



A Case Study on the Perceived Performance of City Traffic Police Rawalpindi from 2007 to 2017

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Abstract

City Traffic Police (CTP) was launched as a new department in Rawalpindi in 2007 to improve the overall traffic situation in Rawalpindi city as the old traffic police system proved futile to work efficiently. This research analyze the performance of CTP from the year 2007 to 2017 through surveys in which the commuters from the diverse socio-economic background, who travel on regular basis in Rawalpindi. Moreover, in depth interviews from senior police officers regarding performance of the traffic police of Rawalpindi are also included in the research. The citizens of Rawalpindi are not so much happier and satisfied with the performance of CTP so this paper not only analyzed the performance of Rawalpindi Traffic Police but also dig out the factors that are affecting the performance of traffic police. The study found that because of outdated infrastructure, improper chain of command and non-professional attitude, CTP couldn't fulfill the expectations of the public of Rawalpindi.

Introduction

Traffic Police- a law enforcement agency- is an important component of policing in modern society that secures lives and ensures law and order through proper implementation of traffic laws. Public usually gauge the performance of traffic police on the basis of their efficiency related to road safety and free flow of traffic. Fewer number of accidents and free flow of traffic are considered indicators of good performance of the traffic police. The main objective of this study is to explore and analyze the perceptions of the citizens about the performance of Traffic Police in Rawalpindi.

It is important to prepare an action plan for improving performance CTP and the study will be beneficial for policy makers as well as for the department of CTP. This paper will put policy makers in a better position to devise a policy regarding traffic police that improves the performance of traffic police, culminating in better public-traffic police relations. On the other hand, police high officials can have knowledge about general complaints of public about traffic police. This will work as confidence building measure between police and public. In developed countries, traffic blockage is

very uncommon phenomenon because of high quality infrastructure that includes improved road furniture, wide roads, footpaths, flyovers, side and service roads, parking areas, sign boards and pedestrian bridges, road marking and zebra crossings. In addition to this high standard physical infrastructure, the developed countries offer better living standard and quality training programs to traffic police. Improved infrastructure together with better training culminates in improved public-police relations in developed countries.

Contrary to this, in developing countries, the inadequate road infrastructure and training to police snags the better implementation of law and order and create distrust between police and public and Pakistanis not an exception. Moreover, noncompliance on the part of the public results in traffic blockage and poor regulation of free flow of traffic. Long queues of vehicles, traffic jams and minor protests against the harsh behavior of the traditional traffic police are very common. In Pakistan, Punjab governments launched a new Traffic Police system in Rawalpindi. The new system was launched to clear the chronic traffic mess and to improve the police – public relations. New lifeblood was infused in the traffic police by recruiting graduates in 2007. The lamenting fact is that there has been a few systematic researches have been done to diagnose the problems and identify the treatments for improving performance of Rawalpindi traffic police since the launching of this new traffic police system. The present study is an attempt to investigate the public perception regarding performance of traffic police in Rawalpindi city. Using the data of 450 randomly selected drivers hailing from different socioeconomic background, the study highlights the performance of traffic police in Rawalpindi. In addition to this, this study uses in-depth interviews with senior police

officials to triangulate the findings of surveys with drivers.

The study finds that among driver's community in Rawalpindi, knowledge about traffic regulations is very poor and they meagerly practice traffic regulations. The other factors adversely affecting the performance of traffic police include domination of an outdated administrative traffic infrastructure, poor physical infrastructure, and the lack of educated and well - trained traffic staff.

Importance of Police Performance

Performance of police is directly linked with police-public relationship and public bureaucrats are often lost from the public's view, locked in rooms filled with type writers and anonymity; policemen are out in the world. They are on the sidewalks, and in the streets, in the schoolyard, and in the shopping mall, cruising, strolling, and watching, as both state protectors and state repressors (Walker and Richardson, 1974). The effectiveness and efficiency of police officers can be improved by good police management and issuance of traffic violation tickets reduced confidence in the police (Ren *et al*, 2012). Moreover, Daniela Andrei *et al* (2012) opine that philosophy of hierarchy in discipline force plays very effective role in critical circumstances. A better understanding regarding the new methods adopted by police and engaged the common public which resulted in improvement in law and order situation. Therefore, the performance of police subsequently improved and confidence of police officers has been raised to above satisfactory (Kumar, 2012). Traffic difficulties and problems in urban cities of Pakistan, where certain hurdles slowly down the traffic and travelers feel helpless and caught in positions, from where traveler stuck and have to pay the price in terms of cost and time. These hurdles are in

terms of behavior of traveler, poor training by private driving schools, construction of roads and pavements, unaware of driving strategies when traffic lights are off as well as during adverse weather conditions (Wasim Hashmi Syed *et al*, 2014).

The primary reason behind traffic blockage is imbalance between capacities of supply and demand of vehicles on roads. The solution of traffic congestion is charging the special fare to those vehicles that enter in busy areas during peak hours' time. The goal of urban road traffic overcrowding charging are as follow: improving traveler's journey cost, commending people to choose appropriate journey time, diverging traffic demand from time and space, increasing overall speed of automobiles, temporarily guiding travelers to change traffic configuration, shifting private car journey to large capacity public transportation journey (Ye ,2012). In addition to this, more socialized officers in the Police Department can give great importance to law and they can also perform their duty with great focus. The level of satisfaction of the citizens and confidence in the police is a main concern of public manager cause police performance and satisfaction of citizens in straightforwardly relays to urban resources (Perrot & Taylor 1999, Stephen & Donald, 1995).

The principal disparity between police and common public narrates to the enforcement of traffic laws. Happenstances between Police and common public appears in the traffic situations provide a significant source of citizen hostility toward the police (Radelet & Carter, 1994).

The developed countries are applying latest technologies like recorders, cameras etc. to assist the traffic police department. Contrary to this, some developing countries are still following on traditional old standards. Consequently, the police lost the

perception friendly images to masses as socioeconomic orders are helping the requirements of the ruling elite (Alemika, 1999).

According to Saif-ur-Rehman Saif Abbasi *et al* (2014) new Traffic Police System in twin cities is rational in their relations with common public and also have better traffic sense in terms of traffic regulation. In response to this they run safety to all road users in such a manner to avoid any discrimination and ensure rule of law. They strictly follow rules, are having courteous attitude, have mature dealing with public and arrive timely in case of the accident. It was therefore proposed that such kind of positive and modern change needs to be planned in general police.

Wilson (1964) argues that the biggest conflict between the police and the public occurs in the enforcement of traffic laws. Encounters between police officers and citizens in traffic situations provide a major source of citizens' hostility toward the police.

Data and Methods

Researcher collected the data on perceived performance of CTP from randomly selected people of different backgrounds. The randomly selected participants include teachers, students, doctors, paramedical staff, businessman, army officers, and clerical staff from various backgrounds as well as professional drivers. Based on data collected from randomly selected 450 respondents, the study shows the performance of CTP Rawalpindi. In addition to this quantitative survey of 450 individuals, 30 in-depth interviews with senior police officials were conducted to triangulate the findings of perception survey.

Before going into field for survey, a preliminary survey of officers and staff of the traffic police was conducted

to get their views on the parameters and questions related with performance of the traffic police. Based on these preliminary interviews, questionnaire to be used in survey was modified and some additional questions were added and the logical sequence of the questions was finalized. Questionnaire was then translated into and pre-tested. Finally, the translated questionnaire was used in field for data collection.

The data collected from the field was analyzed in SPSS. After the analysis, it was decided to conduct in-depth interviews with senior traffic police officials to triangulate the findings and draw valid conclusions.

Results and Discussions

Investigation and interpretation of data play vital role in scientific research. The researcher divided all the data into the different tables to make it understandable.

Table 1: Types of the Interviewees

Sr. No	Type of the Interviewees	Frequency	%age
i.	Office Based Job Employees	50	11.11
ii.	Teachers and Employees of Education Institutions	100	22.22
iii.	PSV Drivers	150	33.33
iv.	Drivers from General Public	100	22.22
v.	Drivers from Public Sector	50	11.11
Total		450	100

Table 1 shows the types of respondents; researcher collected the data on perceived performance of CTP from randomly selected people of different

backgrounds. The randomly selected participants include 11.11% office based employees, 22.22% teachers and other educational institution's staff, 33.33 % drivers from public service vehicles, 22.22% drivers from general public, 11.11 % drivers from government sector. The researcher tried his best to involve all vital groups who remain in absolute contact with the traffic police of Rawalpindi during travelling. Drivers from public service vehicles are large in numbers because they are always in contact with Traffic Police.

Table 2: Characteristics of the Interviewees

Sex of the Interviewees			
Sr. No	Categories	Frequency	%age
i.	Male	350	77.78
ii.	Female	100	22.22
Total		450	100
Age of the Interviewees (in groups)			
i.	19-25	70	15.56
ii.	26-30	115	25.56
iii.	31-35	95	21.11
iv.	36-40	80	17.77
v.	Above 40	90	20.0
Total		450	100
Qualification of the Interviewees			
i.	Under Matric	144	32.0
ii.	Matric	156	34.66
iii.	College	93	20.67
iv.	University	57	12.66
Total		450	100
Profession of the Interviewees			
i.	Public Sector Job	145	32.22
ii.	Private Sector Job	105	23.33
iii.	Business	80	17.78
iv.	Self Employed	55	12.22
v.	Skilled Worker	65	14.44
Total		450	100

Table 2 highlights the characteristics of the interviewees. Round about 78 percent respondents were male and the remaining 22 percent were from the opposite sex. Due to less numbers of female drivers, the researcher include almost one quarter of females. Age of the respondents divided into different age groups, 15.56% respondents were in the group of 19-25, less than 26 % interviewees were from the age

group of 26-30, more than 21 percent respondents were from the slot of 31-35, less than 18 percent respondents were between the age of 36-40. And remaining 20% interviewees were above the age of 40 years. According to Motor Vehicle Rules and Motor Vehicle Ordinance of Pakistan the driving license is issued to the candidate of at least 18 years that's why the researcher started the age group from 19 years.

The above table also shows the educational level of the respondents. The above data shows that the maximum number of respondents is under matric and matric. It reflects that Pakistan has very poor literacy rate of 56% (UNESCO Institute of Statistics) and most of the drivers are not educated.

Majority of the respondents which is 32.22% belong to Government sector, 23.33% were from Private sector, 17.78 respondents were businessmen, and approximately 27 % were self-employed and skilled workers.

Table3: Interaction, Nature of Contact and Opinion of Interviewees

Interaction with the Officers of CTP while driving			
Sr. No	Categories	Frequency	%age
i.	Yes	450	100
ii.	No	0	0
Nature of Contact			
Sr. No	Categories	Frequency	%
i.	Violate Traffic Rules	211	46.9
ii.	Need any Help	64	14.2
iii.	Need any Guideline	63	14.0
iv.	Complaint	38	8.4
v.	Awareness	74	16.5
Total		450	100

Table 3 gives the interaction of the interviewees with the traffic police of Rawalpindi. All of them, without a single exception replied in affirmation that they have the experience of interacting with CTP. This implies that responses of the interviewees would be credible as all of them were active observers of the behavior, attitude, and practices of the traffic police of the Rawalpindi city.

In the 2nd portion of the table represents the respondent’s nature of their interaction with traffic police. It was meant to explore how the interaction was caused whether it pertains to their challan, asking for help and guidance from the police or tendering a complaint to them. Last but not the least, was that how the police contributed to enhance their awareness on traffic laws.

The results of above table shows that interaction of respondents with the staff of CTP is 46.9% for violation, 14.2% respondents interacted for help, for guideline 14% and for the registration of complaints 8.5% while 17% interviewees interacted with CTP during traffic rules awareness campaigns. These values of table 3 indicate that there is massive violation in Rawalpindi however, issuance of traffic violation tickets reduce confidence of general public in the police.

Table 4 Personal Characteristics of CTP

Sr. No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Aggregate
i.	They treat properly.	22.89 (103)	52.0 (234)	5.11 (23)	13.11 (59)	6.89 (31)	100 (450)
ii.	They are polite.	14.67 (66)	51.11 (230)	10.89 (49)	18.67 (84)	4.67 (21)	100 (450)
iii.	They are bitter.	14.0 (63)	29.78 (134)	8.44 (38)	44.44 (200)	3.33 (15)	100 (450)
iv.	The presence of the police has a positive effect on road safety.	40.22 (181)	37.78 (170)	1.11 (5)	13.11 (59)	7.78 (35)	100 (450)
v.	They give Instructions in easy language.	18.22 (82)	50.22 (226)	12.67 (57)	14.89 (67)	4.0 (18)	100 (450)

Above table 4 reflects the opinions of interviewees about the personal characteristics of CTP during dealing with public. Various statements were asked to the respondents, and all these statements were related to their personal character like their attitude, treatment and tone. Although, good or bad behavior of the police impacts positively or negatively on the minds of public. Public gauge the performance of police according to the behavior of the police which they face. 74.89% respondents opined that CTP treated properly, in politeness CTP scored 65.78%. According to the above table values, 48% respondents refused that CTP is bitter while 78 percent % of the respondents agreed that the presence of CTP had a strong positive effect on road safety. Moreover, 69% respondents agreed that CTP speaks in an understandable way.

Table: 5 Behavior of CTP in Frequencies

Sr. No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Aggregate
i.	They behave badly while dealing with public.	19.33 (87)	28.67 (129)	1.33 (6)	36.89 (166)	13.78 (62)	100 (450)
ii.	They are frightening the public.	10.22 (46)	22.44 (101)	18.44 (83)	42.0 (189)	6.89 (31)	100 (450)
iii.	They show hostile attitude.	10.67 (48)	26.89 (121)	12.22 (55)	45.78 (206)	4.44 (20)	100 (450)
iv.	They deal the violators on equality basis.	8.89 (40)	51.56 (232)	2.89 (13)	24.0 (108)	12.67 (57)	100 (450)
v.	They show sympathy while dealing.	12.89 (58)	53.11 (239)	4.67 (21)	23.78 (107)	5.56 (25)	100 (450)
vi.	They listen the violator's arguments patiently.	8.89 (40)	55.11 (248)	1.11 (5)	22.44 (101)	12.44 (56)	100 (450)
vii.	They are mature and flexible.	7.56 (34)	59.33 (267)	2.0 (9)	19.33 (87)	11.78 (53)	100 (450)
viii.	They follow the traffic rules.	6.44 (29)	55.56 (250)	1.78 (8)	24.67 (111)	11.56 (52)	100 (450)

The researcher also tried his best to gauge the behavior of traffic police Rawalpindi. In this regard eight questions were asked to the respondents about the behavior of Traffic Police staff. According to table 5, almost 51% respondents reported that CTP don't behave badly while dealing with the public. Approximately 49% interviewees opined that they don't frighten by the behavior of CTP staff. Similarly, 51% respondents marked that staff of CTP don't adopt aggressive attitude on road. As per results of above table, 61% interviewees agreed that CTP deals with the violators on equality basis, 66% of the respondents think that staff of CTP shows kindness and sympathy with public. Furthermore, 64% respondents argued that they have strong nerves and deal with patience and less than 64% interviewees agreed that members of CTP are mature and professionally flexible. The golden

principle for ensuring enforcement of laws is that the law makers must not be the law breakers. The best policy is to practice whatever you preach. That is the most effective way for ensuring the awareness raising. Less than 62% of survey respondents think CTP follows the traffic rules themselves.

Table: 6 Abilities of CTP

Sr. No	Statement	Yes	No	Aggregate
i.	They are able to manage the flow of traffic professionally at social events.	58.22 (262)	41.78 (188)	100 (450)
ii.	They are able to handle situations like blast, protest or strike on roads.	65.11 (293)	34.89 (157)	100 (450)
iii.	They are able to handle road situation after an accident.	62.22 (280)	37.78 (170)	100 (450)
iv.	They are able to maintain free flow of traffic during hot weather.	77.33 (348)	22.67 (102)	100 (450)
v.	They can maintain free flow of traffic during rain.	(73.56) 331	(26.44) 119	100 (450)

Table 6 represents the opinions about the abilities of CTP Rawalpindi. It shows that less than 59% of the respondents perceived CTP manage well the traffic flow during social events like Eid, Moharram, New Year night, Independence Day etc. 66% of the respondents claimed that CTP can handle the situations like blast, protest and strike on the roads. However, 62% respondents opined that CTP can handle professionally on roads after accidents. Similarly, 78% respondents perceived that CTP is able to regulate the traffic on roads during hot however, less than 74% respondents opined that CTP can maintain free flow of traffic during rainy weather.

Conclusion, Recommendations and Problems

The study concludes that according to the views of the respondents, performance of CTP is not satisfactory. The study found that there is a huge flaw in infrastructure of Rawalpindi, like narrow roads, less number of flyovers, underpasses, service roads, parking areas, parking plazas, pavements, encroachments, road marking, cat eyes and sign boards and pedestrian

crossing bridges. Furthermore, the study found that the nature of interaction between traffic police and the public is traffic violations. These structural constraints result in the negative image of CTP while better infrastructure and planning can create a positive image of CTP. Moreover, the study found that staff of CTP doesn't follow the traffic rules which damage the reputation of CTP. Similarly CTP doesn't completely exhibit equality while dealing with the traffic violators. The presence of CTP staff at their duty points do not make much difference as numerous traffic violations are observed in Rawalpindi. The staff of CTP should be more professional in compliance and performing their duties on social events- Eid, Moharram, Christmas etc. When the results were shared with the higher police authorities in Rawalpindi, they told the researcher that main nature of interaction between traffic police and public in Rawalpindi should be traffic awareness campaigns, and for the launching of these campaigns we need funds. Furthermore, they told the researcher that the better infrastructure makes the traffic violations less. However, the shortage of staff and extra duties in CTP makes it very hard to concentrate towards free flow of traffic and ideal behavior with the public.

Similarly, the officers viewed the extreme weathers and adverse road conditions as the main hurdles in performance and turn out in CTP. Absence of proper seniority and hierarchy system in CTP crushes the motivation levels of the staff.

Recommendations

The study indicates that the CTP need improvements in many ways. The findings of the public survey were presented to senior police officials and they were requested to give plausible reasoning of survey results and recommend changes in system for improvement. Interview transcriptions were prepared and analyzed using MAX-QDA software. Based on analysis of qualitative data obtained through in-depth interviews with senior police officials, following recommendations are anticipated to comply with the department.

Recommendations Regarding Roads Infrastructure:

The study shows that CTP performance is lower than the expectations of public but the major reasons behind the performance are the resources and outdated infrastructure of Rawalpindi city. According to this study mostly people interacted with traffic police in violation cases. There is a dire need to shrink the massive violation in Rawalpindi. Therefore, CTP should block the main sources of traffic violation. There is a strong need of road marking in whole of the Rawalpindi. Moreover, service roads, parking plazas, footpaths, flyovers, underpasses, traffic signboard are the needs of time now. The traffic police should issue the license of driving schools only to those who fulfill the requirements as per rules and Standard Operational Procedures (SOPs). However, the private driving schools must be registered as per criteria of MVR23 1969. They should realize their responsibilities and

train students as per SOPs and other requirements. Cantonment Board and Municipal Committee of Rawalpindi should play their effective role and remove all the encroachments from roads and footpaths as well. Building, market and plaza owners must be bound to provide parking area to their customers. The decrease in the volume of traffic is mandatory. The best strategy to achieve this objective is to encourage public transport and curbing the number of private vehicles on the road.

Recommendations Regarding Traffic Police Management

Hence, education branch of the Traffic Police must be fully equipped with budget, equipment, machinery, relevant qualified experts and the requisite infrastructure. The higher authorities of CTP may start an effective traffic awareness campaign on emergency basis and CTP may take the advantage of social media as well and start traffic awareness through Facebook, Whats' app and other social applications.

The major complain of public is the harsh and rude behavior of traffic police. Therefore, improvement in the behavior of traffic police staff is the need of time now and the higher authorities may concentrate on it. The higher officials may arrange courses on public dealing and personality development with these course units firstly leadership, secondly quick judgment and the ability of face reading. Moreover, courses and workshops on stress and anger management, disaster management and first aid should be arranged on annual basis. Moreover, advanced equipment and technologies are the basic need for enhancing the performance of traffic police in twin cities. There is a strong need of equipment for the police officers who are standing or patrolling on the road openly. They must have the video, audio recorder, reflecting jacket, reflecting rod and wireless to maintain the free flow of traffic.

Wireless system plays key role in law enforcement departments in the world but unfortunately our departments has very weak wireless communication system. The authorities should think and arrange an advanced wireless system for the staff to ensure effective and efficient communication.

Organization mobilization and motivation of the traffic police through monetary incentives and social rewards is very important. The monetary incentives may include given bonuses and honorarium on the occasions of EIDS, Christmas and other festivals. The social reward system may be waste on giving the best traffic police award the most efficient employees in a grand function presided over by the traffic chief/Chief Commissioner and other VIPs. This makes create a positive competition amongst the employees to ensure a victorious performance. However, Police is an autonomous institution of any democratic state, so there should be no intervene or pressure from any politician or political party in sense of laws implementation. The government should play vigilant role for the implementation of rules and laws of traffic. Through media campaigns and with the help of social media, short movie clips of higher officials and authorities violation and their Challans, we must ensure to public that nobody is above the law.

There is supposed to be a proper monitoring and evaluation system from ministry of interior to traffic police departments of the twin cities. There should be surprised and arranged visits of the senior officers on duty spots and offices of the traffic police.

Pakistan has its own socio-economic conditions hence, needs Localization of International standard Operational Procedures for the Traffic Management. There is a dire need for need assessment, planning for implementation of the desired International Traffic

Standards. It must be kept in mind that every city has its own demands, requirements and desired objectives of Traffic control and management. To elaborate it further that the strategies on Traffic Trainings must be as per local needs. Of course, the trainers who espouse this notion believe that the result would be better training for all and not a reduction of training standards to a lowest common denominator. Precedent has been set for cooperation between agencies on a variety of operations, but often training isn't one of them. One way to cut the costs of training would be for agencies to share it. In addition to pooling their funds to provide specialized training, agencies could share training equipment like reflecting rod, reflector, reflecting tape, hazard cones, barriers, gloves, whistle, etc. There is also a crying need for the physical fitness training in favor of all the staff and officers of the Traffic Management Departments of the Rawalpindi.

Problems

As per results of the current study and after conducting interviews of police officials of Rawalpindi City, CTP is facing following problems:

Firstly, each rank in traffic police of the CTP means new responsibilities and duties, which makes operations more efficient. But chain of command is also important for discipline. In CTP the chain of command or hierarchy is JTW, TW, STW, DSP, STO, CTO where JTW is equal to Constable, TW is equal to Sub Inspector, STW is equal to Inspector, DSP is equal to DSP, STO is equal to SP and CTO is equal to SSP. While the missing ranks between TW to JTW must be filled. That is the only way to improve the system.

Table 7 Hierarchy of Traffic Police

Sr. No	Regular Police	CTP	Remarks
1	SSP	CTO	Same
2	SP	STO	Same
3	DSP	TO	Same
4	IP	STW	Same
5	SI	TW	Same
6	ASI	–	Miss
7	HC	–	Miss
8	Constable	JTW	Same

Secondly, uniformity is the strength of any law and enforcement agency, so the uniform has very strong impact on public. If we talk about CTP there is a very worst loophole in it. Because all the officers above the STW rank use uniform of Punjab police.

Thirdly, at the time of launching of CTP Rawalpindi in 2007, 1320 fresh traffic wardens were appointed to regulate the traffic. Turnover of the TWs; since their appointment in 2007, is very high. As of April 2017, 250 TWS had quitted their jobs. As per record, 200 of them were dismissed due to long absenteeism while 50 have quitted their jobs for getting better opportunities in other departments. There is no further additions and fresh appointments on top of the existing staff appointed in 2007. There is a dire need for the fresh appointments to regulate and manage the traffic of Rawalpindi.

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