interests of their members (Nwankwo, 2012). Nwankwo (2012) notes that Market Traders' Associations are grouped according to their economic involvement in marketing function. This means that there are wholesalers' associations, retailers' associations and a combination of both in some cases in the market. Traders' associations represent different commodities in urban markets but there are the

umbrella associations too. In the rural markets, however, traders in all products tend to group together to form one association (Nwankwo, 2012). Market Traders' Associations make significant contributions to the functioning of markets through their works (Shepherd, 2005). This is done by assisting market management through dispute resolution activities and even attempts to control supply of goods. Smith and Luttrell (1994) indicate that the Market Traders' Associations contribute to the development of loyalty, friendship and trust. This enables members to garner economic benefits that would otherwise be unattainable.

Lyon (2003), Shepherd (2005) and Smith and Luttrell (1994) note that most Market Traders' Associations impose certain conditions on traders and make it impossible for non-members to trade in the market. The conditions range from total ban of non-member traders to allowing them (non-member traders) to trade on specific days (Lyon, 2003; Shepherd, 2005). For instance, in the vegetable associations of Lagos markets and the wholesale traders of Ibadan, there is a total ban of non-member traders. However, in the fowl dealers market in Enugu, non-member traders sell only on Wednesdays and Sundays (Shepherd, 2005). Smith and Luttrell (1994) also point out that Market Traders' Associations restrict supply to non-members by preventing them from making purchases, and also prevent them from selling in Ibadan markets. According to Shepherd (2005) people with criminal records, are bankrupt and known trouble makers are usually not permitted to join the Market Traders' Associations. A member can be expelled from the association due to these reasons (bankruptcy, troublemaking, and criminal records). Majority of Market Traders' Associations have written constitutions and bye laws but others manage to operate without such

(Shepherd, 2005). Market Traders' Associations in Karachi and Lagos operate without a written constitution.

Shepherd (2005) indicates that constitutions usually specify the officers, the meetings that shall be held and the various committees of the Market Traders' Associations. In Pokhara, the constitution of the umbrella association is adopted as a model for all the others (Shepherd, 2005). Most constitutions provide for general meetings for all members. Shepherd's (2005) report further reveals that most Market Traders' Associations hold annual general meetings but traders in Johannesburg for instance meet once a month. Meanwhile, in Lagos, associations which do not have formal constitutions have weekly meetings with their members. Similar to that of Lagos, the traders' associations of Karachi in Pakistan are able to meet any way, any time when they want to. The report points out that most constitutions have a provision for extraordinary general meetings to be called, at the request of a specified time. Association meetings can be used to discuss a whole range of issues relating to management of markets, dispute resolution, and infrastructure improvement, among others (Shepherd, 2005).

The characteristics of Market Traders' Associations as have been highlighted in the foregoing experiences shared by scholars above, the situation might not be entirely different from what pertains in Ghanaian markets.

2.1.1 Market Traders' Associations in Ghana

The activities of the Market Traders' Associations predate present day Ghana and were famous during the pre-independence struggles (Osei-Boateng, 2019). In Ghana,

long before independence, market traders organised themselves into associations championing the rights of their members and providing solidarity for each other (Osei-Boateng, 2019). Generally, traders in large markets organised themselves according to commodities (cloths, shoes, tomatoes, cassava, fish, yam) and nominated a leader called Market Queen. The justification for these traders' associations is established upon the famous Akan adage that *dodo so a, emmia* which literally means when many people carry the load, it becomes lighter. This expression stresses the significance of cooperation and collective action (Awuah, 1997).

In large cities like Accra and Kumasi, these market queens have formed regional Market Traders' Association. Over the years, the different markets in Accra and Kumasi have formed their associations and sought affiliations with local and international organisations that share common aspirations with them (traders) (Osei-Boateng, 2019). Lyon (2000) notes that in Ghana the structure of Market Traders' Associations draws on traditional chieftaincy structures, a pattern repeated through most of the market in the country. Each commodity has an association, which is led by a *Queen Mother*, and this leader is generally referred to as *Ohemaa*. She (Queen Mother) is chosen for her personal qualities such as familiarity of market affairs, financial independence, negotiation skills, among others (Gore, 1978). To merit the position of a Commodity Queen, one has to command respect from the group, be humble, diligent, and courageous, have foresight and intelligence, and command loyalty from the members of the association (Asomani-Boateng, 2016). Above the Commodity Queens is an overall Market Queen. The Market Queens are invariably female traders who rule a market and represent the embodied structure of the informal market business, even though they do not occupy a formally recognised

administrative position (Thiel, 2015). In contemporary Ghanaian society, Market Queens have great moral authority, both within and outside of the markets (Britwum 2013; Clark 1997; 2010). They are part of a powerful social network that connects them to all layers of society and they are able to mobilise large numbers of market traders for issues of shared concern.

In Clark's (1997) study, the Market Queen is chosen from the dominant commodity associations such as yam sellers, tomatoes sellers, textiles, among others. The Queen Mothers of all the commodity associations are usually in regular contact with each other and together they choose an overall Market Queen from their midst (Clark, 1997; 2010). According to Clark (1994), in the Kumasi Central Market, the Queen is elected for life but can be rejected or overthrown. This situation is reminiscent of the typical Akan chieftaincy inheritance system (Clark, 1997; Lyon, 2003). Danso-Wiredu and Sam (2019) in their study on commodity-based trading associations at the Agbogbloshie Market in Accra found that the reign of the Market Queen is permanent till the death of the person. Succession of Market Queens is not hereditary though (Clark, 1997).

The summary of literature on Market Traders' Associations in Ghana is significant to the present study to trace the historical narrative on the establishment of associations in Ghanaian markets and to understand the governance structure of the associations in the market. The whole system of Market Traders' Associations is formally structured, and therefore there are rules regarding access and membership, among others.

2.1.2 Access to Membership and Fees of Market Traders' Associations

Membership of traders associations cuts across both sexes, though in some cases certain trades are dominated by a particular sex (Heuman, 1994 as cited in Nwankwo, 2012). Scholars have identified various ways by which a trader can secure membership in an association in several countries (Nwankwo, 2012; Omonia, 2005; Shepherd, 2005). For instance, Nwankwo (2012) notes that in most cases, membership is a pre-condition for being allocated a trading space in the market in Nigeria. Additionally, Omonia (2005) reports that securing membership in Market Traders' Associations is easy in some cases but in other cases a huge financial commitment is involved. In situations where government licenses are required of traders, the association insists that the traders first acquire the license before they can have access to membership (Omonia, 2005). He (Omonia, 2005) further notes that members may be limited by the available space in a particular market. It is also important to point out that apart from the licensing issues articulated by Omonia (2005), other scholars have established that members are required to make financial commitment in the form of fees in some cases (Lyon, 2003; Shepherd, 2005; Smith & Luttrell, 1994) and they are discussed below.

For example, in the Medellin Market in Colombia, membership fee differ and there is an entry fee as well as an annual fee. In Busia and in Lagos traders pay a non-refundable life-time membership fee (Shepherd, 2005). This has an advantage because the association does not need to worry about collecting monthly or annual fees. Shepherd (2005) further indicates that in Lagos, application for membership has to be accompanied by two crates of soft drinks and two cartons of biscuits, as well as the life-time membership fee. On the other hand, a higher one-off fee may discourage smaller or casual traders from joining the association (ibid). In Nepal, Pokhara market

traders have a choice between becoming life-time members with one-off payment, or of paying an entry fee equivalent to forty (40) percent of the lifetime fee, plus an annual fee (ibid).

To show the instability of members within the associations, Lyon (2003) in his study avers that membership is relatively fluid as some traders may relapse for a period and then return to the association. There is a registration fee for new members called *amantem nsa* which translates as late comers' wine. His study revealed that before a new member is accepted into an association, it is required of him or her to demonstrate a good moral character — a character devoid of rubble rousing and litigation — in order to win the heart and acceptance of the leadership.

Similarly, Shepherd (2005) reported on a number of studies on Market Traders' Associations carried out in 2004 on behalf of the Food and Agriculture Organisation (FAO). The studies were centred on case study design using interviews as the data collection method. The report indicates that in Nepal, membership of the Fruit and Vegetable Wholesale Traders' Association in Pokhara was not mandatory. Almost all the traders of Karachi Onion and Potato Merchants and Commission Agents' Association in Pakistan were members, although membership was voluntary and not linked to obtaining space in the market. Also, membership was voluntary in Busia District Produce Dealers' Association (BUDIPRODA) in Uganda but virtually every trader in the market was a member. BUDIPRODA members pay a one-off life membership fee. In Lagos, Nigeria, membership of the relevant association was obligatory to all traders. Membership fees are paid as a one-off lifetime fee depending on the association's rules and regulations.

Relatedly, Aguda's (2009) work which focused on Market Traders' Associations in Accra (Achimota, Agboghloshie and Madina markets) found that although membership in the associations was voluntary, a trader could hardly legitimise his or her place in the market without belonging to an association. The intended purposes of these fees also may cut across locations. Clark (2010) for example found that the contributions are used to assist each other in times of sickness or in case one of the members passes away. The scholar (Clark, 2010) again notes that extra contributions are then collected and used to pay for the funeral and other events. This indeed is a welfare scheme more or less.

Amiteye (2015) emphasises that membership in the various Market Traders' Associations was not compulsory in Takoradi Market Circle. He found that there were traders in Takoradi Market who were not members of their commodity associations because those traders saw the essence of the association to have been lost. Membership in trade association is voluntary and members contribute dues and fees to underwrite the costs of the association (Lawton, Rajwani & Minto, 2017).

As evidenced in the above studies in the literature, there are diverse ways of gaining access to the various Market Traders' Associations. In the study of Aguda (2009) for example, it was discovered that membership to the various traders' associations was voluntary. This is corroborated by Amiteye (2015), Lawton et al. (2017) and Shepherd (2005) whose studies had also confirmed that gaining access to the various associations was open and not mandatory. However, Aguda (2009) discloses that although access to membership in the traders' association was not mandatory, it was difficult for traders to secure a space in the market without accessing membership of

an association. Thus, access to membership is a prerequisite to securing a space in the market. This contradicts the reports by Amiteye (2015) and Shepherd (2005) who conducted their studies in Takoradi and Karachi in Pakistan respectively. The two scholars (Amiteye and Shepherd) reported that membership was not linked to obtaining space in the markets. Lyon (2003) on the other hand presents a new case altogether. As stated earlier above, he (Lyon, 2003) indicates that access to membership by new members was based on probation and new members had to pay registration fee in Kumasi, Sunyani, Techiman, and Accra.

In regard to the payment of fees by members of the various Market Traders' Associations, it is apparent from the literature that payment of fee appears to be a universal phenomenon. However, the mode of payment differs from association to association. In Busia District Produce Dealers' Association (BUDIPRODA) and Lagos, Nigeria for example, members pay a one-time membership fee (Shepherd, 2005). This is in contrast to the findings of Amiteye (2015), Clark (2010) and Lawton et al. (2017) which report that members of Market Traders' Associations pay regular contribution and, in some cases, extra contribution to support members and the running of their associations.

Access to membership and fees of Market Traders' Associations are necessary and serve as guide to understanding how new members are admitted into the associations and the kind of financial commitment required of them (new members). There are a number of roles or functions that the Market Traders' Associations perform.

2.1.3 Roles/Functions of Market Traders' Associations

The functions carried out by the Market Traders' Associations can be characterised as being either external or internal (Shepherd, Cadilhon & Gálvez, 2009). The authors discovered that advocacy with government is an external activity while the internal activities are provision of training to members and dispute resolution. Shepherd (2005) notes that the areas in which the Associations work focuses are either directly related to improving the efficiency of their members operation or promoting social welfare. The functions of the associations revolve around dispute resolution, support to market management and market security, provision of market information, training, supply control, social welfare and religious activities (Nwankwo, 2012; Shepherd, 2005). Ugwuona, Ugwuona and Nnolim (2007) summarised the activities of traders' associations to be welfare centred.

According to Eluagu and Okereke (1985) the functions that Market Traders' Associations perform range from bargaining for stall fees, enforcing the use of correct measures, ensuring the security of market stalls, controlling the supply of gari, fixing of gari price, to settling disputes among the members. The scholars (Eluagu & Okereke, 1985) indicate that dispute settlement in the Associations is modeled along the lines of traditional court systems. This means that both the plaintiff and defendant appear before the association officials to present their case. The leaders of commodity associations generally regulate business in their commodity sector by ensuring fair play in business transactions and settling disputes among members (Awuah, 1997). Market Traders' Associations undertake external negotiations with other commodity associations and with the external regulatory and policy environment, especially state/local government agencies (ibid). Additionally, Lyon and Porter (2009) aver that when traders lose large amounts of money through collapsed commodity prices,

robbery, the association can act as an avenue of insurance to help them to start up again. The researchers also observe that executives of Market Traders' Associations settle minor disputes through sanctioning norm breakers instead of reporting to the Police.

Numerous scholars have examined the roles and functions of the Market Traders' Associations. A few works from the African perspective are reviewed here for the purpose of this study. This is evident in the study of Eluagu and Okereke (1985), and Nwankwo (2012) which sought to disclose some activities carried out in market associations in Nigeria.

For example, Olukaju (2005) conducted a study on Agege Market in Lagos and expressed that market associations carry out duties such as regulation of prices, protection of members by banning underselling, regulation of methods and means of attracting customers, provision of appropriate sanitation facilities, ensuring sanitary conditions in and around the markets, ensuring the security of life and property in the market, and impose sanctions of default members.

Likewise, in Lagos Nigeria Ikioda (2014) explored the role of Market Traders' Associations in marketplaces using observation and interviews. The study revealed that associations act as a formidable economic and political network between all traders in the market as well as liaising with similar associations in other markets at local government and state levels. The researcher stated that these associations act as crucial connectors for fostering knowledge sharing, trust and joint working in the marketplaces that are predominantly associated with competition and intense reliance

on personalised networks. She further explained that market associations ensure that traders regularly interact through face-to-face monthly meetings to share ideas and discuss ways to regulate price and promote unity.

In Ghana, Lyon (2003) in an ethnographic study investigated traders' associations and urban food system. The study focused on the roles and functions of traders' associations. Using open ended questions, interviews were conducted on two hundred (200) traders from Kumasi, Sunyani, Techiman and Accra. Again, observation and focus group discussions were used to explore key issues in details. The study found that the role of the Associations was essentially about the welfare of its members, particularly in regard to funerals of members' relatives. In sum, Lyon indicates that the roles of these associations are for the promotion of economic activities, facilitation of welfare rights of traders, and settling disputes.

Danso-Wiredu and Sam (2019) examined commodity-based trading associations at the Agboghloshie Market in Accra based on the institutional theory. Their study focused on the role non-state organisations play at the local level in ensuring sustainable governance, in Agboghloshie. Using a qualitative approach, NVIVO10 software and thematic analysis were used to analyse the data. Interviews were conducted using a semi-structured interview guide. Twenty-five (25) participants were sampled for the study using purposive sampling technique. Again observation was used as a data collection method to unearth some rooted practices at the market. The study revealed that the associations seek the general welfare of their members as well as the improvement and management of the market space. The study found that governance system is more effective and well understood at the local level than the

state instituted system, and concluded on the need for collaboration between the two systems.

As shown by empirical studies above, the roles or functions of Market Traders' Associations are enormous. Various studies conducted identified issues such as settlement of disputes, welfare, price regulations, price negotiation/bargaining, political networking, forum for sharing ideas, insurance, training, sanitation, security, among others as the roles played by various traders' associations. Almost all the studies above mentioned settlement of disputes, as basic role of the traders' associations (Lyon, 2003; Lyon & Porter, 2009; Nwankwo, 2012). Among all the studies considered in this review, only Lyon and Porter's (2009) study identified insurance as one of the functions of the Market Traders' Association where the association comes to the aid of members in cases of disasters. Regulation of prices is also a key function that pervades most of the studies conducted on Market Traders' Associations (Lyon, 2003; Olukoju, 2005). Again, political networking as a role of traders' associations was identified by Ikioda (2014) and corroborated by Danso-Wiredu & Sam (2019) but not revealed as a finding in the other studies.

This study seeks to examine the political economy of communication among selected Market Traders' Associations in the Kejetia City Market. There is an expectation that some of the roles of the associations identified in the literature will be revealed in the findings of this study as well. Traders form commodity associations as a result of the benefits they (traders) derive from them. The review of literature on the roles and functions of the associations helps in the understanding of the activities of the Market Traders' Associations. Communication is central to all human activities and therefore

Market Traders' Associations interact with their members by selecting appropriate channels of communication to transmit their messages.

2.2 Communication Channels in Organisations

For scholars like Berger (2008) a communication channel is a medium for transmitting and receiving communications. Thus, the technical (or formal) part of the communication process that allows for the conveyance of information from a sender to a receiver and vice versa is described as a communication channel. Some channels are classified as formal, while others are classified as informal (Schaeffer, Öcalan-Özel, & Pénin, 2020). In addition, certain channels are labeled as direct, while others are labeled as indirect. Specific channel(s) may be chosen and employed depending on the communication situation, the information task, and urgency of the message (Sanina, Balashov, Rubtcova & Satinsky, 2017).

According to Kupritz and Cowell (2011) it is critical to find the most effective channel of communication for a specific communication purpose. This is important because as espoused by Scheming and Mason (2013) communication can only be classified as effective or successful when the receiver comprehends the message as intended by the sender. In some scenarios, a particular channel may be the favoured option, while in others, it may be completely ignored. Channels can be used independently or in combination with others (Sanina, Balashov, Rubtcova & Satinsky, 2017). Levels of social competence, or the capacity to engage in acceptable and successful ways, influence concrete choices. An organisation's ability to use effective communication channels, especially when it is combined with other channels, is determined by its level of social competency (Ruppel & Burke, 2015). Business and

government entities rarely send their messages via a single communication channel. A combination of two or more channels are rather common, and these combinations can occur sequentially or concurrently (Dennis, Fuller & Valacich, 2008).

Harris (2007) notes that there are many communication channels that can be used to disseminate information. These include print, electronic, face-to-face meeting, letter, and telephone conversation (Berger, 2008; Sanina, Balashov, Rubtcova & Satinsky, 2017). Berger (2008) additionally classifies memos, brochures, bulletins, reports, policy manuals, annual reports, and posters as common print channels. E-mails and message through social networks were the least utilised channels whereas telephone calls were the most successful communication channels that government and businesses in Russia employ (Sanina, Balashov, Rubtcova & Satinsky, 2017). The following are the key qualities to consider when analysing various communication channels: reliability, speed and effectiveness (Sanina, Balashov, Rubtcova & Satinsky, 2017).

Reliability, according to Lapidoth and Narayan (1998) as cited in Sanina, Balashov, Rubtcova and Satinsky (2017), is an indicator for measuring the likelihood that the channel will work. In this case, both the sender and receiver act without complete understanding of the features governing the channel over which transmission takes place. It must be noted that the nature of channel interruptions, the information available to the sender, the presence of any feedback from the recipient, or the communication skills and motivation to use this or that channel are all elements that affect reliability (Sanina, Balashov, Rubtcova & Satinsky, 2017).

Speed on the other hand, as a quality to consider in analysing a channel, relates to how quickly a communication can produce a result, that is, whether information is sent or a response is received. In terms of time and space, communication speed is limited. Organisational procedures and ideals, as well as some individual qualities, all influence response time (Billard, 2008). Modern corporate communication channels such as e-mail and social networks greatly speed up the development and distribution of messages while also significantly altering the company communicative environment (Castells, 2002; Sanina, Balashov, Rubtcova & Satinsky, 2017).

Finally, when it comes to effectiveness as a quality in analysing a channel, Sanina, Balashov, Rubtcova and Satinsky (2017) posit that effectiveness refers to selecting the appropriate channel (or combination of channels) to solve a specific problem and promote organisational growth. The four scholars indicate that effectiveness in communication implies that the aim of the interaction has been met (Sanina, Balashov, Rubtcova & Satinsky, 2017). As a result, when the channel permits the organisation to convey information or receive responses from the recipient of that information, it is considered effective. At the same time, the channel's effectiveness is determined by its efficiency, dependability, and speed of communication.

Choosing the right communication channels depends on the importance of the message, the amount and speed of feedback required as well as the best practice in the organisation (Guffey, & Almonte, 2009). Different positions in a company require different communication channels to be used (Cabot & Steiner, 2006). Abell and Codd (2003) note that choosing the right communication channel is a way to influence the right people in business and aid in the establishment of a credible

platform to negotiate. Various studies have examined the channels of communication employed in organisations to disseminate information and examples are provided in the discussions below.

Scheming and Mason (2013) for instance, examined the communication channels that are used by South African businesses. They used a mixed method approach. Employing the purposive and census sampling techniques, they sampled four hundred (400) organisations for the study. Interviews and questionnaires were employed as the data collection methods. They found that the main channels used by South African Organisations were e-mails, telephone, and face-to-face communication. The study also discovered that video conferencing was used by bigger companies occasionally.

Kumari and Mittal (2017) explored the effectiveness of WhatsApp channel for dissemination of information. They used the quantitative approach and random sampling technique to select ninety (90) participants. Questionnaires were used as the data collection instrument. The scholars (Kumari and Mittal) indicate that WhatsApp instant messaging system is simplistic and very easy to use. The study found that WhatsApp aids in the dissemination of information, exchange of images, audios and video files with people using a smartphone. Their study recommended that workers can disseminate knowledge to the masses living in different areas for its timely dissemination. They concluded that Whatsapp is effective for dissemination of any information instantly.

In examining the channels of communication, Markovic and Salamzadeh (2018) found formal and informal communication channels. The formal communication

channels employed in organisations as identified by the researchers included company journals, employees hand books, notice boards, internal memoranda, telephone conversation, telex, telefax, telegram, intercoms, post office or postal services, internet, reports, pictures, personal contact. The informal communications was reported as the unofficial communication in organisations and had no definite channels but were rather generated from interpersonal and social interactions of employees through word of mouth or the grapevine (Markovic & Salamzadeh, 2018). The scholars further pointed out that the four structures of the grapevine communication included the single strand chain, the gossip chain, the probability chain and the cluster chain. The paper concluded that employees tend to resort to informal sources for information when the formal communication system withholds relevant information from them.

However, Kapur's (2020) study focused on the informal communication systems. His study revealed that members of an organisation communicate with each other on topics which are not work related. Kapur's (2020) study identified four types of communication network which were; single strand network, gossip chain network, probability chain network, and cluster chain network. Nyamwanza (2014) also studied the communication approaches used by SMEs in Zimbabwe. The study employed the qualitative approach and multiple case study. Eight (8) participants were sampled for the study. Interviews and observations were used as the data collections methods. The study found that SMEs used informal communication channels to share information specifically grapevine.

To understand the traditional communication media channels for the purposes of conveying messages in selected cities in Nigeria, a study was conducted by Kalu, Okidi, Unagna and Chidi-Kalu (2018). They employed the quantitative approach and the simple random technique. Three hundred and sixty-three (363) respondents were sampled for the study. The study revealed that traditional communication media is still relevant in dissemination of information. The study found that the gong, talking drum and town crier were the traditional communication media available in the selected communities.

From the discussions above, it has been established that telephone, face-to-face meetings and emails were the channels of communication adopted by organisations (Markovic & Salamzadeh, 2018; Scheming & Mason, 2013). The findings of Kalu et al. (2018) and Kumari and Mittal (2017) present new channels such as gong and WhatsApp respectively. These findings (Kalu et al. (2018) and Kumari and Mittal (2017) do not confirm or contradicts the findings of Markovic & Salamzadeh, 2018; Mawuli et al., 2013; Scheming & Mason, 2013. The studies by Kapur (2020), Nyamwanza (2014) and Markovic and Salamzadeh (2018) however give credence to informal channels of communication. Each of these studies identified the grapevine communication as the main informal channel of communication and includes the single strand chain, gossip chain, probability chain and cluster chain. The work of Kapur (2020) and Nyamwanza (2014) has a bearing on what I seek to find. The ones by Mawuli et al. (2013) and the others are focusing on modern and formal channels.

Since this study also seeks to examine the channels of communication of the Market Traders' Associations, it is prudent to review related literature on channels of

communication. This is because findings from this study may confirm, contradict or add other channels to the existing ones in the literature. The system of Market Traders' Associations is hierarchically structured and therefore information flows from certain directions.

2.3 Communication Patterns in Organisations

Kristina (2020) notes that the success of every organisation depends on effective communication patterns. A communication pattern is an essential element in all human endeavours (Fashiku, 2016). There are clearly defined rules and designations about who is authorised to communicate on behalf of the organisation with outsiders, and insiders as well (Greenberg & Baron, 2008). More often official lines of information that flow within organisations correspond closely with the lines of authority (Amegatcher, 2012). According to Spilan, Mino and Rowles (2002) sharing organisational messages through effective communication either vertically or laterally has a direct impact on an organisation's level of task fluffiness. Stone (2006) notes that there are three types of communication patterns namely; vertical (upward and downward), horizontal and lateral information exchange. Gibson (1997) as cited in Markovic and Salamzadeh (2018) indicates that the horizontal, vertical and diagonal information flows are the communication patterns in organisations. Vertical communication patterns occur between superiors and subordinates.

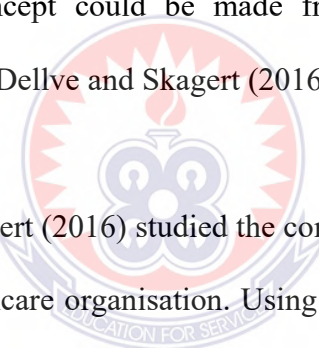
According to Robbins, Judge and Campbell (2010) vertical communication is the communication that flows from one level in an organisation or group to a higher level and vice versa or lower level reciprocally. Berger (2008) notes that upward communication has several values and includes its ability to provide input for decision

making, advising about subordinates information needs, as well as providing information regarding subordinates level of receptivity to information, satisfaction and morale. Upward communication can again provide a potentially constructive outlet for grievances and complaints and allow superiors to assess the effects of previous downward communication.

According to Robbins et al. (2010) upward communication is regarded as important as downward communication within an organisation. Upward communications facilitate employee consciousness of participation and serve as a gauge of the effective downward communication (Tubbs & Moss, 2008). Through upward communication superiors get the chance to know their subordinates feelings about their work, colleagues, and the institution in general (Greenberg & Baron, 2008). Some scholars hold the view that when the higher level management is not in the known of accurate and complete information it is possible that a worse result could come up thereby making it difficult for the organisation to achieve its targets (Greenberg & Baron, 2008; Robbins et al., 2010; Tubbs & Moss, 2008).

Downward communication refers to the flow of information from a higher level employee to a lower level employee within an organisation (Tubbs & Moss, 2008). The purpose of downward communication is to assign tasks, postulate instructions and directions (Robbins et al., 2010). It is also aimed to inform employees about job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins et al., 2010).

Robbins et al. (2010) observe that in the horizontal or lateral pattern of communication, exchange of messages occurs sideways and is carried out by two parties who are horizontally positioned on the organisational chart and therefore perform virtually similar functions in an organisation. Lastly, according to Koontz (2001) the diagonal pattern of communication is cross communication and does not follow the organisational hierarchy but cuts the command line. This communication occurs from one party to another party in a different position, where the two parties are not on the same structural path. Diagonal communication is used by two parties who have different levels but do not have direct authority to the other party (Bartels, Peters, Dejong, Pruyn & Vandermolen, 2010). It is however possible that a deeper understanding of the concept could be made from an empirical perspective as provided for by Bergman, Dellve and Skagert (2016) and others discussed below.



Bergman, Dellve and Skagert (2016) studied the communication process in workplace meeting of Swedish healthcare organisation. Using the mixed method approach, data were collected from observations, interviews, focus group interviews and seminars. Data were analysed using descriptive statistics and conventional content analysis. The communication flow was assessed as a vertical, one-way flow either downwards or upwards, or as a horizontal, two-way or multi-way communication flow. It was found that formal workplace meetings are mainly an opportunity for downward, one-way communication or information. They also permitted upward, two-way and also multi-way communication where employees have the opportunity to influence the decisions that are being made. The study concluded that formal Swedish workplace meetings seem to offer potential as a setting for vertical as well as horizontal communication in the healthcare organisation.

Zalewska-Turzyńska (2016) examined the communication patterns of leaders and employees in medium and large scale enterprises. They adopted the quantitative approach and random sampling technique. The study identified three (3) types of communication patterns, namely; traditional, opportune and networking. Traditional communication is mainly vertical communication and initiated most of the time by a superior. The employee is treated as a tool and his/her duty is to perform flawlessly the assigned tasks in a manner imposed by his manager. The message is sent down the organisational structure. Opportune communication is task-related and also occurs between people on an equal and different footing in the hierarchy. Three types of communication are used which are vertical (upward, downward), horizontal information exchange, and lateral. With the networking communication, electronic means of communication is used and allows consultations concerning the workflow. It was found that none of the manager groups preferred the traditional communication pattern because it is always the last resort for managers. Managers prefer the networking communication pattern while employees prefer the opportune. The study concluded that the type of communication favored by managers is the networking type. In the group of managers, the opportune type of communication does not dominate.

Dailami, Kholil and Lubis (2020) studied the communication patterns of leadership in improving the work ethics of lecturers in Asahan University. They used the qualitative research approach. The study employed interviews and observations as the data collection methods. The study revealed that the vertical pattern, horizontal pattern and diagonal pattern are the communication patterns of leadership in improving the work ethics of lecturers and staff in Asahan University. The researchers

concluded that vertical communication patterns are generally carried out at Asahan University in the context of formal communication both from superiors and subordinates. Horizontal communication patterns are carried out to build harmony among fellow leaders in the University in the context of informal communication. Diagonal communication patterns occur when several parts are involved in the same programme thus communication across work units so that the programme can achieve maximum results.

From the discussions, patterns of communications identified in the literature by Bergman et al. (2016) and Dailami et al. (2020) revealed vertical (upward and downward) and horizontal as the formal flow of communication in organisations. However, Dailami et al. (2020) identified additional pattern of communication, which is the diagonal or matrix. Meanwhile, Zalewska-Turzyńska's (2016) findings introduced new patterns of communication which are traditional, opportune and networking. Findings from Zalewska-Turzyńska's (2016) study presents a different or additional model which is not the same as the findings from the studies that stated vertical and horizontal as the patterns of communication.

In the current study, the application of the concept communication pattern will have a reflection on what exists in the literature. This is because this study also seeks to identify the communication patterns of the Market Traders' Associations. Different groups (associations) in the market compete for finite resources as a result of power and therefore power is expressed through communication.

2.4 Communication and Power Relations in Organisations

Power refers to the chance of a man or men to realise their will in a communal action even against the resistance of others who participate in an action (Weber, 1968 as cited in Haralambros & Holborn, 2008). Dyikuk (2017) notes that power plays a role within the environment of every organisation. In both formal and informal organisations, the impact of power depends on how employers relate with employees (Zeiger, 2014). Power plays out in how governing decisions are made as well as how employees interact with one another (Dyikuk, 2017). Luke (2021) views power in three dimensions. Firstly, power is viewed as decision making where different individuals or groups express different policy preferences and influence the making of decisions. Again, he (Luke, 2021) looked at power as non-decision making where power may be used to prevent issues from being discussed. Finally, power is considered as taking and shaping decisions about individuals or groups, perhaps manipulating the wishes and desires of social groups.

Stuart (2019) reports that there are four types of power *namely power over, power with, power to, and power within*. *Power over* is the type of power that is built on force, coercion, domination and control (Starhawk, 1990; VeneKlasen & Miller, 2007). This form of power is built on the belief that power is a finite resource that can be held by individuals, and that some people have power and some people do not. *Power with*, is shared power that grows out of collaboration and relationships (Stuart, 2019). It is built on respect, mutual support, shared power, solidarity, influence, empowerment and collaborative decision making (VeneKlasen & Miller, 2007). *Power with* is linked to “social power, the influence we wield among equals” (Starhawk, 1990, p. 9). *Power with* leads to collective action and the ability

to act together rather than domination and control (Hunjan & Keophilavon, 2010). Mathie, Cameron and Gibson (2017) aver that *power to* refers to the actions that can be created without using relationships of domination. It is built on the unique potential of every person to shape his or her life and world (VeneKlasen & Miller, 2007). It is the power to make a difference, to create something new, or to achieve goals.

Lastly, *power within* is related to a person's "sense of self-worth and self-knowledge; it includes an ability to recognise individual differences while respecting others" (VeneKlasen & Miller, 2007, p.45). Mathie, Cameron and Gibson (2017) note that power within involves people having a sense of their own capacity and self-worth. The *power within* allows people to recognise their *power to* and *power with*, and believe they can make a difference (VeneKlasen & Miller, 2007). Power plays a significant role in communication (Velden, 2011). Communication and power are related because of how power is expressed via communication strategies (Bonkat, 2015). Power is dependent on communication because communication enables power to be understood and expressed. Essentially, power use is a communicative behaviour that allows people to understand and respond to social situations (ibid). Scholars have examined communication and power relations in various organisations and below are examples discussed.

In a seminal paper, Fischer (2004) for example examined the political model of organisational politics and its contribution to the explanation of organisational behaviour in specific decision making. The concepts of "politics" and "power plays" in organisations have been traditionally consigned to a secondary status organisation theory; restricted to prescribed deliberations of authority and influence connected to

the offices of an organisational hierarchy (Fischer, 2004, p.6). Fischer (2004) pointed out that where power had been seen as the prerogative of management, limited to the achievement of organisational objectives, the political model was used to assess how power and politics spread within the organisation. The researcher identified such powers as the capacity to establish financial remuneration, the hiring and firing of employees, ability to manage the flow of information, the power to influence normative symbols and possible compulsion.

Lyon (2005), in an empirical study, investigated how associations maintain collaboration where there are no firm legal institutions and governing machinery. Associations used for the study were micro-saving groups, palm oil processing groups and transport associations in the Central Region of Ghana. Forty-six (46) participants including group leaders, members and community members were interviewed. Twenty-two (22) community development workers and government officials in the district and regional levels were also interviewed to determine the forms of control and collaborations among the groups, communities and officials. The findings identified trust and power, based on culturally specific norms as the foundation for control and collaborations that impact individual decisions within the groups. The results of the study further revealed that choices for control and collaboration are formed by a blend of conscious calculations, consistent procedures and absolute agreement or harmony. The paper concluded that the utilisation of power and trust are reliant on comprehending the customs and values of a specific institution.

In assessing the impact of political power of market associations and local government efficiency, Grossman (2014) conducted a study. Eight hundred (800)

market traders, market association officials and local government revenue collectors from the fifty-seven (57) local governments were surveyed by local enumerators in English, Yoruba and pidgin. The study found that the strength of a market depends on the ability of the association to compel or encourage traders to attend weekly market meetings. Again, there is order when the market association is politically powerful and the local government is effective, which allows the market leaders and local government to mutually hold each other accountable. An effective local government can shut down the market and prevent market associations from extreme abuses of power. Grossman (2014) therefore suggested the control of market associations power to minimise the extortion of goods of traders and facilitate effective trading among members for their mutual benefit. He further recommended that policy makers should think carefully before coming out with initiatives to strengthen market leaders especially pertaining to market traders.

Scheiterle and Birner (2020) explored the myth of market queens and power in the Ghanaian markets. Using a qualitative research approach, the researchers sought to gain insight into the market associations and in the dynamics that govern traders' association. In-depth interviews with market queens and traders in the entire country were conducted to empirically assess their role in the market using purposive sampling technique. A total of forty-five (45) markets were visited. They found that market queens do not leverage their power to set market prices but rather provide an informal safety to the market traders. Again, although market women are perceived as powerful and have a strong network, they are neglected in the development of value chain. They highlighted the need to recognise market women organisation as collective action and credit groups which are vital in the value chain.

From the above discussions, findings from the study conducted by Fischer (2004) indicate that the establishment of remuneration and possible compulsion are some of the various means by which power is embedded in communication. The rest are ability to manage the flow of information, the power to influence normative symbols and possible compulsion. Similarly, Lyon (2005) identified the use of culturally specific norms as one of the implicit means of exercising power in communication. This is synonymous with Fischer's (2004) assertion that power is embedded in the use of normative symbols. Grossman (2014) and Scheiterle and Birner (2020) presents two differing views. Grossman's (2014) study revealed the extortion of goods of traders by market associations whereas Scheiterle and Birner's (2020) study indicate that market queens do not use their power to control prices but to ensure the safety and security of their members.

Implicit in the use of communication in organisations is the application of power in either positive or negative manner. This study seeks to examine the power relations embedded in the communication patterns of the Market Traders' Associations. Reviewing literature on communication and power relations will enable the researcher to identify the various means by which power play works in the communication patterns of the Market Traders' Associations.

2.5 Theoretical Framework

According to Littlejohn and Foss (2009), a theory is defined as a combined or comprehensible form of propositions that provide a philosophically consistent picture of a subject. They argue that theories reduce complex experience into a manageable set of concepts and propositions to make for easy understanding. Theories also provide the framework to explain and make sense of data collected. In this study, the theories of media richness, political economy, and Miller's (2012) direction of communication flow have been used to explain and contextualise findings arising out of the research.

2.5.1 Media Richness Theory (MRT)

The media richness theory, propounded by Richard Daft and Robert H. Lengel in 1984 seeks to categorise messages that differ in complexity and meaning. The media richness theory states that individuals constantly exchange needed information but each exchange involves differing levels of equivocality (lack of information) and uncertainty (ambiguity). Equivocality is usually lessened by using richer communication channels such as personal contact, whereas uncertainty on the other hand is lessened by less rich channels such as writing. According to the theory, different media or channels of communication have different levels of richness in the information that they provide. The proponents of the theory identified four criteria to present the richness of a media which are; ability to handle multiple information cues simultaneously, ability to facilitate rapid feedback, ability to establish a personal focus, and the ability to utilise natural focus.

The media richness theory is primarily used to describe and evaluate communication media within organisation in terms of its effectiveness. Media richness describes the density of learning that can be conveyed through a specified communications medium. Face-to-face communication is the richest medium according to MRT because it allows for the simultaneous interpersonal exchange of cues from linguistic content, tone of voice, facial expressions, direction of gaze, gestures, and postures. MRT was developed prior to the rise of electronic communication media in order to help managers in business contexts decide which medium was most effective for communicating a message. Rich media like conversations and phone calls were deemed best for non-routine messages, while lean media like memoranda were considered acceptable for routine messages (Daft & Lengel, 1984). Kahai and Cooper (1999) averred that employing richer communication channels result in better agreement with and acceptance of decisions. More so, Dennis, Kinney and Hung (1999) also established that the use of less rich channels on the other hand, affected performance because arriving at a decision is time consuming but this does not impact the quality of the decision or the performance of the task itself. In the last two decades, media richness has been extended to describe the strengths and weaknesses of new media from email to websites, video conferencing, voicemail, and instant messaging. Media richness deserves to be more widely known because people make choices throughout a day about communications media often without considering the consequences of the choice of medium, and the goodness of fit between the content of a message and the medium through which it is being communicated (Daft & Lengel, 1984).

2.5.2 Direction of Communication Flow

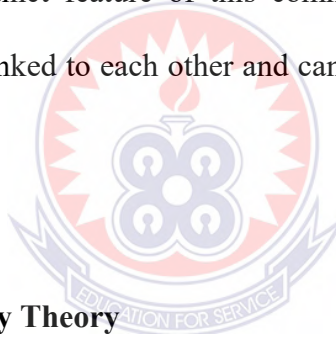
According to Miller (2012), there are a number of possible directions in which communication can flow. The patterns of communication are called flows and are classified according to the direction of interaction in an organisation. Miller (2012) avers that communication can flow vertically upward and downward the organisational chart. It can also flow horizontally and communication can be free-flowing.

Vertical communication is a type of flow of information between members of an organisation who are hierarchically positioned. In vertical communications information or messages flow between or among the subordinates and superiors of the organisation. Vertical communication is the process where information or message flows within the top level of the organisational structure and bottom level of the organisational structure. Downward communication implies communication which flows from the management to the employee, and upward communication flows from the employee to the management.

The communication by top hierarchy with their subordinates is known as downward communication. This communication includes orders, rules, information, policies, instructions, among others. A major advantage of downward communication is that the subordinates get useful and timely information which helps them in their work performance. Upward communication is the reverse of downward communication. In upward communication, information flow from the subordinates to the superiors. This sort of communication helps the superiors in taking decisions.

Horizontal communication is a communication among laterally positioned people at the same level, position, and rank in the organisation. Horizontal communication flows laterally within an organisation. It allows people with similar or same rank in an organisation to collaborate. Schermerhorn, Osborn and Hunt (2002) note that the horizontal pattern of communication encourages dynamic dialoguing, instantaneous information distribution and exchange of ideas.

In the free flow pattern of communication, employees in an organisation are connected to each other, and the information can flow freely from anywhere in the organisation (Miller, 2012). It is the most decentralised form of formal communication. The distinct feature of this communication pattern is that all the people in the group are linked to each other and can freely communicate with anyone they want.



2.5.3 Political Economy Theory

Political economy has been traced to Greek philosophers such as Plato and Aristotle. The term political economy derives from the Greek concept *polis*, which means city or state, and *oikonomos*, which translates as one who manages a household or estate (Keohane, 1995; Musa, Waziri & Peter). Generally, Adam Smith is considered as the father of the political economy (Valdes, 2017). The term however is usually credited to French economist Antoine de Montchrestien who wrote the book *Traité de l'économie politique*, which translates as the *Treaty of the Political Economy* (Millar, 2010). Musa, Waziri and Peter (2014) indicate that political economy is an academic discipline that explores the relationship between market and the state, using methods drawn from economics and political science. They further explain that it is concerned

with how countries are managed taking into consideration both political and economic factors. Political economy is seen as a linkage between economics which is concerned with societal wealth and politics which is the mechanism for capturing power that determines the authoritative allocation of vital societal resources and values (Easton, 1957 as cited in Musa, Waziri & Peter, 2014).

Additionally, Staniland (1985) views political economy as a discipline that deals with policy making and analysis based on the accommodation of factors of production in the process of distribution and consumption of goods and services. From Staniland's (1985) perspective, it was established that there is a relationship between state and society on one hand and society and economy on the other. This means that public issues which give rise to conflict are determined by the authoritative power of the state in the allocation of vital resources for the development of the state (Easton, 1957 as cited in Musa, Waziri & Peter, 2014).

The concept political economy is, however, also considered as a theory studies the relationship between production, trade and the law or the government (Bladen, 2016). It studies the power relations that shift the communication of information. It is concerned with the "interaction of political and economic processes within a society: the distribution of power and wealth between different groups and individuals, and the processes that create, sustain and transform these relationships over time" (Collinson, 2003, p. 3). The theory of political economy studies elite control of economic institutions and try to show how this control affects many other social institutions (Murdock, 1989 as cited in Baran, Davis & Striby, 2012).

According to the theory, different economic groups adhere to their own principles and practice of how the economy should be developed in order to satisfy their political interests. It is basically about economics; and economics is about gains and losses, and how a household is managed. It is the study of how values and power of all kinds are produced, distributed, exchanged and exercised. Thus, the theory of political economy helps in understanding the operation of power and addresses how people get what they want even when others do not want them to get it (Mosco, 2009).

2.6 Relevance of Theories to the Study

The researcher employed the media richness theory in the current study for two major reasons. The first reason is that the media richness theory has been used by other scholars to conduct similar studies on communication channels in organisations. For instance, Amofa (2015) and Nikoi (2014) employed the media richness theory in examining internal communication at the Graphic Communication Group Limited and Ghana Broadcasting Corporation respectively. Secondly, the media richness theory aided in answering research question one (RQ1) which sought to examine the channels of communication of the Market Traders' Associations.

Miller's (2012) direction of communication flow aided in the analysis of research question two (RQ2) which has to do with examining the patterns of communication of the Market Traders' Associations. The concept of communication flow provided the basis for identifying the structural configuration of the Market Traders' Associations.

The political economy theory provides a ground for explaining research question three (RQ3) which investigates the power relations embedded in the communication

patterns of the Market Traders' Associations. The theory of political economy aided in understanding the operations of power and how different Market Traders' Associations adhere to their own principles and practices to satisfy their interest.

2.7 Chapter Summary

The chapter captured facets of studies done on Market Traders' Associations, communication channels, communication patterns, and communication and power relations. These studies were related to my study as they tried to outline some of the communication patterns and channels, and power embedded in communication in an organisation. Based on the research questions, this study is underpinned by Miller's Direction of Communication Flow, Political Economy Theory, and Media Richness Theory. These theories aided in examining the channel of communication, patterns of communication and the power relations embedded in the communication patterns of Market Traders' Associations. These theories were purposely used to explain and analyse the data that was derived in answering research questions and achieving the stated objectives.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methods and strategies employed in data collection and analysis. In doing so, this chapter examines the study's approach, design, sampling technique and sample size, data collection methods, and the procedure used for data collection and analysis.

3.1 Research Approach

This study employed a qualitative research approach. Creswell (2014) has noted that when little information or research is known about a phenomenon, it merits a qualitative approach. The phenomenon under study has been identified as an area little research has been done on and therefore requires a qualitative approach. Qualitative research approach helps researchers to explore and understand the meaning individuals or groups ascribe to a social or human problem (Creswell & Creswell, 2018). This study also seeks to understand the significance and meaning that members of Market Traders' Associations give to their everyday actions and therefore the channels and communication patterns they devise to achieve their goals.

Denzin and Lincoln (2017) also posit that qualitative research involves the adoption of an interpretive and naturalistic approach to research. This means that the qualitative researchers "study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them" (p.3). In tandem with the above, this study was conducted in the natural milieu of participants to

examine the communication patterns and channels of the Market Traders' Associations.

Qualitative research seeks to identify, explore and explain the attitudes, actions, and perceptions of people within a social setting and the meanings the people in the setting make of their actions without subjecting it to rigorous mathematical computations (Lindlof & Taylor, 2017). Qualitative research focuses on gaining in-depth knowledge and delving into the explanations and interpretations of the issues that arise from studying data collected rather than codes and frequencies as with quantitative research. This study therefore, was not subjected to any statistical and frequency interpretations.

Hancock (2002) indicates that qualitative research is concerned with the opinions, experiences, and feelings of individuals producing subjective data. It also describes social phenomena as they occur naturally and no attempt is made to manipulate the situation under study as in the case with experimental research. For this reason, data was collected based on participants own opinions and devoid of manipulations since qualitative research places premium on and prioritises the voice of participants in the research process.

Creswell (2013), Hatch (2002) and Marshall & Rossman (2006) have illustrated some key factors qualitative research must exhibit. They include the researcher being a key instrument in the entire research process. Due to this factor, I was very instrumental in the entire research process. Verifying and cross-checking information, as well as

going through all length to get credible, authentic, and viable facts that were devoid of all personal biases were roles I undertook to successfully complete this research.

3.2 Research Design

A research design is a comprehensive plan or method for obtaining data scientifically (Schaefer, 2004). It is the master plan of research because it indicates how the research is to be conducted. It demonstrates how the major parts of the research – the samples, data collection methods work collectively to address the research questions (Thomas, 2010). Research designs also refer to the processes or tactics of inquiry. Creswell (2014) avers that the selection of a suitable design hinges on the nature of the research, the research problem and questions, personal experiences of the researcher, and the type of audience for the study. Research designs, particularly in qualitative research, include narrative research, phenomenology, grounded theory, ethnography, and case study (Creswell, 2014). This study adopted a case study design.

3.2.1 Case Study

Case study is a design of enquiry in which the researcher develops an in-depth analysis of a case, often a programme, event, activity, process, or one or more individuals (Yin, 2014). A case study also explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information (observations, interviews, audio-visual materials, documents, and reports) and reports a case description and case themes''(Creswell, 2014, p. 97). This design was selected because Wimmer and Dominick (2011) indicate that a case study can be applied if a

researcher is seeking to understand and explain a phenomenon. In the context of this study, the researcher sought to understand and explain the dynamics of communication patterns and channels among Market Traders' Associations in the Kejetia City Market. The case study design, therefore, is resourceful in gathering detailed information on the phenomenon to explain it.

Additionally, a case study is an empirical inquest that examines a phenomenon within its real-life context. According to Yin (2014), the case study approach is especially useful in situations where the context of the events being studied is critical and where the researcher has no control over the events as they unfold. The current study examines the communication patterns and channels among Market Traders' Associations in Ghana, an activity that occurs in the real-life of traders in the Kejetia City Market. Also, the study was conducted within the organisational setting where the researcher did not have control over the unfolding events.

Yin (2014) indicates that there are different types of cases that can be studied. These include single cases, single cases with embedded units, and multiple case studies. The multiple case study was employed for this study. Stake (1995) and Yin (2014) define multiple or collective case study as the examination of cases across multiple sites. This involves the selection of several events or situations to show different perspectives on the issue. A multiple case study enables the researcher to explore differences within and between cases. The goal is to establish findings across cases so comparisons are drawn (Yin, 2014). According to Baxter & Jack (2008) the evidence that is generated from a multiple case study is strong and reliable. On the basis of the views by these scholars (Baxter & Jack, 2008; Yin, 2014), this study sought to

understand and explain the differences and similarities in the Market Traders' Associations under study to make comparisons. Again, the researcher wanted to generate strong and reliable evidence.

3.3 Sampling Technique

The sampling technique in simple terms is the process used by a researcher to select a sample for a study (Sackey, 2020). The right choice of a sampling technique helps researchers to make a methodical connection with communicative phenomena with the least of wasted effort (Lindlof & Taylor, 2017). This means that the sampling technique is important in every research to ensure that data is appropriately collected. Daymon and Holloway (2011) propose that the underlying principle of gaining rich, in-depth information guides the sampling strategies of qualitative researchers. The purpose of the current study was to examine the communication patterns and channels of the Market Traders' Associations. This necessitated the need to select particular Market Traders' Associations for this study. The Cloth Sellers' Association, the *Enye Mahoden* Footwear Seller's Association, the *Steering Committee*, and the Kumasi Metropolitan Assembly were thus selected for this study.

According to Wimmer and Dominic (2011), there are two types of sampling procedures. These are the probability and non-probability sampling procedures. They add that probability sampling employs the use of mathematical rules whereby each unit has an equal chance of being selected. Non-probability sampling, on the other hand, does not follow any mathematical rules. The current study did not use any mathematical rules in the sampling process, therefore, the non-probability sampling procedure was employed. Wimmer and Dominic (2011) note that there are several

types of sampling strategies under the non-probability sampling procedure. These strategies include; convenience sampling, purposive sampling, unqualified volunteer sampling, and snowball sampling (Wimmer & Dominic, 2011). Specifically, the researcher employed a purposive sampling technique. Purposive sampling was adopted to select informants who understood the phenomenon under study and were ready to help with the research.

Creswell (2013) defines purposive sampling as the selection of sites or participants that will help the researcher understand the problem and the research question. Oliver (2013) describes purposive sampling as a form of non-probability sampling in which decisions concerning individuals to be included in the sample are taken by the researcher, based on a variety of criteria which may include participants' knowledge of the research issue, or capacity and willingness to participate in the research. To Wimmer and Dominic (2011), purposive sampling is a non-probability sampling method that purposively selects respondents for a study based on specific characteristics or qualities and eliminates those who fail to meet these criteria.

On the basis of the objectives of the study, the Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association, the Steering Committee and the Kumasi Metropolitan Assembly were purposively sampled for the study. I chose Kejetia City Market because it is the largest market in Ghana and one of the largest in the West African sub-region (Okoye, 2020). I sampled these associations because my focus was on associations that were registered, and well structured and organised (have elected executive body) in the Kejetia Market.

Going by Bernard's (2017) view on purposive sampling, the study employed this technique because the research sought to explain what the study demanded and which people were best suited and willing to provide information from their experience. Also, I sampled informants who had been members of the associations for not less than two (2) years and could best help me understand and explain the phenomenon under study (Creswell, 2014). Lastly, informants who were readily available and had the experience to provide the information needed for answering the researcher's research questions were purposively sampled as explained by Daymon and Holloway (2011).

3.4 Sample

Lindlof and Taylor (2017) argue that sample size is the terra incognita of qualitative sampling strategy. No test or coefficients exist to tell the researcher when the sampling is big enough. Kuzel (2002) posits that there are no rigid rules or guidelines for sample size; generally, qualitative sampling consists of small sampling units studied in depth. Daymon and Holloway (2011) indicate that with qualitative studies the sample size does not necessarily determine the quality of the study. To have in-depth coverage of the phenomena being studied, Ritchie, Lewis, and Elam (2013) argue that it is better to retain depth of a data collection rather than breadth in terms of sample size. Wolcott (1994) also asserts that the wish for a large sample size is rooted in quantitative research where there is a need to generalise. He maintains that rather than enhance qualitative research, a large sample may harm it, as the research is likely to lack the depth and richness of a smaller sample. A small sample allows you to capture participants' specific responses and individual interpretations. This aspect is often lost when large samples are used (Daymon & Holloway, 2011).

In line with the assertions above, a sample size of thirteen (13) was selected for the study. Three (3) executives and two (2) members from each of the associations were interviewed. Again, two (2) members of the Steering Committee and an employee from the Kumasi Metropolitan Assembly (Market Manager) were interviewed. The sample consisted of people from diverse ethnic, religious, and educational backgrounds. This sample size was also taken to allow me to easily record participants' responses and interpretations of the phenomenon. I also chose this sample size because I was interested in gaining in-depth knowledge into the phenomenon under study and not for generalisation as with quantitative research.

3.5 Data Collection Methods

Qualitative researchers characteristically depend on four data collection methods: in-depth interviewing, group discussions, observational methods, and analysing documents and material culture (Marshall & Rossman, 2006; Snape & Spencer, 2003). This study employed observations and interviews as the data collection methods. It employed multiple data sources because Creswell (2013) postulates that such an approach helps in providing suitable information to help achieve the goal of the research of this nature. Creswell's (2013) assertion affirms Patton's (1990) and Yin's (2014) claims that the use of a multiple-methods approach is a good approach in research because they guarantee data credibility.

3.5.1 Observation

According to Wimmer and Dominic (2011), observation happens in the natural environment of the activity being observed and it can offer the researcher rich and refined data. For Hennick, Hutter and Bailey (2011), this method (observation) allows the researcher to situate people's behaviour and actions within their sociocultural context. The observation method enabled the researcher to notice things that ordinarily would not have been identified by other data collection methods. Field observation has been used in many studies on Market Traders' Associations (Danso-Wiredu & Sam, 2019; Ikioda, 2014; Lyon, 2003; Nwankwo, 2012). Observation, according to Helland (1993), is generally seen as an investigative method, in which the researcher constantly confronts theory and assumptions with empirical findings. Wimmer and Dominic (2011) categorise the observation process into two; the degree to which the researcher participates in the activity being studied, and the degree to which the observation is concealed. According to the authors, these categories bring about four approaches to observation.

The first approach is overt observation. With this approach, the researcher whose role is only to observe discloses his identity to the subjects/objects to be observed. The researcher does not participate in the process being observed. The second approach is overt participation. Under this approach, even though the people being observed are aware of the researcher as an observant, the researcher also participates in the activity being studied. The third approach is that of covert observation. This happens when the researcher observes the activity without being noticed by the subjects under observation. The last approach is covert participation. With this, the researcher participates in the activity under study without being identified by the subjects as an

observer. For this study, the researcher was identified as an overt observer because her role was to only observe and she disclosed her identity to the participants to be observed.

3.5.2 Interviews

“Qualitative interviews are the means by which a researcher conducts interviews with participants, either by telephone, face-to-face or via the internet” (Creswell, 2014, p.189). Fetterman (2019) sees interviews as one of the most important data-gathering methods in qualitative research. Face-to-face interview was used in this study. According to Stake (2010), interviews are used by a researcher in situations where the researcher wants to obtain unique information or interpretation held by the participants interviewed. The use of interviews also helps a researcher to find out things that were not easy to find during observation (Stake, 2010). Similarly, this method of data collection was used because I wanted to obtain unique information from the participants and also find out things that were difficult to find during the observation. From the perspective of Braun and Clarke (2018), I formally had a conversation with the participants to gather important information and know their perspectives on the subject under study. “The purpose of an interview is to gather relevant information from key informants through a professional conversation with the aim of getting the informant to share their perspectives as captured in their own language on concepts in relation to a determined topic” (Braun & Clarke, 2018, p.77).

“An in-depth interview provides a detailed background about the reasons respondents give specific answers so that researchers can gather elaborate data concerning respondents’ opinions, values, motivations, recollections, experiences, and feelings”

(Wimmer & Dominick, 2011, p. 139). Thus, the method allows a researcher to probe for detailed information that further explains the issue under investigation. As a result, an in-depth interview was conducted to probe for information from the social actors on the communication patterns, communication channels of the groups under study.

Stake (2010) observes that the interviews ought to be semi-structured and conversational with the interviewer asking probing questions to elicit, clarify and refine the information and interpretation. The interview questions should also not be complicated (Stake, 2010). Lindlof and Taylor (2017) also postulate that a qualitative interview is an event in which the interviewer encourages others to freely articulate their interest and experiences. Using interviews in this study allowed participants to respond freely in their own words to the questions asked. Interviews were conducted with the fourteen (14) participants (three (3) executives and three (3) members of each association) and two members of the Steering Committee to enable me to gain insight into the phenomenon from their perspectives and experiences.

3.6 Data Collection Process

Asiamah (2017) avers that the data collection process is a narration of the various steps, ways, and means through which the researcher applied the various data collection instruments to gather data for the study. The procedures followed to gather data for this study have been discussed as follows:

3.6.1 Observation

The study sought to examine the communication patterns of the Cloth Sellers' Association and *Enye Mahoden* Footwear Sellers' Association in the Kejetia Market. As a result, the monthly meetings of the Cloth Sellers' Association and *Enye Mahoden* Footwear Sellers' Association were observed for two (2) months. Before the observation, the researcher took introductory letters from the Department of Communication and Media Studies at the University of Education, Winneba to negotiate access to the location for this study. The letters were sent to the leaders of the sampled groups to seek permission to use the associations as the case for this study, as advised by Creswell (2013).

3.6.1.1 *Enye Mahoden* Footwear Sellers' Association

After a conversation with the Chairman, he called the Secretary and Vice-Chairman to his shop. They were briefed on the purpose of my presence at the shop. They welcomed the idea and told me to leave my contact with them because they were going to discuss it with the entire executives and seek their opinions. On 16th March 2021, I went to the Chairman of the association who had become my gatekeeper for feedback. He informed me that the entire executives had agreed to allow me access and had asked that I meet them on 19th March 2021. On 18th March 2021 I went back to the Chairman to confirm whether they would hold the meeting or otherwise and also know the time I could report.

The next day which was 19th March 2021 at 3:00 pm, I reported at the site (location) because I was informed by the gatekeeper that the meeting would start at 4:00 pm. I reported an hour earlier because I did not want to be late for the meeting. The meeting

was held at the forecourt of the *City Market Extension* (location of footwear sellers) of the Kejetia Market. At exactly 4:05 pm, the meeting started. I was introduced to the members of the Association by the Chairman. I was then asked to brief members of the Association about the purpose of my study. I did so; and there were follow up questions after my presentation. Twi was the mode of communication at their meetings. The meetings of the Association are held on the third Friday of every month. In all, I had two (2) observation meetings with the Association, one in March and the other in April. Owing to COVID-19, most of their meetings were held virtually. As suggested by Creswell (2013), I recorded data without direct involvement in the activities of the Association. Being mindful of my role as an overt observer, I ensured that I did not in any way interfere with the activities and interactions during the observation (Hennick et al., 2011). I recorded the events of the observation in a field note to aid in the data analysis.

3.6.1.2 Cloth Sellers' Association

On 15th March 2021, an introductory letter was submitted to the Queen Mother of the Cloth Sellers' Association to negotiate access into the site. I was told that she could not take the decision all alone, and so we went to see the President in his shop. The President similarly asked me to leave the letter with him, and that a decision would be taken on it. I was asked to leave my contact on the letter. Here, the Queen Mother was my gatekeeper. I told her the kind of information I needed. On Sunday, 21st March 2021, I received a call from the President informing me that there was going to be an emergency meeting on 22nd March 2021. This is because there was going to be a press conference at the market and the executives needed to meet with their members. On Monday at exactly 2:00 pm, the meeting began. It was held at the canteen located on

the last floor of the market. I was briefly introduced to the members and told them about the purpose of my study. The time given to me to talk was very short since it was an emergency meeting. During the meeting, I was an overt observer. I sat quietly to observe what was happening and took notes of the salient occurrences. The meetings of the association are held on the last Friday of every month and mostly virtually due to the scare of COVID-19. I was not allowed access to their WhatsApp platform to know what happens over there. The field observation with this Association also consisted of a total of two (2) meetings (March and April).

3.6.2 Interviews

Before the interviews, as advised by Creswell (2013), permission was sought from the executives of the Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association, Kumasi Metropolitan Assembly, and the Steering Committee to allow the researcher to interview some selected respondents for this study. An introductory letter was obtained from the Department of Communication and Media Studies and was sent to the Kumasi Metropolitan Assembly on 3rd March, 2021 to negotiate access to the location. On 9th March, 2021, the Metropolitan Coordinating Director wrote a minute on the letter and directed me to the office of the Market Manager in the Kejetia City Market who is a staff of the Kumasi Metropolitan Assembly. After several phone calls with the leaders of the sampled groups, interview dates and time were agreed upon by the researcher and the interviewees. The interviews followed an unstructured pattern. They were conducted in the field. I adopted the face-to-face format for all the interviews. All the interviews lasted between ten (10) to thirty-five (35) minutes. All the interviews were conducted in Asante Twi (mode of

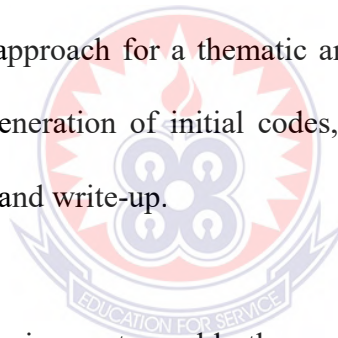
communication) with the exception of the one conducted with the Market Manager which was in English. These languages were chosen because they were perfectly and well understood by the interviewees. The questions asked were free of ambiguities and gave room for participants to also bring on new ideas. The questions were also proofread by my supervisor and we both ensured that the identities of the interviewees were anonymised. Participants had the free will to seek clarifications on questions that were not properly understood and further explanations were given.

Before the interaction with each interviewee, I introduced myself to participants and brought to their attention the purpose of my study, asked questions as well as sought clarifications for things that I had heard and observed. Responses from these interviews were recorded in my field note. There were often some distractions from the usual hustle and bustle of the market scenario (hawkers calling for attention) which were distracting the interview. The interviewees and I had to sometimes shout to get our ideas across to each other. Sometimes, I had to pause the interview session for a while because the interviewee had to attend to customers and some other important matters. These breaks usually took not more than five (5) minutes for the interview session to be continued. The interview also took into consideration the demographics of the interviewees including age, ethnic background, and educational background. I also paid keen attention to their mannerisms and reactions during the interview. Patton (2002) advises that “no matter what style of interviewing you use and no matter how carefully you word questions, it all comes to naught if you fail to capture the actual words of the person being interviewed” (p.380). In line with this assertion, I sought the permission of the participants to record and assured them of confidentiality. I used my TECNO CAMON 12 and SAMSUNG GALAXY A12

mobile phones to record everything discussed and captured participants' nonverbal expressions during the discussions.

3.7 Data Analysis

Data analysis is the process of labeling and breaking down raw data and reconstituting them into patterns, themes, concepts and propositions (Braun & Clarke, 2018). In order to make sense of the bulk of data gathered from this study, it was important to analyse the data by way of themes. In line with this, the data analysis was done to draw patterns and themes from the data collected. The data analysis started from the observations and was followed by interviews. This study employed Braun and Clarke's (2018) six-step approach for a thematic analysis. This comprises becoming familiar with the data, generation of initial codes, searching for themes, reviewing themes, defining themes, and write-up.



The first step of the analysis was to enable the researcher to familiarise herself with the data. The recorded interviews were forwarded to an expert in the Twi language from the Akan-Nzema Department of the College of Languages Education, Ajumako to transcribe and translate the interviews to the English language. After the transcription process, I read through the field notes and interview transcripts to identify descriptive issues severally and checked whether the transcription was verbatim. I did this by playing the tapes back and forth to get exactly the responses given by the interviewees during the interview session. This was done to identify trends and patterns that frequently occurred in the data. It also helped to locate in-depth and direct quotes given by participants to support the detailed descriptions during the discussions of specific research questions. All irrelevant responses and

aspects of the documents were either merged or discarded to make the data whole and relevant for further analysis.

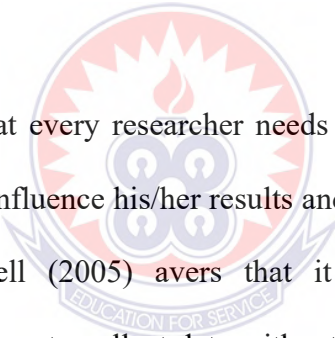
The second stage involved the coding of all relevant data. Participants were assigned codes to ensure anonymity. Data coding creates categories which allow for further interpretations, and generation of theoretical understanding of the phenomenon being studied (Braun & Clarke, 2018). I was able to immerse myself in the data by conducting thorough iterative and repeated readings (Braun & Clarke, 2018), to familiarise myself with the information, and categorise the findings under some identified codes in order to generate the themes. At step three, the researcher identified important themes that emerged from the data and noted them down. Words and phrases seen as relevant to the study were highlighted for later use. In step four, the researcher generated themes from the data using the coding process and reviewed the themes coded logically. I put all the data collected into themes. The inductive type of thematic data analysis where the researcher does not try to fit the data into any form of preconceived analysis or pre-existing coding frame (Braun & Clark, 2006) was used for this study. In step five, the researcher categorised the themes that represented the findings from the participants within and across the selected case study sites.

I did the analysis based on Sunday's (n.d.) assertion on data analysis which states that the researcher moves away from the data that have been collected, and rather delve into some form of explanation, understanding, or interpretation of the people and situations under investigation. Interpretations of findings were also based on concepts

and theories so that meanings could be from responses of informants. Direct quotes were also used to support the interpretations and discussions.

I would like to state that I have never worked in any of the groups under study before. Therefore, I have no preconceived idea about the communication patterns and channels among the Market Traders' Associations which could have affected how the data were analysed and interpreted. I also found it necessary to address some of the anticipated moral concerns that could arise as part of the conduct of the study. These are discussed below.

3.8 Ethical Issues



Creswell (2014) states that every researcher needs to anticipate some of the ethical issues that could arise to influence his/her results and then work carefully to minimise their occurrence. Creswell (2005) avers that it is unethical to enter into an organisation or social groups to collect data without permission from the gatekeepers of the organisation. Ethics, according to Jennings (2003), is a branch of philosophy that seeks to address questions of morality. Furthermore, since research involves collecting data from people, a researcher needs to demonstrate a high level of objectivity and sensitivity to develop trust, promote the integrity of the research, and guard against misconduct and impropriety (Creswell, 2014). Bowen (2009) also indicates that ethical issues in research concern personal disclosure, authenticity, and credibility of a research report by demonstrating a high level of objectivity and sensitivity in the protection of research participants. Following Bowen's (2009) assertions, Fouka and Mantzorou (2011) also add that confidentiality and anonymity are closely linked to rights of beneficence and respect for dignity and fidelity of

participants in every research. In other words, the participants of every study have the right to the protection of their identity as well as information.

The current study ensured that research participants' autonomy, well-being, safety, and dignity were protected. For this reason, only participants who agreed to participate in the study were interviewed. Participants for the study were informed about the study, assured of their confidentiality before the researcher embarked on the data collection process. Participants were accorded the maximum respect throughout the study. They chose freely to engage in the research. They also had the option to opt out the study at anytime they felt uncomfortable in the interviewing process. I sought the consent of the participants before all recordings were made. I was as objective as possible and also did not in any way, knowingly, misrepresented or attempted to alter the participant's responses. All private issues that were discussed were kept highly confidential except those that were relevant to the study and needed to be known because I was dealing with confidentiality.

In ensuring anonymity, the names of the participants were not in any way disclosed. They were rather represented with alphanumeric codes. The following were the codes for the interviewees of the Cloth Sellers' Association: CSA R1 (Cloth Sellers' Association Respondent 1); CSA R2 (Cloth Sellers' Association Respondent 2); CSA R3 (Cloth Sellers' Association Respondent 3); CSA R4 (Cloth Sellers' Association Respondent 4); CSA R5 (Cloth Sellers' Association Respondent 5). The codes for the *Enye Mahoden* Footwear Sellers' Association were: EFSA R1 (*Enye Mahoden* Footwear Sellers' Association Respondent 1); EFSA R2 (*Enye Mahoden* Footwear Sellers' Association Respondent 2); EFSA R3 (*Enye Mahoden* Footwear Sellers' Association Respondent 3).

Association Respondent 3); EFSA R4 (*Enye Mahoden* Footwear Sellers' Association Respondent 4); EFSA R5 (*Enye Mahoden* Footwear Sellers' Association Respondent 5). The participants of the Steering Committee were assigned these codes: SC R1 (Steering Committee Respondent 1) and SC R2 (Steering Committee Respondent 2). The code assigned to the participant of the Kumasi Metropolitan Assembly was KMA R1.

3.9 Trustworthiness

According to Shenton (2004), the idea of trustworthiness of an empirical research is to ensure that data produced is not influenced by the researcher's biases which in essence could affect the findings of a study. Lincoln and Guba (2000) also assert that ensuring the internal validity of any research is one of the most important factors of establishing its trustworthiness. The trustworthiness of any social science research could be established from the data collection procedure employed. Creswell and Creswell (2018) propose eight (8) verification procedures or strategies for testing the trustworthiness of data. This comprises prolonged engagement and persistent observation, triangulation, peer review and debriefing, negative case analysis, clarifying researcher bias, member checking, providing opportunities for external auditing, and rich thick description. Creswell and Creswell (2018) add that qualitative researchers could adopt a minimum of two strategies in a particular study. In this study, I used four of the proposed verification strategies consisting of peer review and debriefing, member checking, triangulation, and rich thick descriptions of data.

I conducted series of peer review and debriefing activities with my supervisor and some colleague graduate students who also offered to place their knowledge at my disposal. The interview data were periodically checked and assessed critically by

lecturers, colleague graduate students, and research assistants during weekly seminar presentations in my Department. Another way the researcher legitimises the findings of the data collected was the use of the member checking strategy. This is where the researcher returns the manuscripts from the interviews to the participants to confirm if their accounts in the data collection interactions were accurately captured by the researcher. I returned the interview transcripts that were extracted from the recorded audio to the traders who participated in the interview to confirm if the data correspond to the responses they gave. They went through it all and confirmed that indeed those were a true representation of their responses.

Again, the study adopted observations and interviews as data collection methods for triangulation purposes which are in line with Riemer's (2012) argument that to increase the validity and trustworthiness of the findings, qualitative researchers must use multiple data sources and methods of data collection. Thus, after gathering data from the observation, interviews were conducted with members of the Cloth Sellers' Association, *Enye Mahoden* Footwear Sellers' Association, Steering Committee and Kumasi Metropolitan Assembly. I subjected the analysis of data to rich and thick descriptions and grounded the arguments with excerpts from data to make discussions more engaging. Records of all the protocols such as the dates, time, and location for the fieldwork were documented.

3.10 Chapter Summary

The chapter focused on the procedures and processes that were employed to collect data for the research. The research employed a qualitative approach fixed on a case study design to examine the communication patterns and channels of the Cloth

Sellers' Association, *Enye Mahoden* Footwear Sellers' Association and Steering Committee. Multiple data collection methods including observation and interviews were used to collect data from the field. Again, rationalisation was given for each choice of method used. The research work was built on confidentiality, anonymity, informed, and voluntary consent. In sum, the chapter explicates research approach, research design, sampling technique and size, data collection method, data collection process, method of data analysis, ethical issues, and trustworthiness.



CHAPTER FOUR

FINDINGS AND ANALYSIS

4.0 Introduction

This chapter presents detailed discussions of findings from the data collected through observations and interviews on the channels of communication, the patterns of communication, and the power relations embedded in the communication patterns of the Market Traders' Associations in the Kejetia City Market. For ease of analysis and interpretation, the data derived was simplified into thematic areas within each location (site) of the study. Each theme was thoroughly described and critically analysed using the theories of media richness, political economy and Miller's (2012) direction of communication flow and the literature reviewed in chapter two (2). For anonymity and confidentiality, informants were represented with alpha numeric codes such as CSA R1. Below are the research questions that guided the data collection:

1. What are the channels of communication among the Market Traders' Associations in the Kejetia City Market?
2. What are the patterns of communication among the Market Traders' Associations in the Kejetia City Market?
3. What are the power relations embedded in the communication patterns of the Market Traders' Associations in the Kejetia City Market?

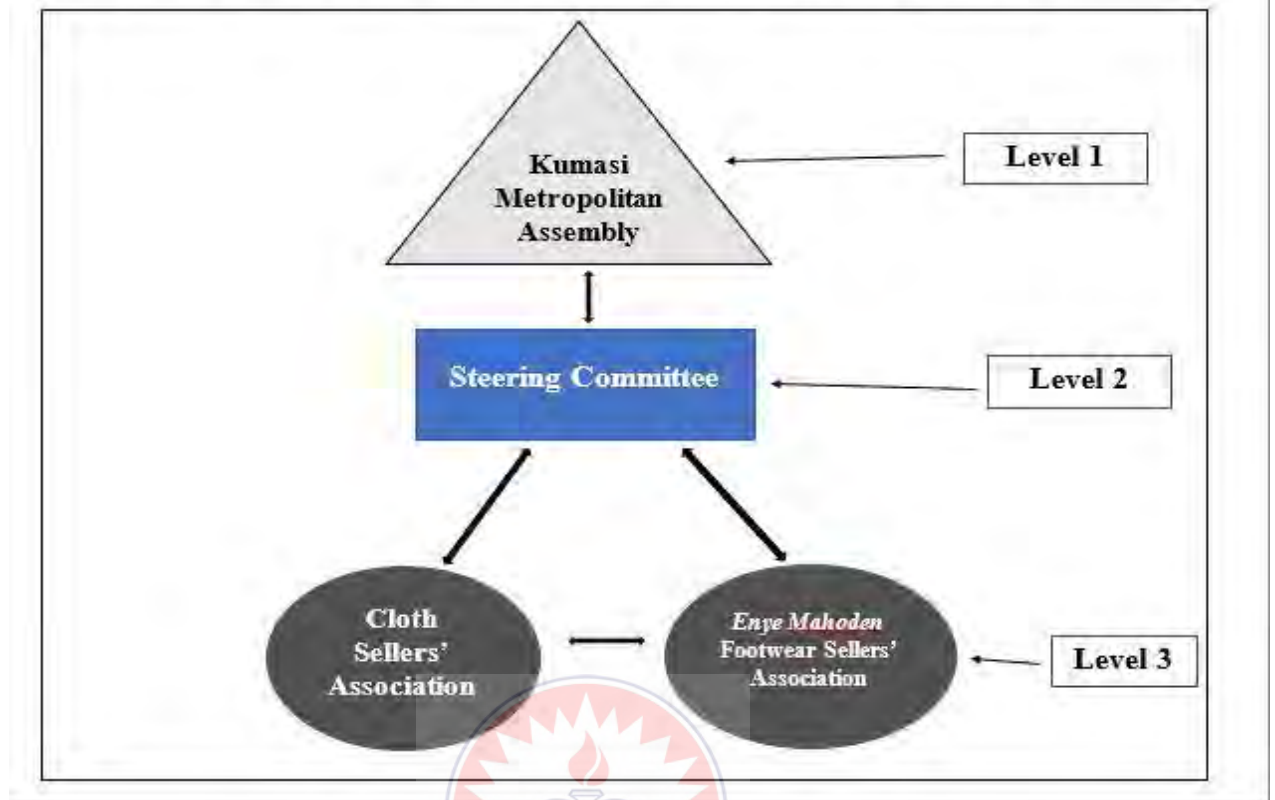
4.1 Levels of Communication in the Kejetia City Market

Figure 4.1 below depicts the structure of the levels of communication in the Kejetia City Market. There are three (3) levels of communication in the Kejetia City Market.

Level 1 is the communication between the KMA and the Steering Committee. Often than not, the communication goes both ways as the arrows have shown. The Steering Committee can take initiatives on their own and communicate their decisions or concerns to the Assembly. When the Assembly also wants to reach the Associations, they (Assembly) communicate it through the Steering Committee.

Level 2 is the Steering Committee. At level 2, there is communication from and to the Steering Committee. The communication cut both ways. When a particular Association wants to communicate with the Steering Committee, it does not necessarily have to go through the other Associations. Members of the Association reach the Steering Committee through their executives. The Steering Committee also communicates with the Associations directly.

The Associations communicates to the Steering Committee and the Committee also communicates to the Associations. Level 3 is the communication between the two Associations. Each of the Associations has executives and members. At level 3, the communication occurs within the two Associations and among the Associations. Each of the Association communicates its decision to the Steering Committee. Figure 4.1 below illustrates the structure of the levels of communication in the Kejetia City Market.

Figure 4.1 Levels of Communication in The Kejetia City Market

Source: Researcher's Construct

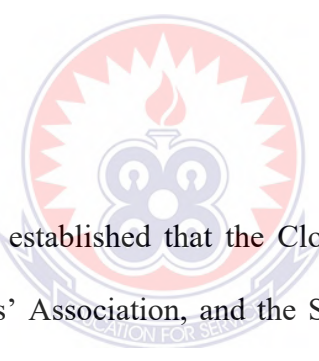
4.2 RQ1. What are the channels of communication among the Market Traders' Associations in the Kejetia City Market?

Berger (2008) notes that a communication channel is a medium for transmitting and receiving information. Sanina, Balashov, Rubtcova and Satinsky (2017) indicate that specific channel(s) may be chosen and employed depending on the communication situation, the information task, and urgency of the message. The first research question in this study sought to examine the channels of communications of the selected Market Traders' Associations in the Kejetia City Market. In examining the channels of communication, the researcher considered two things. She, first, identified

the channels of communication the Associations used and secondly looked at why they used such channels.

From the data gathered, the following themes were generated to answer the research question: WhatsApp, Face-to-Face Meeting, Letters, Telephone Conversation, Gong and Grapevine. The multiplicity of communication channels employed is an indication that organisations now frequently combine a lot of communication channels (Boczkowsky & Orlikowski, 2004; Dennis, Fuller & Valacich, 2008). Using the media richness theory (Daft & Lengel, 1984), these themes are examined to explain the channels of communication of the Market Traders' Associations.

4.2.1 WhatsApp

The logo of the University of Education, Winneba, is a circular emblem. It features a central lamp with a flame, set against a background of a sunburst. The lamp is flanked by two stylized figures. Below the lamp, the text 'UNIVERSITY OF EDUCATION' is visible, and at the bottom, 'WISDOM BEGETS KNOWLEDGE' is written in a banner.

Analysis of data gathered established that the Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association, and the Steering Committee of the Kejetia City Market used WhatsApp as one of the channels of communication. The key indicator was that the Associations have created WhatsApp groups that are used to disseminate information to their members and executives. To put this into perspective, the researcher's analysis of data from the interviews and observations revealed that the WhatsApp provides communication opportunity for anyone who installed the application on a smartphone with internet connectivity.

The data revealed that some participants from the Cloth Sellers' Association preferred the WhatsApp channel of communication to the others. This was what CSA R5 said in an interview with the researcher:

...Errm [t]da a, y[ne ekuo yi executives no kasa w] *WhatsApp* so. S[wow] *smartphone* nkoara a, wo betumi ne *executives* no mu biara akasa w] h]. Me *personally*, [y[a, mep[*WhatsApp* sene s[m[y[*call*... (CSA R5)

This translates:

...Errm sometimes we communicate with the executives of this association through WhatsApp. If only you have a smartphone, you can communicate with any of the executives. I personally prefer using WhatsApp to making calls... (CSA R5)

SC R1 also articulated:

...Oh *Steering Committee* yi w] *WhatsApp platform*. *Association heads* nyinaa w] *saa platform* no so. [t]da a, y[de *information* to y[n *WhatsApp group* no mu. *Apart from* s[*Steering Committee* no ne *association heads* no kasa w] *WhatsApp* no... *Committee members* no nkoara w] *WhatsApp* so a y[di nk]m] w] *group* no mu... (SC R1)

This translates:

...Oh the Steering Committee has a WhatsApp platform. All heads of the Market Traders' Associations are on the platform. Sometimes, we paste information in our WhatsApp group. Apart from the fact that the Steering Committee and the heads of the associations communicate through WhatsApp... The members of the committee (Steering Committee) have a WhatsApp platform that we communicate in the group... (SC R1)

The data revealed that WhatsApp was more prevalent at level 2 and level 3. At level 3, the two Associations used WhatsApp to communicate among themselves because they had created WhatsApp group platforms. The WhatsApp channel allowed the executives of the two Associations to connect with their members and members to

connect with the executives and other members on their smartphone. It must be emphasised that while all the other constituent groups had group WhatsApp platforms, the study discovered that the KMA had nothing of the sort. Even though the KMA still communicated via WhatsApp to the other groups it appears KMA did not have a group page per se.

At level 2, the Steering Committee had a group and whatever information they received from the KMA was routed through it to members. If the Associations receive any message from the Steering Committee, they put it on the platforms of the two Associations for their members. The WhatsApp became the preferred mode owing to its ability to “store” and deliver even when there was poor network connectivity.

The researcher in her quest to ascertain the reasons for the two Associations recent frequent usage of the WhatsApp found that it was as a result of the scare of the corona virus pandemic. Members and executives of the two Associations had resorted to the use of the WhatsApp app because majority of the traders were not coming to the market during lockdown and so they could not have their usual meetings. For instance, CSA R1 narrated:

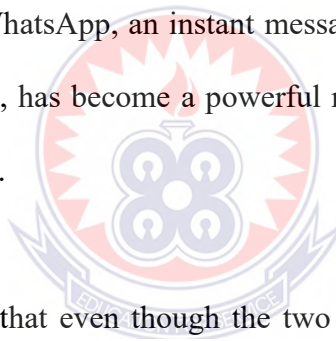
...Y[w] *WhatsApp group* a y[tumi de asem toso ne y[n *members* kasa w] so. Obiara a [w] ntoma kuo yi mu a [w] *smartphone* biara w] y[n *WhatsApp group* no so. *WhatsApp* no ho b[hiaa yie w] lockdown no mu [ber[a *COVID-19* baa Ghana ha no. *Information* biara a na y[p[s[y[ka kyer[y[n *members* no, na y[de fa *WhatsApp group* h]... (CSA R1)

This translates:

...We have a WhatsApp group that we post information to communicate with our members. Everyone in the Cloth Sellers’

Association who owns a smartphone is in our WhatsApp group. WhatsApp became very essential during lockdown as a result of COVID-19. Every information that we wanted to give to our members was relayed through our WhatsApp group... (CSA R1)

The finding revealed that due to the scare of the COVID-19 pandemic, the two Associations had lately resorted to using WhatsApp for information dissemination frequently. This was aimed at curbing the spread of the corona virus. Majority of the traders in the associations were not able to come to the market especially during lockdown, so the executives were communicating with their members in the WhatsApp group. This finding reinforces Wong, Ho, Olusanya, Antonini and Lyness (2020) declaration that WhatsApp, an instant messaging app already commonly used for social communication, has become a powerful repository for sharing information during the COVID-19 era.



The researcher observed that even though the two Associations used the WhatsApp platform to disseminate information in their WhatsApp groups, it was the audio (voice recording) and video files that were predominantly used while written expressions were rarely shared during communication. The members of the *Enye Mahoden* Footwear Sellers' Association had little use of the text message option. This is evident in the diagram below as shown in Figure 4.2.

For example, EFSA R4 remarked:

...*Executives* no ate *WhatsApp* group ama y[n. S[wop[s[woka asem kyer[ekuo mpaninfo] anaa s[wo ne ekuo mma no ky[biribi na mpo wontumi ntwer[a, [no ara ne s[wo b[mia *recording* h] w] *group* no mu na woaka w'asem. S[wobetumi atwer[nso a, na woatwer[...(EFSA R4)

This translates:

...The executives have created a WhatsApp group for us. If you want to say something to the executives or share some relevant information with the members of the group and you are unable to write, you just need to click on the on audio recording button in the WhatsApp group to present your submission. If you can type, then you type... (EFSA R4)

The data showed that members and executives of the *Enye Mahoden* Footwear Sellers' Association exchange images, videos, audio files and messages on their WhatsApp platform. Majority of the traders have not gone far in school and so if someone typed something in the WhatsApp group and it was considered relevant, the executives then made an audio or video recording of the message for those who are unable to read. This finding confirms Barhoumi's (2015) assertion that WhatsApp allows users to exchange images, videos, audio or written messages. Kumari and Mittal (2017) corroborate Barhoumi's (2015) claim by noting that Whatsapp aids in the dissemination of messages, exchange of images, audio and video files with people.

The data revealed that WhatsApp created the enabling environment that allowed executives and members of the two Associations to share information and exchange ideas. This finding confirms Ferreira-Meyers and Martins (2020) affirmation that WhatsApp does not only promotes cooperation, because everyone is producing their own material for sharing in the group, but it also promotes collaboration, as knowledge is being created by a group through discussion in shared construction. These findings are consistent with the media richness theory which classifies

WhatsApp as an electronic communication channel which is medium rich since it provides multiple cues and a direct mechanism for immediate feedback when the sender has the attention of the receiver (Daft & Lengel, 1984).

Figure 4.2 Screenshot of the *Enye Mahoden* Footwear Sellers' WhatsApp Platform



Source: Fieldwork, 2021

4.2.2 Face-To-Face Meetings

Face-to-face meeting is the distinction of being able to see the other party or parties in a conversation (Mallen, Day & Green, 2003). It allows for a better exchange of

information since both speaker and listener are able to see and interpret body language and facial expressions. The data from the interviews and observations disclosed that the two Associations hold face-to-face meetings with their members to discuss issues relating to the Association and the market as a whole.

Also, the KMA holds monthly meetings with the Steering Committee members. Aside these monthly meetings, the KMA also meet the Steering Committee members when need be. Thus KMA R1 indicated that:

...We usually have monthly face-to-face meetings with them. We also hold adhoc meetings as and when issues come up. There are a lot of people in the market so issues come up everyday. So as and when it comes, we quickly meet with the Steering Committee first for us to resolve it before it is communicated to the executives of the Market Traders' Associations and then to their members so that is what we do... (KMA R1)

The data further indicated that the meetings between the KMA and the Steering Committee determined how often the committee also met with the association executives to pass on information from the KMA to the leaders of the Associations. Sometimes the leaders also request to meet with the Steering Committee to communicate the grievances of their members to be forwarded to the KMA for redress. SC R2 affirmed:

...*Steering Committee no taa ne associations leaders no y] meetings na w]n adi nk]m] afa y[n decisions na y'atie w]n concerns nso. Leaders a [da associations no ano nso ne w]n members no discuss y[n gyinae no na w]n a report ama committee no. leaders no nso tumi ba y[n nky[n [t]da a ne y[n b[discuss issues a [kyere w]n adwene so...* (SC R2)

This translates:

...The Steering Committee holds regular meetings with the leaders of the Market Traders' Associations to communicate our decisions to them and also listen to their concerns. The leaders of the Market Traders' Associations then discuss the decisions with their members and further report to the Steering committee. The leaders also come to us occasionally to discuss issues bothering them... (SC R2)

The data established that the face-to-face channel of communication takes place at all the levels of communication in Figure 4.1. At level 3, each of the two Associations had their respective scheduled meetings. At level 2 the Steering Committee also had meeting times. The KMA and the Steering Committee had their respective scheduled meetings. This finding corroborates Shepherd's (2005) assertion that meetings of Traders' Associations are attended by representatives from each group, who are responsible for communicating decisions to their group members. This further supports Nwankwo (2012) claim that most associations work closely with their markets' management, and relationship between associations and those running the market (committees set up by the central executives) are generally reported to be good. The data also established that Market Traders' Associations were formed so as to have a common voice and fight for what is due its members. The association leaders indicated that fighting an individual cause might not be effective but coming together as a group could achieve the necessary results. The meetings of the two Associations are shown in Figures 4.3 and 4.4 below:

Figure 4.3 Meeting of the Cloth Sellers' Association



Source: Fieldwork, 2021

A participant from the Cloth Sellers' Association articulated that:

...Edwam ha de[, meetings paa ara na y[y]. Botae nti a y[y] saa meetings no ne s[s[biribi ha ekuoba bi a, wobetumi aka w] y[n meetings no ase na emuae[biara no nipa no nsa aka. Yey] meetings toatoa adwene w] y[n adwadie dwumadie yi ho... (CSA R3)

This translates:

...In this market, we usually have meetings. The reason why we have those meetings is that when a member of the association is bothered about something, he/she can voice it out during the face-to-face meeting and if there is any solution, the person receives. We have meetings to discuss our trading activities... (CSA R3)

Views gathered here, namely from interviews and observations suggest that numerous benefits such as support for social events in the death of a member's parents or him/herself, among others are derived from being a member of the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association. As a result, the Market Traders' Associations call for meetings to discuss such issues. For example, EFSA R1 posited that:

...Y[k] meetings a, members adwene no a w]b[ka no, nea dodo] b[ka no na y[b]fa. For example, [nnora wobaa meeting no, na y[se y[rek] ayie a y[w] miles dodo] a [s[s[y[k]. Nti no wo hunuu s[y[k] propose 50 miles, 40 miles [na y[bisaa w]n s[, [mu de[[w] hene na y[mfa. S[ekuoba bi ho ka a, y[fr[meeting de to obiara anim... (EFSA R1)

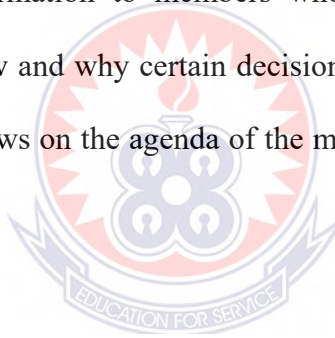
This translates:

...When we attend meetings, what the majority of members say is the decision that we will take. For example, when you attended the meeting yesterday, we were saying that when we are attending a funeral, we have maximum miles that we are to travel. So you observed that we proposed 50 miles, 40 miles and we asked them which we should take. If a member of the association gets a problem, we call for a meeting to inform everyone... (EFSA R1)

Face-to-face meeting of the Market Traders' Associations occur in a physical setting with the members present in the same physical space to discuss issues and make decisions. This physical meeting space for the Cloth Sellers' Association and the *Enye Mahoden* Footwear Association were a restaurant and an open space (forecourt of the second floor) respectively. The two Associations had one monthly scheduled meeting each. Sometimes, the Associations meet as the need arises. Apart from the data from

the observations at the face-to-face meetings, the members of the two Associations also confirmed some of the responses given by the interview participants. The researcher observed that the meeting procedures of the two Associations follow a particular pattern as described below:

The leaders, specifically the Queen Mother and the Chairman of the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association respectively, stated the objectives of the meeting in the very beginning so that all members of the Associations were clear with the purpose of the meeting. The minutes of the previous meetings were read by the secretaries of the two Associations. The minutes were aimed at providing information to members who were not present the previous meeting and clarified how and why certain decisions were made. The members were expected to give their views on the agenda of the meeting so that some solid decision could be taken instantly.



The researcher observed that members were able to express themselves better during the face-to-face meetings and this aided in the deliberations, and enabled them to make concrete decisions and take the necessary actions to implement them. This finding reinforces the view by Abell and Codd (2003) that choosing the right communication channel is a way to influence the right people in business and aid in the establishment of a credible platform to negotiate. This also confirms Ikioda (2014) assertion that despite Market Traders' Associations unwritten rules, they ensure that traders regularly interact through face-to-face monthly meetings to share ideas about what works, report and sanction deviant traders and collectively discuss ways to regulate pricing and promote unity. Ikioda (2014) further indicates that through

regular monthly meetings and interactions between all commodity group representatives and the association's leaderships, there were debates and discussions about infrastructural development, among others.

These findings are in line with the media richness theory which identified the face-to-face communication as the richest medium because it allows for the simultaneous interpersonal exchange of cues from linguistic content, tone of voice, facial expressions, direction of gaze, gestures, and postures (Daft & Lengel, 1984). Kahai and Cooper (1999) further stressed that employing richer communication channels result in better agreement with and acceptance of decisions.

Figure 4.4 Meeting of the *Enye Mahoden* Footwear Sellers' Association



Source: Fieldwork, 2021

4.2.3 Letters

Written communication is the primary channel of information transmission using letters, memos and reports, among others, and mostly used for official purposes (Bikram, Kalyani, Rath, Susmita & Saveeta, 2010). Letters as a channel of communication was another theme that emerged from the analysis. The scholars (Bikram et al., 2010) noted that the main purpose of letters as a means of communication in the business world is to inform, request, persuade and maintain relationships. The indicator for this theme is the use of letters as a means of communication among the groups under study.

The participants admitted in the interview responses that although using letters as a means of communication can sometimes be cumbersome and prone to bureaucracy, they believe that information in writing is more legal, valid and binding than the spoken words. The participant from the KMA stated:

...We are a big organisation so our main channel for formal communication with our stakeholders is the written letter. As a governing body that regulates the activities of all markets in the Kumasi Metropolis, we enact by-laws and formulate policies... Since this information legally binds our stakeholders, we use written letters to communicate such information to indicate their authenticity and validity... (KMA R1)

Another participant from the steering committee also noted in the interview response that:

...Y[ne *KMA communication* taa y[*formal* a [kyer[s[w]n use *letters* de ne y[n *communicate*. Saa *letters* no na mp[n pii w]n de

inform y[n fa market by-laws, policies... Y[san nya information firi w]n h] fa letters mu a w]n atwer[fa shop allocations ne general decisions a KMA afa [fa edwa no ho...(SC R2)

This translates:

...Our communication with the KMA is usually formal, which means that they use written letters to communicate with us. These letters mostly inform us about market by-laws, policies... We also receive information from them through written letters on shop allocations and general decisions of the KMA concerning the market... (SC R2)

The researcher discovered that the two Associations also utilised letters in their internal operations. For instance when seeking for credit for their members, they write letters to financial institutions for loans at a favourable interest rate. For example, a participant explained:

...S[y[y[association yi, y[ne banks di nkitaho p[mmoa w] sika afa mu. S[y[n nsa b[ka bosea y[mfaso] a members nya w] ekuo no mu. Ne saa nti, y[twer[letter k] financial institutions k] p[w]n mmoa... (CSA R3)

This translates:

...As an association, we engage some banks for financial assistance. Access to loans is a benefit to members of the group. As a result, we write letters to these financial institutions for their support...(CSA R3)

A participant from the *Enye Mahoden* Footwear Sellers' Association also remarked:

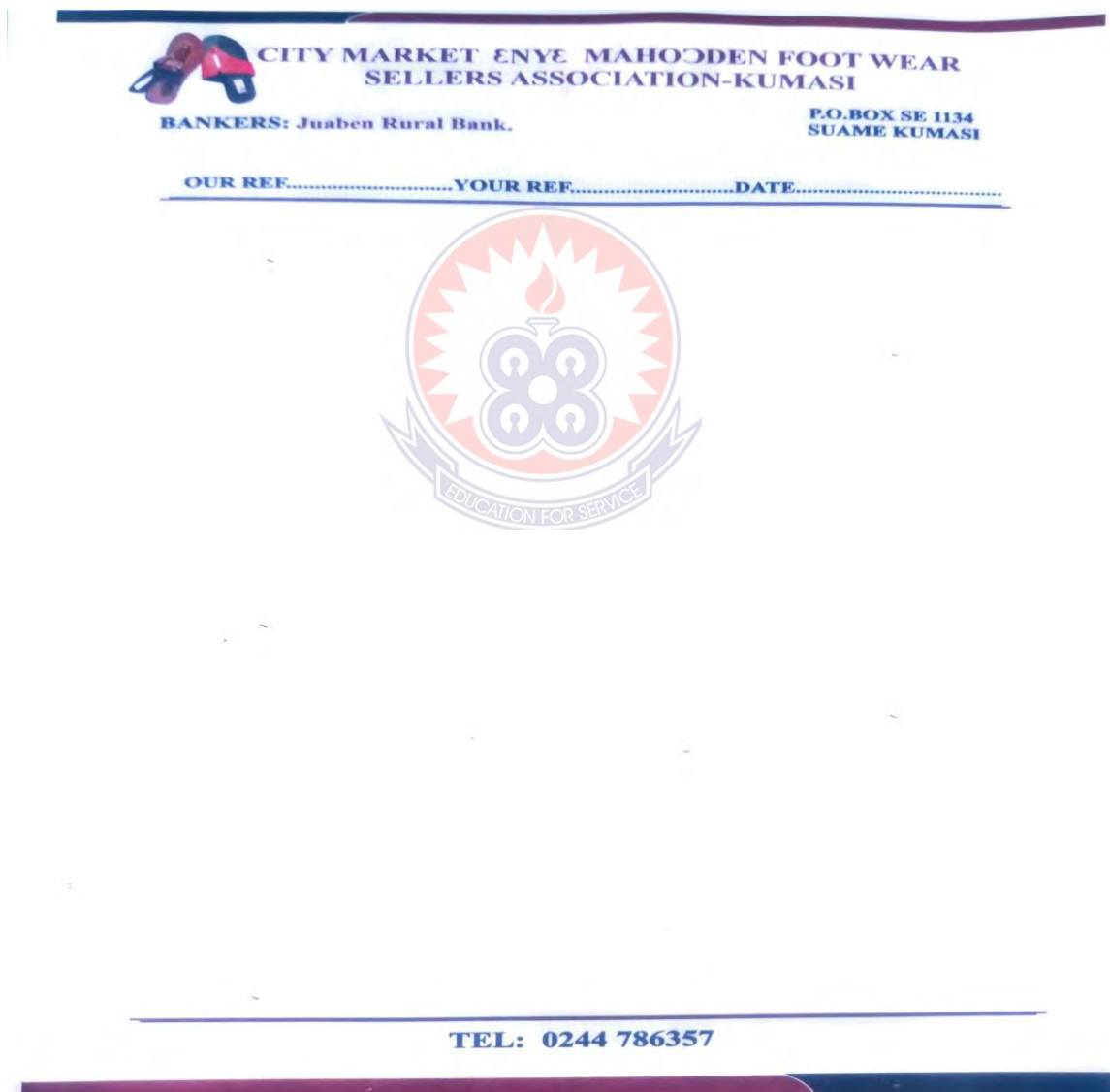
...Y[twer[*letters de invite resource persons* ma w]n b[kyer[y[n kuomma w] akwan foror] a w]n adwadie no b[nyini. S[w]n nsa ka krataa no a, w]n ba b[kyer[kyer[y[n sika sem ne ho ntotoe na

w]n a akyer[y[n s[de[y[betumi ama y[n mfaso] ak] anim...
(EFSA R2)

This translates:

...We write letters to invite resource persons to train our members on new trends in business growth. When they receive the letter, they come to offer us training on financial terms and condition and educate us on how we can maximise our profit...(EFSA R2)

Figure 4.5 Headed Letter of the *Enye Mahoden* Footwear Sellers' Association



Source: Fieldwork, 2021

Letters were used at all the levels in Figure 4.1. At level 1, the KMA writes letters to the Steering Committee at level 2, and the two Associations at level 3. The findings from the data established that when it comes to formal communication in the form of written letters, the KMA mostly deal with only the Steering Committee. The Steering Committee then sends the information to the Associations executives and the executives then communicate to the members of the Associations. Thereafter, the Steering Committee sends the feedback in writing to the KMA. At level 3, the two Associations also write letters to the KMA, financial institutions and other stakeholders for assistance. This finding is in tandem with Sanina, Balashov, Rubtcova and Satinsky (2017) assertion that letters in organisations follow a chain of command, in which information flows from a superior to his/her subordinates and they in turn pass it on to the next recipients till the manager receives feedback from the last recipient through a written letter.

Dennis, Kinney, and Hung (1999) in a study on media richness, discovered that using less rich or leaner media communication channels such as written letters lowers organisational performance since it takes more time to arrive at a decision, even though, less rich channels do not affect decision quality or performance itself. These findings are consistent with the media richness theory developed by Daft and Lengel (1984) which states that different channels of communication have different levels of richness in the information that they provide. Daft and Lengel (1984) further postulate that the media richness theory is primarily used to describe and evaluate communication mediums within organisation in terms of the effectiveness and describes the density of leaning that can be conveyed through a specified communications medium. In sync with the above findings, Susskind (2015) also

employed the media richness theory to examine the richness of communication channels found that the written letters were less rich.

4.2.4 Telephone Conversation

Telephone conversations are one of the easiest way of communication via a channel (Palts & Kalmus, 2015). Telephone as a channel of communication is used by individuals and groups for various purposes, especially, in this COVID-19 era (Shirke, Shaikh & Harky, 2020). The analysis of data established that the two Associations and the Steering Committee of the Kejetia City Market use the telephone for conference call to hold meetings in emergency situations. The data indicated that the Steering Committee mostly employs the telephone conference call to conduct brief meetings with executives of the Associations to discuss emergency issues, mainly concerning directives from the KMA. A participant from the Steering Committee explained:

...Ay[committee a [hw[Kejetia City Market ha nyinaa yi, [w] s[yey[proactive w] y[n dwumadie a y[ne associations ahodo] a [w] edwam ha. Enam COVID-19 ho ehoo nti, y[a limit y[n physical meetings [na y'ap[kwan foforo a y[hyia a conference call meeting ka ho. Y[tumi mpo use *telephone* no de *communicate* hy[eda ne *association executives* y] *meeting*...(SC R1)

This translates:

...As a committee overseeing the whole Kejetia City Market, we have to be proactive in our dealings with the various associations within the market. In view of the COVID-19 scare, we have limited our physical meetings and devised other means of meeting which include the

conference call meetings. We even use the same telephone channel to communicate the meeting schedule with the executives of the associations.... (SC R1)

Data from the two Associations revealed that the telephone conversations favoured the members more because even if they are busy with their wares, they can join the meeting and be part of the proceedings. One participant from the Cloth Sellers' Association noted that:

...Telephone meeting no ma kwan ma y[n ka y[n boso asem. Esane s[y[n nyinaa w] mobile phones nti, [y[easy ma wotumi y] adwuma nso *join meeting* w] ber[a y[re use telephone efiris[[ny[ber[biara na [w] s[mekasa nti m[tumi ahw[me nno]ma na ma sane atie de[[rek] so w] meeting no mu...(CSA R1)

This translates:

...The telephone meeting allows us to express ourselves freely. Since we all have mobile phones, it is also easy to work and join a meeting using the telephone because it is not always that I have to speak so I can still attend to my wares whiles I follow the meeting proceedings...(CSA R1).

A participant from *Enye Mahoden* Footwear Sellers' Association also added that:

...Edwam ha no, y[*use telephone* y] nno]ma ahodo]. Y[yi *meetings* a y[ne *Steering Committee* no y] w] *phone* so a, y[san nso de *send information* k]ma y[n *members*, ne titiriw ne w]n a w]nni *WhatsApp*. Me reka sei efiris[adwadifo] pii ntaa nk] *WhatsApp*... [t]da a odwadini bi koraa nk] *WhatsApp the whole day*, nti s[y[fr[a, nipa no fa na w'ama mmuae ama y[n asi gyinae...(EFSA R1)

This translates:

...In this market, we use the telephone for various purposes. Aside the meetings that we hold with the steering committee executives using the phone, we also use it to send information to our members, especially those who are not on WhatsApp... sometimes a trader may not have opened his or her WhatsApp the whole day, so if we call, the person receives and gives us feedback to inform our decisions... (EFSA R1)

From the data, telephone conversations were used at all the levels in Figure 4.1. When the KMA (level 1) wants to communicate with the Steering Committee (level 2), they call them through telephone. If the Steering Committee (level 2) wants to talk to a particular association (level 3), they call their leader. As traders in an open market, the telephone medium was used because they could communicate in any language of their choice, provided the caller and receiver understood each other. The findings from the responses revealed that the use of the telephone as a channel of communication was more convenient for the participants. The telephone promotes personal interactions and confidentiality among the executives during their meetings. With the Steering Committee, the telephone usage as a channel of communication made their work easier because the hassle of organising face-to-face emergency meetings had been taken off their shoulder. Sometimes in the heat of events or under pressure from the KMA to make decisions, the telephone meetings gave them immediate feedback from the associations' executives to help them make informed decisions. This finding reinforces Mawuli, Mutsotso and Namasaka (2013) study which found the use of telephone as one of the channels that influenced management practices in a university.

The findings also indicated that within the two associations, the executives preferred the conference call meetings because it gave them the opportunity to express themselves and also attend to other things while following proceedings. The telephone as a channel of communication also helps them to send messages across to their members and receive prompt feedback for decision making.

The responses from the participants of the two Associations showed that their members also make calls to the executives to discuss personal issues or issues pertaining to the Associations' well-being, and the issues are mostly settled amicably on the telephone without meeting face-to-face. These findings are in line with the study by Sanina, Balashov, Rubtcova and Satinsky (2017) that found that telephone calls are the most successful communication channels that government and businesses in Russia employ. This study also established that the groups under study in the Kejetia City Market employed the telephone as a channel of communication in tandem with other regular communication channels.

These findings are in consonance with the media rich theory which stipulates that although rich media, such as conversations and phone calls pass on only verbal messages, they use natural language, have a personal focus, offer direct instant feedback and are best suited for non-routine messages.

4.2.5 Gong

Another theme that was discovered in the analysis of data on research question one was the gong. The gong is an instrument made of iron by blacksmiths and usually beaten with a wooden stick to produce a sound. This instrument is particularly used to communicate information and at the same time perform a rhythmic and melodic

function (Obiora, 2011). Ugboajah (1985) classified traditional media as folk media or oral media which consist of town crier, village square and market places. The key indicator for this theme was the beating of the gong by the associations' executives to communicate emergency messages or meetings.

The data revealed that the executives of the two Associations beat the gong to summon their members to a meeting when there is an emergency situation that required immediate attention. A participant from *Enye Mahoden* Footwear Sellers' Association in the interview response disclosed how they used the gong as a channel of communication to convey information to their members. Thus, EFSA R1 noted:

...S[asem bi ba na s[[y[emergency paa ara a, y[b] dawuro.
Y[b] dawuro no fa lane a ekuo mma no w] so no nyinaa de ka
asem kyer[w]n anaa fr[w]n ma y[y] *discussion*...(EFSA R1)

This translates:

...When there is an emergency issue, we beat the gong. We beat the gong through the lane where members of the association trade to either convey a message or summon them for a discussion... (EFSA R1)

CSA R2 also pointed out an instance when they effectively employed the gong to communicate a vital decision to their members, which generated positive results. CSA R2 asserted:

..Eber[bi koraa durue, na saa time no y[Kwadwo Bonsu time.
Na *ticket* na y[twa no twenty pesewas. Putupru ara na w]n y]]
ne s[w]n de rek] fifty pesewas. Saa time no nyinaa na me y[
executive nti me ara faa dawuro b]] mu ka kyer[[adwadifo] no s[
[mma w]n ntua saa fifty pesewas no a KMAfo] a decide no...
(CSA R2)

This translates:

...There was a time that was the tenure of Kwadwo Bonsu, when we used to pay twenty pesewas for our market toll. Suddenly, they decided to increase it to fifty pesewas. As at that time I was an executive so I took the gong and beat it to inform members not to pay the fifty pesewas as decided by the KMA... (CSA R2)

The gong as a channel of communication was found to be utilised at level 3 of Figure 4.1. This is because the two Associations have greater membership and used the gong to reach larger audience in urgent situations. The gong does not seem to be used at levels 1 and 2 of Figure 4.1. The Steering Committee has only eleven (11) members and perhaps, does not need the gong as a channel of communication. The KMA does not employ the gong as a channel of communication either. These findings suggest that when the gong is beaten, it calls for the attention of the Market Traders' Associations' members so as to relay information to them.

I, however, observed in the study that the two Associations rarely used the gong in communicating with their members. They used it only in urgent situations that required instant feedback or action on the part of members. This finding established the significance of the gong beating as a medium of communication in the market place because it is used to communicate only pressing issues. The finding supports Obiora's (2011) notion that within the traditional setting, ownership of the traditional channels of communication lies with the society, which includes the market place. This implies that the Market Traders' Associations own gong which is a traditional communication media in the market place so they decide how and when to utilise it to their advantage. It also confirms the view by Kalu, Okidi, Unagna and Chidi-Kalu (2018) that traditional communication media is still relevant in the dissemination of information.

4.2.6 Grapevine

The grapevine is the informal communication network found in every organisation (Aschale, 2013). Pandey, Pandey and Dutte (2016) aver that the grapevine is a channel through which the actual communication between various groups of the organisation takes place and gives out the desired outcome. A key indicator is the unofficial and informal sources of information usually by means of rumours among the membership of the two Associations.

Despite the existence of formal channels in the two Associations, the data gathered from the interviews revealed that the informal channel tend to be rife as well; it was said to develop when a member of an Association interact with other members of the association. For example, EFSA R4 articulated:

...Oh [t]da a wotumi te asem bi paa fri baabi. Y[y[adwadifo] yi, y[w] nnamfo] w] edwam ha nti y[tumi te nsem w] y[n ne y[n nnamfonom nk]mm]die no mu. [w] mu s[[y[a na [y[nk]nk]nsa de[, nso [y[a mp[npjii [y[nokware ... (EFSA R4)

This translates:

...Oh sometimes you can hear of an information from somewhere. As traders, we are friends in this market so we could hear of something during our interaction with our friends. Although it is a gossip, but there are mostly true... (EFSA R4)

The researcher in her quest to ascertain how information spreads through the grapevine found that members of the Associations receive rumours and half-truths and then disregard the official communication from the executives of the Market Traders' Associations. For instance, CSA R3 posits:

...Okay, [t]da a y[te huhuhuhu ne nsem a [t]da nokware kakra w] mu, ne titiriw ne shop allocation ne ticket ntomuu, a [hy[ase[firi y[n *members* no h]. S[anka y[b[bisa mu w] y[n mpaninfo] h] no, y[spread saa huhuhuhu no na as] te s[nwura mu gya w] y[n members no nt[m. Saa *rumours* no teetee y[n na ebi w] ha y'ay] demonstration ... (CSA R3)

This translates:

...Okay, sometimes we hear rumours and half-truths, especially on allocation of shops and market toll increment, which starts among us the members. Instead of us verifying from our executives, we spread these rumours and half-truths like wild fire within our membership. These rumours get us agitated and occasionally lead to demonstrations ... (CSA R3)

However, further analysis of the interview responses indicated that the associations' executives occasionally withhold certain information such as allocation of shops and other benefits from Kumasi Metropolitan Assembly from the general membership of the associations and inform just a few selected favourites. These favoured members may also have friends among the general membership whom they give the information to, thus creating the grapevine where information spreads informally from one person or a group of people to the other members. EFSA R5 narrated:

...Biribi ntumi nhita adwadifo] a [w] Kejetia dwam ha. Y[n *leaders* no taa kora *information* a [b[boa w]n tes[*shop allocation* ne benefits bi a [b[boa firi y[n *members* no h]. W]n taa ky[saa

information ma w]n a w]b[n w]n ne w]n ... Esane s[ankorankor[adwadifo] w] links w] KMA, Committee ne akuo mpaninfo] ne y[nho no nti, nipa bebree nsa tumi ka *information* koraa ansa na aduru y[n *leaders* no h]. Saa nipa no hy[ase[kyeky[saa information ma w]n ay]nkofo]... (EFSA R5)

This translates:

...No secret can be kept away from traders in this Kejetia Market. Our leaders mostly withhold some information that will benefit them like shop allocation and provision of business benefits from us as members. They usually share this information with those close to... Since individual traders have links within the KMA, the Steering Committee, association executives and even among groups within the general membership, most people get the information before it trickles down to our leaders. These individuals start sharing the information among their circle of friends ... (EFSA R5)

The data revealed that the traders also discuss other issues aside their regular trading activities. These discussions mostly centred on their social life and happenings in society such as commitment to the well-being and welfare of each other, forming support systems to help in times of need and trending national discourse. CSA R4 admits that:

...Y[w] nnamfo] akuo w] y[n membership no mu, a group biara hwehw[ne kufo] yiey] [na w]n communicate w] saa akuokuo no mu. Meka saa ekuo no baako ho a y[ky[nsem w] h] [t]da a na afofor] no nnim. Y[san discuss y[n abrab] mu nsem s[y[hyia regye y[n ani a. Enam saa group no nti, y[tumi te nsem beberee a adwadifo] no bi nnim ho hwee... (CSA R4)

This translates:

...We have friendship groups within our membership, where each group seeks the welfare of its circle of friends and communicate within their groups. I belong to one of the groups and we share information within our group which sometimes the other groups are not aware of. We also discuss our social lives usually when we meet at or social gatherings to have fun. As a result of that group we hear a lot of things that others may know nothing about ... (CSA R4)

The grapevine channel of communication was more prevalent at level 3 of Figure 4.1. At level 3, the analysis found that the members of the two Associations interact more within their groups than with executives. Within the membership of the two groups, it was realised that information could often stretch throughout the Associations in all directions irrespective of the authority levels. There is an alternative path of exchanging information without following the tedious path. Within the Associations, information spreads via the grapevine speedily than the other channels of communication. Grapevine information could occur at anytime and may take any form in the association as long as there is an opportunity for a group of people to meet together. The traders claimed that they felt comfortable discussing issues within their circles than with their leaders. This finding confirms Robinson and Thelen (2018) assertion that since formal communication channels are unable to provide the detailed information needed by employees, the use of informal communication channels become relevant in the daily lives of members of an organisation and thrives within their social relationships.

Another finding showed that the use of the informal channels by the traders to communicate promote the spread of rumours and half-truths instead of the official information because they do not verify the authenticity of the information before carrying it along. The findings further indicated that the leaders also sometimes

withhold information from their members so the members in turn find their own sources of information and disseminate as received. These findings are in tandem with Lyon's (2003) affirmation that Associations provide information to their members. Sometimes the dissemination of such information is described as being achieved by gossiping between traders, with some traders even being excluded from the gossip. In support of these findings, Markovic and Salamzadeh (2018) emphasised that workers tend to resort to informal sources for information when the formal communication system withholds relevant information from them.

The data also showed that members of the two Associations build social relationships within the general membership, where they share their personal and social lives as well as trending issues aside their trading activity. This finding substantiates Markovic and Salamzadeh (2018) assertion that informal communication has no definite channel but rather generated from interpersonal and social interactions of employees through word of mouth or the grapevine. Kapur (2020) also posits that members of an organisation communicate with each other on topics which are not work related. The dissemination of unofficial information among individuals and within groups indicate the existence of the gossip chain and the cluster chain networks among members of the two Associations within the Kejetia City Market. This finding affirms Markovic and Salamzadeh (2018) claim that the gossip chain and cluster chain structures of the grapevine are most prevalent in organisations.

As evidenced above, the channels of communication among the groups under study were WhatsApp, Face-to-Face Meeting, Letters, Telephone Conversation, Gong, and Grapevine.

4.3 RQ2: What are the patterns of communication among the Market Traders' Associations in the Kejetia City Market?

Communication patterns according to Otoo (2015) follow the hierarchical structure of an organisation. Palistha (2018) indicates that communication patterns are the structures in which communication flow in an organisation. This concept — communication structure — demonstrates how power and authority are derived from interactions and accountability relationships in an organisation (Otoo, 2015).

After a thorough analysis of the data, various themes were identified as the patterns of communication among Market Traders' Associations. The themes included the following: Downward Communication, Upward Communication, Horizontal Communication, and Diagonal Communication. These three themes, however, (Downward Communication, Upward Communication, and Horizontal Communication) were adopted from Miller's (2012) direction of communication flow.

4.3.1 Downward Communication

Downward communication is that communication in which information flows from superior to subordinates. In the process of downward communication, messages originate from the top executives and trickles down to the lower levels moving through the chain of hierarchy. An indicator for the theme of downward

communication was the fact that information flow within the groups under study emanated from superiors to subordinates.

The data gathered through interviews and observations revealed that in the Kumasi Metropolitan Assembly, Steering Committee, Cloth Sellers' Association and *Enye Mahoden* Footwear Sellers' Association, the flow of information is sometimes downward. For instance, it was observed during the meetings of the two Associations that the executives of the Associations disseminated information that had been given to them (executives) by the Steering Committee to their members.

The data also showed that there were about seventy-seven Market Traders' Associations in the Kejetia City Market. Some of these Associations were on commodity basis and welfare basis. Some too were male oriented or female oriented groups while other groups comprised both males and female and they all work together for the development of the market. It was found that the Kumasi Metropolitan Assembly does not communicate directly with the members of the Market Traders' Association on general market issues. Information from the KMA was routed through the Steering Committee, to the executives and thence to the members of the various Market Traders' Associations. KMA R1 explains:

...The 11 member Steering Committee supervises the affairs of all the Market Traders' Associations in the market. So we have a structure. The KMA will never embark on any project or make announcement without informing the Steering Committee and the leaders of the associations because we want the structures to work. When there is any issue or directive, we first inform the 11 member committee, they will inform the executives of the Market Traders' Associations and the executives of the Market Traders' Associations will inform their members... (KMA R1)

The data gathered revealed that the KMA does not deal with individual traders. The Steering Committee is recognised and considered as the umbrella body for all the Market Traders' Associations in the Kejetia Market. As a result, the Committee disseminates information to the executives of the Associations before the information goes down to the members of the Market Trader's Association. For instance, SC R2 posits:

...S[y[nsa ka information a, y[de ma associations no. Y[n keep information mma y[nho nko ara. Y[ma other associations no y[aware na s[mpo w]n w] contribution bi a [b[boa w] nea y[n committee yi k] susuu no ho a y[fa, efiris[adwene nni baakofo] tirimu...(SC R2)

This translates:

...When we receive information and instruction, we relay it to the associations. We do not keep information to ourselves only. We make the other associations aware of it and if they may even have a contribution that may help with what we the committee went to discuss with them, we take it because knowledge does not reside in one man's head... (SC R2)

This downward communication happens at all the levels of Figure 4.1. At level 1, the KMA communicates with the Steering Committee and the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association. At level 2, the Steering Committee communicates with the executives of the two Associations. At level 3, the executives of the two Associations relay information to their members. Within the Associations, downward communication occurs when information flow through the association's formal chain of command.

The downward communication is mainly used to communicate information from hierarchically positioned superiors in the Associations such as the KMA, Steering Committee, and the executives of the Associations to the less powerful, namely members of the Associations. Information starts at the upper levels of the Market Traders' Associations hierarchy and move down towards the bottom levels. The downward communication is used by the executives of the Associations to point out problems that need attention and inform members of the policies from the Kumasi Metropolitan Assembly, and make general announcements. These findings corroborate the views by Danso-Wiredu and Sam (2019) that leaders of Market Traders' Association usually give instructions, and are well taken by those under them.

The data gathered through interviews revealed that the Steering Committee engages with the *Otumfuo* (King of Ashanti Kingdom), the Regional Minister, and other stakeholders for meetings to draw resources that will benefit their (traders) work from them (stakeholders). The data further showed that often times the leadership, which is the Steering Committee, holds meetings with the Mayor and pass on the information from the outcome of the meeting, as to what is about happening or directives, to the executives of the Associations for onward dissemination to members. SC R1 also indicates:

...S[*KMA Mayor, Regional Minister a*]da *Ashanti Region* ha, Otumfuo anaa panin bi rep[biribi afiri edwa yi mu a, eho nhia s[w]n b[fr[associations no nyinaa ... Steering committee no ne w]n hyia. W]n wie a na committee no afer[leaders no ne w]n atena ase na y'akyer[nsem mu yie de ama w]n na w]n nso de ak]ma w]n members no. S[Otumfuo p[s[]y[biribi na]p[s[adwadifo] [w] ha aso te a,]de fa committee no so. S[y[hyia a na de[y[

b[ka ho asem no na leaders no obiara de ak]ma ne members...(SC R1)

This translates:

...If the KMA Mayor, Ashanti Regional Minister, *Otumfuo*, or top authority needs something from this market, there is no need to call all the Market Traders' Associations' ... The Steering Committee meets with them. When we finish, we call the leaders and explain things properly to them to give to their members. If *Otumfuo* wants to do something and wants to keep traders in this market informed, he routes it through the Steering Committee. When we (Steering Committee and executives of the Market Traders' Associations) meet and whatever we discuss, the leaders then take it to their members... (SC R1)

A participant from the *Enye Mahoden* Footwear Sellers' Association averred:

...S[KMA no ka asem kyer[Steering Committee no na w]n booboo ho a, w]n de ba individuals associations heads no h] ne y[n ka ho asem. 11 member board no nkoara ntumi nsi gyinae mma associations bebre no nyinaa. De[KMA b[ka akyer[w]n biara no, esane s[w]n da [d]m ano nti no w] fr[leaders no nyinaa ara de to y[n anim Esan s[message no firi KMA na ab[si Steering Committee no so na y[n nso y[n nsa aka de ak]ma y[n members no nti, [ma asem no ani sesa kakra...(EFSA R2)

This translates:

...If KMA tells the Steering Committee something and they discuss it, they bring it to the leaders of the individual Market Traders' Association to talk about it with us. The 11 member board (Steering Committee) alone cannot decide for the entire Market Traders' Associations. Whatever KMA tells them (Steering Committee), because they are leaders of the masses, they call all the leaders and inform us. Because the message is from KMA to the Steering

Committee before it gets to us (executives) before we relay it to our members, the message is sometimes twisted ... (EFSA R2).

The findings established that information mostly flows from top to the bottom of the hierarchy which indicates the practice of downward communication from the KMA, the Steering Committee, executives of the Associations' and to the members in that hierarchical position. The findings also, however, showed that owing to the bureaucratic nature of the hierarchical structure, some of the information or message sometimes gets omitted or altered due to the time and persons involved in the transmission of the message. These findings confirm the view of Tourish (2010) as cited in Lunenburg (2010) which indicates that the flow of communication downward offers a medium for directives, instructions and information to organisational members. Tourish (2010) however noted that much of the information is lost or twisted as it travels from the sender to the final receiver through the organisational hierarchy. These findings are all consistent with Miller's (2012) direction of communication flow which stipulates that in downward communication, information flows from superiors to subordinates.

4.3.2 Upward Communication

Upward communication is a communication performed by employees or people in subordinate relation to management (leaders) to explain information, thoughts and feelings (Said & Said, 2018). According to Robbins et al. (2010) upward communication is regarded as important as downward communication within an organisation. Through upward communication, superiors get the chance to know their

subordinates' feelings about their work, colleagues, and the institution in general (Greenberg & Baron, 2008).

The researcher's findings through observations from the meetings were further confirmed in an interview with a participant. A participant from the Cloth Sellers' Association drew the researcher's attention to a deliberation that went on during their meeting to point out how the communication from the lower level to the upper level looked like. The participant remarked:

...S[de[wob[too so nn[no, s[biribi reha obi adwene a,]ka kyere y[n mpaninfo] no, na y'aka ho asem na y[de ab[to dwa ama ekuoba biara akyer[n'adwene na y'ato so aba. Ebi ne s[, s[eba *other matters* na s[obi w] biribi ka a, y[ti e saa nipa no na y'ato aba...(CSA R2)

This translates:

...As you came to witness today, when something is bothering someone, he or she tells us the leaders, then we discuss and bring it to the floor for each to share ideas and we vote. For instance, when it comes to other matters and someone has something to address we listen to what the person has to say and vote... (CSA R2)

This was also affirmed in the interview with a participant from the *Enye Mahoden* Footwear Sellers Association. EFSA R2 also indicated:

...S[woye ekuoba na wow] *complaint* bi a wobetumi ahunu executives no mu biara. S[woka kyere y[n a, y[yi ano s[y'ate, na *executives* no ahyia a aka ho as[m na *Secretary* atewr[ato h] for *next meeting*. S[y[betumi as] ano nso a, y[y]...(EFSA R2)

This translates:

...If you are a member of the association and you have a complaint you can consult any of the executives. When you tell us, we reply we have heard you, so the executives meet, discuss and the secretary writes it down for our next meeting with members. If we can solve it, we do... (EFSA R2)

The upward communication occurred at level 2 and 3 of Figure 4.1. At level 2, the Steering Committee provided feedback from the Market Traders' Association to the Kumasi Metropolitan Assembly. At level 3, the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association relayed information that had been given to them by the members to the Steering Committee and sometimes directly to the KMA. Data from the observation established the veracity of these assertions. The researcher observed that during the meetings of the two Associations, they (executives) dealt with issues members had reported to them during the 'other matters' session and then all the members discuss and come up with solutions. Upward communication brings executives and members closer to each other and accordingly mutual relationship is developed. As the relationship develops through upward communication, it creates mutual trust. Upward communication provides the opportunity for members to express their views and participate in the decision making process. It enables members of the Market Traders' Associations to communicate directly with the management to provide feedback, share ideas and raise concerns relating to their trading activities.

The data also showed that the Steering Committee and the KMA also encourage upward communication from the members and executives of the market traders' associations through the Steering Committee to the KMA. The data indicate that this form of communication is especially vital for the KMA, as it enables the Assembly

receive feedback on the information sent down. It also helped them (KMA) obtained reports on performances of their staff working in the market and grievances of the Associations. For example, KMA R1 discloses:

...As a higher level authority, the upward communication is significant in our day to day operations. Since the Kejetia City Market is within our jurisdiction and we are not really involved in their daily activities, we need some sort of feedback on their operations; how they manage the information we give them and activities of the Steering Committee. Sometimes the associations' executives even by-pass the Steering Committee and come to us straight when they feel the Steering Committee information is withholding information from the executives... (KMA R1)

The upward communication assists the Kumasi Metropolitan Assembly to receive grievances and inputs from the lower levels to curb agitations and aid in the decision-making process. Although the findings revealed that not all communications from lower to upper level management are welcomed, most were received and acted upon to the satisfaction of those involved. This finding supports Berger's (2008) belief that upward communication can provide a potentially constructive outlet for grievances and complaints and allow superiors to assess the effects of previous downward communication. Tubbs and Moss (2008) confirm this by admitting that when the higher level management is not in the know of accurate and complete information, it is possible that a worse result could come up thereby making it difficult for the organisation to achieve its targets. The data also indicated that in situations where the traders refuse to communicate issues with their associations' executives, they obtain these information from the grapevine where the traders share what is on their minds with their friends. In essence, the upward flow of communication in the market is

meant to offer channels for feedback of information up the market hierarchy to promote a more efficient stakeholder relationship. The findings of the present study fall in line with the concept of direction of communication flow by Miller (2012) which posits that the upward communication, depicting information flow from subordinates to superiors helps the superiors in taking decisions.

4.3.3 Horizontal Communication

Robbins et al. (2010) aver that in the horizontal or lateral pattern of communication, exchange of messages occurs sideways and is carried out by two parties who are on horizontally equivalent positions in an organisation. The researcher discovered from the interview responses that the executives from the Cloth Sellers' Association communicate with executives from *Enye Mahoden* Footwear Sellers' Association and executives from other associations within the Kejetia City Market. A participant from *Enye Mahoden* Footwear Sellers Association disclosed:

...As *executive* wobetumi ne *Chairman* anaa Ohemaa a]da ekuo foror] ano adi nk]m]. Me y]nko paa ne *Curtainfo*] *chairman* nti s[biribi kyere m'adwene a metumi k] ne h] ne no k]kasa fa y[n adwadie yi ho... (EFSA R2)

This translates:

...As an executive you can communicate with the Chairman or the Queen Mother of another association. The Chairman of the Curtains Association is my friend so if something is bothering my mind I can go to him and talk about our trading system... (EFSA R2)

Another participant from *Enye Mahoden* Footwear Sellers' Association, in the interview revealed that their relationship with other members from the other associations' fosters a lateral communication within the members. He noted:

...Na y[w] central market no, na y[b[n kentefo], nkyenseefo] ne ade. Esan s[y[ky[w] edwam ha sene y[n fie mu nti, y[ne members bebree a w]n w] other associations no mu w] ay]nkofa. Y[baa ha yi, saa ade[no atoa so. Aha koraa de[adwadiefo] no afrafra. Mey[member w] Enye Mahoden nso metumi k] Kenteni h] ne no k] kasa... (EFSA R4)

This translates:

...When we were at the Central Market, we were closer to the members of Kente, Utensils association and the rest. Because we spent more time in this market than our homes, we have a relationship with many members of the other associations. When we moved here, that thing has continued. Over here the traders are mixed up. I am a member of *Enye Mahoden* but I can go to a member of Kente Association to talk to him/her... (EFSA R4)

The data also disclosed that the executives often meet to discuss issues and come to a consensus. In addition, a participant remarked in the interview:

...Y[y[70 plus associations w] edwam ha. Mp[n pii no, association heads no nyinaa hyia y] meeting. Nti y[fr[Chairman ne ahemaa w]n da association ano no nyinaa. Obiara kyer[n'adwene gyes[w]n a w]n np[s[w]kasa...(CSA R1)

This translates:

...We are over seventy (70) associations in this market. Often times, all the heads of the associations meet. So we call the Chairman and Queen Mothers of the various associations. Everybody speaks his or her idea except you have made your mind not to speak... (CSA R1)

The horizontal pattern of communication was prevalent at level 3 of Figure 4.1. The findings revealed that the executives of the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association seek counsel from each other to aid in their decision making. The members of the associations also communicate with members of other associations to exchange ideas. In the market traders' associations, the horizontal communication allows members and executives to work together in a harmonious environment, and that provides a feeling of unity within the associations. Being a member of a particular association does not limit a trader from communicating with members of the other associations. This finding is corroborated by Schermerhorn, Osborn and Hunt (2002) who note that the horizontal pattern of communication encourages dynamic dialoguing, instantaneous information distribution and exchange of ideas. The finding further affirms the findings of Dailami, Kholil and Lubis (2020) in their study on the communication patterns of leadership in Asahan University. Their study found that horizontal communication patterns were carried out to build harmony among fellow leaders in the University in the context of informal communication. Horizontal communication, thus, allows a lateral flow of messages, making it possible for units to work with other units without strictly following the vertical channels (Lunenburg, 2010).

In consonance with the direction of flow of communication, Miller (2012) posits that horizontal communication flows laterally within an organisation. It allows people with similar or same rank in an organisation to collaborate. It was discovered that the horizontal flow of information among the executives of the various associations is

essentially for coordination, to promote activities within or across associations in the Kejetia City Market.

4.3.4 Diagonal Communication

Another theme discovered in data analysis of the second research question was the diagonal communication. The diagonal pattern of communication is cross communication and does not follow the organisational hierarchy but cuts the command line (Koontz, 2001). This communication occurs from one party to another party in a different position, where the two parties are not on the same structural path. Diagonal communication is used by two parties who are on different levels and also may not have direct authority relationship to the other (Bartels et al., 2010).

As data showed, there were several other associations in the market aside the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association. Participants for example, identified the Kente Association, Scarf Association, Second-Hand Dress Association, Cosmetic Association and many other associations as those they communicate with diagonally. One participant explained:

...W] [dan kese[yi mu, y'abom ay[s[abusua. S[members a w]n w] kente kuo no nya]haw a, [t]da a w]n tumi ba ntomafo] kuo executives h] b[gye solution [na y[n members nso k] w]n h] ne association fofor] s[w]n nya problem bi a...(CSA R5)

This translates:

...In this big building, we have all come together as a family. When members of the Kente group are faced with difficulty, they sometimes come to the executives of the Cloth Sellers Association for solution

and our members also go to them or another association executive when they have a problem... (CSA R5)

Data also revealed that some executives go to the extent of having discussions with traders who are members of other Associations when the market is not effective. For example, in the entire Kejetia City Market, there is only one metre that supplies electricity to all the shops in the market. This is a major challenge that the traders encounter. As a result, traders from different associations discuss this in order find a better solution to it. EFSA R3 stated:

...Me *shop* no ne *other associations members* no bi de[di nhw[anim. S[edwa no k] fam a, me ne w[n di nk]mm] fa nno]ma a y[rek] mu fa y[n adwadie yi ho ne titiriw ne aban ns[ms[m. Me y[executive w] mpaboa ekuo no mu nso me hu y[n nyinaa s[y[y[adwadifo] a s[y[ka y[n ho bom a, y[betumi ne aban no de afee so fa y[n *light bill* ne *charges* ahodo] no ho... (EFSA R3)

This translates:

... My shop is directly opposite to some of the members of the other associations. If the market is dull, we talk about the challenges that we are facing in our trading activities especially issues relating to the government. I am an executive of the Footwear Association but I see all of us as traders that if we come together as one, we can fight the government concerning our electricity bills and other charges... (EFSA R3)

The researcher in her quest to ascertain how an executive from the Cloth Sellers' Association by-passes his or her president to communicate with the chairman of the *Enye Mahoden* Footwear Sellers' Association or other association executives was informed that there were no barriers to communication in the market so every

executive is free to consult whosoever he or she wishes, provided it was to their benefit or that of the association. For example, CSA R4 commented:

...Menni bayer[fo] ekuo no mu bi nso s[biara ha me a, mek] Nana Yaa Oforiwaa a]y[Ohemaa a]da bayer[ekuo no mu ne no k] susu ho. [firis[onipa biara obi a]gye no di a]ne no ka nasumasem...(CSA R4)

This translates:

...I am not a member of the Yam Sellers' Association but if something is bothering me, I go to Nana Yaa Oforiwaa, the Queen Mother of the Yam Sellers' Association to discuss with her. This is because every individual has somebody he/she trust and can share his/her secret with... (CSA R4)

Finding from the data revealed that irrespective of the association one finds him or herself in, he/she can communicate with other executive members of other Associations and vice versa. Within the two Associations, members were able to communicate upward with top hierarchy of the other associations whereas executives of the Cloth Sellers' Association and the *Enye Mahoden* Footwear Sellers' Association could communicate downward with members of the other associations. This pattern of communication relationship among the Traders' Associations of the Kejetia City Market reinforces Markovic and Salamzadeh (2018) position that the diagonal structure of communication network consists of both the vertical and horizontal or lateral communication lines. The findings of this current study also discovered that participants from the two Associations attach great importance to diagonal communication because it promotes understanding and coordination among the diverse Market Traders' Associations in the Kejetia City Market.

Findings on the diagonal communication patterns of the groups under study point to a free flow of communication as postulated by Miller (2012). Miller maintains that in the free flow pattern of communication, employees in an organisation are connected to each other, and the information can flow freely from anywhere in the organisation. It is the most decentralised form of formal communication and a distinct feature of this communication pattern is that all the people in the group are linked to each other and can freely communicate with anyone they want (Miller, 2012).

In sum, the patterns of communication employed in the groups under study were downward communication, upward communication, horizontal communication, and diagonal communication.

4.4 RQ 3: What are the power relations embedded in the communication patterns of the Market Traders' Association in the Kejetia City Market?

The third research question in this study sought to examine the power relations embedded in the communication patterns of the Market Traders' Association. From the analysis of data gathered, the following themes were identified to answer the research question: Lobbying, Building Relationship with Authority, and Strategic Manipulation. Using the political economy theory, these themes were examined to explain the power relations embedded in the communication patterns of the Market Traders' Associations.

4.4.1 Lobbying

Lobbying is the act of attempting to influence business and government leaders to conduct an activity that will help a particular organisation (Chen, 2020). The data showed that Market Traders' Associations interact with key decision makers to influence their decisions. The key indicators for the theme of lobbying were negotiation skills and 'bribery'.

In the Kejetia Market, executives and members of the Associations attempt to influence the decisions of the KMA to favour them (traders). For example, CSA R4 averred:

...Enti na me kaa s[enam s[nipa bi nom nnim senea y[wurawura ase[nti no, w]n ahwere w]n shop besi nn[. S[me ne wo wura w]n *office* na menim s[nea y[*lobby* a, w]n b[hw[me agya wo na wo w] h] na w]n reteatea wo, nanso s[wotumi kasa na na wo sane w] lobbying skills a , w]n b[hw[wo ay[de[wop[nyinaa ara ama wo... (CSA R4)

This translates:

...That's why I said because some don't know how to lobby, they have lost occupancy right to their stores up till now. When you and I enter their offices and I know how to lobby, I will be attended to and you will still be there and they will be shouting at you here and there but if you have negotiation and lobbying skills, they attend ... (CSA R4)

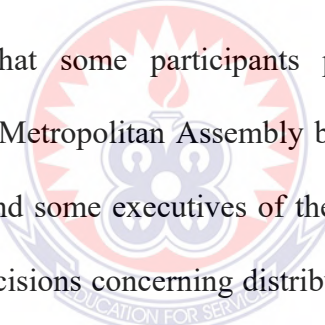
Another participant indicated:

...De[m'ahunu koraa de[[tan. Dwadini bi nni shop nanso foror] betumi aw] *shops* pii na w]n at]n ama w]n a w]nni bi no abo]den. W]n nso t] firi obi a [w] tumi a w'atumi a *lobby* anya shop no [firis[w]n antumi anwura ase[annya w]n *shops*. W]n tumi ma obi ma obi a [w] *power* bi *shop* na w'awurawura ase[ak]ka

akyer[mpaninfo] s[aha de[memp[nti w]n nsesa mma no. Obi te abrokyire nanso]w] *shops* bebre w] edwam ha... (EFSA R3)

This translates:

...What I have witnessed is horrible. A trader may not have a shop but another may have many shops and will even selling some to those same traders at higher prices. They also purchase from someone of power who lobbied for the shop because they have not lobby ways to have their shops. They allocate shop to someone who wields power in the market and the person lobbies the authorities and tells them that he/she does not like the place of allocation so they should change for her. Some stays overseas but has many shops in the market... (EFSA R3)



The findings revealed that some participants perceived discrimination in the operations of the Kumasi Metropolitan Assembly because they think that sometimes the Steering Committee and some executives of the Associations use their offices to lobbying and influence decisions concerning distribution of resources. They (Steering Committee and executives of some Associations) are, thus, thought to cunningly allocate market facilities resources to themselves and members belonging to their associations. Owing to the fact that resources were not fairly available in the market, and were limited in supply, a lot of times traders had to compete for the allocation or distribution or sometimes lobby to get access to the fewer resources that were available. As a result, some traders directly interact with key decision makers in the market by way of letters, phone calls and in-person meetings. The findings confirm Minto's (2016) assertion that traders associations develop strong political resources and capabilities to generate access to policy makers and allow them (Associations) to engage in lobbying and other forms of political activities.

When the leadership in KMA meets with the Steering Committee they normally discuss infrastructural challenges such as securing electricity metres for each shop in the market, fixing of elevators, floods during rains, among others. In the Kejetia City Market, power in the market is in the hands of the Kumasi Metropolitan Assembly. During the period of shop allocations it was alleged that, some people preferred certain parts of the market which were considered to be best for trading, and they got it because of the power they wielded. The distribution of resources in the market is thought to be fraught with lobbying skills and leveraging power; and invariably communication is considered to play a vital role in all these. These findings above are in sync with Collinson's (2003) claim on the political economy theory. He states that, political economy is concerned with the interaction of political and economic processes within a society: the distribution of power and wealth between different groups and individuals, and the processes that create, sustain and transform these relationships over time.

The findings revealed that the Kumasi Metropolitan Assembly had advised traders in the market to form associations so as to be given the due recognition because the Assembly did not deal with individual traders. There are political issues within the market situation in the Kejetia City Market. The existence or formation of these Market Traders' Associations is not just for welfare purposes. The Associations were formed so as to have a common voice and a cause to fight for what their members were due. Fighting individual problems may not be effective but coming together as a group could achieve the necessary result. This means that having a representative to lobby for your Association would enhance the quick delivery and allocation of resources to the members of the associations. This is in tandem with Lyon's (2000)

assertion that leaders of the Market Traders' Associations control the market spaces, and lobby the government on their decisions. He also notes that traders lobby the District Assembly by visiting the leaders to represent market interest. The Cloth Sellers' Association, the *Enye Mahoden* Footwear Sellers' Association and the Steering Committee have a political function which entails representing and protecting the interest of their members on matters that are likely to affect them.

The data gathered established that some traders in the Market Traders' Associations paid money to persons of authority to gain an advantage over their colleagues and perceived competitors. This, they did, because in their estimation, ordinarily they might not be able to achieve that fast through normal means with the Associations.

For instance, a participant remarked:

...Oh, [k] wie s[nkorofɔ] bi retua sika. Efiris[s[woantua sika anma panin bi a wonim a, [b[y[den s[wob[nya daber]. Wo betumi ay[qualified more than 100 percent s[wonya apata no nanso wotenatena h] ara, woanhw[yie a, y[b[y[wo [nn[ne]kyena saa ara na na woannya hwee. Enti [y[nokware, ebinom tuaa biribi nanso ebinom de faa different means bi nso. M'adamfo bi a]nni ekuo wei mu kaa kyer[[me s[]tuaa sika ansa na ne nsa reka ne shop meanwhile na sika tua biara nni mu...
(CSA R5)

This translates:

...Oh, it ended up that some people were paying money. Because if you don't pay some amount to someone in authority you know, getting a location will be difficult. You may be 100% qualified to get a location but if you just be there doing nothing, you will end up not getting. So, it is true some paid something and some also used other means. A friend of mine who is not in this association told me that he

paid money before he was allocated a shop meanwhile there was no money involved... (CSA R5)

Another participant stated:

...Eduruu ber[a na y[p[s[y[ba Kejetia ha no, na ak]y[s[KMA no ne *Steering Committee* no ay[baako. Y[tee s[KMA no ne *committee* no aka abom regyegyeye sika afiri adwadifo] no bi h] w] kokua mu. Adwadifo] no nso bi tuaa *bribe* maa mpaninfo] ansa na w]n nsa reka w]n *shop*...(EFSA R4)

This translates:

...When the time was due for us to come to Kejetia, it seemed the KMA and the Steering Committee had become one. We heard that the KMA had connived with the Steering Committee and collecting monies from the traders secretly. Some of the traders also paid bribe to some authorities before they had their shops... (EFSA R4)

The findings showed that some officials of the KMA collect money from the traders in order to allocate them (traders) shops. This, however, ought not to had been the case inasmuch as these traders already were entitled to shops at the old central market. Traders used different means to get what they wanted even when they were resisted from acquiring. This confirms Mosco (2009) assertion on the political economy theory. Mosco indicates that the theory of political economy helps in understanding the operation of power and addresses how people get what they want even when others do not want them to get it.

Some participants were of the view that the KMA had conspired with the Steering Committee, and had been collecting money from traders for the purposes of shops allocation. This means that the KMA and the Steering Committee have power over

the traders in the Market Traders' Associations. This confirms the claim by VeneKlasen and Miller (2007) that *Power over* is the type of power that is built on force, coercion, domination and control. They further expounded that this form of power is built on the belief that power is a finite resource that can be held by individuals, and that some people have power and some people do not.

Meanwhile the KMA seems not to be aware and does not know whom these monies, as alleged, are paid to. The Steering Committee claims also not to have an idea about such allegations. The Cloth Sellers' Association has a representative on the committee and the *Enye Mahoden* Footwear Sellers' Association does not have a representative on the Steering Committee. Perhaps it might not be possible from the structure to have the constituent associations represented on the Steering Committee. One is not too sure how the rules governing the selection unto the committee is like, otherwise, one would have thought that all Associations could be given representation. This study contends that it is out of pain that those who do not have a representation on the Steering Committee are making disparaging allegations against the committee. Those who were not fortunate to have had their member on the committee certainly would likely be peeved and because they are peeved, they might be compelled to make some of these allegations.

4.4.2 Building Relationship with Authority

The study found that one way power manifests in the market system is through relationship building with people in authority. This actually manifested through the alleged allocation of shops to family and friends at the expense of formal procedures. This finding revealed the two ways in which the issue of power played out in the

allocation of shops for traders in Kejetia City Market. These two ways manifested in the social relationships: 1. Having direct access to the Mayor of KMA; 2. Having relatives in the top hierarchy in the various groups.

Observations at the face-to-face meetings of the two Associations also showed that the traders had issues with the procedure for the allocation of shops in the market by the KMA. Some of the traders alleged that if a trader did not have a relation in the top brackets of the KMA or within the Steering Committee, that trader's chances of having a shop in the market was minimal. The interview data from participants from the two Associations indicated that even though they (the Associations) had executives, they did not have power when it came to the allocation of shops and other benefits from the KMA. This was because they (executives) were not part of the top hierarchy or had not built relationship with people in authority.

The data further established that those who had (power) relationship with and access to the top hierarchy enjoyed the juicy part of the benefits before the left-over trickles down to the ordinary trader in the market. This finding stands in juxtaposition to the whole concept and goal of forming the traders' associations. However, Nwankwo (2012) has noted that the purpose of Association is to safeguard and develop the interests of their members. Some of the participants related:

...Seisei de[[y[links. S[*Mayor* hunu wo mpo a, [w] s[wo san nya *links*. [ny[saa a, gye s[ekuo mpaninfo] no nyinaa hyia na w]n ab] w]n amane[[w] de[[rek] so ne kwan a w]n b[fa so...(CSA R2)

This translates:

...Now, it's all about links. If the mayor recognises you, you still have to get a link. If not, unless all the leaders of the association meet and are informed on what is on board and how to go about it... (CSA R2)

Another participant stated:

...Y[reba ha no na]ber[w] mu. Y[reba no, m'annya shop. Me nua barima y[executive nti]gyee me nkrataa no k]] KMA [na me nsa kaa me allocation... (EFSA R5)

This translates:

...Coming here was very tedious. When we were coming here, I did not get a shop. My brother is an executive in the Steering Committee so he took my documents to the KMA and I received my allocation... (EFSA R5)

These findings imply that in the market structure, there is a single person (the Mayor of the KMA), or a group (the Steering Committee members), with the most power and authority to make and implement decisions. Those below the hierarchy have less or no authority and mostly receive and act on instructions or orders from the top hierarchy. Although the data indicated that the Kumasi Metropolitan Assembly has the most power in the allocation of shops and other benefits, the real power lies with the Steering Committee members. It got to a time that the Steering Committee were well known and had the power to change clandestinely or move their trading spots to favourable venues within the market. These did happen as a result of the relationship they had with the authorities. This finding about how these market elites control and distribute resources in the market space is consistent with the political economy

theory. The theory, in part, demonstrates how value and power of all kinds are produced, distributed, exchanged and exercised in a system or particular environment. What, however, also emerged from the data was that, at certain times, some ‘powerful’ (namely those who had lobbying skills) executives of the Associations were able to secure shops and good locations for their members even though the members themselves might not have links to the top hierarchy. On the other hand, those who even had the links could miss the opportunity to secure a shop or be part of any allocation if they do not receive timely information from their links within the top hierarchy. This means that it takes the right relationships and being abreast with the happenings in the market, the Steering Committee, and the KMA to enjoy the benefits accruing to members of the associations. The participants from the two Associations admitted that this form of discrimination has eaten into the very fibre of the culture of the market from the top through to the lower ranks.

This finding of discrimination in relating with traders is inconsistent with the findings of Danso-Wiredu and Sam (2019) which stipulated that the governance system is more effective and well understood at the local level than the state instituted system, in a study on commodity-based trading associations at the Agboghloshie Market in Accra, Ghana. The reason for this inconsistency in the findings was because, as the data indicated, the current governance system at the local level is a reflection of the state instituted system, which promotes ‘whom you know’ and ‘who knows you’ syndrome.

4.4.3 Strategic Manipulation

Another theme that emerged from the data was the theme of strategic manipulation. Strategic manipulation is a deliberate estimation and planning of likely outcomes mainly to advance one's own interests. Strategic manipulation tends to mean that individuals think of everything they can to the last detail about what the outcome is going to be so they can control it to their best interests (Frankovsky, Birknerova, Tomkova & Zbihlejova, 2018). The data gathered revealed that the executives of the two Associations carefully estimate the likely outcome of a particular issue to know how and what to present to their members.

A key indicator for the theme of strategic manipulation was the fact that the executives of the Market Traders' Association strategically pre-plan to ensure that whatever they present to their members is agreed upon in good faith during their meeting. For instance, a participant posited:

...Ansa na y[b[hyiaa members no ne w]n ay] meeting no, ne titiriw ne ber[a y'anya message afiri KMA no, y[n executives no di kan hyia. S[y[hyia a, y[b] mm]den toatoa adwene w] nsem a y[de b[k] y[n next meeting na y'ahw[de[[b[boa ekuo no nyinaa. [ba saa a, y[plan na y'ab] mm]den s[de[w]n b[toso aba no y[de[na y[rehwehwe...(EFSA R1)

This translates:

...Before we meet the members for a meeting, especially when we receive a message from the KMA, we the executives first meet. When we meet we make sure that we deliberate on what we will be sent to our next meeting and we look at what will help the entire association. When that happens we plan and make sure that whatever they vote on is what we expected... (EFSA R1)

Another participant stated:

Y[y] meetings bosome biara. S[y[hya a, executives no hy[da to ma members no na w]n ara make w]n choice. Y[bewie no. na de[executives no p[no na members no afa... (CSA R3)

This translates:

We have meetings every month. When we meet, the executives intentionally leave members to make a decision of their choice. By the time we will finish, what the executives planned is what is chosen by the members... (CSA R3)

The findings showed that during the meetings of the two Associations, the members vote on every issue that the executives present to them so as to make the final decision. The executives of the two Associations do not impose decisions on their members. What they do is that they know the pros and cons of every decision so the executives ensure that they figure out things ahead of time and put their agenda through by presenting the issues at their meetings to favour their planned outcome. This is in tandem with Luke's (2021) view on power as a decision making process where different individuals or groups express different policy preferences and influence the making of decisions. This is because there are also members of the Market Traders' Associations who oppose the planned agenda during the meetings so the executives ensure that what they want is what it is done at the end of the day. The executives want the good of the association and as a result, they deliberately give every issue a thought beforehand and plan ahead of what to present to their members for approval during meetings. This confirms Lyon (2005) assertion that control and collaboration are formed by conscious calculation.

As shown above, the power relations embedded in the communication patterns of the Market Traders' Associations were lobbying, building relationship with authority, and strategic manipulation.

4.5 Chapter Summary

This chapter discussed the findings and analysis of the research questions for the study. The data collected on the three research questions were critically described, explained and analysed using the theories of media richness, political economy and Miller's (2012) direction of communication flow. The first research question (RQ1) which sought to examine the communication channels of Market Traders' Associations revealed six (6) main themes: WhatsApp, Face-to-Face Meeting, Letter, Telephone Conversation, Gong, and Grapevine. A total of seven (7) themes were discussed and analysed for research questions two (RQ2) and three (RQ3). Research question two (RQ2) had four themes. They were Upward Communication, Downward Communication, Horizontal/ Lateral Communication, and Diagonal Communication. Research question three (RQ3) on the other hand had three themes: Lobbying, Building Relationship with Authority, and Strategic Manipulation.

CHAPTER FIVE

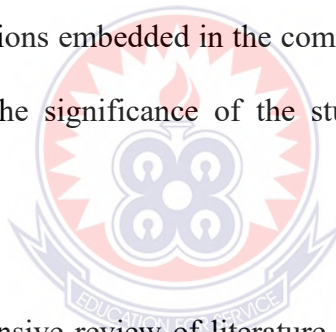
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter highlights a summary of the study and specifically pays attention to conclusions based on the major findings of the study. The chapter also provides recommendations based on the observations and research findings that came out of the data. The limitations of the study as well as areas for further research are also outlined in this chapter.

5.1 Summary

This research set out to examine the political economy of communication among selected Market Traders' Associations in the Kejetia City Market. It looked at the communication channels and patterns of the Market Traders' Associations and examined the power relations embedded in the communication patterns of the Market Traders' Associations. The significance of the study was outlined as well as the scope/delimitation.



Again, there was an extensive review of literature and that served as the foundation upon which the findings of this study were critically analysed. The overview of Market Traders' Associations, the membership and fees of Market Traders' Associations, the roles of Market Traders' Associations, communication patterns in organisations, power relations in communication, and communication channels were deeply reviewed. The theories of media richness, political economy and Miller's (2012) direction of communication flow were used for this study. These theories aided in the sense-making of data.

The research approach and design for this study were qualitative (Creswell, 2014) and case study (Yin, 2014) respectively. The approach and design also allowed the

researcher to have a deeper understanding of the meaning they ascribed to the phenomenon. The participants of the study were selected based on the purposive sampling technique (Lindlof & Taylor, 2017). The data collection methods were observation and interviews. A sample of thirteen (13) participants were purposively selected for the study. The interview was guided by semi-structured items.

The data were thematically analysed (Braun & Clarke, 2018) and subjected to thick rich narrative descriptions supported with excerpts from the data.

5.2 Main Findings and Conclusion

The chapter four of this research sought to answer the three research questions that undergirded this study. In this chapter, the data collected were critically described and analysed using the concepts in literature as well as the theoretical frameworks.

Key findings led to several conclusions. The first research question sought to examine the channels of communication of the Market Traders' Associations. Six themes emerged out of this research question as follows: WhatsApp, Face-to-Face Meeting, Telephone, Letters, the Gong, and Grapevine. The multiplicity of communication channels employed is an indication that organisations now frequently combine a lot of communication channels (Boczkowsky & Orlikowski, 2004; Dennis, Fuller & Valacich, 2008). The channels were used because they were convenient at the time, were able to send and receive information, and also able to curb the spread of the corona virus pandemic; and also some channels were much swifter in sending and receiving information than others. The study found that in terms of richness of the

channels the face-to-face meetings and the WhatsApp appeared to be richer than the telephone, gong, grapevine and letters.

The second research question probed into the patterns of communications of the Market Traders' Associations and also derived the following four themes for analyses: Downward Communication, Upward Communication, Horizontal Communication, and Diagonal Communication. Even though Market Traders' Associations are considered an informal organisation, it is highly structured in terms of communication. The positions of authority are hierarchically structured. In the Kejetia City Market, the flow of information starts from the Kumasi Metropolitan Assembly, to the Steering Committee and to the Market Traders' Associations. The governance structures are hierarchical and are well understood by the market traders.

The findings of the third research question also revealed the themes of Lobbying, Building Relationship with Authority, and Strategic manipulation as the power relations embedded in the communication patterns of the Market Traders' Associations. For the traders' associations to engineer influence and achieve the most beneficial results for its members, the different associations competed for finite resources and power (Wasko, Murdock & Sousa, 2011). By their (traders) strong associations, traders were able to manipulate other players as a result of power. Owing to the fact that resources were not fairly available in the market and were limited in supply, a lot of times traders had to compete for the allocation or distribution sometimes and did certain things to get access to the fewer resources that were available. When it came to resource allocation, everybody wanted to use his/her own little power to secure something, and that was when communication became

important in it. It confirms Collinson's (2003) claim on the political economy theory. Collinson states that, political economy is concerned with the interaction of political and economic processes within a society. It involves the distribution of power and wealth between different groups and individuals, and the processes that create, sustain and transform these relationships over time.

5.3 Limitations

Owing to the nature of the work of the participants, there were few limitations to the study and are as follows.

Getting participants to speak during the face-to-face interview was challenging at the beginning due to the fact that most of traders did not like the idea of been recorded. I assured the participants that their identities would not be disclosed and all their responses would be kept confidential as the data was strictly for academic purposes.

Another limitation had to do with the period within which the study was conducted. Due to the scare of COVID-19, most of the meetings of the Market Traders' Associations were held virtually, and did not allow the researcher to increase the number of observations.

Collecting data in the market environment became difficult. There were often some distractions from the usual hustle and bustle of the market scenario (hawkers calling for attention) which were distracting the interviews.

Language was also a challenge. All the interviews were conducted in the Twi dialect with the exception of the one (interview) with the Kumasi Metropolitan Assembly Market Manager. As a result, I could not do the transcription personally. The recorded

interviews were forwarded to an expert who had a qualification in the Twi language to transcribe and translate the interviews to the English language.

These limitations did not in any way affect the credibility of the study.

5.4 Suggestions for Further Studies

The study suggests that future researchers can follow-up on this work by conducting a study in markets in the other regions of Ghana using a different methodology.

Future studies can take a critical look at the gender dynamics of communication among the Market Traders' Associations. Finally, future studies can also examine the communication strategies of the Market Traders' Associations.

5.5 Recommendations

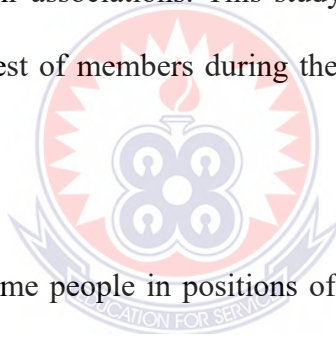
Based on the findings of the study, the following recommendations are made.

The findings showed that downward communication within the associations were fraught with intermittent delays. The situation naturally made the culture of grapevine and rumour to thrive among the associations. The study therefore recommends that conscious efforts should be made by the leaders of the associations to relay information to its members as swiftly as possible to reduce the grapevine culture and rather promote transparency in the communication processes of the associations.

The findings also showed that the gong was one of the prominent instruments that was used as part of the associations communication processes and the way it was deployed sounded quite interesting. This is because they (associations) had made it in such a

way that whenever the gong was used, it meant that something was very urgent. In that case, a kind of value had been placed on the gong as a channel of communication and it worked for them (associations). This study therefore recommends that not only the gong but other indigenous modes of communication could be integrated into the modern forms of communication systems so that the value that they (such indigenous modes) have could continue to serve associations.

Findings also indicated that, in most cases, executives of the various traders' associations and groups pre-planned how they strategically manipulate issues in such a way that benefit them (such executives) and their favourites before meeting with the entire membership of their associations. This study recommends that the executives should consider the interest of members during their decision making process rather than the selected few.



Owing to the fact that some people in positions of authority have allegedly allowed nepotism to dominate what they do, the study recommends that, the local government authorities should as much as possible make provision for the resources that the traders need. This will reduce the potential of some people having to lobby, some people having to wield influence, among others.

As much as we agree that resources available might not be sufficient for everybody at a time, this study suggests a formula for distribution of these resources be made transparent by way of digitalising the process especially on a first come first served basis so that stakeholders become aware of the transparency involved.

As part of the findings was the issue of inadequate electricity metering of the various shops. This tended to create problem. In that case, it is recommended that the government must provide individual electricity metres to traders within the market to forestall some of the frequent flare-ups and misgivings that often characterises the payment of electricity bills in the market.



REFERENCES

- Abell, A., & Codd, A. (2003). Going up in the world. *Information World Review*, 187, 21-23.
- Adeyokunnu, T. (1969). The Marketing of Foodstuffs and Trade Associations in Ibadan, Western Nigeria. *Bulletin of Rural Economics and Sociology*, 4(2), 186-198.
- Aguda, N. D. (2009). *Bringing food home: a study on the changing nature of household interaction with urban food markets in Accra, Ghana* (Doctoral dissertation, Queen's University).
- Aina, L. O. (2004). Library and information science text for Africa. Ibadan: Third World Information Services. *Information Sciences Africa*.
- Allwood, J. (1980). Power and communication. *ALVAR-a festschrift to Alvar Ellegård, SPELL I, University of Stockholm, Dept of English*, 1-20.
- Amegatcher, C. N. O. (2012). *Communication Flow in a Corporate Organisation: A Case of Cocoa Processing Company Limited* (Master's thesis, University of Ghana).
- Amiteye, J. (2015). *The Proposed Re-development of the Takoradi Market Circle and its likely Implications for Market Traders' Access to Trading Space* (Unpublished Master's Thesis, University of Bergen).
- Amofa, S. O. (2015). *Internal Communication in a Newspaper Organisation: A Study of Graphic Communications Group Limited* (Unpublished Master's Thesis, University of Ghana).
- Ampofo-Bekoe, A. (2014). *Internal Communication Strategies in the Oil Industry: A Study of Tullow Oil Ghana Limited* (Unpublished Master's Thesis, University of Ghana).
- Anderson, G. (1990). Fundamentals of educational research. London: The Falmer Press.
- Anney, V. N. (2014). Ensuring quality of qualitative through trustworthiness. *Journal of Emerging Trends in Educational Research and Policy Studies (JETERAPS)*, 5(2), 272-281.
- Aschale, A. (2013). Review of the Grapevine Communication. *Addis Ababa University*. Retrieved March, 12, 2021.

- Asiamah, E. O. (2017). *An Ethnographic Study of Audience viewing Of the Telenovela-Kumkum Bhagya at Some Selected Sites* (Unpublished Master's Thesis, University of Education, Winneba).
- Asiedu, A. B. & Agyei-Mensah, S. (2008). Traders on the run: Activities of street vendors' in the Accra Metropolitan Area, Ghana. *Norsk Geografisk Tidsskrift-Norwegian Journal of Geography*, 62(3), 191-202.
- Asomani-Boateng, R. (2016). Local Networks: Commodity Queens and the Management of Organic Solid Waste in Indigenous Open-Air Markets in Accra, Ghana. *Journal of Planning Education and Research*, 36(2), 182-194.
- Awo, M. A. (2012). *Marketing and market queens: A study of tomato farmers in the upper east region of Ghana* (Vol. 21). LIT Verlag Münster.
- Awuah, E. (1997). Mobilising for change: A case study of market trader activism in Ghana. *Canadian Journal of African Studies/La Revue canadienne des études africaines*, 31(3), 401-423.
- Baah, A. (2010). *Resource communication technology and marketing of textile products: A US textile industry case study*. University of Phoenix.
- Baah-Ennumh, T. Y., & Adom-Asamoah, G. (2012). The role of market women in the informal urban economy in Kumasi. *Journal of Science and Technology (Ghana)*, 32(2), 56-67.
- Bacchetta, M., Ernst, E., & Bustamante, J. P. (2009). *Globalisation and informal jobs in developing countries*. Geneva: International Labour Organisation.
- Bachmann, R. (2005). *Labour market dynamics in Germany: Hirings, separations, and job-to-job transitions over the business cycle* (No. 2005, 045). SFB 649 discussion paper.
- Baran, S. J., Davis, D. K., & Striby, K. (2012). *Mass communication theory: Foundations, ferment, and future* (6th ed.). Wadsworth Cengage Learning. Canada
- Barhoumi, C. (2015). The effectiveness of WhatsApp mobile learning activities guided by activity theory on students' knowledge management. *Contemporary Educational Technology*, 6(3), 221-238.
- Bartels, J., Peters, O., Dejong, M., Pruyn, A., & vandermolten, M. (2010). Horizontal and vertical communication as determinants of professional and organisational identification. *Personnel Review*.
- Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The qualitative report*, 13(4), 544-559.

- Berger, C. R. (2008). *Planning theory of communication*. Sage Publications, Inc.
- Bergman, C., Dellve, L., & Skagert, K. (2016). Exploring communication processes in workplace meetings: A mixed methods study in a Swedish healthcare organisation. *Work*, 54(3), 533-541.
- Bernard, H. R. (2017). *Research methods in anthropology: qualitative and quantitative approaches*: Rowman & Littlefield.
- Bikram, K. D., Kalyani, S., Rath, N., Susmita, P., & Saveeta, M. (2010). *An Introduction to Professional English and Soft Skills*. Cambridge University Press Private Limited, New Delhi
- Bladen, V. (2016). *An introduction to political economy*. University of Toronto Press.
- Boczkowski, P. J., & Orlikowski, W. J. (2004). Organisational discourse and new media: A practice perspective. *Handbook of organisational discourse*, 359-377.
- Bonkat, L. (2016). *Surviving in a conflict Environment: Market Women and Changing socioeconomic Relations in Jos Nigeria, 2001–2010* (Doctoral dissertation).
- Borkowski, N. (2010). *Organisational behavior in health care*, (2nd ed.). United States: Jones & Bartlett Publishers.
- Bowen, G. A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal*, 9(2), 27.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101.
- Braun, V., & Clarke, V. (2018). Using thematic analysis in counseling and psychotherapy research: A critical reflection. *Counseling and psychotherapy research*, 18(2), 107-110.
- Britwum, A. O. (2013). Market queens and the blame game in Ghanaian tomato marketing. *The Food Crisis: Implications for Labor*, 53-71.
- Cabot, S., & Steiner, J. (2006). Making a great place to work. *Casino Journal*, 19(2), 16-17.
- Castells, M. (2002). *The Internet galaxy: Reflections on the Internet, business, and society*. Oxford University Press on Demand.
- Chamlee-Wright, E. (2002). Savings and accumulation strategies of urban market women in Harare, Zimbabwe. *Economic development and cultural change*, 50(4), 979-1005.

- Clark, G. (1994). *Onions are my husband: Survival and accumulation by West African market women*. University of Chicago Press.
- Clark, G. (1997). Market queens: Innovation within Akan tradition. *Annals of the New York Academy of Sciences*, 810(1), 173-201.
- Clark, G. C. (2010). *African market women: Seven life stories from Ghana*. Indiana University Press.
- Cleary, S. (2008). *Communication: A hands-on approach*. Juta and Company Ltd.
- Collinson, S. (2003). Power, livelihoods and conflict: case studies in political economy analysis for humanitarian action. London: Humanitarian Policy Group, Overseas Development Institute.
- Creswell, J. (2005). Quantitative and qualitative approaches. *Educational research*, 38-57.
- Creswell, J. W. & Creswell, J. D. (2018). *Research design: qualitative, quantitative and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage Publications.
- Creswell, J. W. (2013). *Qualitative Inquiry and Research Design: Choosing Among Approaches* (3rd ed.). California, United State of America: Sage Publications Inc.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage Publications.
- Daft, R. L., & Lengel, R. H. (1984). *An exploratory analysis of the relationship between media richness and managerial information processing*. Texas A and M Univ College Station Dept of Management.
- Daft, R. L., & Lengel, R. H. (1998). *Fusion leadership: Unlocking the subtle forces that change people and organisations*. Berrett-Koehler Publishers.
- Dailami, D., Kholil, S., & Lubis, L. (2020). The Communication Patterns of Leadership in Improving Work Ethic of Lecturer and Staff in Asahan University (Islamic Communication Perspective). *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 469-476.
- Danso-Wiredu, E. Y., & Sam, E. F. (2019). Commodity-Based Trading Associations at the Agboghloshie Market in Accra, Ghana. *Ghana Journal of Geography*, 11(2), 1-26.
- Daymon, C., & Holloway, I. (2011). *Qualitative research method in public relations and marketing communications* (2nd ed.). London: Routledge.

- Debertin, D. L. (2012). *Agricultural production economics* (2nd ed). Pearson Education: Upper Saddle River, N.J. USA 07458
- Dennis, A. R., Fuller, R. M., & Valacich, J. S. (2008). Media, tasks, and communication processes: A theory of media synchronicity. *MIS quarterly*, 575-600.
- Dennis, A. R., Kinney, S. T., & Hung, Y. T. C. (1999). Gender differences in the effects of media richness. *Small Group Research*, 30(4), 405-437.
- Denscombe, M. (2007). *The good research guide: for small-scale social research projects*. McGrawHill Education (UK).
- Denzin, N. K., & Lincoln, Y. S. (2017). *The Sage Handbook of qualitative research* (5th ed.). Thousand Oaks, CA: Sage Publications.
- Dowse, R. E., & Hughes, J. A. (1972). *Political Sociology*. New York, John Willey and Sons.
- Drazen, A. (2018). *Political economy in macroeconomics*. Princeton University Press.
- Drope, J. M., & Hansen, W. L. (2009). New evidence for the theory of groups: Trade association lobbying in Washington, DC. *Political Research Quarterly*, 62, 303-316.
- Dutta-Bergman, M. J. (2006). Community participation and Internet use after September 11: Complementarity in channel consumption. *Journal of computer-mediated communication*, 11(2), 469-484.
- Dyikuk, J. J. (2017). *Scrutinising Organisational Communication Through Work-Environment, Power and Politics in Nigeria*.
- Easton, D. (1957). An approach to the analysis of political systems. *World politics*, 9(3), 383-400.
- Ehun, T. (2016). *Taxation of the Informal Sector in Ghana: A Case Study of the Compliance Level of Artisans in Brong Ahafo Region* (Doctoral dissertation).
- Eluagu, L. S., & Okereke, O. (1985). The socio-economic impact of Gari traders' association in IMO state of Nigeria. *Oxford Agrarian Studies*, 14(1), 92-104.
- Evers, H. D., & Gerke, S. (2007). *Social and cultural dimensions of market expansion* (No. 24). ZEF Working Paper Series.
- Fashiku, C. O. (2016). Leaders' communication pattern: A predictor of lecturers' job performance in Nigeria. *International Journal of Educational Leadership and Management*, 4(2), 103-126.

- Fatimayin, F. (2018). What is communication? *Communication and Language Skills*, 21.
- Ferreira-Meyers, K., & Martins, J. (2020). The use of Whatsapp in today's mobile language teaching and learning. In *ITM Web of Conferences*, 33, 307.
- Fetterman, D. M. (2019). *Ethnography: Step-by-step*. Thousand Oaks, CA: Sage publications.
- Fischer, F. (2004). Revisiting organisational politics: toward a postempirical approach. *Policy and Society*, 23(4), 1-31.
- Fouka, G., & Mantzorou, M. (2011). What are the Major Ethical issues in Conducting Research: Is there a Conflict Between the Research Ethics and the Nature of Nursing? *Health Science Journal*, 5(1), 3.
- Frankovsky, M., Birknerova, Z., Tomkova, A., & Zbihlejova, L. (2018). Operationalisation of manipulative behavior attributes-original methodology casadi. *International Multidisciplinary Scientific Conference on Social Sciences And Arts*, 255-262.
- Garcia-Bolivar, O. E. (2006). Informal economy: is it a problem, a solution or both? The perspective of the informal business. *Bepress Legal Series*, 1065.
- Gladwin, H. (1980). Indigenous knowledge of fish processing and marketing utilised by women traders of Cape Coast, Ghana. *Indigenous knowledge systems and development*, 131-150.
- Gore, C. (1978). *Food marketing and rural development: a study of an urban supply system in Ghana* (Unpublished PhD Dissertation, Pennsylvania State).
- Greenberg, J., & Baron, R. A. (2008). *Behaviour in Organisations* (9th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Grossman, S. (2014). The Effect of Market Association Political Power and Local Government Effectiveness on Trade: Evidence from Nigeria. *ERG Project*.
- Guala, F. (2019). Preferences: neither behavioural nor mental. *Economics and Philosophy*, 35(3), 383-401.
- Guffey, M. E. & Almonte, R. (2009). *Essentials of Business Communication*. Nelson Education, Toronto.
- Halai, A. (2006). Ethics in qualitative research: Issues and challenges. Plenary address: Multi disciplinary qualitative research in developing countries. *EdQual: Education Quality*.

- Hancock, B. (2002). An Introduction To Qualitative Research Trent Focus For Research And Development In Primary Health Care. *Trent Focus*.
- Haralambos, M., & Holborn, M. (1995). Uniting Structural and Social Actions Approaches. *Sociology: Themes and Perspective*, 903-07.
- Harris, J. (2007), "Why business is like the Edinburgh fringe", *Management Today*
- Hatch, J. A. (2002). *Doing qualitative research in education settings*. Suny Press.
- Hennick, M., Hutter, I., & Bailey, A. (2011). Qualitative research paradigm.
- Heuman, J. (1994). Inside the US Retail Coffee Market. *Tea and Coffee Trade Journal*, 166, 46-46.
- Heywood, A. (1997). *Politics*. MacMillan Press.
- High, C., & Nemes, G. (2007). Social learning in leader: Exogenous, endogenous and hybrid evaluation in rural development. *Sociologia ruralis*, 47(2), 103-119.
- Hunjan, R., & Keophilavon, S. (2010). *Making change happen*. Fife: Carnegie UK Trust.
- Ikioda, F. (2014). Communities of practice in competitive settings: exploring the role of associations of market traders in Nigeria's marketplaces. *Knowledge Management for Development Journal*, 10(2), 105-116.
- International Labour Organisation and WIEGO. (2013). *Women and Men in the Informal Economy: A Statistical Picture (2nd ed.)*. Retrieved from <http://wiego.org/publications/women-and-men-informal-economystatistical-picture-2nd-edition>
- Jennings, M. (2003). *Business ethics*. South-Western College Publishing.
- Joshi, A., Prichard, W., & Heady, C. (2014). Taxing the informal economy: The current state of knowledge and agendas for future research. *The Journal of Development Studies*, 50(10), 1325-1347.
- Kahai, S. S., & Cooper, R. B. (1999). The effect of computer-mediated communication on agreement and acceptance. *Journal of Management Information Systems*, 16(1), 165-188.
- Kalu, C., Okidi, I., Unagha, A., & Chidi-Kalu, E. (2018). Traditional Communication Media in Rural Information Service Delivery to Adolescents of Selected Communities in OBIO/AKPOR Local Government Area of Rivers State, Nigeria.
- Kapur, R. (2020). Informal communication systems

- Kariuki, N. F. W. (2017). *Use of whatsapp as an organisational communication Platform: A case of kenya's safaricom technology division* (Doctoral dissertation, United States International University-Africa).
- Koontz, H. (2001). *Management: A global perspective* (10th Ed.). New York: McGraw-Hill.
- Kristina, K. (2020). The Organisational Communication Perspective Theory. *Journal of Social Science*, 1(3), 61-74.
- Kumar, R. (2012). *Basic Business Communication*. India: Excel Books India, New Delhi.
- Kumari, S., & Mittal, R. (2017). Whatsapp: a worth Medium of Communication for Transfer of Technology to the Masses. *Current Journal of Applied Science and Technology*, 23(2), 1-9
- Kupritz, V. W., & Cowell, E. (2011). Productive management communication: Online and face-to-face. *The Journal of Business Communication* (1973), 48(1), 54-82.
- Kusi, H. (2012). *Doing qualitative research: A guide for researchers*. Accra: Emmpong Press. PMID, 22299616.
- Kuzel, A. J. (2002). Sampling in qualitative inquiry. In B. F. Crabtree, & M. B. Miles, *Doing qualitative research* (2nd ed.). 33-45. Thousand Oaks, CA: Sage Publications.
- Lawton, T. C., Rajwani, T., & Minto, A. (2017). Why trade associations matter: Exploring function, meaning, and influence. *Journal of Management Inquiry*, 27(1), 5-9.
- Lincoln, Y. G., & Guba, E. (1985). E. 1985. Naturalistic Inquiry. *London, Sage Publications. Contextualisation: Evidence from Distributed Teams.* *Information Systems Research*, 16(1), 9-27.
- Lincoln, Y., & Guba, E. (2000). Paradigmatic controversies, contradictions and emerging confluences. In N. Denzin, & Y. S. Lincoln, *The handbook of qualitative research* (2nd ed.). 163-188. Beverly Hills, CA: Sage.
- Lindlof, T. R., & Taylor, B. C. (2017). *Qualitative Communication Research Methods* (4th ed.). Sage publications.
- Littlejohn, S. W., & Foss, K. A. (2009). *Communication Theory: Theories of Human Communication*.
- Luke, S. (2021). *Power: A Radical View* (3rd ed.). London: Palgrave Macmillan.

- Lyon, F. (2000). Trust, networks and norms: the creation of social capital in agricultural economies in Ghana. *World Development*, 28(4), 663-681.
- Lyon, F. (2003). Trader associations and urban food systems in Ghana: Institutional approaches to understanding urban collective action. *International Journal of Urban and Regional Research*, 27(1), 11-23.
- Lyon, F., & Porter, G. (2009). Market institutions, trust and norms: exploring moral economies in Nigerian food systems. *Cambridge Journal of Economics*, 33(5), 903-920.
- Mallen, M. J., Day, S. X., & Green, M. A. (2003). Online versus face-to-face conversation: An examination of relational and discourse variables. *Psychotherapy: Theory, Research, Practice, Training*, 40(1-2), 155.
- Mankiw, N. G. (2004). Principles of Economics, 1998. *Extra Materials*.
- Markovic, M. R., & Salamzadeh, A. (2018). The importance of communication in business management. *The 7th International Scientific Conference on Employment, Education and Entrepreneurship*, Belgrade, Serbia.
- Marshall, C., & Rossman, G. B. (2006). Data collection methods. *Designing qualitative research*, 2.
- Mathie, A., Cameron, J., & Gibson, K. (2017). Asset-based and citizen-led development: Using a diffracted power lens to analyse the possibilities and challenges. *Progress in Development Studies*, 17(1), 54-66.
- Mawuli, L. C., Mutsotso, S. N., & Namasaka, D. B. (2013). The Influence of Communication Channels on Management Practices in Kenyan Public Universities. *International Journal of Academic Research in Progressive Education and Development*, 2(1).
- Mbisso, D. (2011). Petty trading in marketplaces: space generation, use and management at Temeke Stereo marketplace in Dar es Salaam, Tanzania.
- Millar, A. E. (2010). Assessing the wealth of a nation: British and French views of China's political economy during the Enlightenment. London School of Economics and Political Science (United Kingdom).
- Miller, K. (2012). Organisational Communication Approaches and Processes (6th ed.). *Lyn Uhl*.
- Minto, A. M. (2016). *Non market autonomy: Combining private and collective approaches to corporate political activity* (Doctoral dissertation, Eugene, Oregon: University of Oregon).

- Modebadze, V. (2010). The term politics reconsidered in the light of recent theoretical developments. *IBSU Scientific Journal*, 4(1), 39-44.
- Mosco, V. (2009). What is political economy? Definitions and characteristics. *The Political Economy of Communication*, 21-36.
- Musa, M. A., Waziri, H. I., & Peter, A. M. The Relevance of Radical Political Economy Approach to the Understanding of Modern Societies. *International Journal of Innovation Research and Studies*, 3(3), 916-928
- Nikoi, S. K. (2014). *Internal Communication in Ghana Broadcasting Corporation (GBC)* (Doctoral dissertation, University Of Ghana).
- Nwabueze, U., & Mileski, J. (2018). Achieving competitive advantage through effective communication in a global environment. *Journal of International Studies*, 11(1).
- Nwankwo, N. L. (2012). *The roles of market traders' associations and the economic development of Nigeria* (Published dissertation, University of Nigeria, Enugu campus).
- Nyamwanza, T. (2014). An analysis of communication approaches used by SMEs in Zimbabwe. *European Journal of Business and Innovation Research*, 2(1), 39-50.
- Okoye, V. (2020). Street Vendor Exclusion in “Modern” Market Planning: A Case Study from Kumasi, Ghana. *WIEGO Resource Document*, (15).
- Oliver, P. (2013). Purposive Sampling. In V. Jupp (Ed.), *The Sage Dictionary of Social Research Methods*.
- Olukoju, A. (2005). Actors and institutions in urban politics in Nigeria: Agege (Lagos) since the 1950s. Johannes Gutenberg-Universität Mainz.
- Omonia, R. (2005), “Traders’ Association in Lagos, Nigeria”. In FAO AGSF Occasional Paper 7.
- Onah, J. O., Ndolo, I. S., & Allison, P. U. (2006). *Marketing and Management practice in Nigeria*. African Marketing Development Foundation.
- Osei-Boateng, C. (2019). Informal workers and social dialogue in Ghana: The case of UNIWA and the Accra Metropolitan Assembly. Mondiaal FNV.
- Otoo, F. (2015). *Effect of communication on employee performance at Ghana Revenue Authority, Kumasi* (Master's Thesis, Kwame Nkrumah University of Science and Technology).

- Owusu, F. (2007). Conceptualizing livelihood strategies in African cities: Planning and development implications of multiple livelihood strategies. *Journal of Planning Education and Research*, 26(4), 450-465.
- Owusu, G., & Lund, R. (2004). Markets and women's trade: exploring their role in district development in Ghana. *Norsk Geografisk Tidsskrift-Norwegian Journal of Geography*, 58(3), 113-124.
- Palts, K., & Kalmus, V. (2015). Digital channels in teacher-parent communication: The case of Estonia. *International Journal of Education and Development using ICT*, 11(3).
- Pandey, M., Pandey, P., & Dutte, M. (2016). Grapevine: An effective way of organisational communication. *An International Journal in English*, 4(2), 1-6.
- Patton, M. Q. (1990). *Qualitative evaluation and research methods*. SAGE Publications, Inc.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods*. Thousand Oaks, Cal.: Sage Publications.
- Raynes, B. L. (2001). Predicting difficult employees: The relationship between vocational interests, self-esteem, and problem communication styles. *Applied Human Resource Management Research*, 6(1), 33-66.
- Reveley, J., & Ville, S. (2010). Enhancing industry association theory: A comparative business history contribution. *Journal of Management Studies*, 47, 837-858
- Riemer, F. J. (2012). Ethnographic research. *Qualitative research: An introduction to methods and designs*, 163-188.
- Ritchie, J., Lewis, J., & Elam, R. G. (2013). Selecting samples. *Qualitative research practice: A guide for social science students and researchers*, 111.
- Robbins, S. P., Judge, T. A., & Campbell, T. (2010). *Organisational Behavior*. Harlow.
- Roever, S. C. (2005). *Negotiating Formality: Informal Sector, Market, and State of Peru*. University of California, Berkeley.
- Ruppel, E. K., & Burke, T. J. (2015). Complementary channel use and the role of social competence. *Journal of Computer-Mediated Communication*, 20(1), 37-51.
- Sackey, R. (2020). *Newsroom convergence in Ghana* (Unpublished Master's Thesis, University of Education, Winneba).

- Said, M., & Said, L. R. (2018). Differences in Employee Perceptions on Downward and Upward Communications. *Academy for Global Business Advancement*, 15, 822-830.
- Sanina, A., Balashov, A., Rubtcova, M., & Satinsky, D. M. (2017). The effectiveness of communication channels in government and business communication. *Information Polity*, 22(4), 251-286.
- Schaefer, R. (2004). *Sociology: A Brief Introduction* (5th ed.). Boston: McGraw Hill.
- Schaeffer, V., Öcalan-Özel, S., & Pénin, J. (2020). The complementarities between formal and informal channels of university–industry knowledge transfer: a longitudinal approach. *The Journal of Technology Transfer*, 45(1), 31-55.
- Scheiterle, L., & Birner, R. (2020). The Myth of the Market Queens: A Case Study of Women and Power in Ghanaian Markets.
- Scheming, O., & Mason, R. B. (2013). Communication channels and interpersonal communication between South African and German business partners. *Corporate ownership and control*, 10(4).
- Schermerhorn, J. R., Osborn, R. N., & Hunt, J. G. (2002). *Organisational Behavior*. United States/New York: John Wiley & Sons.
- Shenton, A. K. (2004). Strategies for Ensuring Trustworthiness in Qualitative Research Projects. *Education for Information*, 22(2), 63-75.
- Shepherd, A. W. (2005). Associations of market traders. Their roles and potential for further development.
- Shepherd, A. W., Cadilhon, J. J., & Gálvez, E. (2009). Commodity associations: a tool for supply chain development. *Agricultural management, marketing and finance occasional paper*, 24.
- Shirke, M. M., Shaikh, S. A., & Harky, A. (2020). Tele-oncology in the COVID-19 era: the way forward? *Trends in cancer*, 6(7), 547-549.
- Shonubi, A. O., & Akintaro, A. A. (2016). The impact of effective communication on organizational performance. *The International Journal of Social Sciences and Humanities Invention*, 3(3), 1904-1914.
- Shrivastava, S. (2012). Identifying the Major Components of Business Communication and Their Relevance: A Conceptual Framework. *IUP Journal of Soft Skills*, 6(4).
- Smith, H. M., & Luttrell, M. E. (1994). Cartels in an “Nth-Best” world: The wholesale foodstuff trade in Ibadan, Nigeria. *World Development*, 22(3), 323-335.

- Snape, D., & Spencer, L. (2003). Introduction to Research Method. *J. Ritchie and Lewis, J. (2003) Qualitative Research Practice: A Guide for Social Science Students and Researchers (Ed). Sage Publications, London.*
- Staff, W. (20120). What are power relations and who is affected by them?
- Stake, R. (1995). *The art of case study research*. Thousand Oaks. CA: Sage Publications.
- Stake, R. E. (2010). Qualitative research: Studying how things work.
- Staniland, M. (1985). *What is political economy? A study of social theory and underdevelopment* (No. 04; HB73, S8)
- Stuart, G. (2019). 4 types of power: What are power over; power with; power to and power within? *Sustaining Community*
- Thiel, A. (2015). *Heterotemporal convergences: travelling significations of order and their adaptations in the claims-making strategies of Accra's Makola market traders* (Doctoral dissertation, University of Aberdeen).
- Thomas, P. Y. (2010). *Towards developing a web-based blended learning environment at University of Botswana*. Pretoria: University of South Africa.
- Tubbs, S., & Moss, S. (2008). *Human communication: principles and contexts* (11th ed.). Boston, MA: McGraw-Hill Higher Education.
- Twum-Barima, L. M. (2014). An assessment of the awareness of fire insurance in the informal sector: a case study of Kumasi central market in Ghana. *International journal of humanities social sciences and education (IJHSSE)*, 1(8), 41-47.
- Ugwuona, F. A., Ugwuona, G. E. and Nnolim, D. A. (2007), Activities of Market Traders' Association in Nigeria Market. *Journal of Marketing Research, NIMN*, Vol.2, Enugu
- Valdes, V. O. (2017). The Neoclassicals' Conundrum: If Adam Smith Is the Father of Economics, It Is a Bastard Child. *Levy Economics Institute, Working Papers Series*, 893.
- Veldeman, C., VanPraet, E., & Mechant, P. (2017). Social media adoption in business-to-business: IT and industrial companies compared. *International Journal of Business Communication*, 54(3), 283-305.
- VeneKlasen, L. & Miller, V. L. (2007). A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation. *World Neighbors, Oklahoma City*.

- Wasko, J., Murdock, G., & Sousa, H. (Eds.). (2011). *The handbook of political economy of communications*. John Wiley & Sons.
- Webb, S. H., & Roberts, S. J. (2016). Communication and social media approaches in small businesses. *Journal of Marketing Development and Competitiveness*, 10(1).
- Wimmer, R., & Dominick, J. (2011). *Mass media research: An introduction*. Boston: Wadsworth.
- Wolcott, H. F. (1994). *Transforming qualitative data: Description, analysing and interpretation*. Thousand Oaks, CA: Sage Publications.
- Wong, A., Ho, S., Olusanya, O., Antonini, M. V., & Lyness, D. (2020). The use of social media and online communications in times of pandemic COVID-19. *Journal of the Intensive Care Society*.
- Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage Publications
- Zalewska-Turzyńska, M. M. (2016). The Communication Patterns of Leaders And Employees. Evidence From Medium And Large Enterprises. *Academy of Contemporary Research Journal*, 1-6.
- Zan, N. (2019). Communication Channel between Teachers and Students in Chemistry Education: WhatsApp. *Online Submission*, 9(1), 18-30.

APPENDIX A

INTERVIEW GUIDE

My name is Priscilla Aboagyewaa Boateng, a graduate student at the University of Education, Winneba, pursuing a Master of Philosophy (MPhil) Degree in Communication and Media Studies. I am conducting a study titled “**Political Economy of Communication Among Market Traders’ Associations: A Study of Selected Associations in Kejetia City Market**” and will be pleased if you can assist me in the collection of data. I would be grateful if you can respond to some of these questions. All responses will be kept confidential as the data is strictly for academic purposes.

CLOTH SELLERS’ ASSOCIATION AND *ENYE MAHODEN* FOOTWEAR SELLERS’ ASSOCIATION

1. Could you please introduce yourself (age, educational background, ethnic affiliation)?
2. How long have you been a member of this association?
3. What is the purpose, goal or aim of this association?
4. What do members stand to gain from joining this association?
5. Are there some benefits that the group also enjoys?
6. How is the association structured or organised?
7. What are the roles and functions of the leaders?
8. What is the communication relationship between the executives and members like?
9. How do you communicate with the executives and members?

10. How is the flow of communication in the association like (Is it always coming from executives to members or members also communicate with the executives and in what form)?
11. Apart from this association, are there other similar traders' associations like yours in this market?
12. Does this association have a relationship with other the traders' associations here in Central Market?
13. How do you communicate with members and other the traders' associations?
14. Do the other associations in this market also have the same goals as you have?
15. Do you have a superior body or committee overseeing the activities of these traders' associations in this market?
16. Do all the traders' associations have any direct links with the Kumasi Metropolitan Assembly (KMA)?
17. Do you perceive that there is any an unfair relationship or discrimination between the Steering Committee and the various traders' associations?
18. Do you find that in the relationships of members of this traders association, do you find that some people are treated favourably than others?
19. If yes, how does it manifest
20. How does this association compete with others associations so as to get limited resources for members in this association?
21. Is there anything that you may want to add to our conversation apart from the discussions that we have had?
22. Do you have any question for me?

STEERING COMMITTEE

1. Could you please introduce yourself (age, educational background, ethnic affiliation)?
2. How long have you been a member of this committee?
3. What is the purpose of this committee?
4. How is this committee composed?
5. How is this committee structured?
6. What benefits do constituents associations under you derive from this committee?
7. Do you find the way you communicate with the member body the best or very important?
8. How do you communicate with these associations in the market (how is the direction of flow of communication like)?
9. What is this committee's relationship with KMA and what is the overall role that KMA plays?
10. How does this committee communicate with KMA?
11. How do traders' associations get to know about some of the things that this committee does for them?
12. Based on the composition of this committee, do some of the member associations think that you as a committee are favouring some associations than the others?
13. Do some traders' associations perceive that there is discrimination in the distribution of privileges or benefits?
14. Why do you think that these associations think this way about this committee?
15. How does it happen (if any)?

16. Is there anything that you may want to add to our conversation apart from the discussions that we have had?
17. Do you have any question for me?

KUMASI METROPOLITAN ASSEMBLY

1. Could you please introduce yourself (age, educational background, ethnic affiliation)?
2. What is the name of the department/unit?
3. What is the relationship between KMA and the market?
4. Are there some groups that you deal with directly apart from the groups you have mentioned earlier?
5. How are these groups structured?
6. Is this possible that a group can bypass the overall committee or group?
7. Are there situations when a group or some individual members have access to the KMA market division directly?
8. How do these associations deal with the overall committee?
9. How do you communicate with the associations?
10. Is there the possibility that one group will be favoured more than the others in your outfit?
11. Please we are human beings, don't you think there can be some form of preferential treatment?
12. Hasn't there been any report or complain of how some groups have been having their way easily with this department/unit?
13. Sometimes we hear of some group members insinuating that some particular associations are favoured or considered than the others?

14. Do you find the existence of these Market Traders' Associations relevant to the work of the Assembly?
15. Are these some individuals who are non-members of the Market Traders' Associations and deal directly with the steering committee or your outfit?
16. Are there occasions where this unit deals with individual Market Traders' Associations directly?



APPENDIX B

Certificate of Cloth Sellers' Association

Reg No. CG008092018		TIN : C0010348492
REPUBLIC OF GHANA		
<h1>Certificate of Incorporation</h1>		
I hereby certify that		
CENTRAL MARKET CLOTHES SELLERS ASSOCIATION - KUMASI		
<p>is this day incorporated under the Companies Act, 1963 (Act 179) and that the liability of its members is limited by guarantee.</p>		
<p>Given under my hand and official seal at Kumasi, this 1st day of February 2018</p>		
	<p>NANA AMA AKYIAA PREMPEH For: Registrar of Companies</p>	

Source: Fieldwork, 2021)

APPENDIX C

Certificate of *Enye Mahoden* Footwear Sellers' Association

Reg No. CG053072020 TIN : C0047935855



REPUBLIC OF GHANA

The Companies Act, 1963, Act 179

Certificate To Commence Business

I hereby certify that

ENYE MAHODEN FOOTWEAR SELLERS ASSOCIATION

having complied with the provisions of Sections 27 and 28 of the Companies Act, 1963, Act 179 is entitled to commence business with effect from **5th day of August 2020**

Given under my hand and official seal at Kumasi, this 5th day of August 2020




For: Registrar of Companies

Source: Fieldwork, 2021