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**ORGANIZATION DEVELOPMENT IN CITY TRAFFIC POLICE LAHORE- A CASE STUDY****BINISH NAUMAN****LECTURER****COMSATS INSTITUTE OF INFORMATION TECHNOLOGY  
LAHORE, PAKISTAN****ABSTRACT**

The following case study analyzes the largest and most challenging change process occurred in a government sector service organization within the department of Police i.e., establishment of city traffic police (CTP) in the city of Lahore, Pakistan. This change process was administered by internal OD practitioners. Focus of case study is on three main issues, Firstly, finding reasons for change, Secondly, how OD was conducted at CTP(LHR) and finally analyzing the impact of this OD process. Techno structural, Human Resource Management and Cultural Change Interventions were used to transform CTP(LHR). As this case study seeks to provide some first steps into a new and little explored area of CTP(LHR) so exploratory research method is used. Data is collected from various sources i.e., semi structured interviews, focus group discussions, personal observations, informal interviews and the review of the existing literature. Findings of the case study gives evidence that service quality and organizational performance improved after the change process that had taken place at CTP(LHR) over the past three years. Despite some instances of resistance and opposition to change (specially on having no room for promotion) interviews and discussions seem to indicate general increases in communication, employee participation and, as a whole, an acceptance of the change in culture both within organization and among general public.

**KEYWORDS**

City Traffic Police (Lahore), Organization Development, OD Interventions.

**INTRODUCTION**

Organization Development (OD) is a unique but complicated way of changing minds, behaviors and attitudes of persons within organizations along with structure of organizations so that employee could better adapt to new technologies, markets and challenges. The main purpose of employing all OD methods and techniques are improving effectiveness of organizations. Different researchers have defined differently this phenomenon but all including (Burke 1982, French 1985, Beckhard 1969 all cited in Waddell *et al.*, in 2000) agree on this statement that "OD is a planned change". Beckhard (1969, p.2) has defined OD as

"It is an effort (1) planned (2) organization wide, and (3) managed from the top (4) to increase organization effectiveness and health (5) through planned interventions in the organization's processes using behavioral science knowledge."

Globalization, new technology & changing trends in management are some of the factors forcing organizations to go through this complex process of OD. Number of organizations worldwide whether manufacturing or service is going through OD to survive in this dynamic environment (Waddell, *et al.*, 2000). Different researchers have given their own model/steps taken for conducting OD but the earlier most recognized change model is given by Lewin(1951) based on three steps.

- Unfreezing
- Movement
- Refreezing

In unfreezing stage organizations do diagnosis of their problems. Difference between desired and actual outcome is highlighted and communicated to organization members. During this phase employees are motivated and they feel the need for change (Schein, 1987).

Next phase is movement in which behaviors are transformed at organization, department and individual levels. In this phase new ways of performing tasks, new culture and new value system is developed within organizations (Waddell, *et al.*, 2000). In third phase organizations attain a new position. At this point of OD evaluation of the whole change process is necessary. This phase highlights which practices to continue and which behaviors and actions further need modification (Lippitt, *et al.*, 1958).

OD's main focus is on bringing positive change and improving the strategies, design components and processes of organizations. Strategies guide organizations about usage of their resources for gaining competitive advantage e.g., planning about their products and services, exploring new markets and customers etc. OD is about making decisions related to change in Organization structure and about introducing new human resource practices to meet the changing demands of their human resources. As far as processes are concerned OD involves interaction of organization members, their level of communication, their way of performing various tasks, etc. In short, OD is a process which brings all above three components i.e., strategies, design components and processes in alignment so that organizations could perform more effectively and gain competitive advantage (Cummings, 2004)

OD went through various evolutionary stages. Every era focuses on different problem areas and highlighted various OD techniques to improve organization's efficiency. Lewin's (1946) work related to "T Groups" is considered as start of OD intervention within organizations. In the second era of OD named "Action Research" studies conducted by Lewin(1946) demanded the close link of action to research if organizations wanted to manage change successfully. The third development in the field of OD was participative management. Major contributions for this era was by Likert(1967). Trist (1951) and his colleague's research related to interconnection between technical and human side of organizations led to another development in the field of OD i.e., productivity and quality of work life. Due to changing, complex and dynamic environment, the recent influence in OD's evolution is strategic change which demands organizations to have fit not only with their environments but their technical, political & cultural systems should be aligned together (Jelinek, Litterer 1988, cited in Waddell *et al.*, 2000).

In current scenario, a blend of all above mentioned eras is used to develop any organization for making it more effective. The basic focus of OD is to change minds, behaviors and attitudes of organization's members. Different types of interventions are used now a days depending on the nature of the problem diagnosed e.g.,

- Human Process Interventions ..... Focusing mainly on communication, problem solving, group decision making and leadership with the expectation that organizational effectiveness will result due to improved functioning of people and organizational processes (Friedlander, Brown 1974, cited in Waddell *et al.*, 2000).
- Techno Structural Interventions..... Focusing mainly on productivity and human fulfillment with the expectation that organizational effectiveness is a result of appropriate work designs and organization structures (Lawler 1992, cited in Waddell *et al.*, 2000).
- Human Resource Management Interventions..... Focusing mainly on people within organizations expecting that organization's effectiveness will result from improved practices related to employees(Waddell *et al.*, 2000)
- Strategic Interventions..... Focusing mainly on fit between strategies, culture and larger environment to have pace with changing situations (Waddell *et al.*, 2000)

In Pakistan many organizations are adopting this technique to be competitive. Habib Bank Limited (HBL) was privatized in the year 2004(Habib Bank Limited, no date). Restructuring of United Bank Limited (UBL) is another example of OD taken place in Pakistan. It was a long process which started in 1991 with privatization of UBL but ended in failure. Afterwards whole OD process was divided into three phases starting from 1997-1998 onwards. The main purpose of all this was to

reposition UBL for privatization which was in the end successful. Success of OD in UBL gave the lesson that if change is planned properly then dying dinosaurs could be made vibrant and competitive entities (Kazmi, 2002). Organizations undergoing OD not only rebuild their strategies, structures and processes but also transform minds and belief system prevalent in their respective organizations. In this case study one of the largest and most challenging change process occurred in Pakistani Government sector service organization is analyzed i.e., OD in City Traffic Police Lahore (CTP LHR). Focus of this case study is on three main issues. Firstly, this case study focuses on finding reasons that why change was needed in traffic police department? Secondly, it focuses on how OD process was conducted at CTP (LHR) and finally this case study analyzes the impact of OD process.

## RESEARCH METHODOLOGY

This case study is an exploratory case study. Exploratory research is typically used when there is little or no previous research or theory on the subject under investigation. Exploratory studies can in fact be understood as “condensed case study research” or as a “prelude” for further more in depth inquiry (Sekaran, 2000). This research method is famous for its flexibility because while conducting exploratory study researchers could address research questions of all types i.e., what, why and how (Shields, et al., 2006). As such this study seeks to provide some first steps into a new and little explored area of CTP (LHR) by trying to better understand the effect of this change process.

This study offers some tentative findings and seeks to inspire and guide further research into this field. Qualitative information was collected for this study. The main reason for choosing this department for analyzing the change process was that this department has continuous interaction with general public. And the change process within this department would have a strong impact and deep effect on general public and their behaviors on road. Standard qualitative methodology was used for this exploratory study, including semi structured interviews, focus group discussions, personal observations, informal interviews and the review of the existing literature. (Appendix 1) Relevant written sources including media reports were also analyzed. Besides getting primary information, secondary data taken from concerned traffic police department is also used in this case study. Major focus of data collection was to have firsthand knowledge related to reasons for conducting OD process within CTP(LHR) and how this process was carried out and finally drawing conclusions whether this whole exercise was useful or not.

## FINDINGS

This case study has three fold objectives i.e., finding reasons for change, OD process at CTP (LHR) and impact of change. Following headings will stepwise highlight the facts about these issues. These findings are drawn from primary and secondary data collected for this research.


### REASONS FOR CHANGE

Lahore is the second largest city of Pakistan having strong cultural background. The contribution of Lahore to the National economy is supposed to be around 13.2% (Economic Progress Report, 2009). Lahore's population is increasing at a greater pace (Table 1). People from smaller cities/villages are also migrating to Lahore for availing employment and education facilities. This rapid increase in population is creating a havoc of traffic on roads. In the last few years there is tremendous increase in the number of vehicles in Lahore (Table 2).

TABLE 1: BRIEF FACTS ABOUT LAHORE\*<sup>1</sup>

➤ Population (Millions-2008 estimates)	8.6 M
➤ Area	1772 Sq. Km
➤ Motorized vehicles registered up to 31-12-09	2.231 M
❖ Private Vehicles	
Motorcycles	13,13,303
Cars/Jeeps	6,24,964
Tractors	30,395
❖ Commercial Vehicles	
Rickshaws/Taxis	92,842
Wagons/Vans/Pick-ups	1,15,665
Buses/Mini Buses/Coaches	34,260
Other Vehicles Registered	19,600

TABLE 2: INCREASE IN NUMBER OF VEHICLES AND ACCIDENT'S TREND<sup>2</sup>

Year	No. of Vehicles	No. of Accidents	Accidents – Vehicles %age	Trend
2004	11,60,722	706	0.060	
2005	13,53,656	674	0.049	
2006	15,76,536	685	0.043	
2007	18,13,089	728	0.040	
2008	19,95,694	764	0.038	
2009	22,31,029	705	0.031	

One side of the picture shows tremendous increase in the number of registered vehicles and the other side is showing another horrible picture of poor infrastructure of roads in Lahore. Defective road engineering is another factor making traffic problems more complicated. The underpasses on the canal road are on a zigzag pattern, which leads to utter confusion for the drivers. As most of the drivers are unaware of the fact that coming underpass is on right or left, they most of the time end up changing lanes at the last minute resulting in endangering the traffic. Roads that were meant to accommodate much less number of vehicles would not be able to provide sufficient parking space for the new vehicles resulting in encroachments all over the city (Hassan, 2006). Poor condition and service of urban transport is also leading to this sharp increase in the number of vehicles.

Banks have also added complexity in the problem by leasing motorcycles, cars on easy terms. General public was getting dissatisfied from the traffic police and traffic on roads; complaints from public were increasing and on the other side corruption within traffic Police department were also on rise.

Keeping all these above mentioned problems in view it was crucial to transform this service sector organization. Traffic police department has been experiencing what could be termed as “evolutionary changes” ever since it was first created. In the year 2002, Punjab government introduced ticket system for violations with a warning to traffic policemen to implement the law without any discrimination and treat people with respect. (Hanif, 2002). In the early stages of its operation, traffic officers had police type duties and over the years their duties have been predominately focused on issuing of infringement notices. But now CTP (LHR) is not reactive instead proactive in managing traffic flow, road safety and information services. In an effort to satisfy these concerns, CTP(LHR) provide services such as the investigation, design and supervision of traffic management systems, supervision of school/college crossings, investigation and design and review of road markings for traffic control and production and the construction and maintenance of traffic signs.

<sup>1</sup> \* Information in the table is taken from CTP(LHR) Education Wing

<sup>2</sup> Information in the table is taken from CTP(LHR) Education Wing



They also maintain safety zones and pedestrian crossings. They provide and set up temporary road barriers when required. Their services also include the management and prevention of traffic jams in case of emergencies (like construction of roads, VIP Protocol) and during special events (like Sports Matches), they give alternate traffic plans. CTP (LHR) is also involved in enforcing and administering all traffic laws. They monitor all actions of two wheelers and four wheelers and take appropriate action in case of violation of any law.

Apart from the activities normally expected in CTP (LHR), the organization has extended its duties due to recent terrorist activities. Now they are also involved in planning and preparing for emergency situations that may range from small scale emergency plans –bomb blasts to natural disasters. Due to this change process, CTP (LHR) has recognized that they should play a fundamental role in customer service. Now one of the most urgent corporate goals of CTP (LHR) is to deliver quality services that are responsive to general public expectations and also subject to public accountability. The main customers are all the people on roads irrespective of their gender, race, religion and especially status.

#### OD PROCESS AT CTP (LHR)

As the situation of traffic was becoming uncontrollable on roads, Punjab government decided in the year 2006 to take stern action and resolve this problem (Hassan, 2006). For this purpose total transformation of the traffic department was required. Previously traffic police was under the command of Deputy Inspector General (DIG) Punjab, but now Government has placed the CTP (LHR) under the command of Capital City Police officer (CCPO) Lahore to create a unity of command and for better management (Figure1). CTP (LHR) comprises of approximately 3000 freshly recruited and trained Traffic Wardens (TW's) (Table 3). The base line education criteria for these wardens are graduation. The Punjab Government has also created a new service I.E "Traffic wardens Services" which provides the operating and governing rules for the traffic wardens (Department of City Traffic Police Lahore, 2006).

CTP (LHR) has experienced changes in many areas and their impact has affected the organization in different degrees. Some of the changes that CTP (LHR) has undergone are:

- Women were introduced as TW's to carry out duties.
- TW's related to different nationalities and cultures were introduced.
- Computerized technology was introduced.
- Customer oriented approach was adopted.
- Work practices and policies within CTP (LHR) were altered and modified.
- New vision/mission, objectives and management approaches were introduced.

FIGURE 1: ORGANIZATIONAL CHART OF CPT (LHR)

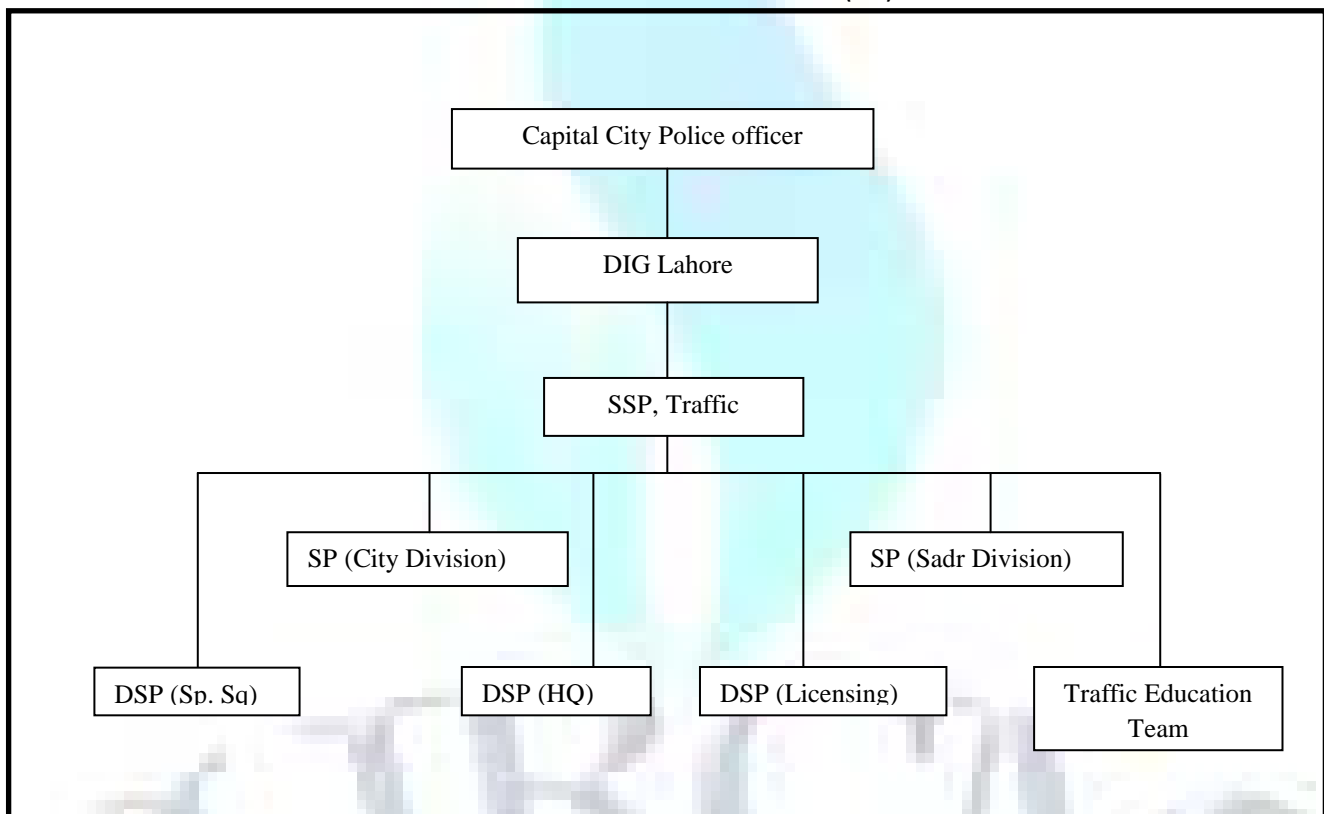


TABLE 3: MANPOWER AS ON 31.01.10\*<sup>3</sup>

DIG/CTO	SSP/HQ	STO SP	TO DSP	STW INSP	TW
1	1	2	14	215	3400

The aim of CTP (LHR) is to improve the quality of work through efficiency and effectiveness by promoting a customer oriented culture. This being one of the largest and challenging change process, it was essential to evaluate its progress for further applying this change in different cities.

Therefore, this case study will focus on following main areas that were the most significant to the change process:

- Techno structural Change
- Human Resource Management Change
- Cultural Change

#### TECHNO STRUCTURAL CHANGES

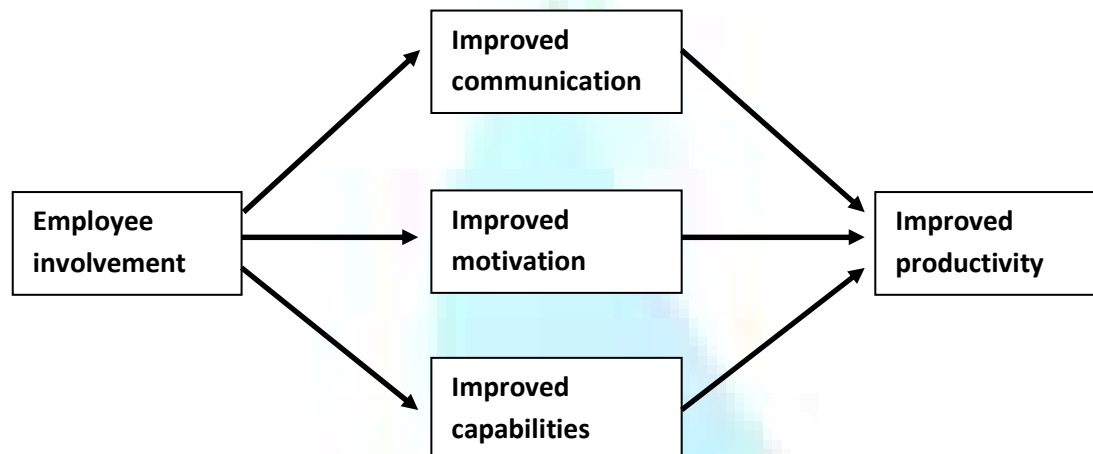
Techno Structural changes basically focus on change programs in technology and structure of organizations (Waddell, *et al.*, 2000). Rapid environmental, global & technological changes compels organizations to alter their structures... make them more flexible and leaner. These changes were also brought in CTP (LHR). In

<sup>3</sup> Information in the table provided by CTP(LHR) Education Wing

previous system Lahore's traffic was under the control of DIG (Punjab) but now considering the fact that Lahore being the larger city and having tremendous traffic flow should be treated independently. For this purpose self contained unit organization (Waddell, *et al.*, 2000) structure is created (Figure 1) this system represents the different way of organizing by dividing the Lahore city into two geographical areas i.e., Sadar Division and City division. The second step taken to bring techno structural change in CTP (LHR) is introduction of Employee involvement (EI) (Waddell, *et al.*, 2000) within organization. Traffic wardens are given autonomy in their work. More participative system of management is introduced by having direct liaison of traffic wardens till DSP level on daily basis. Once a month, SP traffic police arrange a meeting with traffic Wardens to have direct access to their issues. For promoting effective accountability, senior management is held responsible for subordinates' misdeeds. Information flow within department is not a big issue now because every warden is well equipped with wireless systems.

They have given motor bikes for quick access to their destinations also. All the traffic wardens are specialized in their fields. Previously Traffic Police Constables (Term Used in previous system) were not that much educated and were given training in all aspects of police but now mode of training is quite altered. It is more traffic oriented. As they all are at least graduates so the impact of training is more fruitful. According to Lawler, Ledford (1981), cited in Waddell *et al.*, (2000) employee involvement is directly linked with increasing the productivity and efficiency (Figure 2). Data collected reveals that this theory is applicable to TW's also after introducing this technique.

**FIGURE 2: SOURCE (NATIONAL PRODUCTIVITY REVIEW, 1:1 (WINTER 1981-82).COPYRIGHT 1982 BY EXECUTIVE ENTERPRISE, INC, 22 WEST 21<sup>ST</sup> STREET, NEW YORK, NY 10010-6904.ALL RIGHTS RESERVED) CITED IN WADDELL ET AL., (2000)**



Various processes and systems are also altered during this change process. Official website of CTP (LHR) was also launched on May 3, 2008. Besides displaying information regarding CTP (LHR) infrastructure, daily diversion plans are also accessible on the website. Soon traffic information will be available through SMS and MMS in everyone's access. Help Line number 1915 is activated which is responding immediately about all concerns related to traffic. By calling on this number any resident of Lahore could easily know the situation of traffic on roads, any diversion plans or closure of roads. Traffic police is also managing a FM radio station whose main objective is to educate people regarding traffic issues. This FM Radio station is made under Private/Public collaboration.

Traffic is being monitored through CCTV cameras to be more effective. Previously there was no system of check and balance of licenses issued for vehicles. Now physical presence of the person in need of license is necessary in front of TW's. Introduction of female wardens and their presence on different license centers has made the task easy and comfortable for female customers also. Licensing system is also improved by increasing the number of booths across Lahore City (8 Booths) keeping in mind the increasing number of population. Concept of home delivery of the license is recently launched.

#### HUMAN RESOURCE MANAGEMENT CHANGE

To bring change Government decided to recruit totally new blood. It was aimed when this plan was being proposed that all recruitment in traffic police department will be done on merit and those who have professional capabilities will be given jobs (Hassan, 2006). All new staff recruited is well educated and afterwards they are trained for 9 months. Foreign Trainers were called in for this professional training. During this tenure of training they are taught different courses like Pakistan Penal Code (PPC), Criminal Procedure Code (CrPC), Evidence Law, Motor Vehicles Ordinance, etc. Major difference in training brought after all this change is of changing warden's mind sets. The term "Police" previously used for is replaced by "Warden" showing the intention of the Government. Now it is regularly reinforced into their minds of becoming "facilitators" on road. They would be on roads to serve and guide people instead of commanding them. Data collected gives evidence that there is huge decline in number of complaints against TW's. In previous system people were facing problems due to the rash and arrogant behavior of traffic constables. After completion of their training these TW's were not directly pushed to stand on roads instead proper procedure of orientation was followed. For few days they were on roads as observers so that they could get the feeling of traffic and get over their shyness. Officially it was asked from the general public to co operate with the new force and forgive them for their small mistakes. Afterwards they were properly on roads for their duty in May 2007.

For keeping their staff motivated compensation system was also improved during this OD process. Not only these TW's were paid high market based salaries but their working hours were also made flexible. Previously traffic constables were available 24/7 resulting in inefficient and poor performance. In new system TW's work in two shifts of 8 hours which starts at 6.00 am in the morning to 12.00 midnight. They are also given 4 holidays in a month. On every Chowk or main point of the city three Traffic wardens are on duty at a time. One is on motor bike doing patrolling and the other two standing and managing the traffic. They are now given standing umbrellas for shelter. Mobile canteens are available for timely provision of water facility for TW's on duty. These TW's are also provided with the facility of residence on Thokar Niaz Baig in Lahore. Proper residential colony, club, library facility is under construction for them.

#### CULTURAL CHANGE

New TW's are on roads with a new vision and approach. According to high officials of CTP (LHR), new force does not compromise on Courtesy, integrity & efficiency. Now their mission is to

"Extend unqualified courtesy, unasked assistance, guidance where asked for or required, efficiency of the highest order, unprecedented performance and integrity beyond doubt" (Department of City Traffic Police Lahore, 2006)

Under this OD process the new vision, mission and values of traffic police department are outlined. The new system puts emphasis on adopting customer oriented approach. CTP (LHR) recognized the need not only for individual attitudinal and behavioral changes but also for continually improving its work practices in the pursuit of their new culture. For achieving this target continuous feedback, interactive sessions are being held by high officials. Traffic warden's knowledge and skills are kept up to date through refresher courses. These all steps helped to foster new customer oriented culture. Traffic wardens are trained through various training programs relating to stress management, interpersonal skills development, general knowledge about different sites in Lahore because now they are on roads not only to manage traffic but to act as information officers and facilitators for general public.

Traffic wardens are now encouraged to do presentations of their research. There is education wing working in CTP (LHR) who does various informative seminars in Universities, colleges, banks etc to educate people regarding different traffic issues (Table 4)

TABLE 4: TRAFFIC AWARENESS PROGRAMS CONDUCTED BY CTP(LHR) EDUCATION WING<sup>4</sup>

TV Program	22
Radio Program	14
Lecture to Student	2561
Lecture to Driver	103678
Banners	3252
Seminars	68764
Board	09
Sticker	63771
Pamphlet	246862
Traffic Weeks/Traffic Walks	06
Public Addresses	1290

### IMPACT OF OD

Qualitative Information collected through primary and secondary sources reveals that outcome of this OD process within CTP (LHR) was positive. This change is highly appreciated in print and electronic media. New force of TW's in Lahore is busy in applying laws to all automobile drivers irrespective of the kind of automobile and background of the driver. Ordinary men and VIP's, all are treated equally by bringing fair play to at least one area of administration of our Government. People of Lahore are also responding positively to this change. Now they respect the orders passed by these TW's. One could hardly witness any person using cell phone while driving resulted from the awareness created by these TW's. The most evident impact of all this OD process is decline both in number of accidents (Table 2) and violations done by public on roads in past few years (Table 5). Data clearly shows that people are respecting laws and TW's are successful in managing this huge flow of traffic on the same infrastructure of roads and urban transport which was available to the previous traffic police force on roads.

TABLE 5: DECLINE IN THE REVENUE COLLECTED FROM FINES.\*<sup>5</sup>

	Year 2009	Year 2008	Difference
Tickets	21,67,939	14,20,480	+0.747 M
Fines	440.834 M	463.682 M	-22.84 M

<sup>5</sup>OD in CTP (LHR) is still continuing. Government has provided this force with specialized equipment such as speed checking devices, accident vehicle cutters, digital cameras, multimedia, computers, first aid boxes, electric rods, traffic cones, reflecting jackets and blinkers. Communication equipment for this force includes 25 base sets, 3,075 mobile wireless sets and 5,350 walkie talkie sets. They are well equipped with motor vehicles, all leading towards more efficient traffic force for the city of Lahore. Besides this, Ring road project is under completion which will aid these traffic wardens in controlling traffic because this infrastructure will divert the pressure of most of the traffic from within Lahore to Ring Road.

### CONCLUSIONS

Overall, there is evidence to suggest that service quality (Table 5) and organizational performance (Table 2) improved after the change processes that had taken place at CTP (LHR) over the previous three years. Feedback of the public and overwhelming response from the print and electronic media aided CTP (LHR) in evaluating the success of their change in culture. Surveys from TW showed that employees generally understood the goals of the organization and what was expected of them. Despite some instances of resistance and opposition to change, surveys and feedback seem to indicate general increases in communication, employee participation and as a whole an acceptance of the change in culture.

### LIMITATIONS

As this is an exploratory study so findings of this case study could not be useful for decision making but they can be helpful for evaluating OD in CTP(LHR) by providing significant insight into major problem areas. Secondly these findings could not be extended to larger population thinking that OD in CTP (LHR) was hundred percent successful because these qualitative research findings are not statistically tested to know their significance. Future in depth is recommended to have complete insight of this process so that this OD process could be extended to all police department to increase its efficiency.

### RECOMMENDATIONS

Besides all these development efforts taken by Government still there are some flaws and lacunas present which if not removed or taken care will lead to more complicated and problematic situations. Some recommendations after conducting this research for CTP (LHR) are:

- No career path is given to these TW's. Because the inspectors, DSP's, SSP's, DIG, they all come from the Punjab Police. These traffic wardens are freshly recruited just for the purpose of handling traffic. What is their career growth? Lack of career planning is creating dissatisfactions among these wardens. If they perform well in their fields, there is no benefit for them because in hierarchical structure there is no room for their promotion.
- There should be proper compensation plan for these TW's. In this critical and emergency situation prevalent in our country, these TW's are the prime target of those suicide bombers. (10 TW's were martyred during suicide attack on Sri Lankan cricket team in Lahore)
- Government should build proper infrastructure of roads and also develop urban transport system which would definitely help to reduce this havoc of traffic on Lahore's roads.
- Traffic awareness should be the part of curriculum from early childhood schooling.
- Effective traffic laws should be made covering cyclists, animal drawn carts, hand pushed carts and pedestrians so that their violations could also be penalized.
- Special driving training schools should be established under government sector to have proper check on their performance. In short, CTP (LHR) has done a lot to improve its infrastructure but to be competitive and respond to this heavy flow of traffic in Lahore, they still have to go a long way.

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<sup>4</sup> Information in the table is taken from CTP (LHR) Education Wing.

<sup>5</sup> Information in the table is taken from CTP (LHR) Education Wing.

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## APPENDIX

### APPENDIX 1: DETAILS OF FOCUS GROUP DISCUSSION

Where discussion was conducted	Participants	Men	Women
DIG(CTP Lahore) office	4	3	1
DSP(Gulberg) office	8	7	1
CTP(LHR) Education Wing	5	4	1

Details of telephonic interview:

1. Interview with SP (City) Lahore.
2. Inspectors CTP(LHR) (10)
3. PRO-DIG (CTP, LHR)

Details of Unstructured Interviews:

Interviews were conducted from 50 TW's based on convenience sampling.

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