

INTUITION



Dr. Christopher O Ekakoro, PhD

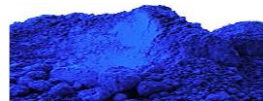
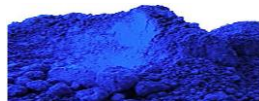
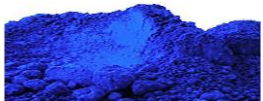
21ST CENTURY SLAVERY

WHAT IT'S LIKE TO DRIVE TAXI!

Taxi Driver Work Environment

Long Hours, Accidents, Low Pay, Competition (Uber, Lyft, and Ridesharing Services), Over-Qualified Drivers, Sickness, Lack of Health and Vacation Benefits, Traffic Jams, Insecurity, Low Appreciation, Loneliness, Faulty Equipment, Aggressive Policing and Enforcement, Collapsing Medallions Values, Heavy Workload, Work Demands, Business Cycle (boom, **burst**, recovery), Metropolitan Cost of Living, Lack of Government / Nonprofit Support, Urban Pollution, **OCCUPATIONAL HEAT**, Lack of Job Mobility, Team Dysfunction, Personal and Organizational Factors

AND **WORK-LIFE IMBALANCE**



OCCUPATIONAL HEAT & AUTO VIBRATION

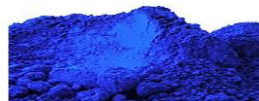
- It's common knowledge, taxi drivers work long hours while seated in fixed position. Mass, Goldfarb, and Shah (2014) investigated the “effects of occupational heat exposure” on taxi drivers who “were seated in a vehicle for more than 3 hours per day” (p. 102). A study of 402 professional drivers revealed 1.7°C to 2.2°C increase in scrotal temperatures and increased risk of infertility (Mass et al., 2014).
- “For almost 180 millions of us, driving is the primary means of transportation, for journeys to and from work, to the store, and for pleasure” (Hedge, 2019). Dr. Alan Hedge and the Spine Universe hypothesized 90% to 92% of travels involve cars or ground transportation (trucks, buses, ambulances, fire engines, police cruisers, taxis).

The last 20 years witnessed car and truck design improvements “better styling, better features, better fuel efficiency and better comfort” (Hedge, 2019). Notwithstanding, a high number of Americans experience back pain and even injuries resulting from driving. Then it begs the question – is driving associated with back problems?

Laboratory research has studied the effects of whole-body vibration when a person is sitting in a car seat. The lumbar spine has a natural resonant frequency of 4-5 Hz , and results show that this natural frequency can be excited by laboratory simulated vehicle driving, and this can lead to high spinal loadings in the lower back, and this in turn could result in greater postural discomfort and an increased risk of low back pain and injury.

A number of research studies have investigated possible associations between driving and back problems, and generally these studies have found significant results. A comparison of drivers in the USA and in Sweden found that in each country 50% of those questioned reported low back pain. Analysis of the possible reasons for this revealed that long-term vibration exposure from driving was among the highest risk factors for neck, back and low back problems. (Hedge, 2019).

Proposed research questions help illuminate the moderating effect of the “Kipasa” on auto vibration, occupational heat, shock absorption, ventilation, and Specifically Taxi Driver Comfort and Sleep Experience



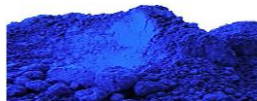
PLEASE NOTE

We credit Northcentral University – NCU. They provided the framework Professors coached during the qualitative investigation.

However, the University is NOT party to this Research Proposal or its eventual execution.

This study provides the opportunity to analyze the plight of United States taxi drivers:

- **In Order of Notoriety - The 10 Most Dangerous Occupations: 1-Enlisted military personnel, 2-Firefighter, 3-Pilot, 4-Police officer, 5-Event coordinator, 6-Newspaper reporter, 7-Senior corporate executive, 8-Public relations executive, 9-Taxi driver, 10-Broadcaster.**
- **Note: the Taxi Driver 9th Place showing is misleading, factoring the following elements:**
- **Let's Sing Along – 21st Century Slavery (Taxi Driver Work Environment):** Long Hours, Accidents, Low Pay, Competition from Uber and Ridesharing Services, Over-Qualified Drivers, Sickness, Lack of Health and Vacation Benefits, Traffic Jams, Insecurity, Low Appreciation, Loneliness, Faulty Equipment, Aggressive Policing and Enforcement, Collapsing Medallions Values, Heavy Workload, Work Demands, Business Cycle (boom, **burst**, recovery), Metropolis High Cost of Living, Lack of Government or Nonprofit Support, Pollution, **OCCUPATIONAL HEAT**, Lack of Job Mobility, Team Dysfunction, Personal and Organizational Factors, and Work-Life Imbalance.



PHD CANDIDATE VS. FUTURE RESEARCH

Factor	NCU PhD Research	Future Research
Duration	2 Months	2 Years
Methodology	Qualitative	Quantitative
Research Design	Case Study	Yet To Be Determined
Sample Size	13 Taxi Drivers	2,222 Drivers (Majority Taxi)
Research Constructs	Teamwork	Auto Vibration
Research Construct	Driving Conditions	Occupational Heat
Research Construct	Equipment Reliability	Equipment Life
Research Construct	Government Support	Skin Condition, Body Ailments
Research Construct	Non-Governmental Support	Breathing/Sleep
Research Construct	Taxi Driver Wellbeing	Driver Wellbeing
Outward Signs	Motivation	Skin Texture / Eye Sharpness
Outward Signs	Level of Exhaustion	Posture / Ease of Movement
Outward Signs	Team Player	Socialization
Principal Investigator	Christopher O Ekakoro, MBA	Dr. Christopher O Ekakoro, PhD

PHD CANDIDATE VS. FUTURE RESEARCH

Factor	NCU PhD Research	Future Research
Site Permission	New York City	Uber, NYC, Washington, DC
Equipment	Taxi	Auto
Equipment	Level of Training	The “Kipasa”
Equipment	Teams	Soap
Equipment	Teamwork	Water
Equipment	Driving Conditions	<i>Sleepremo</i>
Equipment	Taxi Driver	Driver
Equipment	TBD	TBD
Equipment	TBD	TBD
Research Consumer	Northcentral University	Uber, Motorists, Cabbies, etc.
Staff Size	1	222
Research Proposal & Preparation	—	\$222,000
Cost	\$11,000	\$2,000,000
Principal Investigator	Christopher O Ekakoro, MBA	Dr. Christopher O Ekakoro, PhD

April 19, 2021

Skin Condition / Textu



Healthy Skin
Vaseline or





The Leg and Arm

May 2, 2021

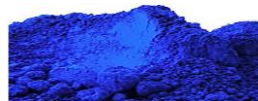
I try to flex my leg and discomfort felt at point **A** but really throughout the leg. Then with the Arm, at

WHY THIS RESEARCH?

Background

How Did You Get Here?

- In July 2009, I checked into New York City's Harlem Hospital Center (for the first time in any hospital in over 10 years) complaining of headache, breathing difficulties, sleep apnea, panic attacks, constipation, bleeding gums, and emotional disturbance. After performing vital tests, the nurse wanted to know how I got to the hospital. "I drove my taxi here, and plan to drive back to Times Square to continue making money – driving taxi," I professed. The quick-thinking nurse did not just advise me to stop working; she immediately called hospital police to detain me, so doctors performed in-depth observation. Ideally, vital test results revealed numerous abnormalities: high blood pressure, high cholesterol, overweight (standing 5 feet 8 inches, weighing 240 pounds, 40 inches, waist size), and borderline diabetic. After three-week stay, I was discharged from the hospital, never to drive taxi again. I decided to invest my time designing a wellness program and equipment to normalize my blood pressure, postpone the onset of diabetes, and bring my weight down to the current 170 pounds, and 32 inches, waist size. I also pursued academic endeavors – completing the MBA (in 2014) with a 4.00 GPA (grade point average), and on track to earn the PhD in Industrial Organization Psychology .
- **Instructor:** **Eva L. Philpot**
- **Grade earned:**
- **Date:** **12/08/2014**
- **Professorial Feedback:** You certainly have a talent for creative writing! Perhaps – once you're done with your PhD of course – you should consider writing a book about your personal transformation. Yes, I am serious!



GAME CHANGER: THE *KIPASA*



Acquired (Copy and Paste) From Dissertation Manuscript

WHY THIS RESEARCH? WHY NOW?

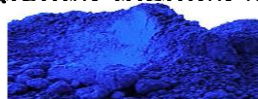
RESEARCHER PROCURES SEAT AND BACK SUPPORT

- Note: I do not see myself ever driving an automobile without this equipment – the seat and back support illustrated in the slide above. Neither do I expect less for any taxi driver, or driver, period. Before this equipment (no matter the seat cover I used), my back froze as I wrestled myself out of the car seat. It was a challenge getting in and out of the car. Now, my back is a not bothering me anymore. I am free and happy to get in and out of my car. This seat and back support not only regulates the occupational temperature, but it also massages the body (especially the back) while in the act of driving. Simply put, this is as close as it gets to a miracle solution to driving without discomfort.
- When Participant-MC showed it to me and described its functionality, he assured me he would travel to Ecuador, South America and procure one for me. This equipment is not available in the United States, Participant-MC seemed to suggest. By a miracle and a 4-hour drive away from NYC, I met a young man in Langley Park, Maryland. He had the exact same model as Participant-MC. I got excited, “where can I find one,” I inquired. He told me where to go get one and also informed me, I might have to place an order, “they literally fly off the shelves,” the motorist added.
- When I got to the location, the store manager sold one to me. There were a few left. I drive a lot to NYC and back to Silver Spring, Maryland. This equipment is a game changer. I feel like the luckiest man alive. My professor once observed, “I know a good sleep kit when I see one.” I was a NYC taxi driver for 10 long years (1999-2009). I worked 7 days a week, sometimes 24 hours a day, no medical coverage, I avoided doctor visits, no vacations, and almost no weekends. I suffered high blood pressure, high cholesterol count, and I was borderline diabetic. To this day (10 years into retirement) my lower back still bothers me. It gets very sensitive after a few hours of driving. So, I know what I am saying when I declare this equipment the best among the best. As a scientist in waiting, I will not generalize my experience. I will need to wait for the findings from scientific study of the seat and back support.
- Best,
- Christopher O Ekakoro, MBA

**Why Conduct The Research?
For Crying Out Loud!**

WHO CARES?

Title	Grade	Comments
Critical Thinking 7/24/12 22:59:54	95%	<p>Great talking to you the other day, Chris -- you organized, synthesized, analyzed, and wrote exceptionally well. Your conclusions resonated, and it's clear too that you have great enthusiasm for the course. Your formatting too was superb, and your work reflects real mastery of what these two authors try to convey to us; e.g., the importance of the emotional, rational, and psychological states of leaders. Keep up the great work, and again, outstanding effort -- it represents, without a doubt, top-quality graduate work // best, Rm</p> <p>CHRIS! This is... world class, from a pretty worldly fellow, no less. Your treatment of Sarbannes-Oxley and its effects was superbly organized, researched, and written -- and combined with strong turn-it-in effects, Sarbannes-Oxley's implications for **your own** leadership (a novel approach), and, a great presentation, this shapes up to be a (very rare) perfect max. Keep up the great work, Chris, and infuse your project team with your many, many talents: thanks. sir -- best, Rm //</p>
Research Paper 8/7/12 23:52:00	100%	



GOAL

INVESTIGATE THE MODERATING EFFECT OF THE “KIPASA” ON OCCUPATIONAL HEAT

NOTE: THE NEXT SLIDES BORROW FROM THE
DISSERTATION DEFENSE – THE CULMINATION OF
4-YEAR STUDY, RESEARCH, AND REPORTING

Opening Address

GOOD AFTERNOON PANEL!

I FEEL HONORED THAT THIS MOMENT HAS FINALLY MATERIALIZED. IT HAS BEEN A FOUR-YEAR TRIP TO HELL AND BACK. WITH MY ARMS WIDE OPEN, YOU ARE WELCOME TO DR. EKAKORO DISSERTATION DEFENSE PRESENTATION
I AM WELL AWARE OF HOW STRESSFUL THIS EVENT CAN BE. I JUST COMPLETED A STUDY ON JOB STRESS

HERE IS WHAT I LIKE US TO KNOW

THERE IS A HIGHER POWER THAT “WIND-AIDED” ME TO REACH THIS POINT – STANDING IN FRONT OF YOU; MINUTES AWAY FROM BEING THE FIRST TO BREAK THE RECORD AND END THE PHD DRAUGHT IN MY RARAKA CLAN.

MY PROFESSOR ONCE CHIMED – CHRISTOPHER, YOUR STRESS WILL STRESS ME AS WELL. AT THE TIME DIS-9902A STARTED WITH NEW COMMITTEE CHAIRMAN AND I WAS FILLED WITH ANXIETY – UNSURE HOW THE CHANGE WOULD AFFECT THE DISSERTATION PROGRESS.

ANYWAY – I WANT YOU TO KNOW THAT THERE IS A HIGHER POWER THAT CHOOSE YOU TO BE THE DECIDER IN THIS EVENT. THIS HIGHER POWER IS A PERFECTIONIST.

SIMPLY PUT: YOU AND I HAVE AN OBLIGATION TO PLEASE THIS HIGHER POWER. IT COULD NOT BE MORE RELAXING THAN THAT. SIMPLY PUT, NOTHING CAN GO WRONG

Teamwork for Moderating Job Stress for NYC Taxi Drivers: A Case Study

Dissertation Oral Defense

Submitted to Northcentral University
Graduate Faculty of the School of Business and Technology
in Partial Fulfillment of the Requirements for the Degree of

DOCTOR OF PHILOSOPHY

Christopher O Ekakoro, M.B.A

September, 2018

THE ROAD MAP

1. Introduction
2. Background
3. Problem Statement
4. Purpose Statement
5. Literature Review
6. Research Questions
7. Population, Sample
8. Method and Design

9. Findings - Q1, Q2, & Q3
10. Implications
11. Recommendations
12. Conclusion
- 13.



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Introduction Proper



- ✓ Job stress affects people at work: employees, employers, the self-employed, and even volunteers — they all suffer effects of job stress
- ✓ But, what causes taxi driver job stress?
- ✓ Studies show that the job characteristics is a major contributor to taxi driver job stress
- ✓ Gany et al. (2013) concluded “Every disease...man can get can start in this cab” (p.986).
 - ❖ Then it begs the question – why would anyone continue driving taxi?
 - ❖ If they will continue driving while sick, what can be done to mitigate the health effects of driving taxi?
 - ❖ Teamwork has been shown to help workers cope with job stress, yet extant literature lacks coverage of taxi driver teamwork. Is this enough justification to extend the boundaries of knowledge to include teamwork for taxi drivers?

✓ Discussions continue to focus on taxi driver job stress

- ❖ Extant literature supports a variety of coping strategies without any association of teamwork and taxi drivers.
- ❖ The closest relative to taxi driver teamwork was by Facey and that was in 2010. Accordingly, taxi driver group *talk* moderated between loneliness and taxi driver health.
- ❖ Almost 8 years have passed without a revision on the concept of teamwork for taxi drivers or its resemblance (*talk*).
- ❖ For that matter, this study provides a rare opportunity to float and investigate a new theory: Teamwork for Taxi Drivers

Introduction cont'd

Problem Statement: job stress among New York City taxi drivers affects taxi driver health and productivity (Gany et al., 2013).



Purpose of the Study: an assessment of the presumed relationship between teamwork and taxi drivers



Research questions:

Q1. What?

Q2. How?

Q3. Why?



Study methodology:

- ✓ A qualitative case study in accordance to Yin (2014) framework
- ✓ 9 NYC taxi drivers provided answers to 17 semi-structured interview questions

The Rules of the road: Strict Adherence to Northcentral Dissertation Proposal/Manuscript Template

Background

The Genesis

How Did You Get Here?

Harlem Hospital nurse expresses shock after my vital test results: How did you get here?
 Doctor orders three week hospitalization: time for monitoring my situation
 Hospital discharge and recommendation to stop driving taxi



Never To Drive Taxi Again

But I kept a heart for my beloved Taxi drivers I left in the industry

Solution Search

- ✓ Motivation: Witnessed Death of Cabbie At JFK As He Waited for His Turn To The Passenger Terminal
- ✓ MBA: Become A Business Expert
- ✓ PhD: Become A Business Philosopher
- ✓ Research: If Philosophy = Paper Tiger, Then Become A Business Practitioner As Well
- ✓ Compliment The Tiger, Embedded Behind The Wheels Of A Taxi: What Really Goes On There?

The Harvest From The Research

The Toolbox

- ✓ The Kipasa: Seat and back support, courtesy of participant-MC
- ✓ The Kado-Chiro: Fitness for the taxi driver – a model routine, courtesy of Dr. Christopher O Ekakoro, PhD
- ✓ The Theory: Taxi Driver – Teamwork Model, implementation, maintenance, and research

Put The Driver Before Dollars and Politics

PROBLEM STATEMENT

You would think the Introduction contained the problem. In research, the Problem Statement acts as the starter pistol (as in 100 Meter Sprint) and it must be articulated on a separate page?



The problem for investigation: Job stress among NYC taxi drivers causes health problems, negatively impacts job performance, and the sum aggregate translates into industry-wide weaknesses that exposes it to hostile takeover – as has been witnessed with ridesharing.

Note: I drove NYC taxi between 1999 – 2009 (10 years). I experienced first hand the challenges of driving taxi in Urban NYC. As if to corroborate my experience, Gany et al. (2013) observed that Every disease...man can get can start in this cab” (p.986).

PURPOSE STATEMENT

One might be tempted to think that the problem and the purpose were one and the same. In research – the purpose is the finish line – goal, while the problem is the starting line. The purpose statement explains, what do you want to see happen – the endgame? Or – what do you want to do with that problem you just articulated or – as illustrated by the image =====>



So, What was the Purpose?

This was a qualitative investigation, purposely to evaluate self-employed, taxi driver expectation of teamwork for mitigating the effects of job stress



Significance of the Study

- ✓ Studies reveal the negative relationship between teamwork and job stress
- ✓ While arguing that research results conducted on westerners did not explain behaviors in the east, Chuang et al. (2015) supported culturally-based investigations
- ✓ The study fills the gap in the literature. Teamwork and taxi driver job stress: The relationship
 - ❖ Expand our understanding of teamwork beyond the standard corporate environment
 - ❖ Clarify the importance of teamwork in evidence-based intervention
 - ❖ Provide additional arsenal for taxi drivers' job stress

The study filled gaps in the literature while extending the boundaries of knowledge of taxi driver teamwork

RESEARCH QUESTIONS

Three Qualitative, Open-Ended Questions



- RQ1: What are the causes of job stress among New York City taxi drivers?
- RQ2: How does the job affect the health of the taxi driver?
- RQ3: Why aren't taxi drivers implementing team theory to manage job stress, yet corporations create teams to solve complex organizational problems? (this is the revised version of the original question).



With

Documentation

the exception of seminal work by, Hans Selye (the father of stress), Kaplan, and others – most of the sources were recent peer reviewed articles; scholarly journals covering topics in industrial organizational psychology, chiefly behavioral science, psychology, and management; relevant encyclopedias and textbooks; and corporate and governmental websites.

Effects: Psychological effects, emotional effects, physiological effects and social effects.

Coping Strategies: lifestyle changes to include proper nutrition, dieting, and workout routine, wage increase, social networks, relaxation through meditation, cognition, adequate sleep, reliable equipment, fairly challenging tasks to keep you on your toes, and teamwork.



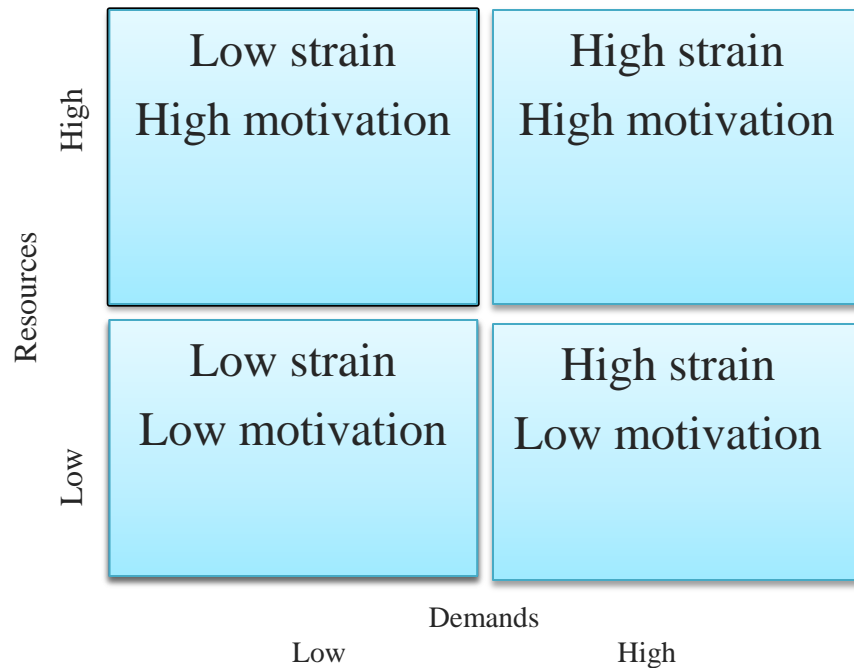
Theoretical Framework: The person-environment fit theory, the demand control support model, conservation of resource theory, coping theory, and the Job strain and effort-reward imbalance models; measuring theory: if you can't measure it – it does not exist, culture theory - Corporate culture, group culture.

Workplace (job stress) ranking: The notorious 10 occupations: 1-Enlisted military personnel, 2-Firefighter, 3-Airline pilot, 4-Police officer, 5-Event coordinator, 6-Newspaper reporter, 7-Senior corporate executive, 8-Public relations executive, 9-Taxi driver, 10-Broadcaster

Taxi Driver Work Environment: competition, over-qualified drivers, long hours, accidents while doing dangerous job, low pay, sickness, lack of benefits, traffic, insecurity, low appreciation, loneliness, faulty equipment, aggressive policing and enforcement, collapsing medallions values, workload, work demand, business cycle, high cost of living, lack of support, pollution, occupational heat, and lack of job mobility, team dysfunction, personal and organizational factors, and work-life imbalance.

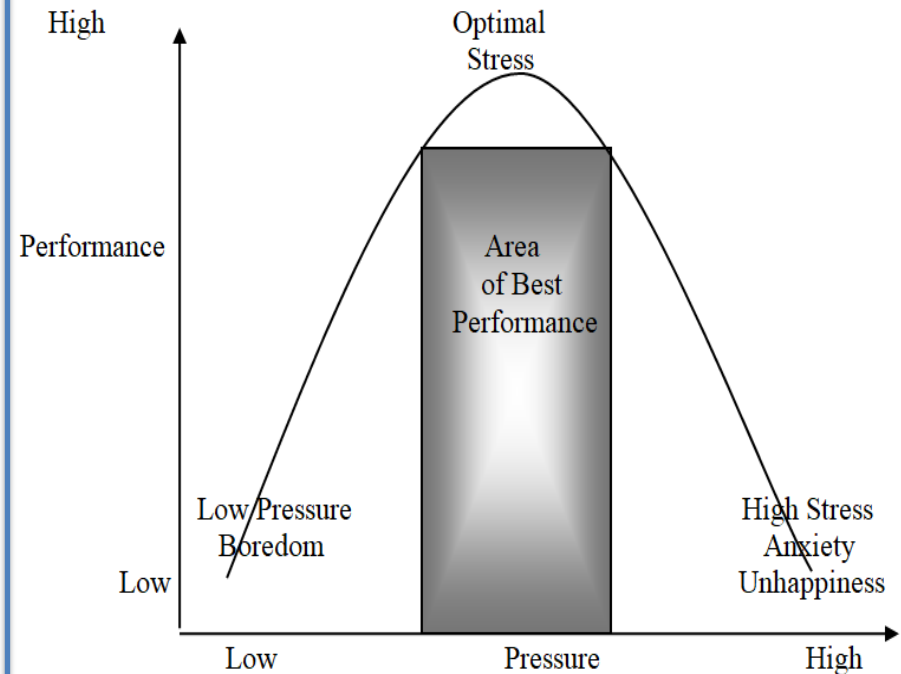


Job Demands-Resources Model Based on Additive Effects



Mental, emotional, and physical stress resulting from work overload, emotional demands, physical demands, and work-life imbalance was moderated when the employee received the right amount of social and supervisor support, feedback, and job autonomy, by A. B. Bakker & E. Demerouti, 2006, *Journal of Managerial Psychology*, 22(3), p. 317. Copyright 2006 by Emerald Publishing. Reprinted with permission.

The Inverted-U Shaped Relationship between Job Stress and Performance



Job Stress and Productivity Increase: Job stress is positively correlated to employee productivity, but only up to a certain Optimal Stress point,” by S. S. Adaramola, 2012, *Work*, 41, p. 2956. Copyright 2012 by IOS Press. Reprinted with permission

Employee Creativity and Productivity: Scholars Agree Organizations Should Maintain Optimal Levels of Job Stress



Research Methods and Design

- ✓ A qualitative case study in accordance to Yin (2014) framework.
- ✓ To seek credible and generalizable conclusions (Pearson et al., 2015, p. 1).
- ✓ Data collection process utilized semi-structured interview questions granting taxi drivers the opportunity to narrate their perceived job stress experiences
- ✓ Once I achieved data saturation – I immediately move to analyze the data using these methods listed under Data Analysis

Sampling method

Data gathering instruments

Data collection: the interview process

Data Analysis

- ✓ Transcription
- ✓ Nvivo technology
- ✓ Thematic analysis
- ✓ Pattern matching and triangulation

Data transcription

Nvivo technology

Thematic analysis

Pattern matching and triangulation

Instrument

- Brochures
- Pens and notebooks
- Skype and telephone
- Voice and video recorder
- Background data
- Semi-structured interviews



Data Collection

- Informed consent
- Participant interviews
- Observation
- Voice and video recordings

TARGET POPULATION

LOCATION: NYC
POPULATION: NEW YORK CITY TAXI
DRIVERS – 100,000 STRONG

- In all 13 taxi drivers participated, but only 9 satisfied the conditions of the study.
- These 9 drivers elaborated on their job stress experiences while answering all 17 questions during face-to-face interview sessions.



Sampling Method

- Random sampling

Composition

- Female taxi drivers – 1
- Male taxi drivers – 8
- Age range – 34 to 69 years

FINDINGS

RQ1

WHAT ARE THE CAUSES OF JOB STRESS AMONG NEW YORK CITY TAXI DRIVERS?

■ Thematic Summary:

- **Inadequate compensation**
- **Heavy workload**
- **Time pressure:**
 - School homework
 - Loved ones – close and extended family
 - Sole proprietor administrative functions

■ Taxi driving is a challenging job

- Long hours, joint pain
- Low wages
- Equipment failures
- Occupational heat
- Disrespectful riding public
- Pollution from exhaust emissions and heating and air-conditioning systems inside the taxi



■ Taxi driving is a challenging job

- Typical urban problems: potholes, construction-related road closures that cause traffic tie-ups, pedestrians, dogs, cats, and others
- Road rage from fellow taxi drivers
- Aggressive traffic (police) enforcement
- Harsh business environment: taxi industry in the worst recession causing drop in medallion values – from \$1 million to \$300,000
- Majority of participants expressed intention to quit

FINDINGS

RQ2

HOW DOES THE JOB AFFECT THE HEALTH AND
JOB PERFORMANCE OF THE TAXI DRIVER?



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■ Physiological challenges

- Fatigue
- High blood pressure
- Sleep deprivation
- musculoskeletal disorders
- Sickness, even death

■ Social Challenges

- Work – life imbalance exemplified by lack of time for family and friends

■ Emotional challenges

- Majority of participants suffer social isolation. They complain and exhibit low job satisfaction. They are not happy.

■ Psychological complaints

- Participants seemed unable to focus
- Lacking time and failing to focus, taxi drivers fail to innovate and create new opportunities.
- Result out of control and overwhelming competition – ridesharing (Uber and others) is the new industry

■ Copying strategies

- Improvised car seat
- Maintaining positive attitude
- Lifestyle changes, including proper nutrition, dieting, and regular workout
- Relaxation through meditation
- Social network: family and friends

FINDINGS

RQ3



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WHY AREN'T TAXI DRIVERS APPLYING TEAM THEORY TO MANAGE JOB STRESS, YET CORPORATIONS CREATE TEAMS TO SOLVE COMPLEX ORGANIZATIONAL PROBLEMS?

- **Teamwork Familiarity:** Almost all interviewees completed team activities in previous employment (**in banquets, fast-food eateries, grocery stores, stock boys and other starter jobs**) before becoming taxi drivers themselves. To them Teamwork: Nice to each other; common goal – to please guests, etc.
- **When It Comes to Teamwork for taxi driver, No One Supports Its Implementation. Why?**
 - Teamwork creates a new layer of responsibility on an already overwhelmed group of sickly population
 - Teamwork undermines the biggest attractions in the taxi industry:
 - **Job autonomy and self-determination**
 - Team rules and regulations threaten taxi driver independence
 - Further, the greatest threat to taxi driver teamwork is for teams to be transformed into instrument for Big Brother
 - Participants believe teamwork will fail due to systemic indiscipline and disregard for ethical norms by drivers
 - Remember – taxi drivers are loathed both by society and their peers:
 - **Dirty, Rude, Not capable of being role models**
 - **Taxi drivers spend much of their time tearing-up each other while competing for fares**
 - **And other not so nice things leveled on otherwise hardworking cabbies**
 - Notwithstanding, more than half of the interviewees expressed cautious but positive sentiment
 - Gap in the study that needs to be filled: Taxi drivers would like to see the outcome of teamwork implementation before forming opinions
- **The main thing is that the finding was inconclusive**

IMPLICATIONS



■ RQ1

- Left on their own, taxi drivers lack the time and focus to appreciate the resources available for use in improving their job experience
- Need for action: Responsible institutions and individuals should address the causes of driver stress

■ RQ2

- Taxi drivers need help operating their businesses in a safe and healthy manner
 - Free healthcare
 - Financial literacy, psychological counseling, and social support
 - The best way forward is to entrust the taxi driver welfare to a dedicated nonprofit, preferably Sleep Centers of America, Inc.

■ RQ3

- Taxi drivers need some enlightenment about:
 - Team concept
 - Team structure
 - Team tasks
 - And the litany of BENEFITS accruing to team members

■ Future Research

Mass, Goldfarb, and Shah (2014) developed the “taxi cab syndrome” theory (p. 99). Accordingly – to deal with occupational heat from driving while seated for a stretch of more than 3 hours, taxi drivers need periodic rest-stops and to relief stations for their bladders.

- This study stumbled on a revolutionary and effective way to deal with occupational heat – the seat and back support equipment (illustrated on the right) that one participant brought back from Ecuador. I have used it for 3 months and believe me, it works miracles. However, as a scholar I would recommend a scientific study to inform evidence-based intervention.





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- Without a doubt, taxi drivers suffer effects of job stress
- Interestingly, teamwork provides structural settings that allow employees to cope with job stress
- But, taxi drivers are independent contractors. They do not conform to the standard contractual, quid pro quo, employee/employer relationship – a critical element of teamwork
- This study provides the opportunity to extend the boundaries of knowledge by advancing a new theory: Taxi Driver – Teamwork model
- A final thought: This was a qualitative undertaking that relied on **SUBJECTIVE** assessments by the participants. At some point there is going to be a need for methodological strengthening
- Studies show that qualitative investigations gain greater credibility if complimented through quantitative, **OBJECTIVE** instrumentation
- I feel confident that while the result of this **TEAMWORK** study was inconclusive, the study itself formed the foundation for designing future studies, given construct discoveries. These constructs need to be operationalized, measured, and reported using arithmetic algorithms



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Thank You!

Questions?

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QUALITATIVE RESEARCH REPORT

PhD Research and Actual Responses Transcribed from Audio Recordings – NYC Taxi Drivers

Interview question 1: Given that you are a taxi driver, how does the job affect your health?

Participant-YB: That is the problem. That is the problem for me. I am 34 years old; believe me I feel I am 65 years old. Sometimes I cannot even run around the field even. Sometimes I feel like my heart is paining. Sometimes I feel like... Now I am doing diet. Am trying to choose my food. I do not eat too much. I don't eat this, I don't eat this. I don't...I went to the doctor like 2 or 3 years ago. He said you have to stop doing this – you have to stop doing this. Because before, I was working 7 days. Now he said, you have to stop doing this. He said work 5 days. Go to the gym or do sport twice or three times... At the time, I was having hemorrhoids, constipation, chemical, and pain in my back, my hands, my legs, my knees. In summer time, in August, I feel cold in my hands. I cover myself. I sleep and wake up, sleep and wake up. Most of the time am not get good sleep.

Participant-MC: Eee, because 12 hour job. And.. and, because... The body already setup. The body is already set to work this type of hours. But, no for everybody. Not for every driver is – you know. You have to take care of yourself. You have to eat well. From here we work 12 hours, just go home, just go home, just go home, take a shower, rest a few hours and come back again. That is our life. Ehh, because my my, example at my age – I gonna be 70, so my body disturbs a lot, my body disturbs a lot, my arms ahhh, ahhh, ahh.. And when am sleeping is because the body is...you know, to drive is very hard. Especially in New York, you have to, you have to be very fast to make money during the day. So you are forcing the body to make money for the day.

Interview question 3: What coping methods have you adopted, and how successful, managing your job stress?

Research Finding: Outwardly NYC taxi drivers exhibited different levels of success in dealing with job stress; nonetheless, these taxi drivers listed common strategies used to cope with job stress: improvised car seat, maintaining positive attitude, regular workout (treadmill and Tai Chi) and relaxation. Participant-MC gleefully described the contrasting experience (before and after) acquiring improvised car-seat imported from Ecuador, South America. Purportedly, the equipment protects the kidney from exposure to rising body heat. For the driver to search for job stress coping methods, there must be a serious need for it – at least in the first place. Other participants cope with job stress by implementing balanced nutrition, dieting, and vegetarianism.



THE CASE FOR FUTURE RESEARCH

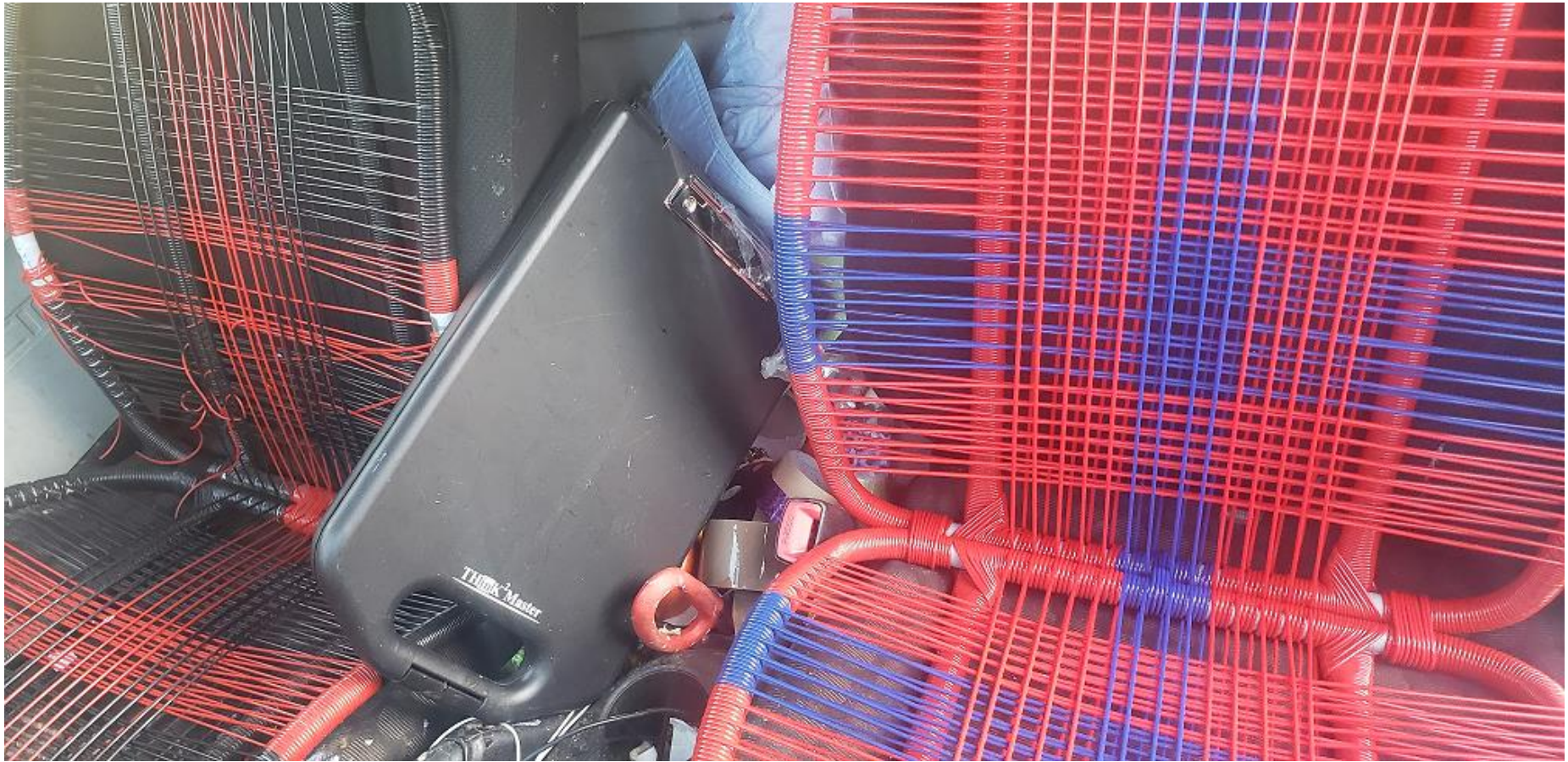
- This study stumbled on a revolutionary and effective way to deal with occupational heat – the seat and back support equipment that one participant brought back from Ecuador. I have used it for 3 months and believe me, it works miracles. However, as a scholar I would recommend a scientific study to inform evidence-based intervention.



Odometer Reading One Week Into The Investigation



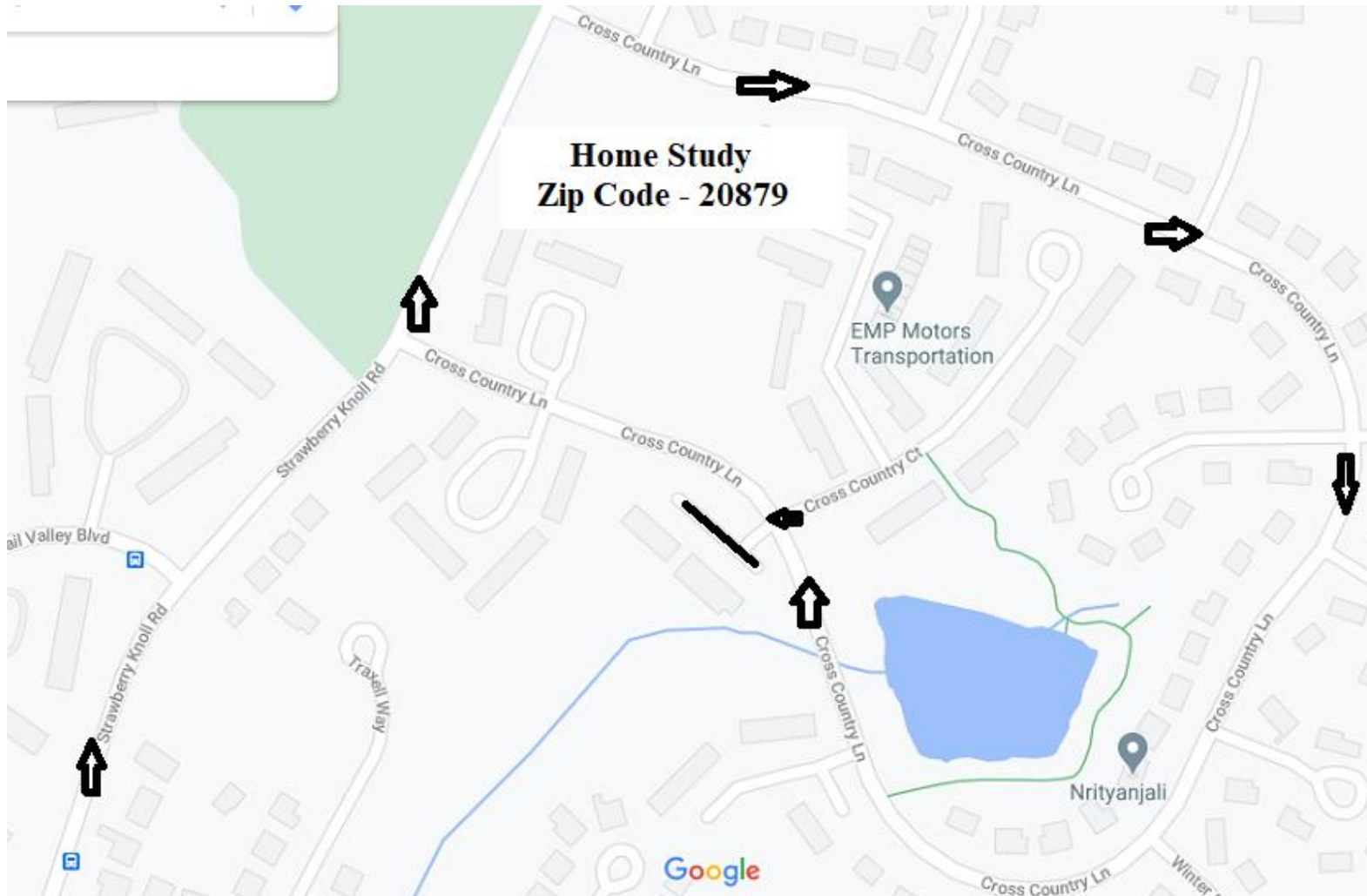
THE KIPASA



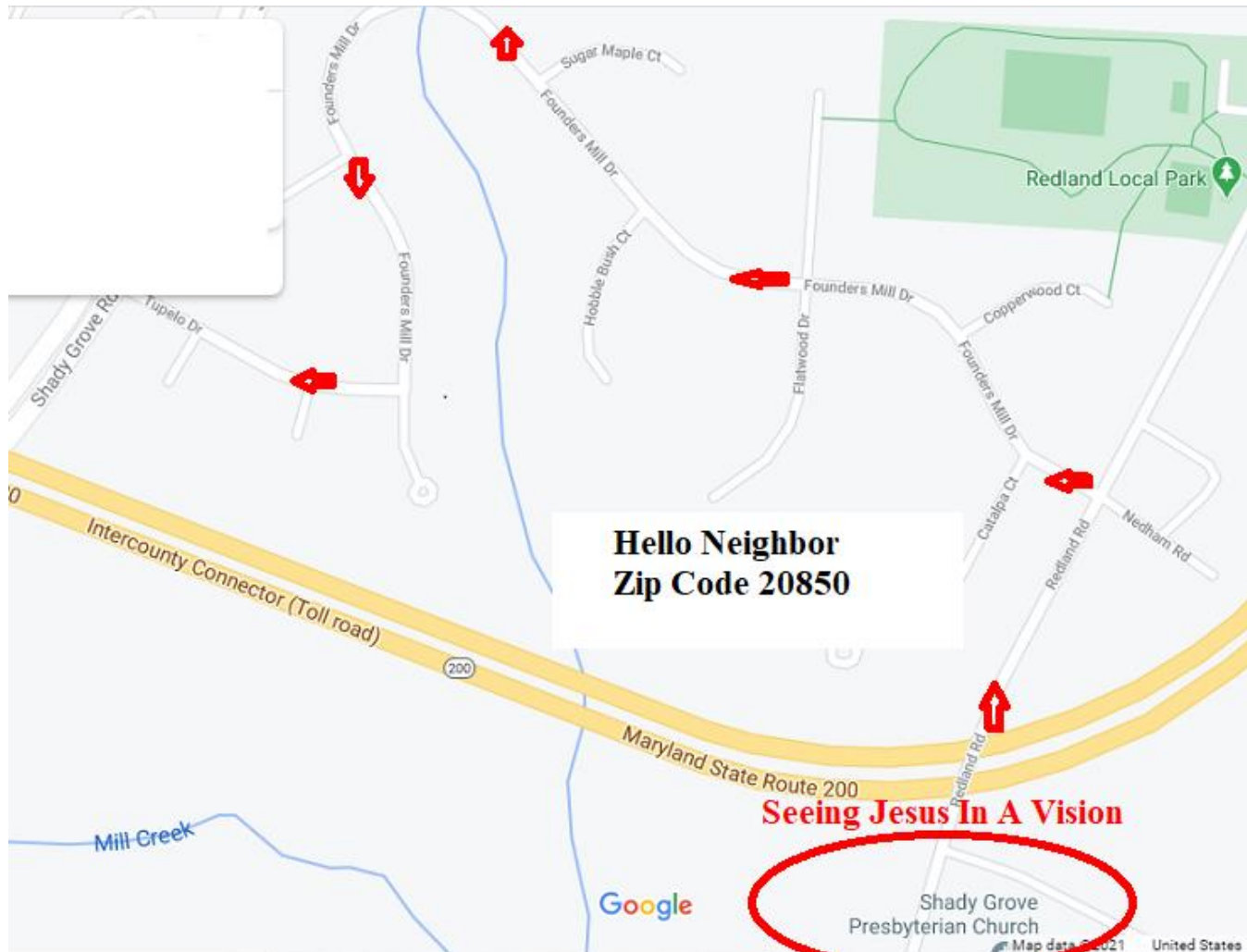
After a few years of use – the Kipasa on the left showed signs of wear and tear, reduced tension, reduced sturdiness, and failure to deliver optimal comfort . Principal Investigator purchases a new one – Kipasa on the right.

TAKE THE KIPASA FOR A SPIN

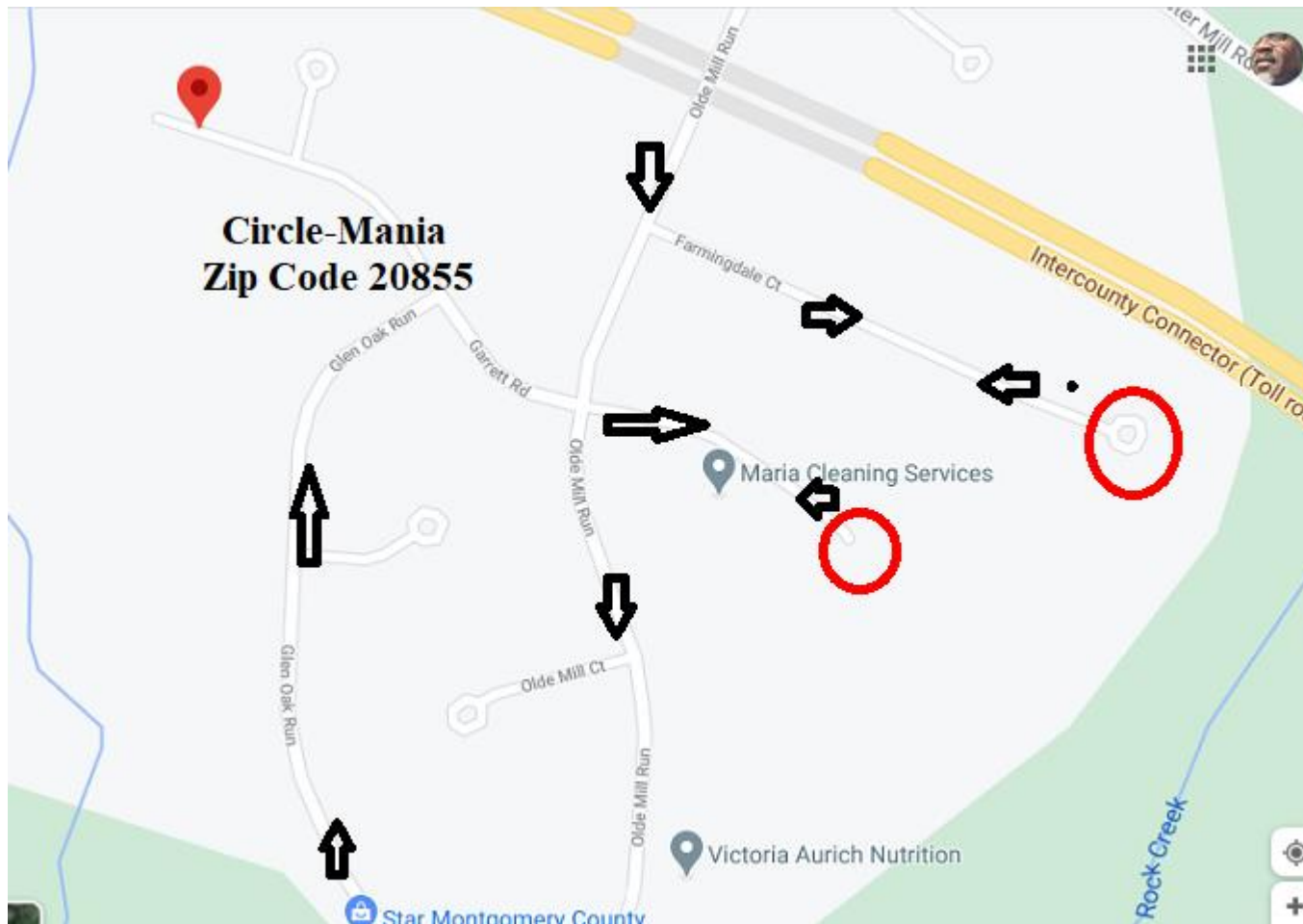
DRIVING ROUTES



ROUTE – JESUS APPEARS

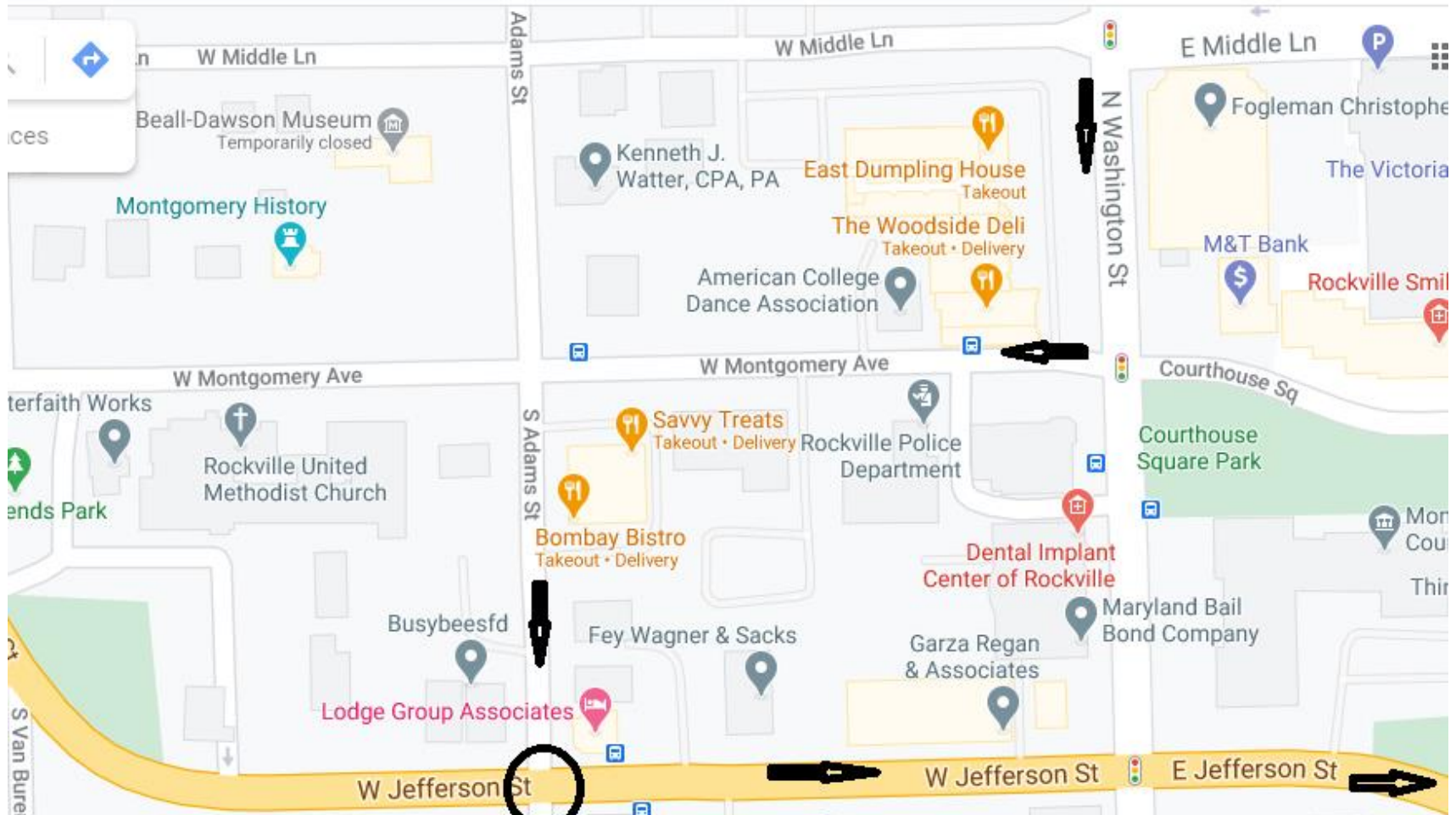


ROUTE – CIRCLE MANIA



Fun Ride in Place with so many loops all in one small area

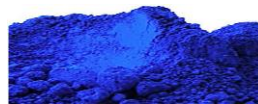
CHALLENGING IS AN UNDERSTATEMENT



Very Challenging: Hidden fast traffic and need to jump west bound lane to get on east bound lane

FUNDRAISING ROUTES

- Gaithersburg
- Germantown
- Aspen Hill
- Wheaton
- Rockville
- Bethesda
- Washington DC.
- Hyattsville
- Landover
- Lanham
- Laurel
- New Market
- Mount Airy
- West Minister
- Ellicott City
- Columbia
- Sandy Spring
- Buttonville
- Hillandale
- Langley Park
- Silver Spring
- 4-Corners
- Urbana
- Bowie
- Greenbelt
- UMD
- Beltsville
- Colesville
- Cloverly
- Kensington
- White Oak
- Baltimore
- Frederick



22 AFFIRMATIONS FOR ENLIGHTENMENT

- Finally the research is here: AT LONG LAST - Talk is NOT Cheap !!! Please Perform Daily Headstand & Kundalini Upload Video & Short Notes about Health Changes, Especially Sleep Experience Before & After, Plus How You Feel, at Least in General Health Terms It's Part of 22 Year Global Family Health Research by Sleep Centers of America, Inc. THE CHOICE IS YOURS: INVITE SICKNESS & POVERTY INTO YOUR LIFE or TALK HEALTH AND WEALTH INTO YOUR LIFE Spirituality & Personal Growth When cornered by life, declare these Words (out loud) Over Your Life: *I HAVE THE RIGHT TO SEE CLEARLY AS INTUITIVE *BEING GUIDED BY MY INNER WISDOM, KNOWLEDGE AND DISCERNMENT *I AM A POWERFUL CO-CREATOR *MY THOUGHTS, PICTURES CREATE MY REALITY *WHAT IS IT THAT I WANT TO SEE IN MY LIFE! *I CALL IT INTO BEING *FOR AM CREATED TO BE THE MANIFEST" Daily Recital: THE 22 MOST Powerful Affirmations for Enlightenment and Manifestation:

- 1. I am wise, intuitive, and connected to my inner guidance
- 2. I trust my intuition, always
- 3. I seek to understand and learn from my life experiences
- 4. I am connected to my higher power
- 5. I am connected to the wisdom of the Universe
- 6. Every situation is an opportunity for growth
- 7. I am able to see and act in alignment with my divine purpose
- 8. I open myself to new energy and experience
- 9. I am a present observer in my life
- 10. Seeing and understanding the big picture comes naturally to me
- 11. My life moves effortlessly towards my purpose
- 12. My imagination is vivid and powerful
- 13. I nurture my spirit and am in tune with its needs
- 14. I am the source of my truth
- 15. I live in alignment with my authentic self
- 16. I trust that my highest good is unfolding
- 17. I choose to tap into my inner wisdom
- 18. My inner wisdom guides me to my highest good
- 19. My third eye sees all
- 20. I radiate indigo-blue light from my third eye chakra
- 21. Breath is LIFE! In Sleep, I use push - pull technology to keep open the airwaves. In Wakefulness, I proactively maintain awareness of breath; therefore, I am (Always) aware of the LIFE within me

22

- The IAMs for Muscle Conditioning, High Energy, & Body Posture - Waking up, Morning, Evening, Sleep:
- I am Gum Health by Way of Chewing Stick. I stopped brushing teeth (Western Style) a year ago from today - February 22, 2021
- I am tongue on roof, massaging the pineal gland I am humming breath (bhamari pranayama) for body production of Nitric Oxide in high quantities for optimum cardiovascular function
- I am Thymus Thumping
- I am saving energy by mimicking Chinese or closing eyes to limit intake of the amount of mages/data going into the brain for processing - especially during non-must-see activities I am Headstands
- I am Sochi before getting out of bed and every hour: Close one nose - inhale with the other : We are all shallow breathers, hence asthmatics who need hourly boosters.
- I am Mula Bandha - Tighten Solar Plexis,
- Posture is Everything & Everything is Posture (Lift Shoulders, Lift Shin)
- Sun-gazing, Humming, Swallowing while tongue rolled towards epiglottis
- Grounding, Nyangau, Omwonyo-Le.
- I am pushing tongue out to prompt a yawn I am using back hand to close one nose and suck air.
- I am rolling eyes upward to increase brain beta waves
- I am Kundalini Yoga
- I am Breath-fire
- I am Alkaline-Breathing
- I am (Always) Spirit
- To Summarize: 1. Words have power - recite the 22 affirmations listed above 2. Three (1 minute ea.) Morning Headstands 3. 22 minute grounding and sun-gazing in the morning 4. 30 Minute Kundalini Yoga - in the morning 5. Breath of Fire / Alkaline Breathing - just before bedtime NB: PLEASE TALK TO YOUR DOCTOR BEFORE PERFORMING ANY PHYSICAL ACRIVITY MENTIONED HERE. SLEEP CENTERS OF AMERICA IS NOT LIABLE IN ANY WAY SHAPE OR FORM https://youtu.be/-DO_GgchYPA Truly Yours, His Royal Highness, Ekakoro P'Oloka Okidon, PhD President & Founder - Sleep Centers of America, Inc. www.SleepCentersofAmerica.org
- [Easy Kundalini Yoga Practice for Beginners \(30-min\) Kriya, Poses, Breath of Fire, & Meditation](#)
- [youtube.com](https://www.youtube.com)

Remember, Your Inside Is Revealed On The Outside
Condition (and Unknown Hidden Body Ailments) Change After Water and Soap Treatment: Change Your Water, Change Your Soap, Change Your Life: Arthritis, Dry Skin, Chapped Lips, Fatigue, Eczema, Digestion, Intuition, Stamina, Emotional Balance, IQ

