Performance of Public Service Broadcasting:
A study on Bangladesh Betar

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Chapter 1

Introduction

The purpose of this study is to evaluate the performance of Public Service Broadcasting (PSB) in the context of Bangladesh. PSB is a system where radio and television programs are broadcast to the public without any profit motive. PSB Media plays an important role in enlightening people with the knowledge and information that enriches public life. In the context of Bangladesh, there are two major organizations known as public broadcasters, such as Bangladesh Betar and Bangladesh Television. The performance of this PSB organization is closely involved in serving the people and meeting their expectations. By evaluating the performance of these institutions it is possible to realize the current situation which can help to ensure better service to the citizen by improving the loopholes. In this thesis, an attempt has been made to evaluate the performance of Bangladesh Betar (BB) as a PSB Organization which is done on the basis of Audience satisfaction.

This introductory chapter represents the overall background of this study with a particular research problem and describes the significance and objective of the study. It also highlights the probable questions of this research. Furthermore, this chapter integrates the scopes as well as the limitations of this study. The structure of the overall thesis is presented at the end of the chapter.

1.1 Background

Public broadcasting includes radio, television and other electronic media whose primary mission is to serve the people through disseminating news and programs. PSB financing comes mainly from public sources, in other words, through government financing. The definition of PSB and the logic of operation varies from region to region, from one country to another, but the understanding is fairly similar. Dragomir said that PSBs must maintain a social context and management process as an independent public entity. Since the PSB is funded primarily by public funds, its goals and vision must be for the public service and broadcast the program in such a way that it can address all levels of

society equally (Dragomir Cited in Abbott, 2016). Public broadcasters have to fulfill the various obligations set forth in their charter as approved by the government. These obligations may differ, but generally, cover some common areas that are the basic principles of public broadcasting. These are (i) geographically universal accessibility that means the coverage area is almost all the regions within the country, (ii) universal appeal of programs and news which denotes contents of programs that are suitable for maximum audience, (iii) particular attention to minorities that refer programs which are designed with special focus on women, children, ethnic group etc., (iv) contribution to the sense of national identity by broadcasting programs that has been ensured to uphold local content with diversity, (v) direct funding from public (vi) independent (vii) competition within good programs'(Broadcasting research Unit, UK 1985 cited in Raboy, 1993). Innovation is also the characteristics of a good public broadcaster which is introduced by Netherland Public Broadcasting in 2003. PSB is also responsible for disseminating policy-related issues and broadcasting development and motivational programs in terms of economic and social development.

This thesis is intended to examine the performance of a PSB organization which is a public institution in the context of Bangladesh. Performance assessment of a public institution is a process that offers feedback to decision-makers and helps to ensure service to key stakeholder by improving performance. It is also a part of good governance. From this standpoint, performance assessment in public broadcasting is a process whereby the drivers and results of key activities within a broadcaster are measured to identify past, current and potential future outcome that attest to a public broadcaster's sustainability. The process of measuring performance can be qualitative or quantitative in nature (Barbuio, 2007). An organization associated with disseminating information helps implement government policy by creating awareness and playing an effective role in administering governance in any country. Such institutions play an important role not only in communicating the policies and activities of the government to the people but also in receiving public feedback and transmitting it to the government. The performance assessment of this national organization carries

significant value. Bangladesh Betar is a formal bureaucratic organization that operates within a media environment. It broadcasts news and programs on government activities as well as pure entertainment with programs for the targeted population.

In the early 1920s, the necessity of public service broadcasting has arisen for contributing to the priority of society and collective needs of citizens rather than to individual rights. It was also necessary to legalize the use of limited transmission wavelength. In the perspective of Bangladesh, the history of broadcasting service is not new. Since 1939, Bangladesh Betar has been serving the nation as an oldest, widest and largest broadcasting house throughout the Indian subcontinent. In the British era (till 1947), the name of this organization was 'All India Radio' which emerged as a propaganda tool for British Government in favor of World War II and in Pakistan era (from August 1947 to March 1971), the organization was known as 'Radio Pakistan' with the motto of nation-building after separating from Indian Sub-Continent. During 1971, the name was 'Swadhin Bangla Betar Kendro' to promote and support the Liberation War and it was considered as the second front of the war. After that, science 1972, it is known as Bangladesh Betar with some exception. Objectives of this organization are to educate, to inform, to aware and to entertain. Through 14 regional stations and 10 units, about 449 hours (17 AM and 32 FM channels) programs and news are being broadcasted per day. Using 100% coverage area, Bangladesh Betar serves 24 hours a day.

When analyzing the performance of public service broadcasting in the context of Bangladesh, Bangladesh Betar is a remarkable example to examine. The researcher intends to study how Bangladesh Betar is able to truly serve the people and at the same time, to what extent it faces challenges which can influence its performance through this paper. Besides these, the researcher looks into possible improvement suggestions of this situation that ensures the credibility and acceptability of public broadcasting organization.

1.2 Statement of the problem

With the advent of new media environments, public broadcasting organizations are facing a critical and sometimes hostile environment, as well as their performance in terms of public service is now under question. At the same time, the number of audiences (especially the younger generation) of these organizations is decreasing day by day. In shorts, along with serving the people through disseminating information and knowledge with entertainment, nowadays they are often fighting for support and struggling to survive (Brants, 2003; Yoshiko, 2009; Abbott, 2016)

PSB is facing different constraint. But according to Sir Peter Lytton Bazalgettein, a media scholar and former chairman of Royal Television Society (RTS), UK, "Public Service broadcasting are more important today than it's ever been". In the UK, more than 80% of people still listen to and watch Public Broadcasting media. Also, a survey was conducted within a class of Mass Communication and Journalism department in University of Dhaka about the perception of the student about Bangladesh Betar. But most of the students did not acknowledge the BB. Then the questions arise like why they did not listen or where the gap was. (Gayen. K; Seminar paper at BB on 27th February 2019). As Bangladesh Betar is one of the oldest media organizations as well as public broadcasting media which is run by public money, they care more for people's interest. However, though the UK is a more developed country than Bangladesh, they are still used to engage with PSB. Then in the context of performance quality of PSB, what the scenario of Bangladesh is which is the core discussion topic of this study.

Again, at present, with the proliferation of so many private media houses, people perception, attitude and reliance upon public broadcasting have been reached to a minimum level. Both Bangladesh Betar and Bangladesh Television which are public broadcasting organizations are losing its credibility of delivering unbiased news and program and they are being accused of playing a partisan role towards the ruling party. In the perspective of Bangladesh, "National Media Survey 2002 shows radio reached 42 percent in 1998 but dipped to 24.1 percent in 2002. The rapid increase in the

opportunity to watch television from the late 1990s and the subsequent years was a major reason behind the fall of radio listenership. According to National Media Survey 2016, 12.4 percent of the population listens to radio with 16.7 percent in urban area" (Azad, 2019 in Media Landscape Report by European Journalism Centre). Again, visual media is also a big issue for Bangladesh Betar. These hitches throw this public media in a competitive and challenging situation as the increasing number of private radio and visual media that provide a broader field for the audience to watch news and programs than that of public media. On the other hand, Bangladesh Betar is a bureaucratic organization which has hierarchy, rules and regulations, policies and acts that also influence its performance. The contemporary study addresses the influence of the nature and limits of the above-mentioned problems in the performance of public service broadcasting.

1.3 Significance of the study

Democratic governments can efficiently reflect the views of the people and if the citizens are well informed, the government can work well. The effective performance of these national organizations, with due diligence in the media, can ensure public service and support quality administration. Performance Assessment is a tool in the administration's framework, as well as a transparent evaluation system that helps strengthen the validity and credibility of this public broadcast. This research will help to form a clear idea of the effectiveness and acceptance of these organizations as a public service. The selection of Bangladesh Betar as a field of study can help us understand the intrinsic complexity of an organization that is bureaucratic in nature with the media environment. It will help to analyze the factors that influence the performance of Bangladesh Betar in light of various performance indicators. At the same time, for the first time, this research work is being done in Bangladesh which will generate thoughts for the people of relevant fields and the policymakers of the Government of Bangladesh. Other public broadcasting companies like Bangladesh Television (BTV) can also benefit from this study.

1.4 Objective

> ➢ To assess the present level of performance of Bangladesh Betar as a Public Service Broadcasting organization.

1.5 Research questions

To explore the facts, in this research the researcher has designed the following questions to investigate:

1. To what extent, Bangladesh Betar is performing as a medium of Public Broadcasting organization?
2. What are the factors that influence the performance of Bangladesh Betar?

1.6 Methodology

The research methodology is the way how a researcher conducts research. According to Creswell (2009), "Research methodology is a broad framework of research adopted by researchers to offer guidance about all detail of the study from assessing the general philosophical ideas behind the inquiry to the detailed data collection and analysis procedure".

To explore the performance of a public broadcasting organization it is suitable to conduct a study which is a combination of both qualitative and quantitative judgment. So, to get the answer to the research questions and to meet the objectives of this research, both qualitative and quantitative approaches will be adopted. All participants, research area, and the sources of data are purposefully selected by the researcher in qualitative research. The justification depends on the researcher's choice and the purpose of selection (Creswell, 2009). In this study, the data was collected from both primary and secondary resources. For both qualitative and quantitative primary data, the study area was Bangladesh Betar, Dhaka and Barisal. The researcher has chosen two different study area because of the different geographical area and variation in the coverage area, it has helped to give a better scenario about the overall performance of Bangladesh Betar.

Quantitative primary data was collected through a telephone survey with a set of questionnaires that contain both open and closed-ended questions. Multiple answers are possible in several questions. For gathering qualitative primary data, the researcher conducted in-depth interviews with the selective officials, academics and media personnel. Secondary data was collected through content analyses using various books, records, journals, documents, published and unpublished reports, articles, handouts, government circulars and memorandums, newspaper reports, and online contents. Various theoretical and descriptive contents were taken from authentic sources available on the internet with due mention.

1.7 Scope and limitation of the Study

Considering the image of Bangladesh Betar as Public Service Broadcasting, performance assessment is a significant component to appraise this organization. To come across the objective of the research, this study has used an assessment mechanism of PSB. If there is a deficit of performance, it needs to understand and identified accordingly. As BB has bureaucratic organizational challenges, it may create complexity in performance. Program quality and accountability mechanism also influence on it. If the level of satisfaction of an audience is not an acceptable level, it causes a threat to the fate of PSB in the changing and challenging media environment. And people may keep aside this type of mass communication tool due to lack of urgency and incredibility. This study includes different features of the performance which are common in another PSB organization in Bangladesh. For that reason, many of the findings can help other PSB organizations and future analysis of PSB performance.

This thesis has adopted a mixture of purposive/judgmental random sampling technique to get the best information to achieve the objective of the research. In the interview, the researcher has selected the respondents who are information-rich. The selection of respondents is not from all section of listeners of BB. Only members of the Listener's Club of BB Dhaka and Barisal have been selected for the sample population who are primarily regular and leading audiences. To reach the respondent through telephone

was also a challenge. In some cases, access to the official documents was limited and depends upon the availability.

1.8 Structure of the Study

This thesis consists of five chapters. The first chapter contains the background of the study, statement of the problem, the significance of the study. It also deals with research objectives and questions, scopes, and limitations of the study as well as it also highlights a methodology which has adopted for the study.

The second chapter focuses on the conceptual discussion. This chapter has two parts. The first one discusses literature review and related theories to Public Service Broadcasting. The second part presents the theoretical framework derived from theories and also offers deliberate details with dependent and independent variables.

Chapter three is the research design and methodology chapter. This chapter provides a comprehensive concept of conducting research. The research design procedure and relevant methodological aspect are discussed detail in this chapter.

Chapter four is dedicated for the Public Service Broadcasting and Bangladesh Betar. It proceeds with the evolution and key features of PSB as well as the history, objectives, function and structural arrangement of BB.

The fifth chapter presents the analysis and interpretation of both qualitative and empirical data according to the analytical framework and research questions.

Chapter six is the concluding chapter. This chapter endeavors to present the main observations on the basis of chapter five and try to address some implications for improving the performance of BB.

Chapter 2

Conceptual Framework

This chapter deals with two key concepts: theoretical and analytical. The first part endeavors to contribute a brief overview of the different types of literature on PSB. This section also gives an idea of the theoretical foundation. The second part presents an analytical framework of this study, with indicators of dependent, independent, and intervening variables. It encompasses our understanding of the performance of BB which is related to independent and intervening variables.

2.1 Literature Review

According to the research questions and the purpose of the study, the relevant literature is classified into two broad categories. The researcher selected the following literature for PSB analysis and summarized them in a systematic manner. The first part deals with the PSB performance and then the second part deals with the challenges of PSB performance.

PSB Performance

According to Coppens & Saeys (2006), 'performance' is the new buzzword in the field of public service broadcasting. Since PSB institutes are publicly funded, there is both national and international pressure to pay for money and to meet goals, otherwise, the consequences will have to be endured. To response these issues, the author mentioned "a new governance system that has been or is being implemented in several European countries containing all or some of the following elements: public-service contracts, performance criteria, and performance analyses. This new policy approach touches upon issues such as the independence, the accountability and the distinctiveness of public service broadcasting which creates clear opportunities and threats for the future of PSB". In this study, the authors emphasized performance issues that included PSB distinctiveness, responsiveness and independence. The existence of PSB depends on the level of accomplishment of these performance criteria.

In the book 'McQuail's Mass Communication Theory' by McQuail (2010), the author focuses on different Mass Communication Theories. As PSB is a means of mass communication, the author describes and analyzes the principles of this media structure and performance. Firstly, the book is emphasized on media freedom as the level of performance. It focuses on media freedom and innovation to provide relevant and reliable information. Secondly, equality is another level of media performance that requires no special favor to the power holder. At the same time, it ensures no biases and discrimination in terms of information. Thirdly, diversity is another prerequisite of media performance that reflects media should serve as a platform for different interest and views in a society or community. Fourthly, Accountability is the key concern of media performance. Both external and internal accountability should be considered, which includes audiences, government regulators, content supplier, those who are subject of reporting, social institutions, public opinion, interest group and other stakeholders (advertiser, sponsor or civil society). Among all potential partner accountability to the audience is the fundamental issue for a PSB organization. Social responsibility and professional accountability are important concerns that influence media performance.

The Article by Karppinen (2006) unfolds that, in addition to social responsibility and democracy, the emphasis is on new paradigms in terms of media performance, which are largely economic and technological. The idea of public broadcasting is normative and intangible, rooted in the concepts of the public spheres, pluralism, and creativity which uphold the national culture. There are several approaches to evaluating media performance based on market analysis, content analysis and political economy approach. At PSB media, public service activities focus on serving disadvantaged audiences, including commercially non-profit content. In order to evaluate appropriate performance, more consideration should be given to the structure of an organization, the audience and the appropriate reception of programs. It is suggested to emphasize the importance of "social demands" as a means of policy research and audience research.

Yoshiko (2009) has develope an article based on a comparative analysis of media accountability in four different countries (Denmark, Sweden, the UK, and Japan) and highlights institutional reforms to strengthen PSB quality and performance. According to this article, around the world, PSBs are funded by the public, governed by government subsidies or license fees (in the case of Japan). They are obligated to be accountable to the citizens and visitors who are paying for the service. In addition, public broadcasters must be responsive to meet institutional requirements such as publishing annual evaluation reports, monitoring audience complaints and responding to audience feedback.

Rowland & Tracey (1990) focuses on the organizational procedure for better performance of a PSB system. According to this article, the public service conception of broadcasting focuses there should be public institution mandate in order to assure a certain quality, diversity, objectivity and independence in programming that other types of institutional arrangement simply would not support. The paper also exposes that the performance of public service broadcasting organizations is facing questions not only because of economic problems but also because of political and cultural controversy.

In the study named 'Towards a new ethical environment for public service broadcasting' written by Raboy (1993), explores the idea of the ethical environment of PSB within the framework of NHK's international research project on 'Quality Assessment of Broadcast Programming'. According to this research, quality is not an attribute; it is a relation between a characteristic and a set of values. Broadcasting quality is generally based on four types of value assumption: about the audience, about national policy objectives, about professional standards, and about the public interest. In PSB, public service deals should be the principal basis for the assessment of quality. And it is a multidimensional question that obliges a public broadcaster to look at the social and cultural, political and economic, ideological and technological context of broadcasting.

Picard (2003) discusses the purpose and rationale of the increasing demand for PSB performance assessment from the perspective of public administration and managerial

aspect. The effectiveness of PSB management depends on the effective use of resources, effective internal goals and strategies, as well as the quality of service provided to the public. It presents and explains a range of economic and managerial measures (maximizing service, effective use of resources, maximizing audience, maximizing efficiency and maximizing outside revenue) that accurately explain the PSB operation and help it perform efficiently. By using these measures PSB can protect from the allegation of weak management because it helps to direct attention towards the strategy and plan that clarify the role and purposes of the organization which is more important to meet service mandate.

The Article named 'Back to the public? Assessing public broadcasting in the Netherlands' developed by Bardoel (2003) is based on performance assessment of Nederland PSB. According to the article, the Netherlands' performance appraisal process has introduced social responsibility, accountability measures, internal quality control and external legitimacy for public broadcasting. In this article, some standard set of PSB broadcasting criteria are introduced. As stated by the author, "Public broadcasting must guarantee pluralism, quality, and distinctive programming. The tension between quality and reaching a large audience is considered inherent with public broadcasting and should stimulate broadcasters to look for a link between high and low culture. Public broadcasting should be active on both old and new platforms, such as the Internet." The article also analyzes the viability of the Dutch periodic evaluation system in other countries.

A book by Schulz (2008) describes the public service broadcasting mandate, which is seen as the process of justification in the German context. Here the author introduces some suggestions to enhance the PSB performance. In the 'Interstate Treaty on Broadcasting' (a regional agreement), has specified the procedure of mission and operation for the new services of PSB. The public broadcaster is obliged to perform a three-step test for the digital services of public broadcasting, "1. That it is part of the public service mission and thus corresponds to the democratic, social, and cultural

needs of society and 2. That it contributes to the quality of media competition 3. The expenditure planned for providing the service". Treaty on Broadcasting has identified the descriptive memorandum on the characterization of media competition. According to the author, quantity and quality of the existing programs should be considered in market-relevant impact (impact to the audience) and the newly projected program has to design on the basis of this impact. The broadcasters should consider the following criteria in launching a new program: the significance of the program, financial relevance of the program, planned duration analysis with existing comparable service within programs. If the program is introduced considering these issues it would create a better impact on the audience.

Table 2.1 A summary overview of the literature review on PSB Performance

Name of Author	Major findings
Coppens & Saeys (2006)	Performance of PSB depends on Independence, accountability and the distinctiveness.
McQuail (2010)	Emphasis on media freedom, equality, diversity, and accountability as the level of performance.
Karppinen (2006)	Beside social responsibility and democracy, the media performance emphasis on a new paradigm mostly economic and technical consideration.
Yoshiko (2009)	To enhance PSB quality and performance, accountability to the audience and institutional reform is urged.
Raboy (1993)	Public service deals should be the principal basis of an assessment of quality in PSB.
Bardoel (2003)	Public Broadcasting's social responsibility, accountability mechanism, internal quality control and external legitimation are significant in the performance assessment process.
Picard (2003)	Assessment of PSB from the perspective of performance evaluation in economic and managerial aspect.
Schulz (2008)	The public broadcasters are obliged to fulfill the public service mission (ensure public interest), the quality of the program and the expenditure for available the service.

Challenges of PSB Performance

A research work named 'A public service broadcasting model for developing countries: The case of Cambodia' is done by Im (2011) focusing on PSB standard in a developing country (Cambodia) context. As per the study, it is difficult to flourish a PSB system in a developing country like Cambodia where a single party oligarchy rules over the politics, underdeveloped and weak economic condition, civil society practices are not rooted yet, and lack of inclusive participation in the decision-making process. The absence of these four elements (political environment, economic situation, civil society and socio-cultural relevance) creates a situation in the media where the media is at risk of being manipulated by political and commercial influence. According to the author, in Cambodia, an independent broadcasting system is severely needed to promote democracy, human rights, and the rule of law, social justice, and socio-economic development. PSB is possible in a democratic country, but in a developing country, a neutral and impartial public broadcaster is very difficult to implement, though it is important for establishing democracy and social justice.

Abboo, C. (2009) has done a study on 'Public service broadcasting and the public mandate: A critical analysis of the SABC' to find out compliance with a public mandate of PSB in the context of South Africa. According to it, the PSB in South Africa has been lacking independence on both political and economic terms and has not maintained a satisfactory level of accountability to the general public, distinctiveness is not at a satisfactory level and has faced vulnerable funding structures that are leading the organization to commercialization. Having a gross violation of key principles, there is a crisis of independence and governance at the SABC. That is why it cannot be considered as a candid public broadcaster. The management has been suffering from a lack of power to make a credential decision. Alongside, institutional partisan, inadequate legislation, less accountable to the public than the state makes it more questionable. According to the author, the future and destiny of the PSB lie first, within the organization itself and, secondly, in the government that is interested in making

legislative changes that need to be taken to increase PSB's political independence and public accountability.

The results of an evaluation of PSBs, conducted by Stiles and Wicks (2006) and supported by UNESCO, indicate that the political system plays an important role in establishing a vibrant PSB. UNESCO has pointed out that a major challenge for establishing a robust PSB system is the lack of political will of many governments. The scope of the PSB exists only when governments recognize the importance of this national system, whereby democratic processes can be strengthened, human rights are implemented, and people can be better educated, informed and delighted. Thus, the key to establishing PSBs is the strong political will and commitment of governments.

Larsen (2014) has stated in the article, the broadcasting agency plays a vital role in the national public sphere for the betterment of public life. As a result of globalization in the economic and cultural fields as well as digitalization of the broadcast media, PSB faces the challenge of being a government funded media company. Additionally, the technological advancement gets viewers divided as listeners can choose from multiple alternative platforms at the same time for relevant content.

A book titled 'Public Service Media from a Nordic Horizon: Politics, Markets, Programming and Users' by Bilić (2013) explores, in NORDIC countries PSB is losing their monopoly market dominance. And the public service is experiencing some difficulties in attracting a younger audience. Although the history of these countries is marked by political stability, cultural solidarity. Here the social trust is still strong, with 50-56% of the audience still relying on national radio. However, the current performance challenges at PSB are the adjustment of market competition (rapid expansion of commercial channels), the impact of the international media environment, editorial independence of risk, similar radio channel profiles (target audience oriented channels). However, the reality is that people's perception of public service media is still very positive in these countries.

An article titled 'Public broadcasting crisis as management crisis: a case study of radio-television of Vojvodina' written by Njegovan and Šiđanin (2014), analyze the key aspects of the crisis that regional PSB Radio is facing in strategic performance management. Financial uncertainty has increased in Public Service Media in Serbia, and criticism on its attitudes like politicization and clientelism. The management efficiency is under question and successes in providing unbiased news are more challenging than ever. The author offers a framework to manage the crisis that supports the PSB as 'public good'.

Table 2.2 Summary Overview of Literature Review on challenges of PSB Performance

Name of Authors	Major Findings
Im (2011)	PSB performance affected by the political and socio-economic condition of a country.
Abboo (2009)	The future and fate of the PSB lie on institutional management, political independence, and public accountability.
Larsen (2014)	PSB performance facing challenges due to globalization and digitalization.
Bilić (2013)	Challenges in terms of performance of PSB: an adjustment to market competition (Rapid expansion of commercial channels), influence from international media environment, editorial independence in stake, similar radio channel profilization.
Njegovan and Šiđanin (2014)	Criticism on its attitudes such as clientelism and political paternalism, the questions of management efficiency and providing quality programs.

Literature from Bangladesh

In Bangladesh, a few researchers go through the investigation of PSB performance. There is a limited study on the importance and challenges of PSBs in the changing media reality with technological advancement.

A research work titled 'From monopoly to multiplatform? A critical examination of public broadcasting in Bangladesh' has done by Rahman (2014) on PSB challenges in case of BTV. The key findings of the paper suggest that there are several core problems

with the existing structures and processes of governing public media that hinder their potentials to be effective public service media, and impede their ability to address and engage all range of the public. The reasons are: the trends of continuous politicization following post-colonial legacy, low capacity, lack of political goodwill to strong broadcasting system, policies are not inclusive of its target citizen, emerging private media, socioeconomic inequality, lack of digital convergence, and lack of proper framework that can integrates broadcast, ICT and telecommunication into one comprehensive public policy.

Rahman (2012) in his article 'Soul-Searching on Performance of TV and Public Service Information Broadcast in Bangladesh' stated about the challenge of a PSB organization to fulfill the public demand. According to the author, "In Bangladesh Perspective, during formulating planning and strategies or building program content they become cautious as they (media) fear when the government becomes angry. So it is an important question for them to survive than meeting the needs of the audience". The author also added, "Audiences who have satellite access enjoy a number of channels. So they can discriminate right or wrong and good or bad but they are mostly glued to the TV set and many of them cannot attend informative or educative program leaving a glut of entertainments available on the screen. So the scope becomes narrowed down to disseminate public service messages and news for motivation and behavior change. From this perspective, BTV is totally failed to make a social change because it cannot provide the audience good program as per their choices. BTV produces some sub-standard entertainment programs along with partial and less credible news, where they cannot have a sufficient positive social impact". From this article it can be portrayed that BTV as a PSB organization fails to create public dependency due to a low quality program and partial news, it is a serious issue and it should be addressed for the question of survival of a PSB organization.

2.2 Concept generated from literature

Reviewing the above literature, it can be said that most of the work emphasizes various aspects of PSB performance such as independence, accountability to the audience, diversity of programs. Some work regards performance as an institutional management process and an economic capability. At the same time, it has been found that the production of quality programs, political interference, clientelism, socioeconomic status, rapid globalization, lack of digital transformation affect PSB performance worldwide. Although PSBs have different logic for action in different countries, the main concern is the public interest. For this reason, measuring the PSB's performance to ensure good service to the people is part of the core activities of the PSB which is taken into account by the satisfaction level of the people.

2.3 Relevant Theories

2.3.1 _Libertarian or Free press theory_

The libertarian theory was fully developed in the United States of America by John Stuart Mill in 1859. Philosophical backing for freedom of the press was originated in urgings against censorship and suppression of thinking. According to the proponent of the theory, "The peculiar evil of silencing the expression of an opinion is that it is robbing human race, a posterity as well as the existing generation, those who dissent from the opinion even more than those who hold it. If the opinion is right, they are deprived of the opportunity of exchanging error for truth; if wrong they lose what is almost as great a benefit, the clearer perception and livelier impression of truth, produced by its collision with error." (Mill, 1859 Cited in McQuail, 2010). The core argument of libertarian theory is wide-ranging freedom of public expression and of economic operation of the media. Almost all issues of society are addressed by effective free media. The theory considers the freedom of thinking and independence of media. Everybody has the right to express their opinion without any control of authority and no censorship is occurred to suppress media. The theory also encourages the free flow of information. All of the people have also right to get authentic information which they need. The media should not control any information, even criticizing the policies. The

theory also emphasized that, as the media holds enormous power, abuses of power can be tackled legally.

2.3.2 *The Social Responsibility Theory*

The social responsibility theory was developed in the United States by the Hutchins Commission in 1947. The theory arose due to the dissatisfaction with the libertarian theory for splitting media message from their context and attains personal gain rather than societal commitment. The commission asked for a 'socially responsible' media. It demands the media should be free but should have some obligations to serve the common good. The ways to ensure compliance with responsibility is through professional self-regulation or through public interference or sometimes a combination of both. The media should be free, fair, accurate, fair, and relevant with objectivity, which is needed for ensuring the media accountability and in building credibility towards the citizen. The media should follow agreed codes of ethics and professional conduct, which also focus on accountability. According to this theory, there is some right of the government to intervene in the public interest under certain circumstances. On the other hand, this theory motivates the media to be critical toward the government to hold it accountable. Ethically, social responsibility theory assumes that the activity of human being is an exponent of certain cultural backgrounds and preference, and the nature of a particular human does not assure eventual good for everyone. The social responsibility concept is deeply rooted in societal thinking. The most significant aspect of this theory is the media and the government both have a nation-building purpose and function. It requires strong cooperation between these two institutions to ensure proper service to the people. Furthermore, this theory stresses the social obligation and quality of the program for the effective functioning of media.

2.3.3 *The Public Broadcasting Alternative Model*

The model was first originated by the first broadcasting committee in the UK by Sir Frederick Sykes in 1923. According to Sykes, "The wavebands available in any country must be regarded as a valuable form of public property; and the right to use them for

any purpose should be given after full and careful consideration. Those which are assigned to any particular interest should be subject to the safeguards necessary to protect the public interest in the future." (Sykes, 1923 cited in Scannell, 2005). The idea of public broadcasting is the combination of two major media theory: the pluralist version of libertarian theory and social responsibility theory. The significant issue of this model is broadcasting is defined as a public utility. The public broadcasting alternative model offers importance to the collective needs of the citizen rather than to individual rights, consumer freedom or market forces. The logic of such a system is that public broadcasters should serve the 'public interest' by fulfilling important communication needs of citizens, as decided and reviewed by the democratic political system. Furthermore, public broadcasts include several national issues that have different versions depending on the logic of operations in different countries. Public broadcasting also relates to the distinctive kind of organization that would be needed in order to achieve the goal, serving 'public interest.' In order to serve the public interest, an effective broadcasting system has to meet certain structural conditions. A public broadcasting alternative model, as outlined by McQuail (2010), emphasize that a public broadcasting system should have: charter or mission, public financing, independence, accountability to society and audience. The theory also mentions the two sources of tension in the public broadcasting system. One is independence with accountability and the other is fulfilling the public interest. A combination of both is important for a public broadcasting organization in the national public sphere.

2.4 Analytical Framework

By reviewing the literature related to public broadcasting and through analyzing the theories, an analytical framework has been developed containing two independent variables that likely affect the only dependent variable 'Performance of Bangladesh Betar'. The independent variables of this study have been identified as Organization Structure and process and accountability to audiences.
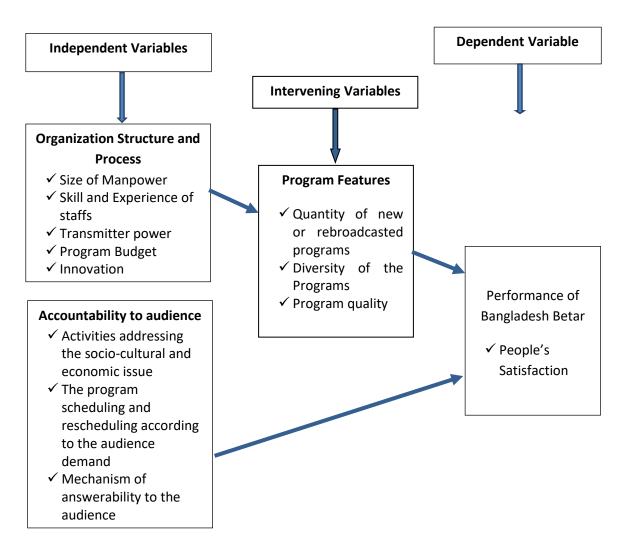
Independent Variables

Organization Structure and Process
- ✓ Size of Manpower
- ✓ Skill and Experience of staffs
- ✓ Transmitter power
- ✓ Program Budget
- ✓ Innovation

Accountability to audience
- ✓ Activities addressing the socio-cultural and economic issue
- ✓ The program scheduling and rescheduling according to the audience demand
- ✓ Mechanism of answerability to the audience

Intervening Variables

Program Features
- ✓ Quantity of new or rebroadcasted programs
- ✓ Diversity of the Programs
- ✓ Program quality

Dependent Variable

Performance of Bangladesh Betar
- ✓ People's Satisfaction

Fig 2.1 Analytical Framework for Performance of BB (developed by Researcher)

2.4.1 Dependent Variable

Performance of Bangladesh Betar: BB plays a vital role in providing 'information, education and entertainment' content that is important to the public, and does not exclude even the marginalized and economically non-profit groups of the society. Maintaining a level of performance to ensure faultless service to society is part of the proper organizational strategy of any organization where the result is the main concern. Measuring performance is a process whereby the drivers and results of key activities within a public broadcaster are measured using different types of information. In this

study, 'people's satisfaction' is the indicators for the dependent variable has set to know the status of performance of Bangladesh Betar.

Operational definition and Indicators for dependent Variables can be summarized in the following table:

Table 2.3 Operational definition of the dependent variable

Dependent Variable	Operational Definition	Indicators
Performance of Bangladesh Betar	Level of public satisfaction with running contents of BB.	✓ People's Satisfaction

2.4.2 Intervening Variable

Program Feature: The intervening variable is such variable which affected by independent variables and influences the dependent variable. In this study Program features is the intervening variable. Independent variables 'organization structure and process' and 'accountability to the audience' have an impact over the intervening variable 'program features' and influence the dependent variable 'performance of Bangladesh Betar'.

A brief summary of the operational definition and Indicators for Intervening Variable is presented in the following table.

Table 2.4 Operational definition of intervening variable

Intervening variable	Operational Definition	Indicators
Program Features	The tangible and intangible characteristics of Programs that influence the satisfaction of the audience.	✓ Quantity of new or rebroadcasted programs ✓ Diversity of the Programs ✓ Quality of Programs

2.4.3 Independent Variables

The researcher has chosen two independent variables which affect the performance of BB.

(a) *Organizational structure and process:* Organizational structure and process are the crucial matter which is closely related to organizational performance. These are the organizational components which affect the smooth run of the programs for a better outcome and show the relation of how different organizational process and activities influence the performance of BB. Also, an innovative approach which helps to reach maximum genre of the audience can enhance the performance of a PSB organization. As a Public Service Broadcasting organization, the structural framework and legal practice of policy and programs of Bangladesh Betar affect the overall performance.

(b) *Accountability to the audience:* This involves the process by which BB hold become responsible and responsive directly or indirectly to the audience. Among all of the stakeholder, the audience is vital for a PSB as the strength hidden within its mandate, serve the common people. And PSB is obliged to account to their audience in terms of feedback mechanism and answerable direct or indirectly about the program. As well as maintaining the techniques of access to information of BB.

Operational definition and Indicators for Independent Variables can be summarized in the following table.

Table 2.5 Operational definition of independent variables

Independent Variables for Performance Assessment of BB	Operational Definition	Indicators
Organization Structure and Process	The organizational component which affects the smooth run of program for a better outcome	✓ Size of Manpower ✓ Skill and Experience of staffs ✓ Program Budget ✓ Transmission power ✓ Innovation
Accountability to the audience	The process by which BB held responsible and answerable directly or indirectly to the audience	✓ Activities addressing the socio-cultural and economic issue ✓ The program scheduling and rescheduling according to the audience demand ✓ Mechanism of answerability to the audience

2.5 Conclusion

In the search of the literature prevailing in the subject, very few studies have been found in the relevant field in the context of Bangladesh. However, a lot of in-depth research was done in the international arena. In this case, there is no doubt that the literature cited in this chapter gives a good idea about PSB performance from around the world and helps in this related study. Regarding the theory, although a specific single theory has not been found to form the theoretical framework of this study, relevant theories, including the applicable model, help form the theoretical basis of this research work. In this situation, the existing literature and the above-mentioned theories help to create an 'analytical framework'. Based on this framework, this study will proceed further.

Chapter 3

Research Design and Methodology

This chapter provides a detailed idea of conducting research. The research methodology is how a researcher conducts research. Creswell (2009) states that the research methodology is a comprehensive framework of research undertaken which provides guidance on all the details of the study, from evaluating the general philosophical concepts behind the investigation to the detailed data collection and analysis method. This study uses a combination of content analysis, questionnaire surveys and in-depth interviews. The use of various methods to reduce the risk of bias in research serves as a reliable tool for a study.

3.1 Research Design

According to Kothari (2004), "The research design refers to a plan on how the researcher systematically collects and analyzes the data which are needed to answer the research questions. It is a framework or roadmap through which a research process is conducted to explain the social phenomena under investigation" (Kothari, 2004 cited in Khanam, 2015). It includes the outline of what the investigator will do and the operational implication of the final analysis of data. All participants, research area, and the sources of data are purposefully selected by the researcher. The justification depends on the researcher's choice and the purpose of selection (Creswell, 2009). In this survey, it focuses on understanding the performance of Bangladesh Betar based on audience satisfaction. For this study, an analytical and descriptive research design has been adopted. Because a descriptive research design supports to explain the contemporary events and practices while an analytical research design helps to create a relationship among variables (Aminuzzaman, 1991).

3.2 Methodology

Research encompasses data collection and analysis by following different approaches. Even though a number of researchers have a tendency to use qualitative and quantitative approaches separately in their studies, Creswell has recognized the gap in the two methods and he proposed a third approach- the mixed method (Creswell, 2009). Quantitative research includes close-ended questions, numeric data, and predetermined approach. On the contrary, qualitative research employs open-ended questions, text or image data and emerging approach (Creswell, 2009). According to Creswell "Realizing that each of these approaches had limitations, researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods with the use of mixed methods approach. The mixed-methods approach is one in which the researcher tends to base knowledge claims on the pragmatic grounds. It is sequence oriented, problem-centered and pluralistic and it integrates both qualitative and quantitative data approaches and methods" (Creswell 2009).

It requires a combination of both qualitative and quantitative methods to explore the performance of a public broadcasting organization. To get the answer to my research questions and to meet the objectives of the research mixed method approach was adopted. Quantitative primary data have collected through Questionnaires that contain both open and closed-ended questions. Multiple answers were possible in several questions. For gathering qualitative primary data, the researcher has conducted in-depth interviews with the selective officials, academics and media personnel. Secondary data have collected through content analyses using various books, records, journals, documents, published and unpublished reports, articles, handouts, government circulars and memorandums, newspaper reports, and online contents. Various theoretical and descriptive contents have taken from authentic sources available on the internet with due mention. The data was collected from both primary and secondary resources. For both qualitative and quantitative primary data, the study area was Bangladesh Betar, Dhaka and Barisal. The reason behind choosing these two areas is

due to the different geographical area and variation in the coverage area, it gives the better scenario about the overall performance of Bangladesh Betar.

3.3 Study Area

The study was conducted throw the telephone survey from the member of the listener's club of Bangladesh Betar, Dhaka and Bangladesh Betar, Barisal. Official documents were collected from the head office of Bangladesh Betar along with two regional stations (Dhaka and Barisal) of Bangladesh Betar.

Bangladesh Betar, Dhaka

The journey of Bangladesh Betar started in British era on 16th December 1939 as the name 'Dhaka Dhoni Bistar Kendra'. In Pakistan regime, in 1960 the station was transferred from Nazimuddin road to Shahbag. After the Liberation war in 1983, Bangladesh Betar Dhaka was shifted to Agargaon. Presently according to geographical coverage, BB, Dhaka is serving the people of cent percent area of Bangladesh. The maximum coverage area of BB, Dhaka (Dhaka-Ka) is 230 KM (Radius) with 1000 KW power. Through three mediumwave channels (Dhaka-Ka, Dhaka-Kha, and Dhaka-Ga) and 6 FM transmitters, BB Dhaka broadcasted program 66 hours and o5 minutes per day. (https://betar.portal.gov.bd website accessed 28.06. 2019).

Bangladesh Betar, Barisal

On 12th June 1999 the regional station of Bangladesh Betar, Barisal was started its broadcasting. It is one of the smallest stations which covers mainly the coastal belt (Southern part which is adjacent to the Bay of Bengal) of Bangladesh. The coverage area is 58 KM (Radius) with 20 KW power. BB, Barisal is broadcasting 11 hours 20 minutes' programs per day through the mediumwave and FM 105.2. (https://betar.portal.gov.bd website accessed 28.06.2019).

3.4 The reason for choosing this area

The performance of regional stations affects the overall performance of Bangladesh Betar. As the real motto of Public Service Broadcasting (PSB) is to serve the people, it has been urged to analyze the performance of these stations. BB, Dhaka is the largest regional station with a maximum coverage area of Bangladesh while BB, Barisal is one of the smallest units that cover the coastal area of Bangladesh. There is significant variation within two stations in terms of geography, frequency, manpower, budget, program designing, broadcasting time, target audience and so on but all together they affect the performance of Bangladesh Betar. It can be measured with generalization the overall performance of Bangladesh Betar through the analysis of both stations. From these all viewpoints, the researcher has chosen these two regional stations to measure the performance of Bangladesh Betar.

3.5 Study population and Sampling

The people who are listeners and personnel of Bangladesh Betar, as well as professionals in the media and mass communication field are referred to as the study population.

Sample size

In this study, the total size of the sample was 46. The research has been conducted with listeners, personnel of Bangladesh Betar and media expert, so the total sample was divided within these three groups. Out of 46 samples, 40 were from members of listener club from two regional stations while 3 were from officials and 3 were from specialists in the arena of media and mass communication. The distribution of the sample population is presented below.

Table 3.1 Methods and sample size

Types of respondents		Data collection method	Number of respondents
Officials	1. Deputy Director General (Program)	In-depth interview	1
	2. Regional Director	In-depth interview	2
Listeners	Members of listener's club	Questionnaire survey	2*20 = 40
Experts	1. Academics	In-depth interview	1
	2. Media personnel	In-depth interview	2
Total sample size: 46			

Sampling method

The study has used a purposive sampling method to get the best information to achieve the objective of the research. The technique was adopted to select information-rich informants for interviews. According to Patton (1990), "Information-rich informants are those from which one learns a lot of issues of vital importance to the purpose of the research" (Patton, 1990 cited in Layder, 1998). Therefore, individuals and institutions were thought to give significant information for this study was purposively selected. At the same time to cover the maximum area with a percentage of sample unit based on the population (Listener's club) of each area, 'Probability proportional to size (PPS)' sampling method is used. These methods gave flexibility to the researcher to choose the sample for specific information. Furthermore, the method helped to confirm the variation of listeners along with officials and professionals. In another word, heterogeneity was maintained as possible in the composition of the sample in terms of age, sex, education, profession, and senior-junior officials.

Distribution of the respondents

The same number of respondents was selected (members of listener' club) for the questionnaire survey from both study areas. To get variation in the provided

information, respondents from different districts (with cover maximum coverage is of two regional stations) were picked up by using purposive random sampling technique. The list of the respondents is given below:

Table 3.2 Respondent list (Listeners club of BB, Dhaka)

Sl No	Name of the Districts	Frequency
1	Maymenshing	2
2	Kishorgonj	2
3	Jamalpur	2
4	Norshingdi	1
5	Gajipur	2
6	Manikgonj	1
7	Gopalgonj	1
8	Rajbari	2
9	Dhaka	3
10	Sherpur	1
11	Narayongonj	1
12	Shirajgonj	1
13	Faridpur	1
	Total	20

Table 3.3 Respondent list (Listeners club of BB, Barisal)

Sl No	Name of the Districts	Frequency
1	Barisal	5
2	Potuakhali	3
3	Bhola	3
4	Borguna	3
5	Pirojpur	3
6	Jhalokathi	3
	Total	20

3.6 Sources of Data

The research is based on both primary and secondary sources of data. For primary data, based on the research proposal (Research problems, objective and questions), the researcher organized a self-administered Questionnaire that is used to collect information

from listeners. Through a questionnaire, it was also trying to find demographic characteristics of the respondents like age, sex, educational qualification, and occupational background. Collection of primary data also had done through interview of the key personnel respondents. To interview the key respondent, the researcher also maintained a sequence following the research proposal. These survey data together with the opinions from the media specialist would help to find evidence whether that was related to the performance of Bangladesh Betar.

The source of secondary data comprised different contents like books and articles, related documents from other organizations, education and training institutions libraries, internet sources, official documents, the website of Ministry of Information and website of Bangladesh Betar. These sources complemented the facts and figures collected through the above mentioned primary data. Secondary sources are very important to analyze the relationship between the dependent and independent variable. These documents include; Public Broadcasting Ordinance 1988, National Broadcasting Policy 2013, organization organogram, citizen charter, fixed point of both regional stations, manpower, program budget distribution, innovation summaries, papers relevant to research problems, literature, and publication on the performance of public radio, Queue sheet of a number of days.

3.7 Data analysis

The researcher has explained above, data was collected using a mixed-method (both quantitative and qualitative) through a questionnaire, interview, and content analysis. This raw data was documented into numeric and non-numeric form in SPSS (Statistical Package for the Social Sciences) and then analyzed by using different analysis techniques. Some data were coded and tabulated to easy the data analysis process and the others are being transcribed into texts format to explain. The documented data were categorized into analytical units as earlier developed questionnaire like age, sex, education level, occupation of the listeners. For open-ended questions responses, however, the use of categories such as program quality, use of alternative sources, the

responsiveness of BB to the audience, overall satisfaction and factors that affecting performance of BB developed by examining the data.

To analyze quantitative data, different mathematical tools like tables, charts, percentage, frequency, cross-tabulation, correlation were used. To explain two variables (dependent and independent) or to determine if there is a relation between them, cross-tabulation was used in the data analysis part. Simultaneously, to simplify qualitative analysis and interpretation of data, the narrative text was used (see chapter 5). The narrative text described a direct explanation for the level of the performance of Bangladesh Betar as Public Service Broadcasting Organization; the mathematical presentation demonstrated the possible implications of the factors being analyzed.

3.8 Conclusion

The research methodology is an essential segment of research. In this chapter, the researcher has tried to make available about the methodology applied in the study. At the same time, sources of data, the sample size has also presented for better understanding. These will help to explain the result in the following chapters.

Chapter 4

Public Service Broadcasting (PSB) and Public Service delivery of Bangladesh Betar

This chapter begins with an overview of global public service broadcasting (PSB) and various aspects of Bangladesh wireless in terms of Bangladesh. It also goes further, summarizing BB's current organogram and area of coverage, the role and responsibility of the organization, the activities that contribute to the return to society. The chapter also illustrates the institutional processes and practices that ensure BB's accountability and transparency.

4.1 Public Service Broadcasting (PSB)

The notion of PSB still exists in highly unclear terrain. There is no single specific definition for PSB. This is because the ideas, needs, interests, desires, challenges, opportunities and methods of work that involve the public sphere are different in different countries (Teer-Tomaselli, 2004 and Mc Quail, 2010). In reality, the concept of public interest and PSB are interlinked. Subsequently, PSB is also suffering from a legitimation crisis due to remain the ambiguous role of PSB (Keane 2018). Although the concept of PSB is elusive, it allows different countries to adopt the broader principles of PSB to the needs of country-specific PSBs and also facilitate the growth and transformation of concepts.

According to Dragomir, "Of course, the definition of PSB varies broadly from region to region and country to country, but in the community of practitioners, experts, and policymakers, we all have more or less the same understanding of what a public broadcaster should be. The definition has to do with its status and governance (independent public entity), funding (publicly funded) and mission/programming (whose mission is to serve the general public with programming that caters to all layers of society, including minorities and marginalized ones)." (Interview with Dragomir, Cited in

Abbott, 2016). All of these factors have to be considered separately on the basis of different countries for PSB operations.

The Asia-Pacific approach of PSB is developed by AIBD in 2009. Where Carlos (2009) advocates, "Public Service Broadcasting is for all citizen, reflects the diversity, offers quality contents, practices editorial independence, financially independence (in some country), creative and professional human resources, adhere to strong accountability practices, cultivates strategic partnership and collaboration (in few countries)." Nevertheless, Teer-Tomaselli (1998) identified two fundamental reasons for the need of PSB, "Firstly, PSB plays a crucial role in protecting national identity and culture. Secondly, PSB plays a crucial role in providing important programs to the public considering with information, education, and entertainment to those sectors of society which are economically non-profitable" (Teer-Tomaselli, 1998 cited in Aboo 2009). Furthermore, PSB plays an important role in democracy and society. Although, Mc Chesney (1999) argues that the success or failure of a PSB is dependent on the degree of democracy in a country, political goodwill and the degree to which informed public are involved in debate underpins the PSB system.

4.2 Key Characteristics of PSB

PSB conception was raised for a common platform of communication within the society. Rowland and Tracey (1990) stress that "There be public institutions mandated to intervene strategically in order to guarantee a certain quality, diversity and independence in programming that other types of institutional arrangement simply would not support" (Rowland and Tracey 1990 cited in Raboy 1993). That focuses on different types of institutional arrangement with public service mandate which should not similar to other government organization in terms of mission, vision and activities.

In 1985 Broadcasting Research Unit (BRU), UK set some criteria of PSB and published the document titled as *'The Public Service Idea in British Broadcasting: Main Principles'*. According to BRU, the summarized principles are as follows:

1. Universal accessibility (Geographic)

2. Universal appeal (general taste and interest)

3. Particular attention to minorities

4. Contribution to a sense of national identity and community

5. Distance from vested interest

6. Direct funding and universality of payment

7. Competition in good programming rather than numbers

8. The guideline that liberates rather than restrict program makers

In 2008, UNESCO set some indicators for PSB key attribute where stated "PSB is broadcasting made, financed and controlled by the public, for the public. It is neither commercial nor state-owned. It is free from political interference and pressure from commercial forces. Through PSB, citizens are informed, educated and also entertained. When guaranteed with pluralism, programming diversity, editorial independence, appropriate funding, accountability and transparency, public service broadcasting can serve as a cornerstone of democracy. A public service broadcaster, even if state-owned, should be non-partisan, non-profit, with a public-interest remit and, usually national coverage and a national mandate". (https://unesdoc.unesco.org/ark:/48223/pf0000163102: 54).

As stated by Smith (2012), The PSB should have a clear and legal mandate, nationwide access and cross-platform strategies, learn and participate in national culture, independently-appointed board, editorial independence, contents for all communities, substantial funding as well as a range of accountability and transparency mechanism. Accountability and independence are an important characteristic of PSB since it directly affects its functioning. If a PSB is not really independent, it cannot properly serve the public need. At the same time, PSB is an organization, where the organizational system and legal mandate also affect the smooth function of PSB.

4.3 Global shift of PSB

In spite of the significance of PSB, the changed conception of PSB has emerged due to globalization. This is termed as deregulation and liberalization. This shift particularly

emerges in Europe first. Blummer (1992) articulates this situation as globalization has ended the exclusive influence of public service broadcasting companies, attack of transnational forces at the corporate, production and distribution levels in the media, in the programs there has been a shift from spectral deficit to multi-channel abundance, introduces competition to earn and share media, relative uncertainties have been made about possible changes in taste and response to audiences' preferences and responses.

Subsequently, PSB is facing threat worldwide, where technological modernization has supported the progression of globalization and commercial market place. The globalization has produced a multi-channel environment, is also challenges for broadcasting industries (Fourie 2003). Precisely, globalization has intensified the progression of deregulation and liberalization, which indicates the commercialization of media.

This interpretation has pointed out that the competition within the media industry has significantly increased. That means the PSB has to compete with another broadcaster to survive (to secure advertising revenue in some countries). Due to commercial alignment, PSB is shying away from serving the public interest. Accordingly, broadcasting contents are become homogenized, which is contradictory to PSB criteria. In Europe to secure PSB from homogeneity due to globalization regional broadcasting is introduced (Horwitz 2001 cited in Aboo 2009).

Fourie (2003) argued that PSB is facing two-fold problems, "Firstly, PSB's have to fulfill their public service obligations; and secondly, PSB's need to keep up with technology and ward of competition in the broadcasting arena or face financial and audience decline. Hence, a key problem with notions of PSB is finding a way for PSB and the market to co-exist". In this situation, Collins (2001) has the opposite argument, in this multi-channel broadcast environment, PSB can be potentially strong because PSB is associated with qualities of authority and credibility. As a result, PSBs will become increasingly valuable to the audience, as they rely on PSBs to select, package and verify their customer products.

In these circumstances, the broadcasting environment faces policy challenges. Government policies are needed to analyze and incorporate a new component to face globalization because in government policy rules and regulations are fundamental. Although, these policies and regulation can undermine media freedom and independence. Nyamnjoh (2005) has argued that law and enforcement in the media can play an important role in the shaping of society only if it is democratic.

Despite various challenges and global changes in PSB thinking, the BBC (British Broadcasting Corporation), ABC (Australian Broadcasting Corporation), NHK, Japan and Dutch public broadcasting have gained worldwide recognition as PSB's role models.

4.4 PSB in South Asia

In the case of the Global South, the attempt to establish the mass media is a very complex process due to the legacy of colonial heritage. In the age of globalization, it has become more complicated because of the crosscurrent of commercialization and democratization. (Eko, 2003; Banerjee, & Seneviratne, 2006 cited in Rahman 2014). We have to realize the historical background of many other postcolonial countries where the state broadcaster comes into PSB but for the same circumstances in south Asia, state broadcaster did not emerge as full-fledged 'Public Service Broadcaster' like many other European countries. For instances, Public radio was first introduced in Africa and India by the colonial power "to continue their own imperialist interest and policies", at the same time "to provide the propaganda on behalf of British Empire" (Agarwal and Ragahavia 2006). Aginam affords an understanding of this view, as quoted as, "Even though the British made some effort, particularly in the waning years of colonial rule, to bequeath a truly public service system to her colonies… Such efforts were, however, wishful, as the newly independent states in no time turned the semiautonomous broadcasting corporations into government agencies, which left them vulnerable to official manipulation… While some of these broadcasting institutions retained their original designation as corporations, they were in reality no more than the official mouthpiece of whichever regime was in power." (Aginam, 2005 cited in Rahman 2014).

Actually, still in most of the post-colonial countries the reigning political party use media to serve the ruling power followed as a colonial system. Although media of this area shifted from monopoly to multiplatform, PSB is still manipulated as "the official mouthpiece of the government". In fact, the PSB system cannot survive and expand without the full support of the government.

In Indian subcontinent public broadcasting was arise in the colonial era, but later it continued with a nationalist view with upholding linguistic and cultural diversity. Even though, the colonial regime uses radio for educational and community-building purpose. In recent past the state-controlled broadcaster 'All India Radio' then 'Radio Pakistan' after that 'Bangladesh Betar' played a crucial role in shaping national identity. At the same time, government programs related to health, family planning, education, agriculture, and other developmental issues help the common audience to educate and awareness building and were shone across thousands of villages (Agrawal and Raghviah, 2006).

Within this plurality, presently the PSB in south Asia is varied a degree. In India the transformation of giant state broadcaster 'Doordarshan' and 'All India Radio' into full PSB named 'Prasar Bharati Corporation (PBC)', After long struggle Nepal is formulating policy to transform Radio Nepal into a PSB while Sri Lanka is already in PSB system termed as Sri Lanka Broadcasting Corporation (SLBC), Bhutan is heading towards PSB as Bhutan Broadcasting Service (BBS). Whereas in Bangladesh Both Bangladesh Betar and Bangladesh Television are state-owned Public Broadcaster.

4.5 Bangladesh Betar as PSB

Bangladesh Betar is state-owned Public Broadcaster. It covers all over the country as well as worldwide through new technology. The funding comes directly from government 'Government of the People's Republic of Bangladesh' and employees are recruited following government rules and regulation while officers are recruited by PSC (Public Service Commission).

From the historical journey since 1939, presently Bangladesh Betar is the oldest and largest national mass media. Since its journey started in the British era as 'All India Radio', in Pakistan regime it helped to establish nationalist emotion. During liberation war 'Shwadhin Bangla Betar Kendro' is the milestone of our national history which is termed as 'third front of the liberation war'. Since 1971 it has been disseminating knowledge and information in the name of Bangladesh Betar.

Presently, Bangladesh Betar broadcasts 449 hours of programs and news per day through 14 regional stations, 9 units which include 17 AM channel and 32 FM channel. Except for commercial service, all channels are fully dedicated for public betterment. As Bangladesh Betar is a state-owned public service broadcaster run by the government of Bangladesh, it has individual organogram and organization set up. (Fig 4.1: Organogram of BB)

As PSB network BB has broadcasted informative, educative, public awareness building and entertainment programs. In addition to informing the public about government policies, initiatives and development plans, it can engage people in the mainstream of national development. BB is also an important partner in implementing the Government's Election Commission, poverty alleviation, the SDG's goals and a number of public-backed development initiatives. Due to social responsibility, Bibi addresses different age groups and a whole community through various programs.

A public media organization like BB is a social institute filled with voluntary and explicit commitments. At the same time maintains accountability to various stakeholders whose main stakeholder is the audience. Through letters, SMS, telephone, email, Facebook BB responds to the audience and emphasizes the audience's view of the program. Similarly, citizen charter, Totthyo Sorboraho Nirdeshika, 2012 as per the RTI Act, 2009 also a symbol of accountability.
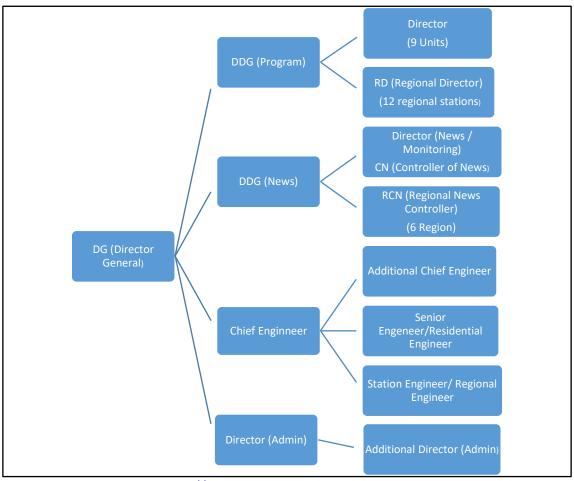
Fig 4.1: Organogram of Bangladesh Betar

The roles and responsibility are well-defined in The National Broadcasting Authority Ordinance 1988 (Annexure 1) and Charter of Duties (Annexure 2). And very recent The National Broadcasting Policy 2014 portraits an outline of how programs of media both audio and audio-visual media should broadcast its program for public interest and upholding national culture.

To maintain a connection with the listeners, encourage them with the engaging different motivational program, and take their view and suggestion, BB has 1320 listener's club throughout the country under 12 regional stations. BB is an active member of ABU (Asia Pacific Broadcasting Union), AIBD (Asia Pacific Institute of

Broadcasting Development). BB is running different collaboration program with other international media organization like BBC, CRI, and NHK.

4.5 Coverage Area of BB

Bangladesh Betar covers almost all over the country as well as some areas of the neighboring country like Asam, Meghalaya and West Bengal of India and a small part of Myanmar. External service of BB broadcast programs for the different region of the world through five diverse languages: Bangla, English, Nepali, Hindi, and Arabic. Recently with the help of online platforms, the program of BB is available all over the world.
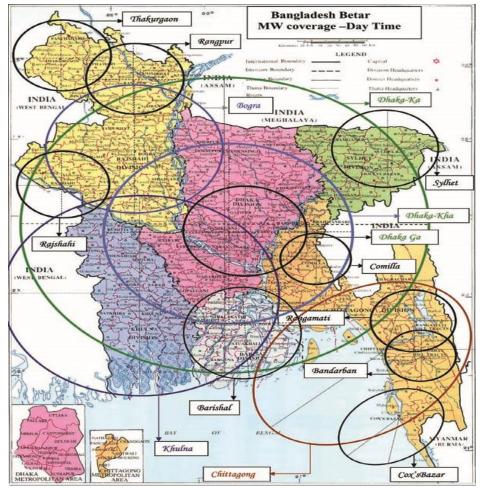
Fig 4.2: Coverage Area of BB

Source: http://www.betar.gov.bd accessed in 26.06.19

The Frequency with a Broadcasting time of 12 regional stations is given in the following table. Beside these recently launch two regional stations in Gopalgonj and Mymensingh.

Table 4.1: Regional center with frequency and broadcasting time

Center	Frequency (KHz)	Meter	Power (KW)	Broadcast Time (Local Time)
Dhaka Ka	693	432.9	1000	0600-1200 & 1400-2330
Dhaka Kha	630	476.19	100	0000-0300, 0600-0800 & 0900-2315
Dhaka Ga	1170	256.41	20	1500-1700
Dhaka Gha	819	366.30	100	Test Transmission
Chittagong	873	343.64	100	0600-1000 & 1200-2315
Rajshahi	846	354.60	100	0600-1000 & 1200-2315
	1080	277.77	10	0600-1000 & 1200-2315
Khulna	558	537.63	100	0600-1000 & 1200-2315
Rangpur	1053	284.90	10	0600-1000 & 1200-2315
Sylhet	963	311.52	20	0600-1000 & 1200-2315
Barisal	1287	233.10	20	0630-1110 ,1630-2310
Thakurgaon	999	300.30	10	1450-2315
Rangamati	1161	258.40	10	1130-1630
Coxsbazar	1314	228.31	10	1145-1645
Comilla	1413	212.31	10	1600-2315
Bandarban	1431	209.64	10	1130-1630

Source: http://www.betar.gov.bd accessed in 26.06.19

Bangladesh Betar is recently broadcasted programs through 32 FM band throughout the country.

Table 4.2: FM band of BB

Area	FM Band
Dhaka	FM100, FM97.6, FM88.8 (Traffic), FM90.0, FM103.2, FM 102, FM 104, FM 106
Chittagong	FM88.8, FM90.0, FM105.6
Khulna	FM88.8, FM90.0, FM102.0
Rajshahi	FM88.8, FM90.0 FM104.0 FM105.2
Sylhet	FM90.0, FM88.8, FM105.2
Rangpur	FM88.8, FM90.0, FM105.6
Comilla	FM101.2, FM103.6
Thakurgaon	FM92.0
Barisal	FM105.2
Cox'sbazar	FM100.8
Rangamati	FM103.2
Bandarban	FM104
Nowapara, Jessore	FM100.8

Source: https://betar.portal.gov.bd Accessed in 27.06.19

Through shortwave coverage, BB aired its program outside the country. For the targeted area, there are also individual programs with different language like Bangla, English, Hindi, Arabic, and Nepali.
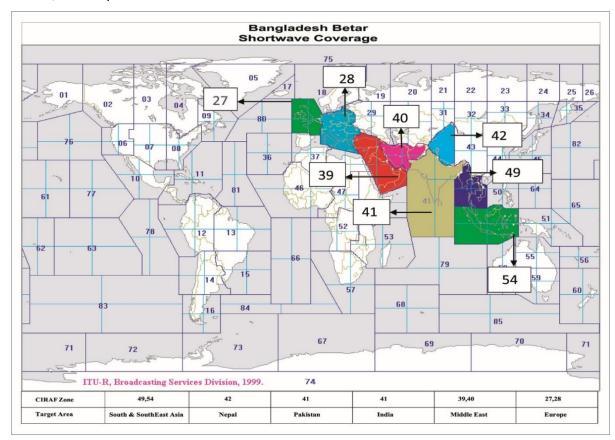

Bangladesh Betar Shortwave Coverage					
CIRAF Zone	49,54	42	41	41	39,40	27,28
Target Area	South & SouthEast Asia	Nepal	Pakistan	India	Middle East	Europe

Fig 4.3: Shortwave coverage of BB
Source: https://betar.portal.gov.bd Accessed in 27.09.19

4.6 Contribute of BB to the society

Media has a lot of influence and contribution to shaping society. As stated by Pandey and Singh (2017), media is a reflection of our society and it portrays what society is and how it works. Media, whether it's print, electronic or the web is the only medium that helps inform people. It helps entertain, educate the public and make people aware of current events. The media has become the voice of our society today. There are different types of media platforms that have more clearly aroused the thoughts of the younger generation and other parts of our society.

EBU (European Broadcasting Union) proposed a map, where it shows how media affect society and contribute to the societal outline.
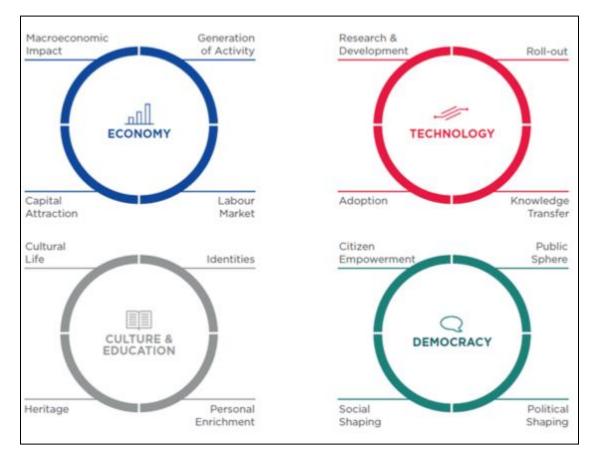

Fig 4.4: Public Service Media impact map, structured by EBU (European Broadcasting Union)

Since BB is a public broadcaster, it has a specific goal-oriented operational approach to contribute to the society that has a profound impact on the formation and development of the country. How BB's activities contribute to society as a PSB organization can be described in the following way:

a. Civic engagement and active participation: The audience's active participation in various programs ensures the public voice, which is an example of civic practice. In addition to civic empowerment, an active PSB indicates a greater contribution to society. With the help of BB programs, people are becoming more aware and aware of what is affecting their lives and helping them to build a society. Again knowledge is

power. Through gathering, information and education from BB general public become more empowered.

b. Multigenerational reach: The programs are planned by targeting all the audience of society so that all sections of society can benefit. In addition to conducting innovative programs, alternative platforms have been introduced to listen to the radio aimed at the younger generation.

c. From monoplatform to multiplatform: Previously BB was only available by radio set and had to rely only on AM band for radio listening. Nowadays people can listen to the radio on other devices like mobile and computer. At present, Bangladesh wireless programs are broadcast with the help of diverse media such as online live streaming, FM channels and smartphone applications.

d. Cultural and educational orientation: BB's content and all programs are responsible for upholding national culture and heritage. The national identity is established through BB programs from the historical background of radio in the region. With the help of educational content, people are self-enriched which impacts their way of life.

e. Socio-economic development: In addition to entertainment, various social and economic issues are addressed in the program content. Programs related to the economy contribute to macroeconomic development and marginal economy. This helps open a new window of the labor market. Programs related to small entrepreneurship, self-employment and job market are helpful for dividends based on population.

4.7 Mechanism of BB to maintain accountability

Media accountability is all the voluntary or involuntary processes by which the media answer directly or indirectly to the society and those immediately affect the quality and/or consequences of publication or programs (Mc Quail 2010). Accountability frame can be identified under four broader heading: Laws and Regulations, Financial, Public Responsibility, and Professional Responsibility (Dennis et al. 1989).

Media accountability is separated into two stages: one *Internal* and the other *External.* The former involves a chain of control within the media, such as rules and regulations that can be promoted the responsibility of the media organization. And External accountability is concerned with the relationship between media organization and those are affected by or with programs or publications.
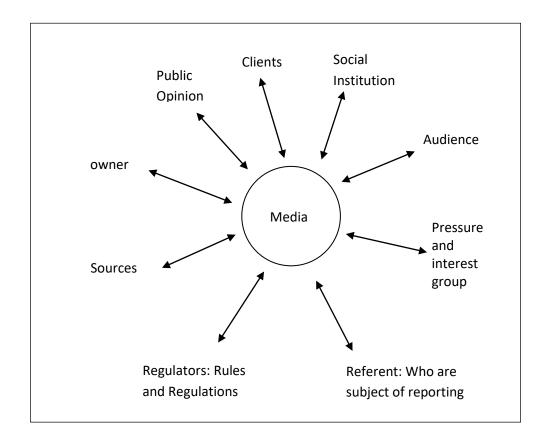

Fig 4.5: Lines of accountability between media and external agents in relation to publication or programs (McQuail 2010).

In the question of accountability, BB maintains both internal and external accountability mechanism.

For *Internal* accountability, for program planning and production, it follows Government rules and regulations. As a state-owned media, the organizational structure and process of BB follow government rules and regulations. Regular program meeting is a part of internal accountability. At a program meeting, all officers are present and discuss the shortcomings of the previous day's program, as well as upcoming day's program. If there is any ambiguity or deviation, the producer concerned has to face the question and give

a satisfactory answer. If a major deviation occurs in the broadcast of the program, the employee concerned is officially punished. At the same time, there is always someone in the 'duty room' who are dedicated to monitoring the ongoing program. If any deviation occurs, he immediately notifies the regional director and makes a note in the register book. Furthermore, the contents of all programs are tested and approved by the manufacturer. On the whole, the regional stations are responsible for all activities to the head office and then to the information ministry.

For *External* accountability, BB maintains answerability to the audience. Social responsibility is the cornerstone of all BB activities, which considers public opinion and social value in all activities, including programs. Through the telephone, SMS, email and Facebook listeners give their different opinions, suggestions and feedback. Some of BB's most important external accountability mechanisms are open and clear citizen certificates, a dedicated telephone number in the duty room, and the distribution of information assigned to each office, and finally a free website with all relevant information.

4.8 Conclusion

This chapter provides a brief overview of PSB, PSB transfer around the world and PSB status in South Asian countries including Bangladesh. At the same time, the chapter also introduces a clear picture of BB as a PSB organization, how BB contributes to society and how BB's accountability system is described. Since Bangladesh Wireless is a state-owned public broadcaster and based on the concept of social responsibility, its activities and processes are fully committed to public service.

Chapter 5

Data Presentation, Analysis and Interpretation

This chapter includes qualitative and quantitative exploration as well as data analysis that was collected from questionnaires, interviews, and content analysis. The demographic profile of the respondents is described although these characteristics have no direct correlation with the performance, through analyzing it the pattern of the performance of BB can be understood. This chapter will attempt to present and analyze empirical observation along the lines of the analytical framework.

In accordance with the analytical framework, People's satisfaction is the tool to measure the dependent variable 'performance of BB'. All of the indicators influenced the satisfaction level of the audience, which is the indicator of Performance of BB. As a PSB organization in Bangladesh Context, BB has several limitations. These factors create distress in the audience that causes dissatisfaction with the performance of BB. The respondents are asked to give the number in 'Likert Scale' within a 1-4 scale, where 1 and 2 are for the level of Dissatisfaction and 3 and 4 denotes satisfaction of the user.

5.1 Socio-economic and demographic characteristics of respondents

Audience perception is essential to measure the performance of Bangladesh Betar. Audiences (members of the audience club) were analyzed from the perspective of their socioeconomic and demographic background (see Table 5.1 below). Socio-economic and demographic profiles of the respondents were considered as age, gender, occupation and education. The table below presents the socioeconomic and demographic characteristics of the respondents.

Table 5.1: Socio-economic and demographic characteristics of the respondent from two study area (n=40)

Demographic characteristics	Frequency	Percent
Age		
Bellow 20	2	5%
21-30	**14**	**35%**
31-40	12	30%
41-50	9	22.5%
More than 50	3	7.5%
Gender		
Male	**32**	**80%**
Female	8	20%
Occupation		
Self-Employed	6	15%
Employed	**17**	**42.5%**
Student	12	30%
Others(Retired, Housewife)	5	12.5%
Education		
Uneducated	1	2.5%
Bellow secondary Level	3	2.5%
Secondary Level	7	12.5%
Higher Secondary Level	8	27.5%
Bachelor Degree or Higher	**21**	**55%**

The data show that the maximum age of the user is 21-30 years old and the second largest group is 31-40, which is 35% and 30% respectively, indicating that the majority of the audience is younger. Most listeners are male, 80%. Women are less than men. The majority of the audience is 12.5% employed and surprisingly the maximum number of listeners is higher educated 55%.

In cross-tabulation with socio-economic characteristics and the satisfaction of respondents, it is found that socio-economic profile has a small effect to the satisfaction of the listeners. From chi-square test it is also found that there is insignificant relation between demographic profile and satisfaction. (See Annexure 3, the cross-tabulation 5.1-5.4) But it provides an outlines of audience satisfaction levels. An important observation has shown in the context of age (Cross-tabulation 5.1 in Annexure 3), the

majority of the respondents are within the age group 21-30 and the larger share of them are not satisfied with the BB performance. On the other hand, older people are more satisfied than young listeners. Due to technological advances, whether a number of media are available, the younger generation is shifting from traditional radio to alternative platforms, and the availability of many sources for their desired content creates a comparative mindset that helps young audiences change their tastes. BB also offers less timeslots, off-peak times and less interactive programs for younger audiences. It is also a cause of dissatisfaction for the young respondents.

5.2 Frequency of Radio Usage

During the survey, the researcher asked the audience regarding the time of Bangladesh Betar usage per day. They have given five alternative choices. Their reply is presented in the following Pie chart.
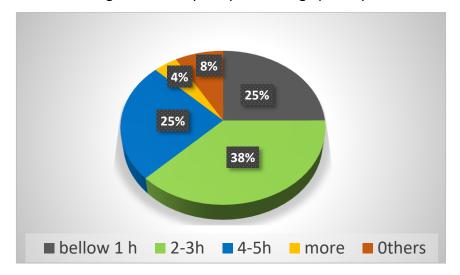
Figure 5.1: Frequency of BB usage per day

According to the chart, 38% or 15 respondents listen to Bangladesh Betar daily 2-3 hours and 25% or 10 listeners listen to Bangladesh Betar 4-5 hours daily. Again 20% of the audience listens in less than an hour. While 4% of listeners listen to BB for more than 5 hours and 8% of respondents use BB occasionally or listen to special programs.

5.3 Illustration of People's Satisfaction according to Study Area

This study was conducted to examine the performance of BB as a public broadcaster. To portray a common picture of the performance of BB two different study areas have been chosen, one is the largest regional station and another is a small regional station. The efficiency of the two separate stations simultaneously expresses the performance of Bangladesh Betar, but in two different stations, the level of satisfaction is varied due to some factors.

Cross-tabulation 5.5 Study area * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Study Area	BB, Dhaka	7.9%	42.1%	50.0%
	BB, Barisal	26.3%	23.7%	50.0%
Total		34.2%	65.8%	100.0%
Chi-square value 5.729 and critical p value is 0.017				

The above cross table points out that the majority of the listeners of BB, Dhaka are satisfied and the percentage is 36.8% whereas in BB, Barisal a large number of peoples are dissatisfied about their performance. From chi-square value and p-value, it is also clear that there is a strong variation within the satisfaction level within two different regional stations.

Most of the listeners from BB, Barisal claimed to not reach easily both AM and FM channel. And the programs of this station do not broadcast through online. Although the programs and accountability mechanism is satisfactory level in this regional station, due to noisy and difficult to reach criteria make a negative impact over the audience. Remarkably, the listeners from both regional stations have no doubt or claim about the responsibility of BB to address a different socio-cultural issue and answerability mechanism which are the key attributes of PSB.

5.4 Influence of 'organization process and structure' to the 'program feature'

With the help of theories, from the analytical framework, it is observed that independent variable like organizational process and structure influenced the intervening variable 'Program feature' which finally affect the performance of BB. According to Mc Quail (2010), "Public broadcasting relates to the kind of organization that would be needed in order to achieve the goals indicated. An effective system for serving the public interest has to meet certain structural conditions" (Mc Quail, 2010:178). As Bangladesh Betar is a public broadcasting organization, the performance of this institution depends on its structure and process. Bangladesh Betar is a government agency under the Ministry of Information whose primary mission is to serve the people. The structure and process of this organization are subject to government rules and regulations that are not the same format as the PSB of another country. It does not follow the direct funding of the Board of Directors and the people. Key respondents have highlighted this topic. In their opinion,

> *"Government recruitment of the employee is the key hindrances for the better performance of PSB organization like Bangladesh Betar. It should be different types of organizational set up which is free from government influence".*

They emphasized the negative impact of public media in third world countries such as Bangladesh, where democracy is not so strong and it is almost impossible to get the right benefits from the PSB. For better performance from PSB, media autonomy is required where the organizational structure is a key concern.

a. Size of Manpower

To serve the general public (audience), BB programs play an important role. This is because the goals and objectives are achieved through broadcasting programs. Both regional stations are suffering from a shortage of manpower involved in program production. According to Regional Director of BB, Dhaka,

> *"Most of the people's sensitive matters and national issues are covered by Dhaka station through different channels. And about 66 hours' programs broadcasting,*

live coverage of different national issues, a celebration of national and international matters as well as live programs broadcasting is really a challenge with a limited number of staffs. Beside the making of regular programs, officer have a duty in National Parliament and other national programs. At the same time, a large number of programs are produced by this small number of program assistants. As the largest station of Bangladesh Betar, diversified duty pattern and risky media environment make it more difficult for this small number manpower".

The shortage of manpower is a common problem for both stations. The Regional Director (current charge) of BB, Barisal also focused on this problem,

"Previously BB, Barisal broadcasted 6-hour programs but presently it broadcasted 11 hours and 20 minutes. Broadcasting time and the number of programs are increased but in this station, the number of officer and staffs remain the same. Without increasing the employees, increasing the broadcasting time is suicidal. It overloaded the workforces and decreases the quality of the programs. Because it is impossible to concentrate on producing a quality program, as Betar is a creative media, with lots of burdens. So employees have to compromise with quality, not the numbers."

Table: 5.2 Size of the manpower of both stations related to programs

Category of Manpower related to the program	Study Area			
	BB, Dhaka		BB, Barisal	
	Approved Post	Current Number	Approved Post	Current Number
RD(Regional Director)	01	01	01	00
DD (Deputy Director)	15	13	02	01
AD(Assistant Director)	29	13	02	03
Program Assistant	20	19	02	01

The recruitment of the employee of Bangladesh Betar follows the National Broadcasting Ordinance 1988, where the charter of duties is clearly defined (Annexure 2). Due to the time, presently the number of programs and sphere of activities is increased, but the approved number of manpower is still the same. Restructure procedure of the posts of the staffs remains uncertain. As a result, the inadequacy of employee numbers affects the quality of BB programs.

Again, due to the discrimination with other cadre officials in terms of government facilities, the cadre officials of Bangladesh Betar under the Ministry of Information are becoming blue. They do not own their organization by heart since they are demotivated. Even though they do much risky and important responsibility on behalf of the government during OB, National Parliament session and natural disaster, they do not get any reward or risk allowance. Without recognition they feel distressed, in these circumstances, a large number of cadre officials do their job on deputation to other organization or PRO to minister to prove themselves. As a result, these make pressure on the remaining employees. At the same time, the number of program assistant is also inadequate because of attachment to other stations (in case of BB, Barisal) and doing another responsibility than their prescribed duty (in case of BB, Dhaka). These also affect the program quality.

b. Skill and Experience of Staffs

This indicator has a significant impact on BB's performance as it relates to the production quality of programs that can either satisfy or dissatisfy the audience. Both of the regional stations have a shortage of skilled manpower, especially in program production. Program assistants are responsible for program recording, dubbing, editing and help program producers in any matters in terms of production. Hence the number of program assistance is limited in opposite to total program and they get inadequate or no training to improve their skill and experience. One program assistant stated,

"I have been working here for 15 years as a program assistant without any training. Though My academic background is not relevant I am working in this job with my passion and I do my duty with continuous learning and error".

This is the situation of the abilities of program assistant. Very few program assistants get professional training. They do their job with passion and a sense of the programs. There is no proper institution for the training of these staffs. According to DDG (Program) of Bangladesh Betar,

"Most of the employees, especially program assistants are professionally weak in terms of recording, dubbing, and editing. Their skill development is not convenient due to lack of proper institution. Their recruitment rules and the procedure are also faulty, that is why qualified people from the pertinent field are not recruited".

Along with systematic training, in-house training also helps to improve the skill and quality of the employee. But in regional stations of Bangladesh Betar, there are very few arrangements of in-house training for quality program production and skill development of employees in program production. On the word of Regional Director of BB, Barisal,

"In regional stations, there is no budget for training of skill development for the program assistants. In this station with one program assistant, who have no knowledge about multitrack program production, which is very important for digital program making".

The professionalism of the employees improves through their continuous training and enriching the experience. The cadre officials get two basic foundation training during their probationary period in NIMC (National Institution of Mass Communication) and BPATC (Bangladesh Public Administration Training Centre). And throughout their professional career, cadre officials get more or less training to develop their skills. But program assistant who is the key personnel in program production gets less opportunity that affects program quality. As stated by the Regional Director of BB, Dhaka,

"About 80% of total program assistant is less skilled or unskilled while 20% are skilled. And about 90% of producer (Assistant Director) is skillful in terms of program production".

Yet again, Bangladesh Betar is a government organization which employee is recruited through government rules and regulation. Cadre officials are employed through the PSC (Public Service Commission). As BB has three different wings where Programs and News officers are general cadre and engineer are from technical cadre. Program Planner or Program Organizer or Program Producer (Assistant Director) who are mainly member of BCS (Information) from different background and it is difficult to cope with such creative media environment.

c. Program Budget

When the researchers interviewed the officials, they all said that the program budget was inadequate in terms of program time and program volume. One of the Key personnel, DDG (program) stated,

"There is no specific guideline for budget distribution among the programs. It depends upon the RD. The RD of a regional station disseminates the budget on the basis of artist per program or approximate expenditure based on the previous year. But the budget is insufficient for the quality program throughout the fiscal year. That is why at the end of the year the rebroadcasted programs are increased".

All of the key respondents mentioned about unsatisfactory or low remuneration of the artist which can directly or indirectly influence the program quality. A special grade music artist gets 2000 BDT, a drama artist gets 2600 BDT and a professional talker in the Live Program gets 1200 BDT (Source: Honorarium structure of artist of BB, 2016). Another key respondent, a pioneer academician in the field of journalism in Bangladesh, said of the low wages,

"However, BB is a government organization and there are some rules and regulation. The primacy of this media organization has the authority to serve the public according to social demand. Artists are the crucial component for a media house. At the same time, an artist should have some social obligation. But the reality is in the competitive social condition money is the fact. While private audio-visual channel offers a smart remuneration the view of social responsibility of the artist is become dimmed".

Budget is an important factor in creating good programs. Comparison with other media houses especially audio media, BB spends fewer amounts per program. Simultaneously, the given budget by the government is not adequate to produced new programs throughout the year. That is why the rebroadcast program is generally increased at the end of the year which affects the performance. Remuneration for the artist is not standard, is another cause of the low level of the program. Renowned artist and specialist guest talker are not interested to attend BB program as a consequence of this reason. As a result, creating quality programs and broadcasting new programs throughout the year is a big challenge for BB.

d. Transmitter power

Both of the organization has a specific transmitter to broadcast the programs. But their frequency is different for the AM and FM channel. This affects the programs technical (sound) quality which influences the satisfaction level of the listeners.

Table 5.3 Power and coverage of transmitter of BB, Dhaka and Barisal

Study Area			Power (KW)	Coverage (Radius) Km
BB, Dhaka	AM	Dhaka Ka	1000	230
		Dhaka Kha	100	140
		Dhaka Ga	20	70
BB, Barisal	AM	Barisal	20	58

Source: https://betar.portal.gov.bd Accessed in 27.09.19

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The coverage area is an important factor for quality transmission of the program. A number of listeners of BB, Barisal complained about the low frequency that is why they face difficulty in clear tuning. The regional director of BB, Barisal also added,

> "In this station, the power of the transmitter is only 20 KW with 58 radius Km coverage area. The listeners of this area cannot tune Barisal betar clearly, we also noticed it to head office and give write up to improve this situation. Hopefully, If the transmitter power will be raised the problem will be solved'.

From the analysis of the documents, it can be seen that the transmitter power of BB, Dhaka Ka and Kha is relatively satisfactory than that of BB, Barisal. But Dhaka Ga has low power of transmission. The low frequency of transmission and less coverage are making a negative impact on the audience due to interrupted program broadcasting. It affects the sound quality of the program and ultimately the performance. If the audience does not hear consistently and clearly, whatever the program quality is, then the real purpose of the program is disrupted and it hinders audience satisfaction. This is a major reason for the difference in the cohort of respondents in two different study areas.

e. Innovation

Innovation is the other key component which influences the performance of Public Broadcaster. The innovation of a media organization involved two types of innovation. First one is program innovation and the second one is technical innovation.

Program innovation

With the changing media environment, the survival of PSB is under threat. An Innovative idea and presentation of the program in a different way can help to continue with audience contentment. It's also associated with the dynamism of the employee of a media house. BB has recently introduced some of this program genre.

Table 5.4 Innovation of Programs

SL Nos.	Types of program innovation
a.	Change in presentation style
b.	Contemporary contents
c.	Includes infotainment programs
d.	Creative program design in terms of content and length

Technical innovation

At the age of digitalization, the key attributes of PSB are nationwide access with maximum interactivity and cross-platform strategies. The potential of digitalization has made PSB more warranted. (Abbott, 2016)

Presently Bangladesh Betar has accomplished some innovative effort to contend with a changing media environment. Performance of public broadcasting depends on multi-generation reach and use of the alternative source to reach the audience as quickly as possible. At the same time, the use of the modern technical tool to reach the audience and serve society. Even though there are no specific rules and guidelines for using new media in program broadcasting.

Beside AM frequency to reach the audience as much as possible and serve in diversified format BB uses different alternative sources which are presented in the following table.

Table 5.5 Alternative platform of BB, Dhaka, and Barisal

	Alternative Source
BB, Dhaka	FM 104 106 97.6 100 Facebook Apps (Android and iPhone) Online live streaming
BB, Barisal	FM 105.2 100 Facebook

Source: http://www.betar.gov.bd accessed in 27.06.19

Alongside, BB recently develops some digital tool to serve citizen easier and faster way than before. Through document analysis, the researcher got a list of such innovative activity.

Table 5.6 Innovative activity of BB

Sl. No.	Innovative activity of BB
1.	Updated Website
2.	Unique Facebook page for all station
3.	Online database for enlisted artists
4.	Artist Management Software (AMS)
5.	Online Audition Management system
6.	Uploaded important program and live streaming

Source: https://betar.portal.gov.bd accessed in 27.06.19

The main purpose of both program innovation and technical innovation is to promote innovative programs and provide other services at the fastest time among the audience. In addition to the traditional radio, presenting alternative sources to the audience is also a part of innovation. Bangladesh betar is active enough in the innovation sector, though its quality is not satisfactory to the audience which has an impact on the overall performance. All of these innovative accomplishments help to improve the quality of the program received by the audience and provide a pleasing picture of the performance of BB.

Through considering all qualitative and quantitative data, it can be interpreted that, organizational structure and process influence the performance of BB. Hence BB is a government organization which is performed as state-owned Public Broadcaster, the mission and vision are to serve the common people like other government organizations. Along with a government organization, it is a media house. The job nature and environment are different from other organization. A number of audiences articulated from a diversified angle at which point they are satisfied or dissatisfied over the programs in terms of content and technical issue. Most of the causes lie into organizational process and structure.

5.5 Impact of 'Program Feature' on the performance of BB

In analytical framework intervening variable is the 'program features' including three indicators: the quantity of new or rebroadcasted programs, diversity of programs and program quality. The program features are the combination of tangible and intangible characteristics of Programs that influence the satisfaction of the audience.

5.5.1 Quantity of new or rebroadcasted programs

As stated by many media scholar distinctiveness or uniqueness of the program is a significant issue of good performance of PSB. The researcher analyzed the 'Queue Sheet' (the daily program schedule) of both regional stations from 10th May to 17th May to find out the quantity of new and rebroadcast programs from each regional station.

Table 5.7 Quantity of New Contents or rebroadcast program

Study Area	Program Analysis From 10th May to 17th May 2017			
	New Program			Rebroadcast
	Live		Recorded	
	Phone-Inn, Talk, and Discussion	News and Announcement		
BB, Dhaka (Total broadcasting 310 hours 40 minutes; 38 hours 50 minutes per day through channel Dhaka Ka, Kha and FM 97.6)	42 hours 25 minutes	18 hours 40 minutes	239 hours	10 hours 35 minutes (3.22%)
Bb, Barisal (Total broadcasting 89hours 40 minutes; 11 hours 20 minutes per day through AM and FM)	New program			Rebroadcast
	Live	Relay from Dhaka	Recorded	
	1 hour 25 minutes	23 hours 21 minutes	63 hours 34 minutes	3 hours (3.37%)

From the above table, it is shown that both of the regional stations have an almost similar frequency of rebroadcasted programs in opposite to the total broadcasting hours. BB, Dhaka has 3.22% and BB, Barisal has 3.37% of the rebroadcasted program.

But the volume would be increased at the end of the fiscal year due to insufficient budget and less number of manpower. According to one key official,

> *"The number of rebroadcasting programs becomes increased at the end of the fiscal year due to lack of sufficient budget. Again, some special programs are rebroadcasted and some programs are rebroadcasted according to the audience demand."*

These may indicate the negative performance of a media organization. One of the respondents stated about rebroadcasting,

> *"Sometimes old programs, especially music and drama, make me nostalgic and I feel enjoy from my heart, but when on a special day program is rebroadcasted, I feel sorry. As I think BB has a lot of new artists so why this repetition has occurred".*

Again he added,

> *"when a talk or discussion is repeated it has a problem as I feel, some contemporary issue was there that is not completely fit for the present time and presentation style should be changed due to time being'.*

But analyzing the data it has shown that it does not make any mentionable influence to the degree of satisfaction of the respondents.

5.5.2 Diversity of programs

Diversity of programs is essential to reach the multigenerational audience and people from all categories. During the questionnaire survey, the researcher asked the respondent about the diversity of programs that denotes both the program category and style. They are given four options to choose from. They replied to their opinion in a different category.
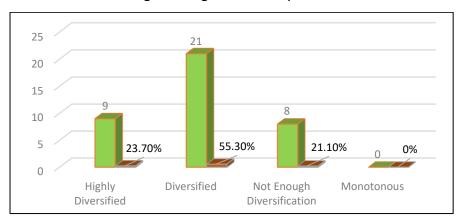
Fig 5.2 Program diversity of BB

In the above figure, about 23.7% audience expressed the programs of BB is highly diversified while the majority audience 55.3% replied the programs are diversified and 21.1% audience mentioned the program was not enough diversified. But no one mentioned it monotonous.

BB broadcasted different programs in different style like Music, Drama, Magazine, Talk, Discussion, Interview, Phone-inn, Infotainment, Quiz show, and so on. There are some complaints about the program style. The audience allegations were, "Even though programs are organized in different categories on different topics, the novelty and variety in program arrangement are not so much. For example, the style of the magazine is quite similar, though the contents are different. Again, different programs created on the same topic (such as women), but cannot create separate images ". In this point, a lot of dissatisfaction occur among the respondents.

The researcher also analyzed the 'Fixed Point' (program schedule of six months approved by the program section with the rigorous meeting) of both regional station from1st April to 30th September 2019 and identified three broader categories of programs at the point of diversity.

Table 5.8 Diversity according to the program category

STUDY AREA	PROGRAM CATEGORY		
	Entertainment	Education and Information	Development Motivation
BB, DHAKA	Music	Health and population program	Publicity of Government Policy and Issue
	Drama	Education program	Development News
	Magazine programs	Addressing violence, Drug, human trafficking, child abuse, and contemporary social issues	Development Manifesto of Government
	Art and Literature	Sustainable Development Goal	Outside Broadcasting
	Root Level cultural group program	Programs on Climate change	
	Games and Sports	Senior Citizen Welfare	
	F.M Broadcasting	Children Issue	
	Addressing BNCC and Armed Force	Program for Disabled and Autistic People	
	Listeners Club Program	Current National and international Issue	
		Adolescent and Youth	
		Periodical and festival	
		Audience Answerability	
		Ethnic Based Program	
		Liberation War	
		Women Welfare	
		Tourism	
BB,BARISAL	Music	Local Information	Development Manifesto of Government
	Drama	Sustainable Development Goals	Economic development and employment
	Magazine	Education	Development Magazine
	Art and Literature	Science and Technology	
	Sports	Climate program	
	Magazine program by listeners club	Agriculture	
	Root Level cultural group program	Program for autistic and physically impaired people	
		Children program	
		Program for ethnic people	
		Youth Program	
		Women welfare	
		Program for senior citizen	

		Health and Contemporary Issue	
		Population	
		Liberation war	
		Addressing violence, Drug, and human trafficking	
		Audience answerability	

The Dhaka station covers almost everything but no specific programs related to science and technology, this topic has been included in other programs or magazines. At the same time, there are no dedicated business related programs in BB, Dhaka. Although BB, Barisal covers almost all departments, the focus of the program is on government issues and development programs.

To examine the relation of people's satisfaction with the diversity of the programs of BB, the researcher has performed a cross-tabulation analysis.

Cross- tabulation 5.6 Program Diversity * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
	Highly Diversified	5.3%	18.4%	23.7%
Program Diversity	Diversified	18.4%	36.8%	55.3%
	Not Enough Diversified	10.5%	10.5%	21.1%
Total		34.2%	65.8%	100.0%
Chi-square value 1.468 and critical p value 0.480				

In the above cross table, we can see the maximum respondent 55.3% agree that the program of BB is diversified while 23.7% of audiences told programs are highly diversified and 21.1% told programs to have not enough diversification. The audiences who expressed program are diversified they are more satisfied with the overall performance of BB. Through analyzing the diversity of programs it can be seen that this indicator does not influence significantly to the audience satisfaction.

5.5.3 Quality of programs

Quality of programs comprises of two types of quality. Firstly, content quality and secondly sound quality. Both of them conjointly represent the quality of program which

is the determinant of the level of the listener's satisfaction. Timeliness, relevance, credibility, comprehensive, independence and impartiality of contents is the tool of measurement of content quality. And technically correct soundbites and clear voice modulation is the main issue of sound quality that includes the tuning status of the channel, access to the alternative source and editing of the programs. (Spurk and Lubinski 2014).

a. Content quality

The respondents are asked about the quality of the contents. They had five options to choose, multiple answers were taken. The answer according to respondents is summarized in the next figure.
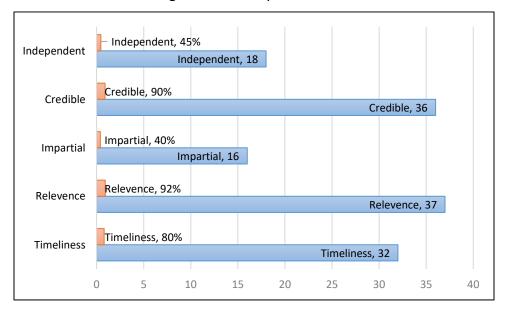
Figure 5.3 Quality of contents

The respondents show a positive answer to the timeliness, relevance and credibility about the contents. The frequencies are consequently 80%, 92%, and 90%. But in the point of independence and impartiality of the programs, they are more or less demotivated. While 40% and 45% of respondents answered the programs are impartial and independent separately.

Depending on these criteria of contents the respondents are asked to identify the level of quality within three options.

Cross tabulation 5.7 Quality of contents * People's Satisfaction (n=40)

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
	Low Quality	18.4%	2.6%	21.1%
Quality of contents	Average quality	15.8%	26.3%	42.1%
	High quality		36.8%	36.8%
Total		34.2%	65.8%	100.0%
Chi-square value 17.451 and critical p value 0.000				

There is a significant effect of content quality on the performance of BB. In the above table, the respondents who replied high quality of content, all of them are satisfied with the performance and the percentage is 36.8%. Out of 21.1% of respondents who said low content quality only 2.6% satisfied with the overall performance.

b. Sound quality

Distortion of sound quality affects the quality of the program. Technically correct sound bites and clear voice modulation is the main issue of sound quality that includes tuning to a radio channel, access to the alternative source and editing of the programs.

i. Tuning to AM radio channel

Better tuning status or strong geographic coverage is one of the core aspects of PSB. (Barbuio, 2007). If the listeners have faced difficulties to tune the channel it has an emotional impact of satisfaction level which negatively influences the quality of the program and ultimately the performance. One of the respondents of BB, Barisal told,

> "I am a member of listener club and a singer for this reason I listen BB (Barisal). Otherwise, I give up listening to having such noise to tune. But from my locality, Dhaka station and Khulna station tuned easily. Authority should pay attention to increase the frequency level because as a person of a coastal belt, during a

disaster it is necessary to update with local weather forecast while the local weather news and guidelines are different from central news".

Through the telephone survey, the respondents were asked if the station be tuned easily in their locality. The response is shown in the following table.
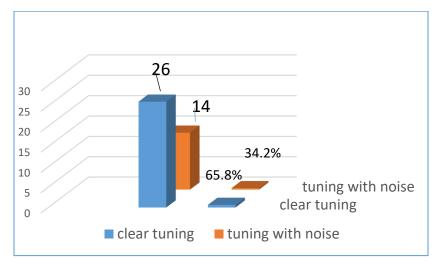
Figure 5.4 Tuning status of BB

In the above table, 65.8% of respondents that is 26 listeners replied they can easily tune BB in their locality while 34.2% of respondents or 14 listeners can tune with noise.

The majority of the audience is dissatisfied with the low tuning status comparatively more in BB, Barisal. Frequency of channel Dhaka Ka and Kha is relatively better than that of Barisal. One of the main reasons is the transmitter power of Dhaka Ka is 1000 KW which can cover 230 KM radius circle and Dhaka Kha is 100 KW power with 140 KM radius circles whereas BB, Barisal is only 20 KW transmitter with 46 KM radius circles.

Cross-tabulation 5.8 Tuning to radio * People's Satisfaction (n=40)

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Tuning status	Clear tuning	12.5%	53.3%	65.8%
	Tuning with noise	21.7%	12.5%	34.2%
Total		34.2%	65.8%	100.0%
Chi square value 3.385 and critical p value 0.056				

From the above table, it is able to understand 53.3% respondents or 21 listeners with clear tuning experience are satisfied and less number 12.5% (5 listeners) are satisfied with having noisy tuning quality. While out of 34.2% listeners with noisy tuning status the majority 21.7% or 9 listeners are dissatisfied. According to the above data, it can say that tuning status has a significant impact on determining the performance of a PSB media like BB.

ii. Access to an alternative source

Another technical quality measurement tool is access to the alternative platform. With the changing media environment, the listeners of radio are not confined in the traditional radio set. They use diversified sources along with the radio to cope up with the time. Even they use this outside of the country and response regularly. But the quality of frequency of these alternative sources is in under a question.

During a telephone survey, the researcher asked the audience if they used other broadcasting platforms to reach programs of BB. 67.5% audience (27 listeners) replied positive, the rest of the 32.5% (13 listeners) still used conventional radio to listen BB.
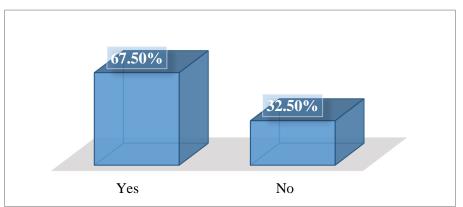
Figure 5.5 Frequency of users of alternative source

Then again, when they were asked about the quality of access to those alternative sources, the majority of them show a disappointing result. One of the respondents expressed,

"Due to my job nature, I have to travel a lot. I use both FM and smart mobile Apps when I travel, but the mobile app is relatively good while FM frequency is low or out several times but at the same time another private FM is available".

Similarly, the researcher gets a lot of comment about Online Streaming. In the answer to the question 'how do you access to the alternative sources of BB?', the respondent answer within two alternatives.

Table 5.9 Access to alternative Platform

		Frequency	Percent	Valid Percent
Valid	Easily accessed	13	32.5	48.1
	Difficult to access	14	35.0	51.9
	Total	27	67.5	100.0
Missing	System	13	32.5	
Total		40	100.0	

In the above table, 48% of respondents (13 listeners) get easy access whereas 52% of respondents (14 listeners) face difficulties to access the alternative source which affect the program quality.

Presently the use of alternative sources is become popular within the audiences due to technological advancement. The young listeners use these alternative platforms along with traditional radio or a number of listeners only dependent on these alternative sources. In addition, a portion of the audience lives outside the country and they are connected to Bangladesh wireless using this alternative medium. So the satisfaction of the audience depends on its quality.

Cross tabulation 5.9 Access to alternative platform * People's Satisfaction (n=27)

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Access to an alternative platform	Easily accessed	7.4%	40.7%	48.1%
	Difficult to access	33.3%	18.5%	51.9%
Total		40.7%	59.3%	100.0%
Chi square value 6.677 and critical p value 0.010				

From the above table, we can understand how the indicator influences the overall performance. In this table, the audience is fully satisfied who can use easily alternative sources like FM channel, Mobile Apps, Online live streaming. And the listeners who cannot use the alternative platform in a comfortable way they are more dissatisfied with the overall satisfaction. It can be interpreted that, total 51.9% of listeners face difficulties to access the alternative platform, out of the 40.7% listeners are mentioned overall dissatisfaction about the performance of BB. This indicates that easy access to innovative activities motivates people to more satisfy. In reality, a large number of the audience (51.9% or 14 listeners) who use these media accused the unsatisfactory condition.

iii. Editing of programs

In BB the programs are edited by Program Assistant and broadcasted by a technical person. The number, as well as the skill and experience of this employee, affect the quality of programs. From the qualitative information, it is shown that both of the organization has a shortage of proficient manpower. A number of respondents told,

> *"When we listen to programs, some programs are good but some repetitive words are there, sometimes some unusual voice is in the program".*

Again some listeners told that,

> "Sometimes background music is the same level as the voice level. Furthermore, one program is running at the same time another program or music is in the alongside continued".

All of these things influence the satisfaction level of the listener's and at the end of the day affect the performance of BB. When the researcher asked the audience about the editing quality of the programs within three categories most of the respondents replied average quality.
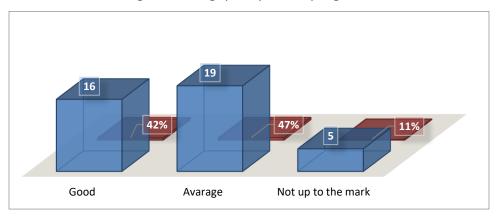
Fig 5.6 Editing quality of the programs

In the above figure, it can be seen that 16 respondents or 42% audience told that the editing standard is good while the majority of the respondents 47% mentioned the average standard. And 11% of the respondent that is 5 audiences pointed out as substandard editing quality. From the previous qualitative discussion, it can be found that a large number of listener complain about the editing quality. It happened more in case of listeners of BB, Barisal.

To identify the effect of editing quality on the satisfaction of listeners the researcher has done cross tabulation analysis as follows.

Cross-tabulation 5.10 Editing quality * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Editing quality	Good		42.1%	42.1%
	Average	23.7%	23.7%	47.4%
	Not up to the mark	10.5%		10.5%
Total		34.2%	65.8%	100.0%
Chi-square value 18.006 and critical p value 0.00				

From the above cross table, it is clearly revealed that the editing quality has a significant effect on people's satisfaction. The people who expressed good editing quality (42.1%) all are satisfied with the overall performance but the number of respondents told average quality in-program editing; their degree of satisfaction is as same as dissatisfaction. Editing quality is fully dependent on the number and proficiency of the employee. As the quantity of skill manpower is not sufficient in both of the regional stations so it influences the performance.

From both qualitative and quantitative inquiries, it reveals that the quality of BB programs is closely related to the organization's structure and process. Audiences have claimed that programs are less attractive and of lesser quality, so listeners are not encouraged to listen to them and do not continue to do so. This is due to the lack of sufficient and proficient manpower, limited transmitter power, analog transmission mechanism, technical problems of alternative media broadcasting as well as the quality of program listening device (radio set, mobile).

5.6 Impact of 'Accountability to the audience' on the performance of BB

"Media Accountability is all the voluntary or involuntary process by which the media answer directly or indirectly to the society and that immediate effect for the quality and/or consequences of publication or program" (McQuail 2010: 206). Media accountability maintains different lines and relation of accountability in which PSB has to accountable more to society and the audience. Bangladesh Betar maintains

accountability mechanism within inside and outside of the organization for its program and activities.

In the interview, all key respondents (Academics and Media experts) articulated a positive view about the accountability of BB. As stated by one key personnel,

> *"Bangladesh Betar is the only media in Bangladesh which provide service dedicatedly to the society without any return. Where private radio and NGO radio has a different (profit-based and donor-oriented) mission and vision".*

In this study, the explanatory variable 'accountability to the audience' comprises of three indicators, which discuss in the following points.

5.6.1 Activities addressing the socio-cultural and economic issue

PSB has an obligation to society and upholds the public interest. It gives primacy to the needs of the society or the collective needs of the citizen. BB arranged regular program addressing the socio-cultural and economic issues according to the contemporary social need. Through analysis of the different document and thought of the interview of the officials, the researcher identified a number of activities regarding this field.

Table 5.10 Activities of BB to address socio-culture and economic issues

Sl.No.	Activities addressing the socio-cultural and economic issue
1.	Program Planning and Broadcasting with the need of time
2.	Interactive program(Phone-inn) with the presence of specialist guest talker
3.	'Bohirangon' program to uphold the local heritage and culture with a mixture of national culture. At the same time to expose a socio-cultural issue
4.	Seminar on a different issue
5.	Yard meeting (Uthan Boithok) for Farm Broadcasting
6.	Different campaigning on a national and international issue
7.	Talk and discussion on contemporary social, political, economic and cultural topic
8.	Live broadcasting of National Parliament session and national-international games and sports

The researcher surveyed the audience with the question, 'Do you agree BB address the socio-cultural issue through programs? All respondents strongly agree with the view that BB addresses almost all important issues related to the public interest. One of the respondents expressed,

> *"In 'Somipesu' (listener's answerability program) RD sir tells us to give a new idea and new issues of the program. Every time I think I have to do something. I think a lot but I cannot find any new topic because whenever I think of a subject, it is already addressed in any format. I am amazed by their intelligent and dedication".*

In the interview and questionnaire survey, all respondents agreed that BB identifies almost all types of socio-cultural issues and creates the program and promotes it to the audience. It also hosts many live, auditorium-based and outdoor events in the presence of the audience, addressing national and international issues.

From the qualitative discussion, it is realized that BB continues a number of activities considering the responsibility to society. The maximum audience and key personnel complied that BB has been addressed the contemporary socio-cultural and economic issues in their programs schedule. Different activities both inside and outside of the organization enhance public awareness. It has been done through the different seminar, cultural programs, phone-in program with a specialist speaker and so on. All these activities inspired people to satisfy with the accountability which enhances the level of performance of BB. All respondents were strongly agreed that BB covers all important socio-cultural issues in a different format. Although, 3 people told BB mainly addressed marginalized economy than the central economy; focus mainly agriculture, SME, vocational training. 5 respondents stated less science and technology-based program. These does not affect the level of satisfaction. In a word, the respondents are satisfied with the social responsibility of Bangladesh Betar.
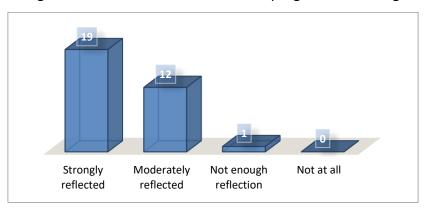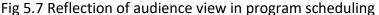
5.6.2 Program scheduling and rescheduling according to the audience demand

By studying various documents and talk with different relevant officials the investigator got a number of recent examples which are taken with consideration of audience view and feedback in program scheduling and rescheduling.

❑ Change the name of the program: Renamed youth motivational program 'Projonmo Kontho' instead of 'Sonali Jibon' in BB, Dhaka.

❑ Cancelled Program re-introducing: When the popular magazine program 'Mohanogor' is ended with the decision of authority the audience becomes unhappy. They expressed their opinion to reintroduce immediately. To respect their view authority again starts the program.

❑ Change with the reasonable time of audience answerability program 'Somipeshu' and 'E-Somipeshu' in the month of Ramadan according to their desire.

❑ Increase the time of musical program 'Nibedon' due to audience request in BB, Dhaka.

❑ Addressing different issues in different program respect to audience demand.

In the questionnaire survey, there was a question about the reflection of audience opinion in the program designing of BB. The people who engaged somehow with BB through the letter, SMS, e-mail, telephone or any other means they replied to this question. The number of respondents in this issue was 32.

Fig 5.7 Reflection of audience view in program scheduling

When the researcher asked the respondents about reflection the audience opinion or view in program scheduling, 19 audiences replied that BB is considered audience opinion strongly. While 12 listeners told BB considered moderately the audience view and 1 listener stated it is not enough but no one disagrees with this point. According to the data and some recent examples, it is established that as a PSB organization BB pays attention to the listener's opines and designs the program schedule by taking into consideration of audience view. It is an important tool which has an outward illustration of accountability and directly affects the listener's sentiment that evolves as satisfaction towards BB.

Cross tabulation 5.11 Reflection of audience view in program schedule * People's Satisfaction (n=32)

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Reflection of audience view in the program schedule	Not enough reflection	3.1%		3.1%
	Moderately reflected	18.8%	18.8%	37.5%
	Strongly reflected	6.2%	53.1%	59.4%
Total		28.1%	71.9%	100.0%
Chi square value 8.307 and critical p value 0.016				

In the above table, the majority of the respondents strongly recommend that BB try to respect audience opinion and the authority design the program schedule according to these. Out of 59.4% respondents or 19 listeners, 53.1% (17 listeners) are satisfied with overall performance. The people who mentioned BB do not comply with people's view, all of them are dissatisfied and the proportion is 3.1%. From the empirical evidence, it is understood that this indicator has a greater impact on the satisfaction of the audience.

5.6.3 Mechanism of answerability to the audience

A media would be more accountable when it answers directly or indirectly to society. To answer the society, firstly receiving mechanism should be strong. Bangladesh Betar taking different initiatives to receive audience view and feedback. Examining different

documents and internet source and talking with the officials, the researcher pointed out some process of sharing the audience view.

Table 5.11 Process of sharing audience view and feedback

Study Area	The medium of sharing audience view
BB, Dhaka	Letter, Telephone, SMS e-mail, Website, Facebook, Yearly meeting with listeners
BB, Barisal	Letter, Telephone, SMS, e-mail, Facebook, Yearly meeting with listeners

Whenever an opinion or suggestion or feedback received from the audience the authority analyze this in a program meeting with open discussion or individual meeting with relevant program producer (AD) and DD about a specific issue. In both of the organization respective RDs answer to the audience in specific programs.

Table 5.12 Mechanism of answerability to the audience

Study Area	Mechanism of answerability to the audience	Timetable
BB, Dhaka	Dedicated program 'Somipeshu' for answer the letters of listeners	Weekly program
	Dedicated program 'E-Somipeshu' to answer the e-mail of listeners	Weekly program
	Through telephone	Any time with dedicated telephone number
	In a yearly meeting with the audience	Yearly audience conference
	Answer any specific issue in the respective program	In the relevant program
Study Area	Mechanism of answerability to the audience	Timetable
BB, Barisal	Dedicated program 'Melbondhon' for answer the letters and e-mail of listeners	Weekly program
	Answer any specific issue in the respective program	In the relevant program
	In a yearly meeting with the audience	Yearly audience conference
	Through telephone	Any time through dedicated telephone number

BB conduct various mechanism to receive opinion and feedback from listeners including letters, telephone, e-mail, Facebook, yearly meeting with the attached regional station. From the content analysis and survey data, it is clear that BB maintains accountability mechanism to the audience and the majority of the people are satisfied in these criteria. After addressing the view from the audience, BB is conscious to remain answerable to the listeners. In BB, Dhaka, there are two dedicated programs for answering the listeners, one is for letters and another is for e-mail. Besides in magazine and other content based programs have individual answerability mechanism. In BB, Barisal, one answerability program for both letter and mail. From the empirical data, it is clear this indicator has a significant influence on the level of satisfaction of listeners which refers to better performance of BB as a PSB.

Cross-tabulation 5.12 Maintaining Answerability Mechanism *
People's Satisfaction (n=32)

| | | People's Satisfaction | | Total |
		Dissatisfied	Satisfied	
Maintaining Answerability Mechanism	Moderately maintained	18.8%	12.5%	31.2%
	Strongly maintained	9.4%	59.4%	68.8%
Total		28.1%	71.9%	100.0%
Chi square value 7.311 and critical p value 0.007				

When the researcher asked the respondents, "In what extent, BB is maintaining answerability mechanism to promote audience opinion?" Those who write to BB or communicate with BB through other means have answered this question. The majority of the audience answered positively. About 68.8% of respondent or 22 listeners agreed that BB maintains the strong mechanism to account for the audience. Out of the 68.8% audience, a larger portion of listeners 59.4% respondent (19 listeners) is satisfied with the overall performance. On the other hand, 18.8% of respondents (6 listeners) are dissatisfied with the overall performance who thought BB is moderately accountable to the audience.

All of the respondents and key personnel told that BB maintains firm responsibility and responsiveness to the audience. And the answerability mechanism is good enough. From the qualitative discussion about BB's accountability mechanism, it is shown to ensure the answerability and responsibility to the audience BB has a set of internal accountability mechanism. With the other line of the accountability BB has also obligation to Government as well. As a third-world PSB organization, this aspect affects its performance. Sometimes, PSB's core concerns (neutrality and public service) face the challenge of prioritizing political issues.

5.7 Correlation with Dependent variable 'Performance of BB'

A statistical correlation (Bivariate Pearson's correlation) analysis has been done by using SPSS to observe whether any significant correlation of the independent and dependent variable. Here the respondent's 'overall satisfaction' is chosen as an indicator of the dependent variable 'Performance of BB'. The result is presented in the following table.

Table 5. 13 Correlation with the dependent variable

				Correlation (r) with the dependent variable (Performance Of BB)
Intervening variable	Program feature	Diversity of the Programs		.194
		Program quality	Content quality	.675**
			Sound quality	Tuning to radio	.347*
				Access to alternative sources	.497**
			Program editing	.688**
Independent variable	Accountability to the audience	Maintaining answerability mechanism		.478**
		Reflection of audience view in program design		.508**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

From table 5.13, it appears that there is a strong correlation with the dependent variable 'performance of BB' and intervening variable 'program feature' especially the indicator 'program quality' which is the combination of content quality and sound quality. Also, there is a strong relationship with the 'reflection of audience view in program design' and 'answerability mechanism'. There is no relation to the performance and diversity of programs.

The first and second highest correlation with performance is content quality and editing quality. Whereas out of 36.8% respondents who told BB offers high quality of content based program all of them are satisfied with the performance and out of 21.1% respondents who stated the content quality of BB is the low majority of them are dissatisfied (see cross-tabulation 5.7). Similarly, all 10.5% of people are dissatisfied who complain about the editing quality and 42.1% of respondents who expressed good editing quality they are entirely satisfied (see cross-tabulation 5.10).

The third highest significant and strong correlation has been found within the 'performance of BB' and 'Reflection of audience view in program designing'. From cross table 5.11, 18.8% of respondent told due inadequate reflection of audience view in program designing the performance is not satisfactory level and 59.4% of respondent told the strong reflection of audience views in program schedules that lead to better performance.

Then the significant correlation has developed between performance and answerability mechanism. From the cross-table 5.12, it is clearly shown that the strong answerability mechanism positively affects the performance and it happens reverse when BB maintains less answerability mechanism. 59.4% of the audience is satisfied who strongly agreed that bb maintain answerability mechanism and out of 31.2% of respondents 18.8% are dissatisfied due to moderate answerability mechanism.

The next highest correlation is found within the performance and access to alternative sources. From the empirical data, it is seen that 27 respondents use alternative platforms of BB. According to cross-tabulation 5.9, among 48.1% or 15 respondents who

can easily access to the alternative platform, the majority 40.7% are satisfied with overall performance. 51.9% of people who faced difficulties to access these alternative sources, most of them 33.3% are dissatisfied with overall performance.

The other indicator is 'tuning to the AM radio channel' of BB in the respondent locality. It has relatively less relation to performance. As per cross-tabulation 5.8, 53.3% respondent emphasized 'clear tuning' status promote better performance and 21.7% respondent highlighted 'tuning with noise' affected performance of BB.

5.8 Conclusion

All explanatory variables or factors are seen to more or less responsible for the performance of BB. Although 'accountability mechanism to the audience' is good enough, but the 'program feature' which is affected by 'organization structure and process' that undermining the performance of this PSB organization. The relative situation of each variable is correlating with the dependent variable 'performance of BB'. The supporting qualitative information has crystallized the circumstance of factors affecting the performance of Bangladesh Betar.

Chapter 6

Findings and Conclusion

This chapter recapitulates the overall study and provides an overview of the results in light of the analytical framework. It also tried to provide answers to specific research questions. Furthermore, based on the analysis and interpretation of data, the chapter concludes by focusing on some policy recommendations as well as raising some issues for further research.

The research was followed by a mixed-methods approach (largely of a qualitative nature) to examine the performance of BB as a PSB institution. Contemporary literature was reviewed to gather knowledge about PSB performance. Three related theories were used to generate explanatory variables, including analytical frameworks. It analyzes the effect of independent variables 'organization structure and process' and 'accountability to the audience' as well as intervening variable 'program feature' to the performance of BB. It also analyzes current trends in satisfaction by studying socioeconomic profile. Audience views are collected through a telephone survey from members of the audience club. The data collected from the telephone survey was validated through interviews with key personnel. Furthermore, secondary data from different sources were reviewed.

6.1 Summary of key findings

The purpose of this study was to examine the current level of performance of Bangladesh Betar as a public service broadcasting organization. In the question of performance of BB, empirical data revealed that respondents showed a high degree of satisfaction (65.8%) with overall performance. In fact, they identified '3' on the Likert Scale, which means that they are somehow satisfied but they did not use the '4' index of extreme satisfaction, so we can say that they are not completely satisfied. At the same time, the opinion of the key informant is consistent with the results of this search and can be said to be complementary. In short, it can be said that the current performance

of Bangladesh Betar is 'Moderately Good'. And within two regional stations, the satisfaction level is comparatively high in the BB, Dhaka than that of BB, Barisal. Overall, the general respondent's perception about the performance is better than that of the key respondents.

From the chi-square analysis, it has been seen that the socio-demographic profile does not significantly affect the level of people's satisfaction. But there is an important observation in case of age, the young people have a tendency to less satisfaction than adult people with the performance of BB. Level of satisfaction has been varied according to the study area. Program quality (content and sound quality) has a highly significant influence on satisfaction. As well as 'answerability mechanism' and 'reflection of the audience view' also has a significant influence in the context of BB.

In the correlation analysis with the dependent variable, it has been observed the strongest relationship is with 'Program Quality' more specifically content quality and editing quality. Both of the quality is affected by the inadequate number and less efficient manpower. A distinct observation has been generated from data regarding the sound quality that there is a strong relationship between 'access to the alternative sources' and degree of satisfaction than that of 'tuning to the radio' and degree of satisfaction. This indicates that due to technological advancement the audiences have shifted their focus to the alternative platform for listening radio and quality of them is greatly affecting the level of satisfaction. The level of audience satisfaction also has a strong correlation with 'reflection of audience view in program design' and 'maintaining answerability mechanism'. Relatively low correlation with 'tuning to traditional radio'. And other dimensions, such as the 'quantity of rebroadcasted program', 'diversity of programs' and 'activities addressing the socio-cultural and economic issue', did not find a significant correlation with BB's performance.

A unique search revealed that most of the audience is somehow involved in cultural activities, which is why they are interested in listening to the radio. And members of this audience club are actively engaged with radio in various activities such as quizzes,

interactive phone-in programs, which is another reason for their involvement with this public radio.

6.2 Answer to the Research Questions

To justify the objective of this study, two research questions were raised. The findings, according to the particular research questions are as follows:

Research Question 1: To what extent, Bangladesh Betar is performing as a medium of the public broadcasting organization?

From the secondary data, it is found that Bangladesh Betar as a Public Broadcaster is responsible for serving the community from urban to the remote area through disseminating information, education, awareness building with the entertainment. It is also worldwide established that the younger generation is less motivated by PSB. The scenario is more or less similar in terms of BB. In 37% of young respondents, 21% of the audience is less satisfied with the performance. The satisfaction level is 65.8%, meaning that 28 respondents are satisfied with BB's performance, whereas 14 respondents are dissatisfied and this is about 34.2% of total respondents. It looks like BB's performance is 'moderately good'.

It is also revealed from secondary sources, in the perspective of Bangladesh, in 1998 radio reached 42% of the total population while rapidly dipped to 24.1% in 2002. In 2016, 12.4% of the population listens to the radio with 16.7% in an urban area. This decreasing trend of audio media is due to technological advancement where audio-visual media like cable TV, internet and social network are likely more available. Due to the changing taste of the audience, the media focus has shifted which severely affects the performance of this state-owned broadcaster. Even though, during in-depth interviews, academics and media personnel argued that the current status of BB in the delivery of public services is still "unique" but institutional constraints have made it 'somewhat questionable' as a PSB organization.

Research Question 2: What are the factors that influence the performance of Bangladesh Betar?

This study has been performed to monitor the current level performance of BB. The result will contribute to understanding PSB performance in the context of a developing country in many ways. The study area and the socioeconomic characteristics of the respondents did not have a direct relation on performance but by analyzing it a pattern of audience satisfaction was found. The following are the factors that directly affect BB performance:

a. **Firstly**, program quality which is the combination of content and sound quality. This intervening indicator affected by organization structure and process and influences the performance. The respondents who (36.8%) are satisfied with the contents all of them are fully satisfied with the performance of BB. Again, the listeners who mentioned good editing quality (42.1%), they are satisfied with the performance. Although the majority of the respondents stated that the editing quality is average. From the Chi-Square test and Correlation analysis, it is also exposed that this factor has the highest impact on the performance of BB. Both the editing quality and content quality is closely associated with the number and proficiency of the employee as well as the accountability mechanism. It is clear from the qualitative analysis that most of the audience is dissatisfied with the program where they claimed that the quality of the programs performed, the content selection, background music and sound quality were not good. And we can also see that the BB has various organizational constraints such as shortage of skilled manpower, current staff not from relevant fields, staff not getting proper training and not enough budget to get quality content. These affect the characteristics of the program (especially the program schedule, program variations and program editing). Also when the respondent claims against the content quality in terms of freedom of content and fairness, it is involved in any PSB media liability. Sometimes the BB cannot maintain its ideal situation to emphasize the political will and government issue.

b. **Secondly**, accountability to the audience. There are numerous line and relationship of accountability in the media. For a PSB organization accountability to the audience is vital and inevitable. From the empirical analysis, it is also proved accountability mechanisms influence the performance. Where 'Reflection of audience view in program designing' and 'maintaining answerability mechanism' is the two significant measurement indicator of accountability to the audience. Most of the respondents who were satisfied with these two accountability processes showed satisfaction with BB's performance. BB maintains a number of processes that are reflected in program design, in order to maintain an external accountability process, interact with the audience, and take their perspective. At the same time, BB addresses the audience with dedicated programs. The audience can communicate with the authorities concerned by telephone, letters, e-mails, Facebook and even physically. Also, BB has a strong set of internal accountability systems to ensure better service to the audience.

c. **Thirdly**, access to the alternative platform as a part of innovation. This variable has a high level of implication on the performance of BB. The respondents who can easily get access to the alternative source, cent percent of them shows their satisfactory attitude to the BB performance and the people face difficulty to access to the alternative platform the majority of them are dissatisfied with the performance of BB. The listeners especially the young generation shifted their focus from traditional radio set to advance alternative sources to listen to the radio. Presently they use these sources even from outside of the country. In that case, if the quality of these sources is not in satisfactory level it hampers the audience desire and affects the performance. There are several issues involve in this factor is such as less number of FM tower, less technical people, limited antenna gain, tower height, less capacity of the server to engage large people at a time, lack of maintenance and up-gradation of the Apps and not access of all channel in online broadcasting.

d. **Fourthly**, tuning status to traditional radio channels. About 34.2% of respondents facing tuning problem with noise. Among them, 21.7% audience is dissatisfied with the

overall performance. Again in BB, Barisal out of 20 respondents, 13 audiences are dissatisfied. Their foremost allegation is a bad tuning condition of Barisal Betar. This indicates the tuning status of channels is a significant measuring tool of performance. This factor affected by low transmitter power, a limited gain of the transmitter, an inadequate receiver of MW (Medium Wave) frequency, variation of landscape, variation in day and night and relatively older machinery for transmission.

In short, the study has analyzed the performance of Bangladesh Betar as a PSB organization in from audience satisfaction view. The level of satisfaction is greatly influenced by these factors.

6.3 Theoretical Implication

The main essence of public service broadcasting is taken from the 'Libertarian theory' and 'Social Responsibility theory'. The study also has chosen these two theories and 'Public Broadcasting Alternative Model' for the theoretical background and developed an analytical framework to explain the performance of Bangladesh Betar as a public media. Media scholar Mc Quail (1992), Napoli (2001), Brants (2003), Bardoel (2003), Karppinen (2006) used these theories to explain media performance which upholds social responsibility, media freedom, public interest and public demand. All the literature used in this thesis is in the Western context because no study has been found to mention PSB's performance analysis in the Asian context even in Bangladesh.

In the analytical framework, the variables were taken directly from the theory and the indicators were developed based on the researcher's experience with the help of related literature. These theories are consistent with this study, but research would have been more focused if variables including indicators were universally more specific. From the knowledge available from the literature, it is clear that the performance measurement of PSB is done in various aspects such as content analysis, managerial and administrative, economic and technological and social responsibility. Again, the logic of operation of PSB is different in different countries. Therefore, in developing countries

like Bangladesh where democracy is not strong, a 'unique context-based' framework is needed to measure the performance of these public media.

6.4 Recommendation

The researcher asked the respondents, key informants along with the officials regarding their recommendations to improve the performance of BB. As per their views and opinions accompanied by researcher experience with qualitative data the following recommendations are proposed to improve the level of performance of BB.

a. Improvement of the content quality and editing quality of the programs

The content quality of the program depends on diversity, timeliness, relevance, credibility, comprehensive, independence and impartiality. Most of the respondents are agreed that the programs of BB are diversified, relevant, credible and comprehensive. But in the point of independence and impartiality, respondents are more or less wavering. For this reason, program quality has to be improved to hold the audience throughout the programs that ensure better performance. To be a real PSB media BB should be tried to broadcast programs unbiasedly. To improve editing quality relevant manpower, proper training of the employee and upgraded technology for program making are needed.

b. Increasing interactive programs addressing target population

Majority of young people told BB has a less interactive program for the youth. At the same time, the time given for them is not adequate and transmission time for a young artist is at off-pick timeslot. So to engage the young generation as well as other target audience, interactive programs should be increased both in transmitted programs and outdoor programs.

c. Improvement of the quality of transmission

The satisfaction of the audience is involved with the sound quality which denotes technically correct sound bites and clear voice modulation. Both the quality of traditional AM channel and technologically advanced alternative sources should be advanced. This can be improved by increasing transmission capacity and upgrading the system.

d. More focus on the alternative platform

Due to technological advancements, the audience is leaning towards more audience-friendly, easily accessible alternative media. Therefore, in order to survive in the future, these government media should make their own time-consuming changes in the continuity of technological advancement, which can ensure these quality alternative platforms. Instead of many FM channels, broadcasting a 24-hour program through branded channels like other commercial channels can be an approach. Again, increasing the capacity of smartphone apps, so that many listeners can smoothly tune the BB, the server capacity should be increased and proper maintenance will be required. At the same time, all channels from all the stations should be covered through online broadcasting.

d. Strengthen research activities

Research and audience surveys are very important for a PSB organization to ensure good performance and to measure audience satisfaction. Because the findings of the research will identify the weak aspects of the organization and help the government policymakers in making the next decision. Considering this importance, BB should also strengthen the Research Cell which will help this organization to survive in the future.

6.5 Policy Implication

The researcher identified some policy implications in light of various recommendations. Which came from the respondents as well as reflected in the experience involved during

the study. These implications can help the decision or policymakers to improve the performance of BB as a PSB organization.

a. Policy regarding the institutional structure

To meet the benchmarks of a PSB organization, the structure of the BB needs to be restructured. From the previous discussions about PSB and the view of the key informants, it indicates that the organizational structure of the BB has changed somewhat from the PSB's standard set up. As a state-owned broadcasting organization, Bangladesh Betar cannot be relieved of political interference by maintaining a line of responsibility to its owner. Although, according to the rules and regulation it fully enjoys editorial independent. Another issue is the 'Board of Directors', who are appointed to the PSB organization regardless of political identity and this procedure is followed in different countries. But BB is a full government organization, which runs by government rules and regulation not by an independent board of directors. Even though, the logic of operation can vary from country to country. The government's strong aspiration and proper policy can make BB as a dynamic and vibrant PSB organization that is needed for the wide-ranging community betterment. Like other South Asian country and many other countries of the world independent and autonomous PSB system can help to meet the ultimate objectives of PSB organization. A strong PSB system can ensure the democratic freedom of the citizen. For an active PSB, the authority should take initiatives to restructure Bangladesh Betar.

b. Human resource management policy

To provide better quality programs and ensure the accountability to the audience, the government needs to create more posts with skilled and trained manpower. Besides, as BB is a creative media house, in the recruitment procedure relevant background candidates should be included. In policy proposal training of staff at all levels is inevitable. The budget should be allocated for various in-house training to develop the skills of the employees. Special incentives should be taken to inspire the employee in

the time of distinctive duty in National Parliament, outside broadcasting, emergency live media coverage and uninterrupted duty in disaster period.

c. Policy regarding the convergence of media

Media convergence is a modern concept for the evolving media environment to ensure access to media from all parts of society. It contains traditional media combined with communication technology. These include technological aspects like the World Wide Web, smartphone, tablet computers, smart television, and other digital devices as well social aspect like social network Facebook, Twitter, YouTube and blog. Although presently BB uses different social network and multiplatform to broadcast programs, there no documented guideline for it. To confront the challenge of the globalization, technological advancement and audiovisual media, convergence would be the possible and timely solution. The government has to pay attention to this issue and make an appropriate policy.

6.6 Implication for future research

The arenas which this study could not address might have some implications for future research.

a. This study attempts to find patterns of 'accountability to the audience' and 'organization structure and process' variables in the performance of PSB organizations in the context of Bangladesh. Other performance criteria like 'independence', 'media equity' are remained to unfold. There is a scope of covering this performance indicator in future research.

b. Due to time constrain the research has done with a limited number of advance listeners of BB (a member of the listener's club) in two particular study area but not cover all types of audience. Further research can be conducted with a large sample size covering the major areas of Bangladesh by including all section of listeners.

c. The examination was targeted only the listeners; the non-listeners are not included. In a further study, both groups can be incorporated for better understanding of the contemporary scenario of BB.

d. It would be more interesting if future researches are enthusiastic to a comparative study on Bangladesh Betar as PSB organization with other private media.

6.8 Conclusion

The findings of data and their corresponding analysis in connection with the objective and research questions show that the performance of BB is not in a blameless position. Although a large number of respondents mentioned their satisfaction, this finding, in combination with the views of the key respondents, showed that the level of performance was 'moderately good'.

In the context of contemporary Bangladesh, technological advancements take place and sources of alternative information are available to the audience, but marginalized people still use public radio, yet rely on it for times of natural disasters and human welfare problems. And advanced audiences have shifted their focus from traditional radio to BB's alternative platform. Another significant finding is that the younger generation has been less motivated by public radio programs due to less program allocation for them and the taste has changed due to globalization.

It has been observed through analyzing the data, the satisfaction of listeners is mainly associated with the quality of the programs which is the combination of content quality and sound quality. In fact, ensuring the quality of the program, quality editing and continuous listening of the program will ensure that the programs of Bangladesh Betar Program will be well accepted by listeners. As a result, which can ensure good performance. In addition, the 'answerability mechanism' and 'reflection of audience view in program designing' have a lot of impact on audience satisfaction and must be ensured for public media.

Thus, from all the findings and analysis, it is clear that the present performance level of Bangladesh Betar is average. However, for the past century radio has been universally recognized as a convenient and powerful tool for disseminating information to the public. Realizing this significance, the concerned authority should come forward to strengthen this vital institution by minimizing the shortcomings so that they can establish a strong influence among the people.

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Annexure 1

THE NATIONAL BROADCASTING
AUTHORITY ORDINANCE, 1988

No.266-Pub-The following Ordinance made by the President of the People's Republic of

Bangladesh, on the 24th May 1986, is hereby published for general information: -

Ordinance No. XXXII of 1986
AN ORDINANCE

To provide for the establishment of the National Broadcasting Authority

WHEREAS it is expedient to provide for the establishment of the National Broadcasting

Authority and for matters connected therewith;

NOW, THEREFORE, in pursuance of the Proclamation of the 24th March 1982, and in the

exercise of all powers enabling him in that behalf, the President is pleased to make and

promulgate the following Ordinance: -

1. **Short title. -** This Ordinance may be called the National Broadcasting Authority

Ordinance, 1986.

2. **Definitions.-** In this Ordinance, unless there is anything repugnant in the subject or

context,-

   (a)   "Authority" means the National Broadcasting Authority established under

this   Ordinance;

   (b)   "Chairman" means the Chairman of the Authority;

   (c)   "Member" means a member of the Authority;

   (d)   "Prescribed" means prescribed by rules made under this Ordinance.

3. **Establishment of the Authority.-**

   (1)   As soon as may be after the commencement of this Ordinance, the

             Government shall, by notification in the Official Gazette, establish an

             Authority to be called the National Broadcasting Authority for carrying

             out the purposes of this Ordinance.

   (2)   The Authority shall consist of a Chairman and not less than three and not

             more than seven other members.

(3) The Chairman and other members shall be appointed by the Government from amongst persons who are in the service of the Republic and shall hold office on such terms and conditions as the Government may determine.

(4) The Chairman shall be the chief executive of the Authority.

(5) All decisions of the Authority shall forthwith be transmitted to the members shall exercise such powers and perform such functions as may be prescribed or as may be assigned to them by the Government or the Authority.

4. **Meetings of the Authority.-**

(1) The meetings of the Authority shall be held in such manner as may be prescribed: Provided that until rules are made in this behalf, the meetings of the Authority shall be held in such manner as may be determined by the Chairman.

(2) To constitute a quorum at a meeting of the Authority at least three members shall be present.

(3) All meetings of the Authority shall be presided over by the Chairman and, in his absence, by a member authorized in writing by the Chairman.

(4) All questions at a meeting of the Authority shall be decided by the votes of the majority of the members present and voting and, in the case of an equality of votes, the person presiding shall have a second or casting vote.

(5) All decisions of the Authority shall be transmitted to the Government.

(6) No act or proceeding of the Authority shall be invalid merely on the ground of existence of any vacancy in, or any defect in the constitution of, the Authority.

5. **Functions of the Authority.-**

(1) The functions of the Authority shall be.-

(a)   to control, manage, operate and develop the radio and television in Bangladesh;

(b)   to implement a policy of the Government in respect of radio and television broadcasting;

(c)   to prepare plans and programs for the development of radio and television and, with the prior approval of the Government, execute such plans and programs;

(d)   to establish and maintain institutes for the instruction and training of personnel engaged or likely to be engaged in any activities connected with broadcasting radio and television;

(e)   to make all purchases of plant, machinery and stores for radio and television within and without the country in accordance with the procedure laid down by the Government and to dispose of such plant, machinery and stores;

(f)   Subject to the approval of the Government, to negotiate and sign contracts and agreements with any foreign organization in respect of any matter relating to radio and television;

(g)   to associate with any international organization engaged in any activities connected with radio and television;

(h)   to exercise all such powers and do all acts and things as may be necessary for the efficient control, management, operation and development of radio and television;

(i)   to do all other matters and things connected with, or ancillary to, any of the aforesaid functions.

(2)   The Authority, in the discharge of its functions, shall be guided on questions of policy by such general or special instructions as may, from time to time, be given by the Government.

6. **Officers and other employees of the Authority. -**

   (1) The Authority may, for the efficient performance of its functions, appoint such officers and other employees as it considers necessary and in such manner as may be prescribed.

   (2) All officers and other employees appointed by the Authority shall be Government servants and, subject to the provisions of this Ordinance, be governed by all law, rules, orders, and notifications applicable to Government servants.

   (3) Notwithstanding anything contained in this section, all posts under the Authority which are borne on the Bangladesh Civil Service (Information) Cadre shall be filled by appointment made by the Government, but the persons serving in those posts shall be under the control of the Authority.

7. **Finance. -**

   (1) The Authority shall have its own fund which shall consist of -

   (a) grants made by the Government;

   (b) loans made by the Governments and obtained from other sources with the approval of the Government;

   (c) foreign grants obtained by the Authority with the prior approval of the Government;

   (d) income accrued from the license fees of radio and television;

   (e) revenue from the sale of advertisement time in radio and television;

   (f) money obtained from the sale proceeds of film records, tapes and discs containing programs already broadcast;

   (g) income from any other source.

   (2) The Authority shall maintain its account with the Bangladesh Bank and draws from the accounts shall be made by the officers authorized by the Authority in accordance with the budget approved by the Government.

(3) The Authority shall provide for all administrative and operating expenses of radio and television, depreciation of assets thereof and repayment of loans, including interest thereon, received for the purposes of radio and television.

(4) The surplus from the revenue account of the Authority budget shall be utilized or disposed of at the end of each financial year in consultation with, and with the approval of, the Government.

8. **Transfer of certain assets and liabilities. -** All assets and undertakings, including lands, buildings, works, machinery, equipment, materials and plants belonging to or vested in the Radio Bangladesh and the Bangladesh Television shall stand transferred to and vest in the Authority, and all liabilities of the Radio Bangladesh and the Bangladesh Television in respect thereof shall be the liabilities of the Authority.

9. **Authority to review and revalue assets. -** The Authority shall, as soon as possible, initiate a review and revaluation of the assets of the Government in respect of radio and television in accordance with sound financial principles and restructure the capital and reconstruct financial obligations of the assets in accordance with the same principles and shall carry out such revaluation not often than every five years.

10. **Borrowing powers. -** The Authority may, with the approval of the Government borrow funds from internal or external sources.

11. **Budget. -** The Authority shall, by such date in each year as may be prescribed, submit to the Government for approval a budget for each financial year

12. **Accounts and audit. -**

(1) The Authority shall maintain its accounts in such manner and form as may be directed by the Government in consultation with the Comptroller and Auditor General of Bangladesh, hereinafter referred to as the Auditor General.

(2) The account of the Authority shall be audited by the Auditor-General in such manner as he deems fit.

(3) For the purpose of an Audit under sub-section (2), the Auditor-General or any person authorised by him in this behalf, shall have access to all records, books, documents, cash, securities, stores and other property of the Authority and may examine the Chairman, member or any officer or employee of the Authority.

(4) The Authority shall produce all such accounts, books, and connected documents and furnish such lanations and information as the Auditor-General or any person authorized by him in this behalf may require at the time of the audit.

(5) The Auditor-General shall submit his annual report to the Government and forward a copy thereof to the Authority.

(6) The Government may, at any time, require the Auditor General to report to it upon the adequacy of measures taken by the Authority for the management of its financial matters.

13.   Reports and statements. -

(1) The Authority shall, as soon as possible after the end of every financial year, submit to the Government a report on the conduct of its affairs for that year.

(2) The Authority shall submit to the Government at such time and intervals as the Government may specify-

   (a)   such returns, accounts, statement, estimates, and statistics as may be required by the Government;

   (b)   information and comments asked for by the Government on any specific subject;

   (c)   copies of documents required by the Government for examination and any other purpose.

14. **Payment of a fixed return on Government investment.**- The Authority shall pay to the General Revenue a fixed return of such per centum on Government investment in Radio and Television as may be determined from time to time by the Government at the close of the preceding financial year.

15. **Delegation of powers.**- The Authority may, by general or special order delegate to the Chairman or any members or officer of the Authority any of its functions subject to such conditions as may be specified in the order.

16. **Power to make rules.**- The Government may, by notification in the *Official Gazette*, make rules for carrying out the purposes of this Ordinance.

(Published in Bangladesh Gazette, dated: 25 May 1986.)

Annexure 2

Charter of Duties of Bangladesh Betar

Director General

1. To act administrative head and be responsible for the overall administration of the department.

2. To act as an advisor to the government on the formulation of broadcasting policies.

3. To act as Principal Accounting Officer of the department within the budget provision.

4. To be responsible for the execution of policies regarding the department as per acts, ordinances, rules and regulations and directives issued by the government for time to time.

5. To provide executive and operational guidance to the field staff and exercise control and supervision over them.

6. To be responsible for appointing class II, III and IV employees of the department as per procedure laid down by the government from time to time.

7. To be responsible for issuing clear standing orders laying down the maximum extent of delegation of powers to the officers serving under him.

8. To represent the department and, where personal representation is not possible, select representatives on his behalf.

9. To grant earned leave etc, to all class 1 Officers under him.

10. To hold regular coordination meetings with the officers under him to ensure speedy disposal of cases.

11. To inspect the field officers at least once in a quarter.

12. To allocate the duties of officers.

13. To ensure revenue collection and safeguard government property under his charge.

14. To be responsible for all security matters of the department.

15. To provide guidance for liaison between the planners of different developments projects of the government and broadcasters.

16. To provide guidance to devise ways and means for wider participation of the country's talent in the programs.

17. To provide guidance to formulate plans for audience participation programs.

18. To provide guidance in the execution of broadcasting policies to achieve national objectives.

19. To provide guidance for liaison and coordination with regional and international broadcasting organizations.

20. To provide guidance for organizing feedback of programs.

21. Any other duties assigned by the government.

Deputy Director General (Programme)

1. To assist the Director General in the implementation of the policies of the government in all broadcasting matters.

2. To maintain liaison with the regional and international organizations and deal with them.

3. To be responsible for implementing international conventions and agreements concerning broadcasting.

4. To supervise the work of the subordinate officers and units.

5. Any other duties assigned by the Director General.

6. To inspect news officers and units regularly.

Deputy Director General (News)

1. To assist the Director General in the implementation of the policies of the government in all broadcasting matters.

2. To maintain liaison with the regional and international organizations and deal with them.

3. To be responsible for implementing international conventions and agreements concerning broadcasting.

4. To supervise the work of the subordinate officers and units.

5. Any other duties assigned by the Director General.

6. To inspect news officers and units regularly.

Director (Administration & Finance)

1. To assist the Director General in the discharge of his duties.

2. To deal with the administration and financial matters of the department.

3. To coordinate the work of all wings of the department and maintain liaison with other agencies of the government.

4. To inspect field officers regularly under the guidance of the Director General.

5. Any other duties assigned by the Director General.

Additional Director (Admin & Finance)

1. To assist the Director (Admin & Finance) in all administrative matters of the departments.

2. To supervise the work of the all administrative personnel of the headquarters.

3. To be responsible for implementing international conventions and agreements concerning broadcasting.

4. To assist the Director (Admin & Finance) in all financial matters of the department.

5. To supervise the work of all personnel to deal with the financial matter of the headquarters.

6. Any other duties assigned by the superior officers.

Deputy Director (Admin & Finance)

1. To assist the Additional Director (Admin & Finance) in all administrative matters of Radio.

2. Any other duties assigned by the superior officers.

3. To assist the Additional Director (Admin & Finance) in all financial matters of Radio.

Accounts Officer

1. To assist the Deputy Director (Admin & Finance) in financial matters of Radio.

2. To prepare budgets of the headquarters.

3. To scrutinize the budgets of all units of Radio.

4. To supervise budgets works.

5. To reconcile audit objections.

6. TO examine monthly expenditure statement of all units and proposal for re-appropriation of the fund.

7. Any other duties assigned by the superior officers.

Program WING

Director (program)

1. To assist Additional Director General in implementation of the policies of the government.

2. To plan production and presentation of program for home and external service.

3. To help maintain standard relating to programs.

4. To evaluate programs and conduct research for improvement.

5. To coordinate the work of Additional Directors/Regional Directors.

6. To inspect regional station/units regularly to ensure implementation of directives regarding programs.

7. Public relation.

8. To supervise the work of research, reference, and publications.

9. Any other duties assigned by the superior officers.

Director (External Service)

1. To act as head of the office.

2. To project the true image of Bangladesh abroad.

3. To help create understanding and goodwill for the country abroad.

4. To present the social and cultural heritage of Bangladesh in true perspective.

5. To plan and supervise foreign language program for different target areas of the world.

6. To present an appropriate program for the large Bangladeshi community living and working abroad.

7. Any other duties assigned by the superior officers.

Director (Liaison & Research/Education/Music)

1. To maintain liaison with various regional and international broadcasting organizations.

2. To collect reference materials continuously for enriching departmental library and achieves.

3. To evaluate listeners reaction to the programs broadcasts.

4. To prepare a plan for educational broadcasts.

5. To guide the regional stations with regards to the policies of music programs.

6. Any other duties assigned by the superior officers

Director (Transcription Service)

1. To act as head of the office.

2. To prepare the cultural heritage of Bangladesh through sound broadcasting.

3. To project Bangladesh abroad through a recorded program.

4. To supply recorded materials about Bangladesh to other broadcasting.

5. To feed regional stations with special broadcasting materials from its library and archive.

6. To coordinate inter-station program exchange.

7. To conduct research for collecting authentic programs materials.

8. To experiment with a new production technique.

9. To handle with transcription materials.

10. To collect and preserve important broadcast documents.

11. Any other duties assigned by the headquarters.

Regional Director

1. To the acting head of the office.

2. To supervise and control the operation of broadcasting at the station.

3. To execute the directives of the headquarters and government policies, relating broadcasting.

4. To coordinate the work of all sections of the stations.

5. To maintain liaison maintain with government agencies.

6. To ensure the maintenance of quality and standard programs.

7. To maintain the audience reaction of the programs.

8. To select for talents in the region.

9. Public relation.

10. To be responsible for maintaining the security of the station.

11. Any other duties assigned by the headquarters.

Director (Farm Broadcast)

1. To act as head of the office

2. To plan programs for educating the farmers in improved and scientific methods of farming

3. To organize community listening to programs

4. To evaluate the farmer's reaction to program

5. Any other duties assigned by superior officers

Director (Commercial Service)

1. To act as the head office

2. To plan programs for commercial broadcast

3. To scrutinize advertisements in terms of code of ethics

4. To ensure the proper relation of advertisement revenue and maintain accounts

5. Any other duties assigned by the headquarters

Editor/Deputy Director (Radio Publications)

1. To act as the head office

2. To edit all materials for publication and be responsible for the printing of journals, books, etc.

3. Any other duties assigned by superior officers.

Deputy Regional Director/Deputy Director

1. To assist the Regional Director/head of office in all matters relating to program, administration, liaison, and coordination.

2. To supervise the work of all programme officers and administrative staff and guide them.

3. To organize outside broadcast and audience participation programmes.

4. Supervise planning execution, production and presentation of programmes.

5. To vet and edit programme materials.

6. To scout for new talents.

7. Public relation.

8. Any other duties assigned by the Regional Director/head of office.

Business Manager (Commercial Service)

1. To assist the head of service in promoting sale of broadcasting time to earn revenue.

2. To maintain proper accounts of revenue.

3. To supervise work of sales personnel.

4. Any other duties assigned by the head of office.

Business Manager (Radio publications)

1. To assist the Editor in promoting sales of publications.

2. To secure advertisements for the publication to earn revenue.

3. Any other duties assigned by the Editor.

Assistant Regional Director/Assistant Director

1. To assist head of office/Deputy Regional Director in planning, producing and presenting programs

in conformity with the broadcasting policies.

2. To supervise the work of program organizers and program products.

3. To perform administrative and financial duties as assigned by superior officers.

4. To scout for new talents.

5. To evaluate programs and conduct listener research.

6. To edit and vet program materials.

7. To help promote community listening of programs.

8. Any other duties assigned by superior officers.

Program Organizer

1. To organize program in conformity with the broadcasting policies.

2. To brief the talkers, writers, performers and staff artists about the program.

3. To edit and vet program materials.

4. To organize outside broadcasts and audience participation programs.

5. To write scripts for programs.

6. To help maintain quality and standard of program.

7. To supervise and coordinate the work of program producers, Staff Artistes and Casual Artistes and to assign their duties.

8. Public relation.

9. To scout for new talents.

10. to evaluate listener's reaction to program.

11. Any other duties assigned by superior officers.

NEWS AND MONITORING

Director (News)

1. To assist the Additional Director General in formulating policies about news and current affairs.

2. To coordinate and look after the administrative and professional functions of the Central News Organization and the news units on the head office.

3. To analyze the news the news and commentaries broadcast in the home and external services of Radio Bangladesh.

4. To maintain liaison with other media and various government agencies.

5. To plan and supervise coverage of national and international news.

6. To inspect news officers regularly.

7. Any other duties assigned by the Director General/Deputy Director General (News)

Director Monitoring

1. To act as head of office.

2. To guide the officers in the preparation and Broadcast of news bulletins and commentaries.

3. To plan coverage of news events and assign duties to officers.

4. To supervise and coordinate the work of the news units.

5. To analyze reaction to news coverage and advise higher authorities accordingly.

6. Public relation.

7. Any other duties assigned by the headquarters.

Controller of News

1. To assist Director (News) in all matters concerning news, commentaries and administration.

2. To supervise the work of the officers in the preparation and broadcast of news bulletins and

commentaries.

3. To assign duties to officers and staff as well as News Readers.

4. To vet news bulletins and commentaries before broadcast.

5. Any other duties assigned by superior officers.

Additional Controller of News

1. To collect report and edit news and news bulletins and commentaries.

2. To supervise work of Producers, Translators and News Readers.

3. To maintain liaison with sources of news and other media.

4. Any other duties assigned by the Chief News Editor and other superior officers.

Deputy Controller of News

1. To assist Additional Director of monitoring reports.

2. To be supervise editing and preparation of monitoring reports.

3. To be responsible for conveying important news breaks to Central News Organization and higher authorities as speedily as possible.

4. To prepare summaries of world broadcast for release to the various agencies and authorities concerned.

5. To supervise the work producers.

6. Any other duties assigned by superior officers.

Assistant Controller of News

1. To assist News editors in all work of news/Monitoring

2. To supervise work of Junior Producers/Translators/Newsreaders.

3. Any other duties assigned by superior officers.

ENGINEERING

Chief Engineer

1. To advise the Director General on all engineering matters and development works.

2. To take necessary stops for procurement operation and maintenance of all equipment and stores.

3. To formulate development projects and oversee their implementation.

4. To supervise the work of engineering officers and inspect field officers regularly.

5. To maintains liaison with other broadcast organizations of the world on technical matters.

Additional Chief Engineer

1. To assist Chief engineer in all engineering matters including engineering administration.

2. To supervise the work of engineering officers and staff at headquarters and field officers.

3. To inspect the field officers regularly to ensure proper functioning of the engineering services, maintenance of instillations, equipment and stores.

4. To assist the Chief Engineer in planning and executing development works.

5. When posted at a transmitting complex, he will act as head of office and be responsible for efficient operation and maintenance of the system.

6. Any other duties assigned by superior officers.

Resident Engineer/Senior Engineer: To act as an office head.

1. To be responsible for operation and maintenance of transmitters and other plants at his station.

2. To be responsible for maintenance of aerials, masts and transmission lines.

3. To supervise the work of officers and staff at his station.

4. To ensure proper maintenance, inventory and storage of technical store.

5. Any other duties assigned by superior officers.

Regional Engineer/Station Engineer

1. To act as head of the office/ assist Senior/ Residential Engineer in all engineering matters including engineering administration.

2. To be responsible for operation and maintenance of all equipment and plants for smooth and efficient broadcasting.

3. To supervise work of all technical personnel.

4. Any other duties assigned by superior offices.

Deputy Regional Engineer

1. To assist Regional Engineer Station Engineer/head of office in all engineering matters including engineering administration.

2. To supervise the work of all engineering and other personnel in his section.

3. To ensure proper operation and maintenance of equipment and stores.

4. When posted at Central Stores Pahartali, Chittagong, he will also net as head of office.

5. Any other duties assigned by superior officers.

Assistant Radio Engineer

1. To assist superior officers in all engineering work of broadcasting and administrative matters.

2. To supervise operation and maintenance of equipment and stores.

3. To supervise work of senior personnel at his station/office.

4. Any other duties assigned by superior officers

Annexure 3

Satisfaction according to socio-economic demographic characteristics

Cross-tabulation 5.1 Age * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Age	Bellow 20		5.3%	5.3%
	21-30	21.1%	15.8%	36.8%
	31-40	7.9%	21.1%	28.9%
	41-50	5.3%	18.4%	23.7%
	More than 50		5.3%	5.3%
Total		34.2%	65.8%	100.0%
Chi-square value 6.161 and critical p value 0.187				

The variation of satisfaction is insignificant

Cross-tabulation 5.2 Occupation * Overall Satisfaction

		Overall Satisfaction		Total
		Dissatisfied	Satisfied	
Occupation	Self-Employed	7.9%	7.9%	15.8%
	Employed	13.2%	31.6%	44.7%
	Student	10.5%	21.1%	31.6%
	Others	2.6%	5.3%	7.9%
Total		34.2%	65.8%	100.0%
Chi-square value 0.488 and critical p value 0.839				

The variation of satisfaction is insignificant

Cross-tabulation 5.3 Gender * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Gender	Male	28.9%	52.6%	81.6%
	Female	5.3%	13.2%	18.4%
Total		34.2%	65.8%	100.0%
Chi-square value 0.121 and critical p value o.728				

The variation of satisfaction is insignificant

Cross-tabulation 5.4 Education * People's Satisfaction

		People's Satisfaction		Total
		Dissatisfied	Satisfied	
Education	Uneducated		2.6%	2.6%
	Bellow Secondary Level	2.6%		2.6%
	Secondary Level	2.6%	10.5%	13.2%
	Higher Secondary Level	10.5%	15.8%	26.3%
	Bachelor Degree or Higher	18.4%	36.8%	55.3%
Total		34.2%	65.8%	100.0%
Chi-square value 3.048 and critical p value 0.550				

The variation of satisfaction is insignificant

From the above cross-tabulations, it may appear that human satisfaction does not vary due to socioeconomic characteristics. And from chi-square value it also reveals that, all of the socio-economic features like age, gender, education and occupation do not affect the respondents significantly to be satisfied or not.

Annexure 4

Performance of Public Service Broadcasting: A Study on Bangladesh Betar

Questionnaire (For Audience)

[Dear respondent, this questionnaire has been designed in order to collect data for academic research only and strict confidentially about your identity will be maintained. Your sincere cooperation will add the countless value of the research.]

Part A: General Information

1. Name (optional):

2. Age (years):

   a) Bellow 20   b) 21-30   c) 31-40   d)41-50   e) more than 50

3. Gender: M ☐ / F ☐

4. Occupation:

   a. Self-employed ___
   b. Employed   ___
   c. Student   ___
   d. Others   ___

5. Place of Residence

6. Education:

   a. Illiterate___
   b. Bellow secondary level___
   c. Secondary level___
   d. Higher Secondary level___
   e. Bachelor Degree or Higher___

7. How often do you use Bangladesh Betar (radio) Per day?

   a. Below one hour   b.2-3 hours   c. 4-5 hours   d. others

Part B: Focused information

Program Feature

1.(a) Do you think programs are diversified in taste and per genre as required?

   a. Yes   b. No

1.(b) If answer A, mention the degree diversity.

  a. Highly Diversified   b. Diversified   c. Not Enough   d. Monotonous

2.(a) Do you enjoy rebroadcast programs?

  a. Yes, always   b. Yes, Sometimes   c. No

2.(b) How do you feel when the number of rebroadcasted programs increases?   Ans:

3. (a) what is the status of contents quality which BB offer?

  a. Low Quality   b. Average Quality   c. High Quality

3. (b) Please mention the relevant quality criteria (multiple answers can be chosen)

  a. Independence   b. Credible   c. Impartial   d. Relevance   e. Timeliness

4. Can the station be tuned easily in your locality?

  a. Yes, clearly   b. Yes, with noise   c. Not at all

5. In your opinion, what is the present status of editing quality of the programs?

  a. Good   b. Average   c. Not good   d. others

Alternative Sources

1.(a) Do you use other devices like mobile or other broadcasting platforms like the internet to reach programs?

  a. Yes   b. No

1.(b) If the answer Yes, what is that mean?   Ans:

2. How do you use these alternative sources?

  a. Regularly   b. Often   c. Rare

3. How can you access to other broadcasting platforms?

  a. Easily tuned   b. Difficult to tune

4. What is the program quality in these means?

  a. Same   b. Slightly distorted   c. Not sure

Accountability to the Audience

1.(a) Do you have a source to access program information?

  a. Yes, adequately   b. Yes, moderately   c. Not at all

1.(b) If the answer is A or B, mark the sources.

☐ Betar Bangla ☐Webpage   ☐dd or Promo ☐Listening from others ☐Other sources

2. How does the organization address the audience suggestion? Mark all that apply.

☐ Letters ☐ Telephone ☐ e-mail ☐ Monthly seminar ☐ Yearly seminar ☐ others

3. How long do you have to wait for a response?

    a. Immediate b. Within one week c. Within one month d. More than one month e. No response

4. How the audience view is reflected in program designing?

    a. Strongly b. Moderately c. Not enough d. Not at all

5. To what extent BB maintain answerability mechanism?

    a. Strongly b. Moderately c. Not enough d. Not at all

6. 'The different socio-cultural issues are addressed regularly through programs' do you agree with it?

    a. Strongly agree b. Moderately agree c. Disagree

Part C: In-depth Information

1.(a) What is your level of satisfaction with the performance of BB?

Very Low			Very High
1	2	3	4

1.(b) If score between 1-2, give the reason(s).
   Ans:

2.(a) Do you think the quality of the program is compatible with other audio media?

    a. Yes   b. Not that much   c. Not sure

3.(b) If the answer is Not that much, mention the reason.

   Ans:

4. What is the most important impact(s) of radio programs? Please mark all that apply.

   ☐ Awareness   ☐ Education ☐ Empowerment ☐ No visible impact ☐ Not sure

5. In your opinion, what are factors affecting the overall performance?

   Ans:

6. Do you have any suggestion to improve the performance?

   Ans:

Thanks for your valuable time and cordial co-operation.

Annexure 5

Performance of Public Service Broadcasting: A Study on Bangladesh Betar

Interview Checklist for Some Higher Officials (DDG, RDs)

Date:

Place:

1. Name (optional):

2. Designation:

3. Name of the Office:

Interview

1. Do you have enough manpower to produce and deliver a quality program?

Ans…………………………………………………………………………………….

2. Are you satisfied with the skill of your employee related to program production?

Ans…………………………………………………………………………………….

3. Are the broadcaster get adequate training to develop skill and experience?

Ans…………………………………………………………………………………….

4. Are there regulation, manuals or guideline to determine the cost of the programs?

Ans…………………………………………………………………………………….

5. Do you think, the allocated budget for each program is enough for quality production?

Ans…………………………………………………………………………………….

6. Does the broadcaster have a clear guideline on the use of new technology?

 a. Yes   b. Not clear but in another format   c. No guideline

7. In your opinion, to what extent other broadcasting platforms (mobile, internet) meet the audience demand?

Ans…………………………………………………………………………………….

8. Are you satisfied with the present innovative activity to serve more audience?

Ans…………………………………………………………………………………………………….

9. Is there any internal mechanism to evaluate the contents of programs?

Ans…………………………………………………………………………………………………….

10. How you address the contemporary issue for developing programs?

Ans…………………………………………………………………………………………………….

11. Do you think programs of Bangladesh Betar is able to meet the expectation of the audience?

Ans…………………………………………………………………………………………………….

12. Are you satisfied with the current programs of BB?

Ans…………………………………………………………………………………………………….

13. How do you measure the performance of BB as PSB?

Ans…………………………………………………………………………………………………….

14. What are the challenges of BB?

Ans…………………………………………………………………………………………………….

15. How to overcome those challenges?

Ans…………………………………………………………………………………………………….

Thank you very much for your valuable time and information

Annexure 6

Performance of Public Service Broadcasting: A Study on Bangladesh Betar

Interview checklist for key respondent (Academic, Media personnel)

Date:

Place:

1. Name (optional):

2. Identity:

Interview

1. Concept of Public Service Broadcasting and Bangladesh Betar.

2. Role and impact of BB in serving the citizen.

3. Constitutional and historical legacy.

4. Organizational structure and process

- Laws and regulation regarding BB activity
- Hierarchy and government service
- Skill and experience of the broadcaster
- Innovation
- Mode of Broadcasting

5. Program Feature

- Quality of programs (content and sound quality)
- Diversity of Program
- Program rebroadcasting
- Modulation of voice
- Presentation style

6. Accountability to the audience

- Public dependency
- Access to information
- Censorship
- Response to audience recommendation
- Address the social issue

6. Peoples satisfaction

7. Challenges of BB

8. Suggestion