Chapter VI
MAJOR FINDINGS AND CONCLUSION

This research has presented a wide-ranging role of broadcasting media such as All India Radio and Doordarshan. All the objectives raised have been thoroughly studied and probed into keeping in view of the new challenges of broadcasting media, new insights into the relationship between broadcasting media (All India Radio & Doordarshan) and the customers were studied. The present attempt becomes significant because the broadcasting media both All India Radio and Doordarshan came under the Prasar Bharati Corporation. The result of this research will help both educators and media workers in enhancing their abilities in an autonomous atmosphere. The understanding gained from this research must be translated into reality, so that, the people can use broadcasting media as informed citizens and not merely as passive consumers of entertainment. The personal experience of the researcher reveals that there is a requirement to teach media literacy both formally and informally, from high school to university. Media criticism needs to be validated as an important social function. The broadcasting media are entrusted with the task of preparing individuals in developing nation like India for rapid social change by establishing a climate of modernization.

In tracing the historical background of All India Radio and Doordarshan in the second chapter, the following general observations are made:
The development content of All India Radio during the post-independence period, its significant role in communication and its adjustment to new ideas or evolving social and political situation since independence.

To critically review and find solutions to the problems of:

a. National integration
b. Economic development
c. Removal of social evils
d. Cheaper mode of communication

The entertainment-education represents the single objective for All India Radio in the post-independence period. As stated in chapter I (page 5), the constitutional objectivities and the goals of All India Radio are in consonance. The territorial expansion in terms of population coverage and technical advancement has made All India Radio a unique communication system for developing socialistic nation (1947-1991). The historical evolution of All India Radio has been closely interlinked with social, cultural, political and economic development of India. A historical study of both All India Radio and Doordarshan (chapter 2) has presented the following assessment about the role of All India Radio and Doordarshan in disseminating information to the public (see page 7 - major aim of the study).

1. All India Radio and Doordarshan have served largely as vehicles for top-down channels to convey information to people. To incorporate indigenous communication media, both All India Radio and Doordarshan made use of folk and rural based
programmes to increase the effectiveness of the communication and to bring about greater participation of rural and urban poor in the developmental process.

2. The history of the origin of Doordarshan in India reveals us how it was linked to education and development at the early stages of its birth and growth as a medium of communication in India.

3. TV in India emphasized the educational role of TV and the people working in Doordarshan for a long time under the spirit of the formula that television was a medium for the upliftment of the people and not for their entertainment.

4. Earlier functional objectives of All India Radio and Doordarshan were to wean the rural poor from superstition, wasteful expenditure, evils of child marriage, and in the majority of the programmes, the format used was group discussion, where real problems had to be highlighted.

5. When colour TV was introduced in 1982, the entertainment content of TV programmes was also increased. By the introduction of sponsored programmes (Hum Log, 1984), entertainment was introduced in an official way and it overtook the educational objectives of Doordarshan.
6. By 1992, with the introduction of foreign supported Indian satellite channels, the face of Indian TV was changed. The advent of satellite TV has not only raised the issue of the primacy of entertainment programmes on TV but also of living with competition. Today, at national level two trends dominate the direction of media policy.

a) Commercialization: Both All India Radio and Doordarshan should cope with ever-increasing competition and to seek the largest possible audience, creating a need for constant entertainment.

b) Transnationalization: It refers to the increased exposure of audiences to imported culture (cultural imperialism).¹

c) Despite such competition, All India Radio, DD1 to DD8 channels have afforded the maximum time for developmental news items. Among the developmental issues in DD1, the women related issues stand far

The P.C. Joshi Committee reported that 1) TV was in the grip of a powerful commercial-consumerist lobby that turned it into a medium for entertaining the rich urban middle and upper classes, and 2) Nehru-Sarabhai approach of tapping the communication revolution in general, and television in particular, as a major tool for the development of the masses had been ignored.

The committee found that most of the programmes were socially irrelevant as they shut out social realities. TV and other media, the Report continued, had to be active instruments in promoting linkages between education, employment, local issues, local economy and local socio-cultural needs - all integrated with modern science and technology applied to local and national needs and priorities. The software planners were criticised in the Report for identifying development with affluence and the conspicuous consumption indulged in by a tiny section of the population.
ahead of others. Therefore, women centered serials were telecasted since 1991.

d) Both All India Radio and Doordarshan in its historical evolution stood for communal harmony and for national integration. These objectives were never diluted in the development of mass communication technology.

e) All India Radio from 1947 to 1980 acted as the mouthpiece of the Central government and communicated to rural mass about the development tasks of a planned-socialistic economy (Nehru-Sarahbhai approach for communication).

When All India Radio network is expanded, it has been on the plea of meeting the developmental needs of the imperatives of social change (Ninth Plan Vision - refer II chapter, page 33).

In the annals of broadcasting media, 1997 was a breakthrough year both for All India Radio and Doordarshan. In tune with economic liberalisation policy of India (1991), the autonomy and the commercial outlook of All India Radio and Doordarshan were made under the establishment of Prasar Bharati Corporation (23.11.97).

The study of the organisational structure of both All India Radio and Doordarshan was made in the second chapter. It has been observed that typical hierarchial structure resembling most of other governmental organisation has curtailed the autonomy of All India Radio and Doordarshan. Innovation and creativity are lacking because of top-down
communication within the organisation. Doordarshan was originally established under the organisational control of All India Radio and later it was separated in 1976. The separation resulted in the Doordarshan excelling All India Radio in many respects. However, the goals and objectives of All India Radio and Doordarshan remained the same. Most of the administrative and technical staff of both All India Radio and Doordarshan are interchangeable and organisationally it facilitated for easy coordination both in technical and programme fields. From the organisational point of view, the following findings are noteworthy.

1. The Staff Training Institute is common for both All India Radio and Doordarshan. In the area of management skill, only general management skills are imparted (refer page 103). There is a need for specialised mass media management skills to be imparted. Only a few selected personnel are given highly advanced training in mass media (Atlanta-USA).²

2. The practice of appointing permanent artists and instrument players in All India Radio indirectly influenced the practice of nepotism and dominance of particular caste. By establishing a favourable relationship with the authorities of All India Radio and Doordarshan, the producers are able to market their production without entertainment value. Between 1976 and 1995, the news presentation lacked modern way of communication.

² Such training facilities are also available at the Asia Pacific Institute of Broadcasting Development at Kualalumpur.
In a rigid hierarchical structure, there has been a constant power struggle between the employees in the technical side and the program executives. The creation of various divisions within All India Radio and Doordarshan led to the specialisation of the task undertaken. The 'functional autonomy' ensured through Prasar Bharati Act, 1997 has resulted in organisational development and revenue earning capacity. There has been a qualitative improvement of programmes in the presentation of news items. In the field of personnel administration, the following drawbacks are observed in the course of the study.

1. The Minister of I&B is not enjoying the status of Cabinet Minister.

2. There is lack of professionalism among programme executives and the staff.\(^3\)

3. The concept of part-time members exists in Prasar Bharati Corporation/Board.

4. There is lack of corporate organisational behaviour among the employees.

5. Lack of efficiency, flexibility, transparency and organisational development persists.\(^4\)

\(^3\) See also the Sen Gupta Committee Report.

\(^4\) Development in AIR and DD is quite often associated with territorial and technical advancement. Emphasis must be laid on attitudinal and behavioural modification.
6. There has been no direct recruitment of Programme Executives since 1990 and TREX's since 1994. There is neither regular promotion nor new induction at the Station Director and Asst. Station Director level since 1991.

7. There is no track promotion based on merit. As a result, the entire organisation lacks creative vigour and vital energy.

8. From organisational point of view, a hierarchial structure with a single point entry is not appropriate for Doordarshan and All India Radio.

9. From technical point of view, during 1980's and 1990's, the unwillingness of All India Radio and Doordarshan organisations to switch over to "unmanned transmitters" has resulted in gross overstaffing particularly on the engineering side.\(^5\)

10. Human resources development has been neglected in Prasar Bharati. The result is an aging, inefficient, demoralised and bureaucratic over staffed organisation, lacking capacity in some critical areas.

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\(^5\) The Engineering and Transmission function in Prasar Bharati accounts for 41% of the total staff strength of nearly 45,000 people.
In the third chapter social, educational and political functions of All India Radio and Doordarshan are dealt with. The much cherished objectives of All India Radio and Doordarshan such as

a. Information
b. Education and
c. Entertainment

have been practised and retained by them in different socio-political changed situations. The general objectives of All India Radio and Doordarshan and programming objectives followed McQuail’s five basic functions of media. Both All India Radio and Doordarshan played a great role in the field of:

1. Socialistic programmes of the planned economy.
2. As a catalyst in the transformation from colonial practice to democracy.
3. Political education to the most vulnerable section of Indian society.
4. Preserving the secular credentials of India.
5. Providing non-formal education to the rural agricultural workers.
6. Developing scientific temper among the Indian population.
7. Special attention has been paid to the developmental needs of the tribal population in India.
8. Both All India Radio and Doordarshan effectively intervened in population control, family welfare, environmental production, youth development and in women and children’s rights.

9. The Doordarshan-Gyandarshan and ETV played a very effective role in telecasting syllabus-oriented educational programmes (Refer table 3.3, page 134).

10. Collaborating with educational agencies like NCERT, CIET, SIET and NDS, the All India Radio and Doordarshan instill hope to usher in a ‘learning society’.

The merits and demerits about autonomy are analysed in chapter IV. As asserted in the introduction of the chapter, the public service broadcaster must play a key role in a large thriving democracy. Autonomy has been evaded for a very long time for political reasons. The objectives of Autonomy are portrayed in the context of (page 140).

a. substance
b. non-monopoly
c. not as a gift
d. independence and
e. accountability

It was only during Mrs. Gandhi’s period, the Doordarshan and All India Radio were misused. The image building exercise of political leaders made several constraints on All India Radio and TV. The induction of
INSAT-I and INSAT-II has triggered mushrooming of private channels and the monopoly of All India Radio and Doordarshan collapsed.

Some critics have pointed out that the autonomy for All India Radio and Doordarshan has been in line with liberalisation and privatization of Indian economy since 1991 (refer page 145). The All India Radio and Doordarshan are accountable for the Indian citizens. The chapter presents the view that both accountability and autonomy are the two sides of the same coin. Increased autonomy shall make both All India Radio and Doordarshan more accountable. Chapter four presented the following critical points from the study of autonomy for All India Radio and Doordarshan.

1. Prasar Bharati should be accountable for policy and strategic decisions. The organisation would be responsible for its own operational and tactical decisions.

2. De-bureaucratization would strengthen the accountability.

3. For full time members from Prasar Bharati employees, only the Chief Executive must be a member of the Board. The present practice of appointing from members of the operating management might undermine the accountability of the Chief Executive.

4. Functional responsibility must be fixed from top to down.

5. Autonomy, decentralization and devolution of powers will certainly result in more accountability among the employees.
In chapter five performance and programme evaluation of All India Radio and Doordarshan is taken up for study. From the study, it is understood that programming is the central position and the core function of broadcasting. The producer who directs a programme from conception to completion is considered as the backbone of the organisation. All India Radio and Doordarshan follow a plan to induct, train and exploit such creative minds in the organisation at all levels. All India Radio and Doordarshan have been consistently able to maintain a balanced approach in providing information, education and entertainment to the majority of Indian viewers. The chapter identifies the following drawback of programming in All India Radio and Doordarshan:

1. The arrogant and lethargic behaviour of the permanent Programme Executives.
2. Programmes lack innovativeness and attractiveness.
3. Programme managers find problems in coordinating with the technical staff.
4. The staff in the programming division failed to utilize the new technologies.
5. Lack of competitive spirit among the employees.

Suggestions and Recommendations

Both All India Radio and Doordarshan which come under Prasar Bharati Corporation is the biggest organisation. The territorial and geographical expansion has been on the increase. It has to face the competition of foreign and private channels in India. The traditional role of
broadcasting media as an agent of 'social change' must be retained. In the context of autonomy and liberalised economy, the following recommendations are worth to enhance the role of All India Radio and Doordarshan.

Prasar Bharati Corporation must ensure its central mandate of providing its audience with programmes that inform, educate and entertain.

(i) **To create content-textual, graphic, video and audio (All India Radio)**

- Is absorbing, interesting and enjoyable; and is relevant to the audience.
- Is impartial, unbiased and presents all sides of a story; respects and gives due weightage to differing and contrary opinions, beliefs and viewpoints.
- Reflects the diversity and richness of India's culture.
- Develops specific programmes appropriate for the most important audience group: children.
- Addresses the needs of minority audiences: the disadvantaged, linguistic, cultural, ethnic, religious and special interest groups.
- Serves as an input for education, social change and national development.
- Is of the highest quality, and sets standards for other broadcasters.
(ii) **To serve as a unique platform that:**

- Creates a forum for informed debate and discussion on issues of national or regional importance; particularly those which are agitating people's minds.
- Provides space for issues, artists and programmes that the private channels are unlikely to air.
- Serves as a means for audience feedback and for people-to-people communication.
- Acts as a vital means for empowering and enlightening people through information, education, and culture, in an absorbing manner.
- Provides entertainment and enjoyment to its large and varied audience.

(iii) To ensure that transmission provides the best technical signal quality to every receiver in India, in the most efficient and cost-effective manner. In addition, to carry Indian content to its relevant audience worldwide through appropriate means.

(iv) To create and to utilise the necessary hardware infrastructure so as to fully exploit the potential to new media and technologies for the benefit of its present and potential audience.

(v) Restructure and fashion itself to emerge as an efficient, world-class producer and broadcaster of meaningful, entertaining content.
To enforce and fix accountability, the Chief Executive should prepare an annual review, highlighting the objectives of the year, major activities of the organisation and key achievements and failures.

On the revenue side, opportunities to earn revenue from the sale of All India Radio and Doordarshan programmes within and outside the country should be targeted. The studios and transmitters can be let out for rent for private channels.

For Programmes

(i) Programming must be acknowledged as the central or core function, to the success of which all other activities must be geared. Any failure to perform any function which has an adverse impact on programming must be dealt with impunity. Moreover, concrete steps should be taken to enthuse all facilitating functions to contribute as a team to the success of programming.

(ii) Production of a programme is a team effort, involving many people and different disciplines. These include Engineering Staff, Camera persons, Floor Managers, Scenic Designers, Editors, Sound Engineers and many others. However, it must be recognized that the Producer is the team leader, irrespective of the pay scale incentives vis-a-vis other functionaries. In order to ensure good programming, it is essential that the Producer is seen as the leader of the team and his writ must run, irrespective of hierarchy or seniority.
(iii) To the extent possible, in each Kendra, production teams should be encouraged to develop into a cohesive and effective group. A Producer should work, as far as possible, with the same Camera person, Floor Manager, Lighting Assistant, Scenic Designer, Editor, etc., so that, over a period of time, a chemistry of relationship will develop.

(iv) While large teams and certain disciplines are specific to television, we recommend the same approach for radio when initiated for Internet content.

(v) The Producer should be given the right to co-extensive reporting on his team members. Where a team has members on a higher payscale than the Producer, the remarks can be recorded one level above; that is, at the level of an Executive Producer, incorporating the remarks of the Producer.

(vi) All India Radio and Doordarshan must induct, develop, train and exploit creative minds for programming.

(vii) The compensation package should be comparable with the market.

(viii) Programme executives must be recruited on a five-year contract period and must be redesignated as Producers.

(ix) Existing vacancies and direct recruitment of Programme Executives must be made with immediate effect.

(x) Station Director should be selected from the internal candidates based on past performance evaluation.
HR, is an asset, which has been greatly neglected, particularly by Doordarshan. Prasar Bharati must own the majority (if not all) of its content. It must ensure that, under normal circumstances, all programme rights vest with the Prasar Bharati, so that the performing rights can be exploited in different media.

Marketing has been neglected, in the past and needs a major thrust. Marketing must help to understand the audience for the Prasar Bharati programmes. There is an urgent need to improve the distribution of the Doordarshan satellite channels by private cable operators and to bring increased advertising revenues through better and more market survey pricing and selling of advertising time. Marketing must provide consumer feedback to the content creators in order to improve the audience appeal and participation.

Prasar Bharati needs to move quickly to take full advantage of the full potential and the many possibilities of the New Media such as, the Net, Interactive TV, DTH, digital terrestrial broadcasting and the whole area of media convergence. Prasar Bharati must be a step ahead of others in the arena of New Media technology and marketing. To bring focus, Prasar Bharati needs to create a New Media division with a dedicated team, headed by a Management Council member, to explore the exciting and rewarding opportunities in these areas.

A major change is required to be made in the structure of Prasar Bharati in connection with the transmission of both television and radio signals. The committee recommends that Transmission (infrastructure
development, operation and maintenance) must be separated as a profit centre within Prasar Bharati. The transmission business can then, market its considerable capabilities to Prasar Bharati and to private radio and television channels. It is recommended that a study should be undertaken to examine the possibility of constituting the business as a separate corporate subsidiary of Prasar Bharati.

The remuneration of the key personnel, including the Chief Executive needs to be urgently re-examined.

Research in mass media communication is difficult because they function in a closed circuit and the required transparency is still lacking. However, the potential area of future research area is as follows:

1. Broadcasting media and political participation.
2. Impact of Doordarshan on society.
3. Entertainment and Information value - A comparative study of All India Radio and Doordarshan.
4. Maintaining cultural diversity through programmes - the role of Doordarshan in India.
5. Impact of Gyandarshan on Indian Educational system.

In the context of 'Information Age', the apex research institutions such as VGC, NCERT and NGO's must come forward in funding research on the above said line of thinking.