

University of Massachusetts Boston

ScholarWorks at UMass Boston

Office of Community Partnerships Posters

Office of Community Partnerships

4-8-2015

Challenges in Community Radio Development in India: Conflicting Institutional Logics, Paradoxes and Status Quo

Anusha Chaitanya Satturu

University of Massachusetts Boston, Anusha.Satturu001@umb.edu

Suhaib Riaz

University of Massachusetts Boston, suhaib.riaz@umb.edu

Follow this and additional works at: https://scholarworks.umb.edu/ocp_posters



Part of the [Civic and Community Engagement Commons](#), and the [Radio Commons](#)

Recommended Citation

Satturu, Anusha Chaitanya and Riaz, Suhaib, "Challenges in Community Radio Development in India: Conflicting Institutional Logics, Paradoxes and Status Quo" (2015). *Office of Community Partnerships Posters*. 236.

https://scholarworks.umb.edu/ocp_posters/236

This Presentation is brought to you for free and open access by the Office of Community Partnerships at ScholarWorks at UMass Boston. It has been accepted for inclusion in Office of Community Partnerships Posters by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact scholarworks@umb.edu.



Summary

A variety of organizational responses to conflicting institutional logics have been suggested by earlier studies. This research with community radio in India provides new empirical insights to suggest a different response by NGOs. Powerful actors such as government promote conflicting logics in the form of paradoxes, and NGOs consequently perpetuate these paradoxes, thereby maintaining the status quo.

Empirical Context

Our research specifically addressed community radio in India led by development NGOs. This is comprised of a subset of organizations in the third sector that have distinctive, shared concerns with development and poverty reduction (Lewis, 2003; Vakil, 1997).

Methods

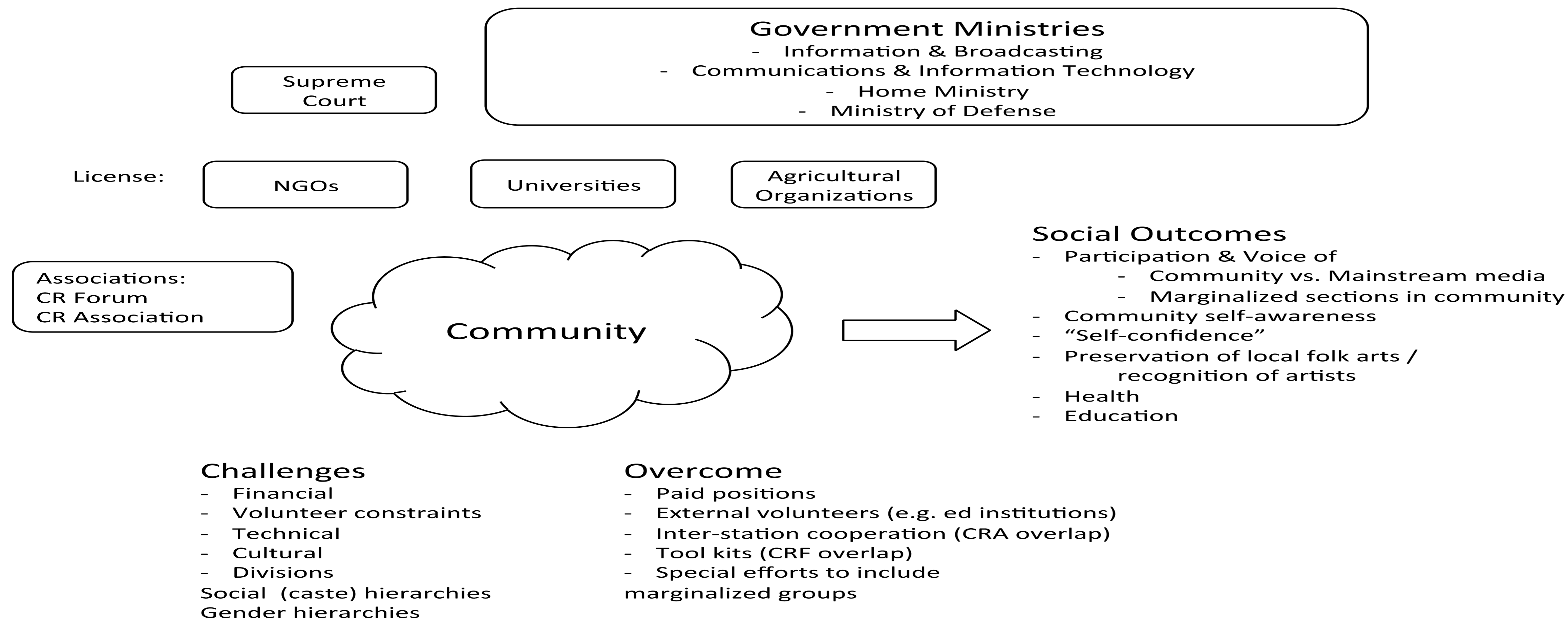
Findings:
2 Conflicting
Logics

Findings:
3 levels of
paradoxes

Conclusions
Paradoxes as
Organizational
Responses



Map of Community Radio: Actors and Roles



Community Radio in India

Community radio that is “by the people, close to the people, and for the people” and is generally considered to facilitate social change (UNESCO, 2003) comprises an alternative to government and commercial radio. While this social initiative is well established across the world, the Indian government began allowing licenses for community radio in 2006 after activist pressure.

Methods

Findings:
2 Conflicting
Logics

Findings:
3 levels of
paradoxes

Conclusions
Paradoxes as
Organizational
Responses

Data Collection & Analysis

Archival Data

Government policy documents from:

- Ministry of Information and Broadcasting
- Ministry of Communication and Information Technology

Material available at the portal of community radio forum:

- A major activist organization promoting community radio that provides voice to the voiceless

Primary Data

32 interviews conducted in January 2014

Interviewees coded by **3 mutually non-exclusive categories:**

- People involved in day-to-day running of stations and typically part of an NGO [*Coded as CR*]
- People with background of working on community radio at a policy level with the government [*Coded as POL*]
- People with background of working on community radio as activists or in community radio support organizations [*Coded as BG*]

Visited five community radio stations

- Spent at least a day in each of 35 villages to assess the impact of community radio

NVivo 10 Software

Used to:

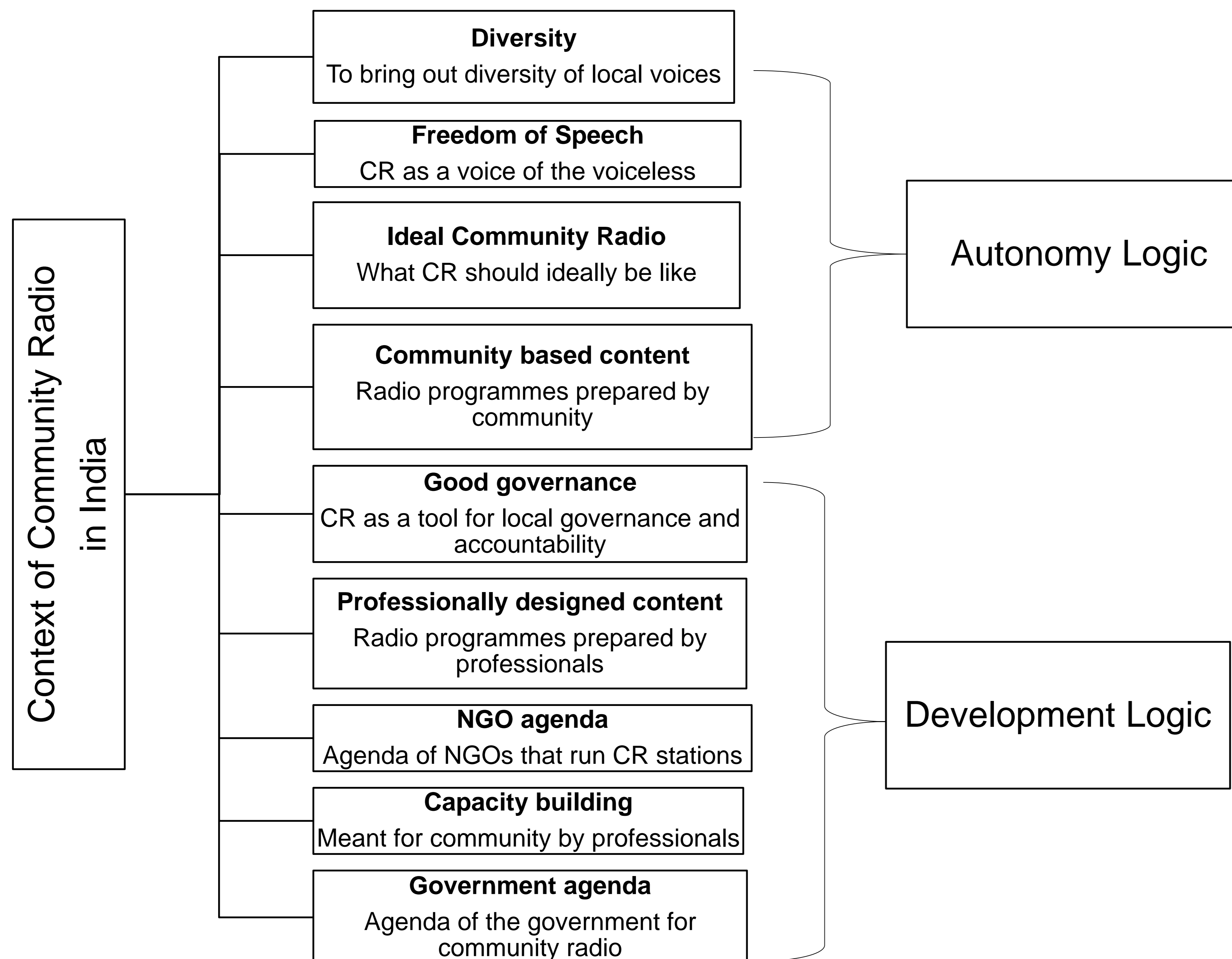
- Analyze interviews and archival data via coding and identifying themes
- Organize all data in one place

Emergence of repetitive themes led to identification of significant logics within themes:

- Pair of conflicting logics
- Aimed to understand how organizations were responding

[Home](#)

Themes Comprising Autonomy Logic versus Development Logic in the Community Radio Context



Example Themes & Logics

Quote	Theme	Institutional Logic
<i>"The rural radio stations which are in very specific communities or tribes or ethnic minorities do extremely well because for example, a [community] had an American idol styled [local music] program which was hugely popular. They love their [local] music."</i> - BGPOL2	Community based content	Autonomy logic
<i>"Management committee would comprise of members from that community with a special emphasis on having women on that committee, with special emphasis on having dalits on that committee depending on which part of the country you are talking about or in other parts, it could be the adivasi community represented. So basically minorities represented would be higher in this."</i> - BGCR1	Minorities representation	Autonomy logic
<i>"There might be deeper issues which I think community radio stations need to be trained in how to do the research where some of the deeper issues can be identified."</i> - BGPOL1	Capacity building	Development logic
<i>"It is not fully by them. Because their experience and knowledge may not, may have to be supplemented by professional people working here."</i> - CRPOL1	Professionally designed program content	Development logic

3 Levels of Paradoxes Observed in Empirical Data

Quote	Level	PARADOX	
		Autonomy Logic	Development Logic
“Community radio stations can do very structured campaigns or series of programmes, where they take up an issue in depth. So, take up one or two which are more structured and the rest can be more representative.” - BGPOL1	1 Within a Practice	Representative content	Structured content
“And empowerment is not about awareness building and education. There are certain elements that have to come from outside, they may not be able to tell you.” - CRPOL1	1 Within an Agenda	Empowerment	“There are certain elements that have to come from outside”
“Not as reporters ...we want to talk to women then these women volunteer to collect women into groups so that we can have discussions so these are the volunteers who really provide that access to the radio team to the villages so those kind of volunteerism happens” - BGCR4	2 B/n Practice and Agenda	Volunteers from the villages	Volunteers for the NGO to access villages and not the other way round i.e. not as voluntary reporters from villages
“So, these minority groups, these people on the periphery are considered to be dangerous to the national security. And they never get a license. If I were a Hindi speaking guy in Delhi, I’d get a license. They want to create a very homogeneous kind of a nation”-BGPOL2	3	Community radio is to promote diversity	The distribution of licenses reflects a trend towards promoting homogeneity

LEVELS

Level 1 Paradox: Within

Two opposite ideas within a single practice, structural part, or agenda

Level 2 Paradox: Across

Two opposite ideas across practices, structural parts, or agendas

Level 3 Paradox: Macro

From Powerful Macro-Actors

Conclusions & Implications

Summary of Findings

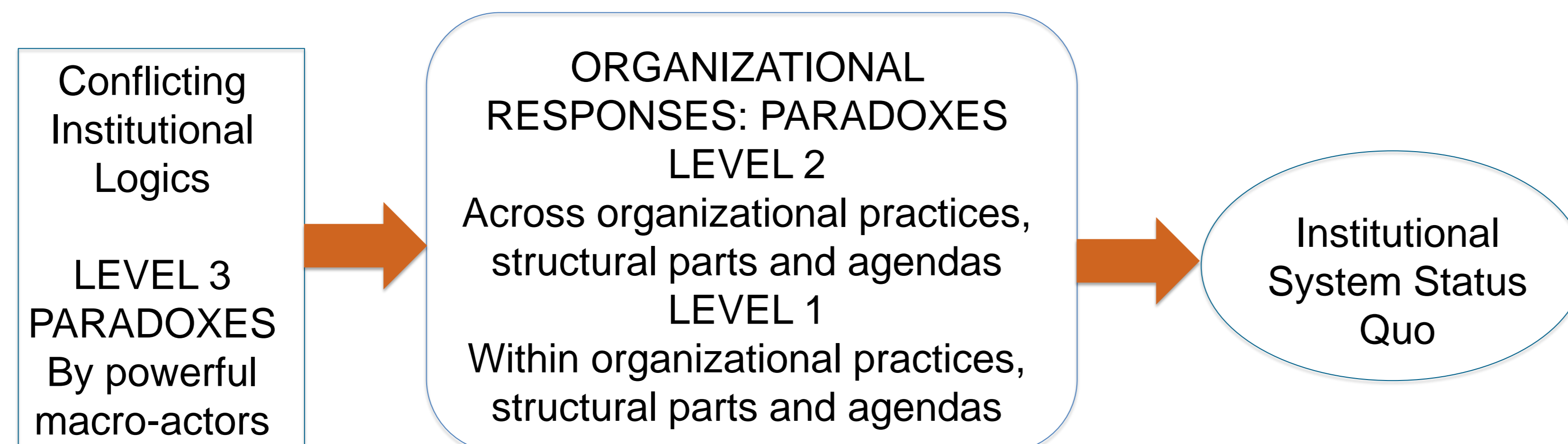
- Our findings show that institutional conflicts may be unresolved, and instead, organizations respond by developing ‘paradoxes’ at various levels.
- This response places these organizations in a role of perpetuating the institutional conflict at the macro-level by embodying it at a micro-level.
- Such micro-level paradoxes then bring these conflicts into the lived experiences of the organizational stakeholders such as the station managers and volunteers in our context.
- We also observe that paradoxes are promoted by powerful macro actors and the mutual reinforcement of the institutional conflict through paradoxes from micro and macro-actors results in maintaining status quo.

Overview of Implications

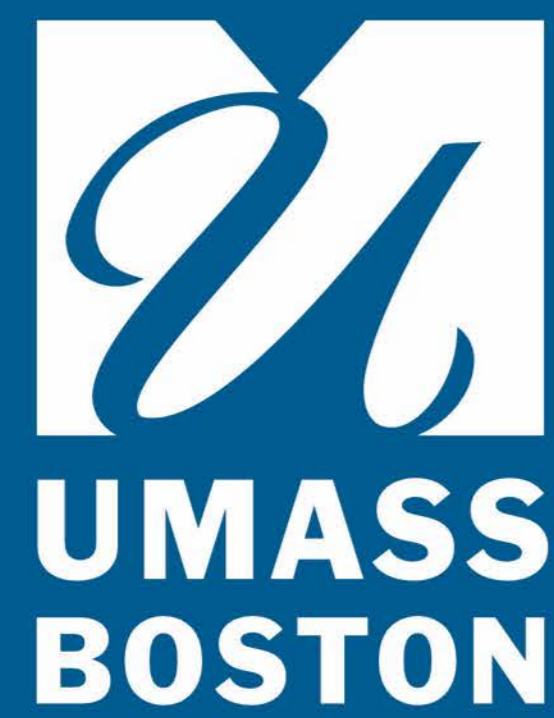
- Presents role of community radio as understood by perspectives of various actors
- Identifies challenges of facilitating agency of community in community initiatives
- Highlights complexity of social issues in heterogeneous communities such as various tensions based on caste, gender and class, and how community radio can be used to reinforce, reproduce, or resolve these tensions.
- Demonstrates bureaucratic hurdles faced by community initiatives
- Presents policy implications for community focused initiatives

Next Steps

- Share findings and analysis with interviewees to inform practice for practitioners, policy actors, and activists.
- Write op-ed columns and articles based on research to promote accessibility by wider audience.



[Home](#)



Challenges in Community Radio Development in India: Conflicting Institutional Logics, Paradoxes, and Status Quo

Contact Us

UMass Boston, College of Management:

Anusha Chaitanya Satturu, PhD Student,

Anusha.Satturu001@umb.edu

Suhaib Riaz, Assistant Professor,

suhaib.riaz@umb.edu

Hong Kong Polytechnic University:

Israr Qureshi, Assistant Professor,

msisrar@inet.polyu.edu.hk

[Home](#)