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## Conflict among Media Houses in Pakistan: An Exploratory Study of Major Factors

### ABSTRACT

*In recent years Pakistani media have been seen the contesting an alarming situation for the practical journalism in Pakistan. This study examined the root causes of that contestation. Interviews of working journalists were conducted and Grounded Theory (GT) methodology was used to analyze those interviews. Qualitative analysis techniques of Grounded Theory were used to generate codes and themes. Results of this research show that the main cause of conflict lies in business interests along with other lack of understanding of healthy competition in Journalism, emergence of immature and untrained workforce in it. These steps would help media organizations to avoid fights and move towards mature journalism.*

**Keywords:** *Pakistani Media, Media Fight, Qualitative Analysis, Grounded Theory*

### Introduction

Since 2002, Pakistani media was celebrating its freedom after ex-president Pervez Musharraf allowed private media especially electronic media to launch their transmissions in the country (International Media Support, 2009). Private media houses enjoyed complete monopoly by these mostly went against. Journalistic and social norms that lead to decline in viewership. Current affairs and talk shows, have lost their viewership by almost 50%. Apart from violation of ethical codes, Pakistani media have been engaged in conflict other (Pew Global Attitudes Project, 2012). They have broadcasted the programs in the shape of talk shows, news stories and special packages against the ones they have disputes with. ARY Network

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and Geo Group are the key players along with Express Group in this scuffle.

When it comes to freedom, constitution of Pakistan allows Pakistani media to enjoy more freedom as compare to any other country in the south Asia, however, military regimes in Pakistan used to get control media by putting pressure on it (International Media Support, 2009). Since 1947, Pakistani media had been strongly controlled by almost every government but during the General Musharraf in 2002, private electronic media was given permission to operate in Pakistan (International Media Support, 2009). Before that, Pakistani viewers only had state- run television. Media laws were changed and that broke the monopoly of state- run television (International Media Support, 2009). However, freedom of speech in Pakistan is challenged indirectly by the political groups as well as during military regimes. For instance, when it comes to governments, they, sometimes, restrict some unfriendly portion of the media to observe government events. Several international media observers named Pakistan “the most dangerous country” for journalists (Ricchiardi, 2012).

Journalism in Pakistan has been facing a lot of problems like restrictions censorship by governments of different eras. Journalists fought for their journalistic freedom and it seems that they have got hold on their freedom but misusing it for the purposes of other than journalism (International Media Support, 2009). After the launch of free private electronic media in Pakistan, we can see the entry of conglomerates in media business. They have their own commercial targets to achieve in this business, therefore, market-driven journalism started in Pakistan (PIPS, 2010). TV channels have been fighting for the “most viewed” status. To achieve this purpose, news have been sensationalized and “breaking news” syndrome emerged. In this situation, TV channels, most of the time violate the social and journalistic norms.

Mass media, traditionally, accused of being biased towards a specific political party, politician or an ideology (David, 2002) but this is a new phenomenon for researchers to investigate when media turn its biasness against other media group(s) and effects of media scuffle on the future of journalism. These media groups have also filed cases in the court of law seeking ban and/or penalties against each other, somehow, they have succeeded as media groups asked to pay fine of specific amount as well as few of the programs have faced ban for a specific period of time. This study helps to understand the root causes behind media scuffle in Pakistan. The animosity among media organizations can easily be seen, especially, on TV screens. This study investigates that why such well known media groups like ARY and Geo were engaged in open controversy on TV screens.

## **Literature Review**

### **Mass Communication and Grounded Theory**

Use of grounded theory has not been very common in mass communication research. Mass communication researchers have more been focused testing already developed theories rather than developing new theories by using grounded theory approach. In last few years, it has been witnessed that grounded theory methodology has got considerable attention of researcher in discipline of mass communication. They have used different methods for data collection like interviews, surveys, and observations. Several researchers have also done content analysis using grounded theory methodology.

Meltzer (2012) examined the first seven-month coverage after the launch of AJE in DC media market by US media. This study analyzed 123 news items of other US media discussing AJE. News items were qualitatively analyzed by following the grounded theory procedure. Findings of the study asserted that AJE got limited success in developing its image in the media market, and gradually moving towards the acceptance by the journalists of other media organizations (Meltzer, 2012). Curtin and Maier (2001) examined the perceptions of working journalists about using numerical figures in news stories. They conducted in-depth interviews of editors, sub-editors, reporters, and managers of newspapers organizations having overall circulation of more than 150,000 daily. They had interviewed 33 media practitioners working in different newspapers. Their results show that math anxiety effects the performance of journalists having problems with math equations. Journalists having math expertise work more effectively in making their news content (Curtin & Maier, 2001).

They also explored strategies to help journalists to use numeric effectively in news stories. Several professionals looked in the favor of using numeric in news as they argued that numbers work as black and white information that have integral credibility. The ability of providing exact facts and figure makes numeric credible. The study used grounded theory approach very effectively; however, there are limitations exist to the study. The major limitation of this research was its limited scope. Results of this research cannot be generalized to extensive population. This study also offered to test its results for different research settings. It suggested to use quantitative approach to confirm or reject its findings for further research by focusing math-phobic journalists and non-phobic journalists (Curtin & Maier, 2001).

Although, the prime focus of grounded theory approach is in-depth interviews when it comes to qualitative analysis. But mass communication offers researchers to conduct content analysis by using grounded theory

approach as Dong (2012) analyzed the responses of Chinese individuals living overseas to political issues in China. The basic purpose of this study to present discourse analysis of the content, however, it has used grounded theory procedure to analyze the data. The online data based on the political viewpoints was analyzed. The authors of the data were Chinese students studying abroad, professionals working in other countries, businessmen possessing personal business abroad, and officials of Chinese embassies and consulates. The data may have included siblings of above mentioned individuals. Analysis of the data and themes emerged from the data showed that political viewpoints of Chinese people were highly influenced by cultural norms (Dong, 2012).

Mass communication researcher and educators who have been focusing on developing mass communication study curriculum. Their focus is to develop such study curriculum that helps students of mass communication and journalism to get hired in media industry. Such kind of study was conducted by Ferrier (2013), who interviewed 12 participants, e-mail surveys and observations. The focus of this study was on two variables; motivations of media firms hiring fresh graduates and developing courses in media entrepreneurship, the constraints faced by teachers in training their students with the requirements of media market (Ferrier M. , 2013).

When it comes to motivations, this study deals with the three types of motivations that are emerged after the analysis. It deals with industry motivations for hiring new employees. Industry requires not only skilled individuals but also having good understandings of media market. This study also surfaced institutional motivations to train and equipped their students with skills and knowledge to fulfill media market's requirements. The third category related to the motivations is mindset motivation of teaching faculty and students. The willingness of teachers to participate in developing such curriculum that trains and educates students to meet the needs of media market. It also discusses the willingness of students to get proper training (Ferrier M. , 2013).

When it comes to mass communication education, media literacy is an important aspect of it. Fleming (2013) conducted a study focusing media literacy and news literacy with grounded theory. Three core themes emerged from the data regarding new literacy; access to the news items, evaluate and analyze them, and appreciation of some specific types of news items. Five W's and one H is the basic rule of making a news item, however, context of the story is also important that cannot be left aside by the reporter (Fleming, 2013). All such points will make students good media literate and they will develop their abilities of engaging themselves with media content. They will have awareness about current events and media operating principles (Fleming, 2013).

## **Methodology**

This study examines the reasons behind media fight in Pakistani media industry with the help of grounded theory approach. Grounded theory methodology is very much flexible in terms of data collection and analysis. It offers numerous ways to develop understanding phenomenon by developing themes and categories out of collected data. Grounded theory methodology is an inductive approach to develop a theory out of a large data rather than deductive approach. Grounded theory is an emerging methodology with the aim of discovering the theory from data (Glaser & Strauss, 1967). The core idea of grounded theory analysis is that it will provide a theory out of at least one dataset, however, researchers also argue that grounded theory methodology can also be used when a perfectly suitable theory isn't available to support theoretical framework (Bryant & Charmaz, 2007). The responsiveness of grounded theory methodology makes it very consistent that fits in a research setting (Strauss & Corbin, Basics of qualitative research: grounded theory procedures and techniques, 1990).

In-depth interviews work both ways, on the one hand, interviewee has the chance to share his/her experience about a specific topic and on the other hand it also allows them to share enough of it in their own style (Seidman, 2006). Two pilot interviews were conducted to ensure that researcher has developed appropriate questions to get as much as data relevant to the topic of investigation. Researcher can test the questions in pilot interviews and could modify them for the interviews with actual interviewees (Seidman, 2006). Non-verbal clues and interviewee's body language are much important to get the actual meanings of the conversation and it can only be happened in face-to-face interview settings.

Qualitative approach of grounded theory requires in-depth interviews to get large amount of data for the analysis. In-depth interviews provide the required information based on interviewees' personal experience and observations. Interviews were conducted to get media professionals' perspective on the rivalry between large media groups of Pakistan. The questions for interviews were based on interview guide that helps to get answers regarding several different topics about media rivalry. "Interviewer is free to explore, probe, and ask questions that will elucidate and illuminate that particular subject" (Patton, 1987). The researchers can get help from an interview guide that allows them to start with more general questions to develop base for a detailed dialogue about the specific topic of research. "The task of the interviewer is to focus upon, or guide towards, certain themes, but not to guide the interviewee towards certain opinions about these themes" (Kvale, 1983). In-depth interview allows researchers to be flexible when it comes to questions' order adjustment, however, such interviews are systematic as well as conversational based on the situation

(Patton, 2002). Such interviews allow for in-depth examination of interviewees' personal experience (Marshall & Rossman, 2006), which gives power to this type of interviews.

### **Sample**

The first list of interviewees has 65 journalists; however, 53 journalists were contacted. All of them were approached through phone calls and emails to ask about their interest to be a part of this research. Because of time constraints and lots of traveling involved in interviewing process, all the listed participants were approached by maximum three emails and phone calls, and given specific time to respond. Out of 53 journalists, 19 failed to respond, eight had declined, and remaining 26 journalists had agreed to participate in the study. The final list of interviewees consists of 26 journalists working in different media organizations. As mentioned earlier, there was no age, race, and gender restrictions in participant selection, however, 22 participants are male, and four participants are female. Names of the all participants used in this study are not real due to confidentiality.

All the participants have their responsibilities in their respective departments such as news room, production, and editorial board of media companies. Among the 26 selected interviewees, several participants also run their own websites as independent online media company. The shortest interview was lasted for 40 minutes and the longest interview lasted for 90 minutes.

### **Data Coding**

Coding procedure is the next step in grounded theory approach. Data collection and data analysis run parallel in grounded theory approach (Strauss & Corbin, 2008). Every interview was coded and analyzed according to systematic procedure of coding to generate categories and extract concepts out of it in terms of dimensions and properties. Initially open coding or line-by-line coding was conducted, and all the categories were counter checked and revised, which help me to develop analytical categories based on concepts, contexts, and themes (Strauss & Corbin, 2008). Coding procedure was purified during the analysis with core categories. As stated open coding or line-by-line coding is the first step of grounded analysis (Strauss & Corbin, 2008), all the transcribed data was coded to determine and organize the links and relationships of emerged categories and concepts. Next step is axial coding, in which I explain those links and interconnections emerged among the concepts and categories.

The themes emerged from the data after coding process represent the ways used in discourse the context of media rivalry among large media groups of Pakistan. Grounded theory approach is a difficult methodology to use, therefore, measurement of its effectiveness in this dissertation is done by criteria

and applicability suggested by Glaser and Strauss (2008). The very first step requires reading of all the transcribed data from start to end with immense care. In the next step, Coding of transcribed material was opened for categories and initial themes. Those themes were written on memos in the same language of the data. During open coding process, Data was broken down into blocks that helped to get concepts as words in terms of dimensions and properties. There is a slight difference between properties and dimensions, properties are the characteristics of a concept which define and explain the concept and dimensions are the variations among properties of the concept. After identification of the core concepts, the properties were categorized and dimensions of those concepts. Initial themes which are the result of open coding can be merged to make sense of study area.

After completing the first two exhaustive steps, the third step of axial coding was started. Initial themes and all the data were examined to find links and relationship among concepts and themes. Crosscutting and relate concepts to each other are the done in axial coding. When categories development on the basis of properties and dimensions was finished, saturation was obtained so that no new theme or concept can emerge. After this, selective coding was started that involves selection of core categories, assessing how they support each other and validating the relationships of categories (Dey, 1999). Once done with selective coding, it was started fifth and final step of the coding process, which is comparative analysis. It involves finding similarities and differences among themes and concepts.

## Results and Findings

### Open Codes

Codes	Properties
Ideological differences	Conservative ideology, liberal ideology
Commercial interest	Seeking revenue, more advertisements
Media ownership problems	Conglomerates, property dealers
Using media as cover	Protection of Business other than media, protection against serious law suits.
External influence	Government's influence, advertisers' influence, security agencies' influence, foreign influence.
Immature practices	Breaking news syndrome, biasness, lack of training, sensationalism, news and TV shows against other media outlets
Ratings	Fight for top position, unethical tactics

Table 1 Open Codes

## **Ideological Differences**

Difference of opinion based on ideology has always been witnessed in Pakistani media content. Almost every respondent of this research has talked about those differences. There are such media organizations who considered to be liberal and there are who considered to be conservative. Media content shown their ideology. Respondents reported such differences as a constructive approach that opens dialogues between both sides, however, Pakistani electronic media use such differences as destructive force to fight their opponents. In the past, Jang group and Nawa-i-Waqt group were the two major ideological opponents in the Pakistani media industry. Respondents reported their ideological rivalry in the interviews by stating that such media groups had written editorials against each other. The Nawa-i-Waqt group used to claim the protector of the ideology of Pakistan and the two-nation theory while on the other hand the Jang group has been considered of having liberal and secular ideology. These two have been the leading media groups in Pakistan promoting their sides of the story having support from small media organizations as well.

## **Commercial Interests**

Every business needs capital to run its operations smoothly. Media industry is no different from other businesses. Media also need money and almost all its money comes from the advertisements whether it is print media or electronic media. When it comes to the TV industry, the advertisers seem more influential than in the print media. Focus of media on revenue generation leads it to be influenced by the advertisers. They influence media content as much as they can. One of the respondents reported an example of this. He talked about a TV show hosted by a female anchor. One day, the producer of that show asked the anchor to wear certain clothes because it was advertiser's demand. It shows how much influence the advertisers have in media industry. Running a TV channel is an expensive business. TV channels need more advertisements to generate revenue and for this they are, somehow, agreed to be influenced. Especially prime time content of any TV channel is being highly influenced by the advertisers in Pakistan. Majority of the respondents surfaced the issue of generating more revenue leads media organizations to fight for it. Media groups try to malign other media groups of 'wrong doings' and indirectly claim that they are the credible ones.



## **Media Ownership Problems**

The third major reason for media fight reported by the respondents is media ownership. Who owns media organizations? The answer is conglomerates. Almost every media group own by a conglomerate who also runs businesses other than media. A conglomerate runs media as any other business by keeping business interests above anything else. Cross media ownership was the term used by almost every respondent. It seems that cross media ownership has become a destructive force for journalism in Pakistan. Journalistic responsibilities and integrity have been compromised because of cross media ownership problem.

## **Using Media as Cover**

The other major theme that emerged from the data during open coding procedure is that media owners use media as cover for their other businesses. Media have become more and more powerful in Pakistan and it seems that no one going to held it accountable at any platform. Such power attracted conglomerates to enter the media industry so that they can protect their other businesses and influence governments' policies in their favor. Industrialists, real state property dealers, stock marketers, importers and exporters etc. have owned media organizations in Pakistan. Respondents also reported that Pakistani media used to blackmail advertisers to get more advertisements from them. Some of those advertisers started their own media groups to get revenge and also to protect their business.

## **Immature Practices**

Journalism as a job of high responsibility, however, media practices and several other factors indicate otherwise in Pakistan. Pakistani journalists, especially electronic media journalists some time prove their immaturity, and lack of experience. They sensationalize almost every issue being covered through news and TV shows, the breaking news syndrome also causing problems for responsible journalism. It seems that every news is a breaking news in Pakistan. That was the start of immature practices in Pakistani TV industry and according to the respondents, it has increased rather than decreased with the passage of time. Such practices lead to the production of media content that was explicitly criticizing other media groups. Anchor persons used to openly criticize their opponent media groups in TV shows repeatedly.

## **Ratings**

The final theme that was emerged from the data is rating problem. As mentioned in earlier theme that media organizations have been focusing of revenue generation and for that they need high ratings of their programs. Respondents argued that media organizations broadcast shows against each other to get higher ratings as they sensationalize a tiny little issue as much bigger as they can to get viewers' attention. When they get more viewers, they get more ratings, when they get more ratings, they increase their chances to get more advertisements.

## **Axial Codes and Selective Code**

<b>Axial Codes</b>	<b>Selective Code</b>
Ideological Conflicts	
Financial Conflicts	Conglomerates v/s Journalism
Lack of Journalistic Understandings	

*Table 2 Axial codes & Selective Code*

Axial codes were developed during the second stage of coding. The themes emerged in that process were; ideological conflicts, financial conflicts and lack of journalistic understandings. Pakistani organizations fight with each other because of ideological differences. Such conflicts have deep roots in Pakistani media industry since 1947. Pakistani media groups have been divided in liberal group and conservative group and now financial interests have increased and reshaped that rivalry. Media groups fight to get more business in the shape of advertisement. Lack of journalistic understandings is also one of the major reasons of fight among media groups. Journalists and their managers lack in journalistic values. Therefore, they just follow the orders of their owners, which are based on business interests. Such reasons bring journalism and conglomerates against each other as both have been working together while having entirely opposite interests. Powerful conglomerates have been using media and journalism for their own interests.

## **Discussion and Conclusion**

Focus of the study was on the reasons behind media fight in Pakistan. In Pakistan, we have both kind of media groups who used to promote liberal values and conservative values. Total of 26 participants, who happened to be working journalists, highlighted several reasons behind this fight. Eight

themes emerged after the open coding the lead to one theme after axial coding. This procedure was done by developing connections between the eight themes emerged from open coding. "Ideological differences" have been very much visible in Pakistan even long before the emergence of electronic media. Newspapers used to publish articles and even editorial against the opposite ideology. A senior journalist Mr. Faheem in his interview highlighted such ideological differences such as;

*The Nation and Nawa-i-Waqt used to publish editorials against The News in the past because of ideological differences and The News did the same. The Nation has been a supporter of right wing conservative ideology, while on the other hand, The News has been promoting liberalism in Pakistan. Such differences created huge gulf between these two large media organizations and they didn't even bother to listen each other's concerns.*

Ideological differences could play a positive role for the society, but here media used it in a negative way as Mr. Faheem discussed this matter as;

*Ideological differences are an essential part for the development of any society because it creates opportunities for debates to find ways to resolve issues, however, when it comes to the Pakistani media, we did nothing positive about it. Our media used to criticize its opponents just for the sake of criticism, not for the sake of finding solution of the problems.*

Pakistani media, especially the electronic media, have been exploiting ideological differences in destructive way against their opponents. In the past, Jang group and Nawa-i-Waqt group were considered the two largest media organizations and major ideological opponents. Now a days, more media organizations jumped into the ideological based rivalry.

Revenue is an essential part of any business. Every business outlet tries to generate as much revenue as it can. Same as the case with media industry. Major share of media's revenue comes directly from advertisements. Influence of advertisers on media content has long been discussed by media researchers. TV industry attracts more advertisers that also makes the industry more vulnerable as advertisers always expect TV channels to protect their business interests. MsFaria, one of the most experienced respondents said: "A TV show hosted by a female anchor and she was asked by the producer of that show to wear certain kind of cloths because it was advertiser's demand." Running a TV channel is an expensive business that makes TV channels vulnerable to be influenced by advertisers. A statement by the owner of Jang group Mr. Shakil-ur-Rehman, while he was talking to journalists outside the Supreme Court of Pakistan, was strongly criticized as he said, "forget about journalism, I won't lose my

business." Such statements show priorities of Pakistani media owners. Their focus is to get more and more business at the cost of ethical journalism. Advertising market in Pakistan is limited and the number of TV channels have been increasing day by day. Every media outlet wants share in the advertisement. Such kind of situation drags media outlet into a fight. As Ms. Faria stated:

*The issue of generating more revenue leads media organizations to fight for it. Media groups try to malign other media groups of 'wrong doings' and indirectly claim that they are the credible ones. They used to blame each other about the matters of less importance and sometimes they create pseudo reports and information against their competitors. They broadcast news stories, shows and tickers on TV screens against each other to damage opponents' credibility.*

The boom in TV industry in Pakistan has increased more commercialism. TV channels are now focusing more on revenue generation rather than on quality journalism. Before 2002, there was only one TV channel who got all the advertising revenue, while on the other hand, there were several newspapers of both Urdu and English language. They also got advertisement revenue, but major share of that revenue came from government and few multinational companies operating in Pakistan. Electronic media has expanded the advertising market as Mr. Faheem said;

*We had only PTV before 2002, which was the only of electronic advertising, so it got all the electronic advertisements. When it came to the print advertisements, we had several privately-owned newspapers such as DAWN, The News, The Nation, Jang and Nawa-i-Waqt, however, advertising market was too small that time. After 2002, the start of private TV channels in Pakistan, the advertising market grown swiftly. But the size of advertising market still looks too small when we look at the number of TV channels. We have \$80b advertising market for almost 100 TV channels. It creates huge competition among all the TV channels to get more advertisements.*

Commercialism of TV channels also affected print media in Pakistan. There was a time when newspapers' only focus was journalism, not revenue. Owners and editors strictly follow the rules and ethics of journalism. The effects of electronic media can be witnessed on print media now. A single commercial generates millions of rupees for media outlet that really hurts ethical standards of journalism. Mr. Bashir, a reporter in Daily Express (Urdu) said:

*TV channel earns millions from advertisements that cost them a compromise on ethical journalism. Involvement of that amount of money play its own game in the media business. Media outlets will*

*have left ethics behind if they think they could get business. There is no such ethical journalism. It's all about business and getting maximum revenue.*

The other reason behind the media fight is who controls media. The answer is conglomerates. Conglomerates own more than 90% of Pakistani media. They run other businesses along with media business. They are business entities, and run their media outlets as they run their other businesses, however, journalism is entirely a different business than others like real estate or automobile industry. They keep their business interests above anything else while making policies for the media. Media content shows that they don't care about ethical journalism. Apparently, conglomerates have become a destructive force for journalism in Pakistan. Journalistic responsibilities and integrity have been compromised because of media owners. Mr. Faraz, ex-president of National Press Club Islamabad and a senior journalist highlighted such issue as:

*When multiple media outlets are being controlled by a few business entities, the interests of such entities create hurdles in what should be a free-flow of information. Conglomerates hold and exercise control over multiple media outlets and it has not been debated, which is dangerous for the journalism. When a small number of people who have their own interests control information, the public ends up at the mercy of outlets that only provide a planted and pre-determined information.*

Conglomerates in Pakistani media are in control of managing and distributing information nationwide. A small number of businessmen own and control all the media of Pakistan. They not only control the information but also create oligopoly within the media industry to ensure huge amount of revenue generation.

Another theme emerged from the data coding is the way media owners use media as cover for their other businesses such as real estate, manufacturing industry, etc. In Pakistan, media have gained enormous power and, apparently, media don't seem answerable to anyone at any platform. Such power captivated conglomerates to invest in media industry that can protect their businesses interests. Media owners are also own manufacturing industries, property business, stock market business, and import export business. It is also highlighted by the respondents that media use unethical means to get more advertisements from the advertisers. A senior news producer, Mr. Qaseem talked about conglomerates in Pakistani media industry as:

*We have four media groups that control the Pakistani mainstream media. Those groups have greatly expended in order to create their*

*oligopoly in Pakistani media industry. This practice has made media market unfriendly to small and new media organizations. PEMRA must have taken this matter seriously but nothing has been done by the regulatory authority.*

Journalism requires responsibility, however, in Pakistan, media practices indicate otherwise. Pakistani journalists, especially electronic media journalists, because of breaking news syndrome, have been showing their immaturity and lack of experience that leads them to unethical journalism. They not only sensationalize almost every issue but also add some misinformation into the news and TV shows. The breaking news syndrome harms the ethical and responsible journalism. Pakistani electronic media broadcast news as breaking news. Sensationalism, misinformation, half information, no counter checking of facts, try to be the first one of breaking the news are immature practices along with information against their opponents. As Mr. Bashir argued:

*Immature practices in Pakistani TV industry had been started in 2002 right after the beginning of private media outlets and has been increasing since then. Immature practices resulted in explicit criticism by one media group to other(s) and vice versa. Anchor persons of certain media groups used to criticize their opponent media groups in their shows openly and repeatedly.*

Pakistani journalists need proper training in ethical journalism standards. When private electronic media was allowed to operate in Pakistan, there was a sudden need of media house, which couldn't be provided overnight. Pakistani TV outlets hired almost 50% of journalists from print media and the other 50% direct from the market. Journalists of both categories had no experience of electronic media. The fresh journalists joined in with zero experience of journalism, so they flown away with flow. They had been instructed what to do and how to do. Some of journalists were picked up from print media, had may be experience of journalism but not the electronic journalism. Mr. Faheem expressed his concerns over this matter as:

*In 2002, our TV industry hired a huge number of journalists, which we didn't have at that time and couldn't provide them with the blink of eye, so they hired journalists from print industry with no experience of electronic journalism and the remaining journalists were hired with zero experience of journalism at all whether it is print or electronic journalism. Journalists must have journalistic education as well as training.*

Journalists had no experience how to cover an event for TV, managers had no experience how to run a TV station. That situation exposed them to immature journalistic practices. Such practice can be seen by anyone. The other problem is that TV channels were focused on ratings. Everyone knows ratings are important for TV stations as share of advertisement would be decided upon ratings. Advertisers would give more ads to highly rated TV channel. Revenue generation and ratings are inter-linked. Top ranked TV channels generates more revenue. This business model created problems for journalism and paved the way for sub-standard, unreal, unethical, and sensationalized journalism in Pakistan. The problem is that a TV show against other media group gets more ratings than any other show. As Ms. Faria mentioned it:

*A show aired by ARY against GEO News will attract more audience than any other current affair show. There was a time when more audiences watch current affairs shows but that attraction has been diverted by the media groups in order to get more ratings and ultimately highly rated TV channel will get greater piece of pie.*

Pakistani media have no issue bias, they have revenue bias. They have been focused on ratings and in the case of print media, they have been focused on circulation of newspaper. Media groups exploit this as a selling tool to the advertisers. Fight for ratings have dragged media groups to the new lowest level of sub-standard and unethical journalism. We hardly see serious investigative news stories in our TV screens, although several journalists use the term 'investigative reporting' in their shows but it is nothing but sensationalism.

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