

Public Traffic Service Delivery and Management of Road Transportation in Oyo State

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Abstract

The study focused on the challenges facing public traffic service delivery and management of road transport in Oyo State. The study adopted a survey research design by administering a questionnaire to sampled respondents. The study population comprised the entire staff of the Oyo State Ministry of Public Works and Transport, Oyo State Road Transport Management Authority and National Union of Road Transportation Workers (NURTW) officers. The study adopted the Taro Yamane formula as a sampling technique to deduce a 279 sample size for the study. Data were collected through primary and secondary sources. Questionnaires were deployed to purposively selected sampled respondents to collect primary data, completed by interviews with selected respondents, and published articles in journals, textbooks, and conference papers, among others, were secondary data sources. Data collected were analysed using descriptive statistics of frequency distribution, percentage and mean value. The study revealed that inadequate manpower, non-compliance with driving ethics, poor road network and indiscriminate parking are challenges facing traffic service delivery and management of road transportation. In conclusion, it was recommended that the government should engage in transportation technology management and continuous public enlightenment.

Keywords: Public Service, Transport Management, Traffic Congestion, Service Delivery, Bureaucracy

Introduction

Transportation remains an essential ingredient in the economic life of all nations, driving the growth and development of countries. It is the basis of all socio-economic interactions. Olaniyi & Emmanuel (2024) argued that insufficient provision of appropriate levels of transport service remained a major constraint affecting the economy of most developing countries due to its essentiality for mobility and accessibility of human and material resources. Akinyemi (2012)

opined that social and economic opportunities and benefits that result in positive multiplier effects such as employment, additional investment, reduction of cost of travel, and better accessibility to markets, among others, are promoted through efficient transportation systems. These necessitated the government's continuous funding of transportation infrastructure in Nigeria. Despite this, the transportation system and infrastructure in Nigeria is still a subject of debate as regards quality, standard, effectiveness and efficiency to drive economic growth and development.

However, Alamu & Lawal (2023) averred that corruption, wastefulness, mismanagement and lack of commitment to providing public service to the public resulted in problems in public service delivery, including transportation infrastructure and service. Nonetheless, the transportation system and management in Oyo State have witnessed similar challenges, just like other States in Nigeria. Traffic in public systems will not only affect motorists and public transport users but also negatively affect economic efficiency (Raheem et al, 2015). Nevertheless, successive governments in Oyo State have been changing the face, modalities and model of the transportation system in the state to reduce traffic, ensure the free flow of human and material resources as well as improved economic efficiency (Akinyemi, 2012). Salisu (2019) ruminates that since 1999's return to democracy in Nigeria, different modalities of transportation systems and road traffic management have been deployed by successive governments under different Governors in Oyo State; "Idera De" transport scheme in 2003 to 2007, *Oyato* transportation scheme in 2007 to 2011, *Ajumose* Transportation Scheme in 2011 to 2015, and presently *Omitutun* Transportation Scheme till date; all attempting to provide better traffic management system for efficient transportation system that will support economic development. Yet, traffic management continues to generate challenges to efficient transport management system in major cities of Oyo State (Olaniyi & Emmanuel, 2024), thus, creating an argument for how to achieve efficient public traffic service delivery that will support economic development. Hence, this study focused on evaluating the challenges facing public traffic service delivery and management of the public transport system in Oyo State.

Literature Review

Traffic Congestion

Traffic congestion is a situation that takes place when road usage increases, with visible features like an increase in trip time, high vehicular queuing situation and slow movement of vehicles. With high traffic demand, the intersection among vehicles slows down the flow of traffic (Akeke et al., 2018). Road traffic congestion, according to Agyapong & Ojo (2018) was viewed to be a global challenge as a result of an increase in human population and vehicles plying roads. They noted that traffic congestion has no direct or definite definition because the phenomenon is both physical and relative. Harahap et al. (2018) describe traffic congestion as the occurrence of long vehicular queues caused by traffic jams resulting from inadequate road capacity and many vehicles plying a particular route at the same time. As a physical phenomenon, they mean that traffic congestion is a condition that came to be as a result of the high demand for road space that will invariably cause longer journey hours, wastage of fuel, pollution and unnecessary delay. Traffic congestion is said to be relative when road users' expectations and road capacity are at variance. Traffic congestion is unavoidable because of limited transport infrastructures such as road traffic signs, poor road networks, lack of adequate parking space and poor traffic management.

Traffic Management

Akinboro et al. (2017) opined that traffic management includes directing, controlling, guiding and monitoring traffic movement on the road. The reason behind traffic management is to effectively make use of available road infrastructures and to ensure safe the movement of vehicles. They stated that traffic congestion could be reduced by building more road infrastructures to increase road capacity. Austroads (2017) defined the concept as the act of controlling, organising, and arranging static and moving traffic which may include; pedestrians, motorcyclists and all forms of vehicles. Traffic management aims to ensure safety, well organised and smooth movement of persons and goods. It is also known as the procedural technique with a policy framework over road networks controlled by the government at all levels. Road traffic management is expected to manage traffic so that road accidents will be reduced. Expectedly, roads should have traffic control devices, including direct communication symbols and signs and pavement markings for road users. These signs and symbols aid the navigation of lines, and speed limits, and give directives on how to avoid danger on roads. Ajala (2016) defined traffic management as the systematic method of ensuring that pedestrians, vehicles, motorcyclists, and others obey traffic rules and regulations. He also opined that traffic management is the deliberate move at guiding, directing and monitoring the movement of road users on different road networks, such as residential areas, and express roads, among others. This is necessary to enhance free movement and safety of road users, traffic congestion and wastage of time on the road. Traffic management depicts a concerted effort geared towards controlling and supervising traffic on motorable roads to avoid the negative effects of the transportation system (Asinyanbola et al., 2012). In the view of Olaogbebikan et al. (2013), traffic management is the effective management of the transport systems; they also noted that traffic management is a fulcrum for urban development. Road traffic management consists of several methods for handling highway and road networks for easy movement of people and goods. Similarly, Oyesiku (2002) stated that traffic management deals with the enforcement of traffic engineering and road management procedures. Management of road transportation network is noted to be multidimensional; the concept hinges on strategic coordination, network management, road safety, management of assets and effective use of land along with transportation and vehicle engineering (Austroads, 2017).

Origin of Traffic Management in Oyo State

The history of road traffic management can be traced to the gazette of Oyo State Road Safety Corps edict number 18 of 12th of August 1977 which led to the founding of road traffic safety in Nigeria, with the code-named *Majamaja*. The proposal for the founding of this agency was written and submitted to the then-military governor of the old Oyo State Brigadier David Jemibewon, by Major Rasaki Olalaken Aremu Salawu (Rtd). This agency performed so well in the management of traffic and reducing accidents in Oyo State. Oyo State Road Safety Corps metamorphosed into the Federal Road Safety Corps (FRSC) in 1988 when the Federal Government of Nigeria, on the 1st of December, 1987 wrote a letter to Major Rasaki Olalaken Aremu Salawu (Rtd) to start the preparatory work for the takeoff of the Federal Road Safety Corps (FRSC). This letter was signed by Chief Olu Falae, the then Secretary to the Federal Military Government. With the letter, Major Rasaki Olalaken Aremu Salawu (Rtd) was appointed the national coordinator of the corps to lead and direct its practical operations, while Prof. Wole Soyinka was made the chairman of the governing council of the corps with eight other members viz: Major Rasaki Olalakan Aremu Salawu (Rtd), Engr. I. K Inuwa, Mrs. Bilikisu Yusuf, Prof. Emmanuel Obechina, Secretary General of Motor Drivers' Union, Flight Lieutenant Mohammed G. Ighile, representative of the Federal Ministry of Works and Housing, representative of Federal Ministry of Transport. Federal

Road Safety Corps was founded in February 1988 via decree No.45 of 1988 amended with decree 35 of 1992. This agency is responsible for road traffic management in the country.

Road Infrastructure in Oyo State

Road infrastructure plays a critical role in the economy and development of a nation. In Nigeria, particularly in States like Oyo, the state of road infrastructure has significant implications for transportation efficiency and economic advancement. Oyo State has a wide expanse of land with 3,573km of roads which include Federal, State and Local Government roads (Afolabi & Daramola, 2021). These roads have varied degrees of quality, with many roads in total disrepair due to inadequate funds and poor maintenance (Ogunjobi, 2020). The neglect of roads is evident in the wear and tear resulting in accidents and loss of numerous lives. Recently, the national assembly had a deliberation on the state of roads in Oyo State particularly Ogbomoso to Oyo town where several lives have been lost because of the terrible state of the road. Other major towns such as Ibadan face traffic congestion along Iwo Road due to the movement of vehicles in and out of Oyo State. This is not unconnected to the influx of people seeking economic opportunities (Adeboye & Osunmakinde, 2022). This reflects a broader trend in Nigeria, where urban transportation systems often fail to keep pace with population growth (Ogunleye, 2019).

Operation of Transportation Management Agencies

The management of traffic is anchored by Oyo State Traffic Management Authority (OYRTMA) which is the body saddled with the responsibility of enforcing traffic regulation. It ensures compliance with traffic laws, manages road safety campaigns, and oversees the deployment of traffic personnel at strategic locations. Other stakeholders are the Ministry of Works and Transport which is responsible for infrastructure development and maintenance, including roads and transportation facilities. The private sector and the public are also not left out in contributing their quota to transportation development in the State. OYRTMA utilises laws and regulations to enforce traffic discipline. It includes levying fines for violations and deploying enforcement officers on the roads. Another mode of operation is the organisation of enlightenment programmes through workshops and feedback forums to identify pressing transportation issues. This participatory approach helps in aligning operations with the needs of the populace.

Problems of Transport Service Delivery in Oyo State

Some challenges are hampering the service delivery of transportation in Oyo State. One of the significant issues affecting public transport in Oyo State is operational inefficiency. Olorunfemi (2019) opined that irregular schedules, uncoordinated services, and a lack of modern fleet management contribute to poor service delivery. Commuters often experience long waiting times and overcrowding, leading to dissatisfaction and reduced ridership. Furthermore, Olowookere (2020) emphasized that inadequate training for transport operatives and a high rate of informal drivers exacerbate operational challenges and safety concerns. The state of transport infrastructure significantly impacts service delivery. According to Adebisi & Ogunbiyi (2021), the roads in Oyo State are often in a poor state of repair, which hampers the efficiency of public transport services. The authors argued that potholes and inadequate road signage not only delay transport vehicles but also pose safety risks for passengers. Moreover, the lack of designated bus stops and terminals further complicates the transport system, leading to unregulated loading and unloading of passengers, which creates additional traffic congestion. Aside from these, policy challenges are also germane to the operation of the transportation system in the State. Adeyemi (2022) averred that inconsistent government policies and a lack of political will to implement regulations create

an unstable environment for transport operators. This uncertainty discourages investment in the public transport sector, limiting the adoption of innovative technologies that could enhance service delivery. These in turns affects access to employment, education, and healthcare services (Olaniyi, 2023).

Empirical Review

Several studies have examined the challenges facing public traffic service delivery and transportation management systems in Nigeria. Nwankwo et al. (2019) in their study on the urban traffic congestion problem in Benin City and the search for an ICT-improved solution, made use of city survey methods and purposive sampling to collect data for their research. The findings revealed that commuters usually waste their precious time on the road owing to traffic congestion in highly concentrated cities with the negative effect of loss of working hours. The study also stated that road infrastructure in Nigeria is at a low pace and mostly concentrated in the cities while population and road users are on the increase with few traffic managers to control traffic. They concluded that integrated traffic management via technology will help to ease traffic in Edo state.

Olagunju (2015) evaluated traffic congestion in developing countries- a case study of Nigeria using Lagos-Ibadan and Abuja – Lokoja expressways, pointing out that road congestion due to heavy traffic remains a universal challenge facing countries of the world, especially developing countries, causing delay, high fuel consumption, loss of working hours and income. He opined that traffic congestion is caused by poor road network cum traffic management; his study also finds that lack of road infrastructure like road signs; poorly situated bus stops, digital traffic lights, road pavement and markings are causes of traffic congestion. He therefore recommended that an effective mass transportation system, proper observance of land use, enforcement of traffic rules and deployment of ICT tools will be appropriate to reduce traffic lock jams in Nigeria.

Olaogbebikan et al. (2013) researched traffic management problems in Lagos, with a focus on Alaba International Market Road, Ojo, Lagos State Nigeria. The study aimed at the challenges of traffic management causing traffic congestion. They made use of primary and secondary data for their study. The study sampled 156 from three groups - the commuters, the commercial drivers and private car owners. The study showed that traffic jam is usually caused by a lack of traffic lights at various intersections of the study area, reliance on buses, tricycles, motorcycles and private vehicle owners plying the road every day, which consequently results in a high number of cars using the road, thereby causing congestion on the limited road capacity.

Theoretical Framework

The theoretical framework for this study is Weber's bureaucratic theory. Max Weber, a German sociologist, was the first scholar to utilise and portray the concept of bureaucracy for kinds of power. This concept is also known as bureaucratic management theory. He stated that bureaucracy is an efficient technique that increases the efficiency of an organisation, as well as its administration and management. He thinks that bureaucracy is a better way of management than the orthodox system. In a bureaucratic setup, all personnel are treated the same way and specialisation is clearly described for each worker (Sashkin & Sashkin, 2003). In line with Max Weber's postulation, a bureaucratic establishment is a judicious mechanism to practice a fundamental power over every staff. A bureaucratic organisation has a hierarchical arrangement of power, specialisation of duties, rules and regulations to guide employee conduct, training and retraining of workers, among others. Weber's bureaucratic theory is quite different from the orthodox administrative organisation because it is not personalised in nature, the schedule of duty

of every worker is judged through rule-based responsibility and the promotions are based on each staff performance. A bureaucratic organisation often emphasizes rational action to attain the preset goals of such an organisation (Daneshfard & Aboalmaali 2016). With bureaucratic theory, organisations can handle their affairs in a methodological order with a hierarchical structure, which depicts a detailed schedule of authority that enables each person to know his immediate boss to whom he is legitimately answerable. This indicates that by extension, bureaucracy has numerous effects on various fields of organisational theory (Roger, 2016). In summary, Weber's bureaucratic theory contributes immensely to the established principles of organisational theory, meaning that a clearly stated organisational framework alongside identifiable lines of authority is germane to day to day activities of public organisations to have an effective structure and performance. The relevance of bureaucratic theory to this study suggests that well-structured public organisation activities will aid the effective, efficient and economical provision of public service delivery to the people.

Methodology

The study adopted a descriptive design, which involves a systematic collection, presentation and analysis of data on public traffic service delivery and management of road transportation in Oyo State. The total population of the study are the staff of Oyo State Ministry of Public Works and Transport (300), Oyo State Road Transport Management Authority (350) and National Union of Road Transportation Workers (NURTW) officers in Ibadan North East, Ibarapa East, Ogbomoso South, Iwajowa, Oluyole and Atiba Local Governments (270). The study adopted the Taro Yamane formula to determine a 279 sample size for the study. Data were collected through primary and secondary sources. Copies of the questionnaire were deployed to purposively sampled respondents to collect primary data. In addition, interviews with selected respondents, and published articles in journals, textbooks, and conference papers, among others, are secondary sources of data. Data collected were analysed using descriptive statistics of frequency distribution, percentage and mean value.

Findings and Discussion

Table 1 reveals the frequency and percentage distribution of respondents on the mentioned items. In addition, the mean value summarises the strength of the respondents on each of the variables using a decision rule thus: above ($\bar{x} > 2.5$), more of the respondents agreed, and where ($\bar{x} < 2.5$), more of the respondents disagreed. Item 1 in Table 1 required the respondents to identify if inadequate manpower is a major challenge affecting public traffic service delivery and management of road transportation in Oyo State. In response, 134(50.6%) of the respondents strongly agreed that inadequate manpower is a major challenge affecting public traffic service delivery and management of road transportation in Oyo State. 126(47.5%) agreed, while 5(1.9%) disagreed. The agreement level is further verified by mean value and standard deviation ($\bar{x} = 3.48$, $SD = 0.537$) which is above the decision rule. This result shows that manpower is not a major challenge affecting public traffic service delivery and management of road transportation in Oyo State. On item two in the Table, the respondents were asked whether the wrong usage of space is a challenge to public traffic service delivery and management of road transportation in Oyo State. The findings showed that 90(34%) strongly agreed, 172(64.9%) agreed, 127(47.9%) disagreed, while 1(3(1.1%). The agreement level is further verified by mean value and standard deviation ($\bar{x} = 3.32$, $SD = 0.494$) which is above the decision rule. This result shows that wrong usage of public space is a major challenge to public traffic service delivery and management of road transportation in Oyo State.

Item three in the Table, road accidents and fatalities affect public traffic service delivery and management of road transportation in Oyo State. 112(42.3%) strongly agreed, 139(52.5%) agreed, while 14(5.3%) disagreed. The agreement level is further verified by mean value and standard deviation ($\bar{x} = 3.36$, $SD = 0.583$) which is above the decision rule. This result shows that road accidents and fatalities affect public traffic service delivery and management of road transportation in Oyo State. Variable four inquired about inadequate operational equipment and how it affects public traffic service delivery and management of road transportation in Oyo State. 104(39.2%) strongly agreed that inadequate operational equipment affects public traffic service delivery and management of road transportation in the state, 139(52.5%) agreed and 3(1.1%) disagreed. From this data distribution, the mean value above the decision rule is an indication of inadequate operational equipment and how it affects public traffic service delivery and management of road transportation in the state. This is further verified by the mean and standard deviation ($\bar{x} = 3.38$, $SD = 0.509$).

On the variable that focuses on non-compliance with driving ethics, the table reveals that 78(29.4%) strongly agreed that non-compliance with driving ethics is a challenge to public traffic service delivery and management of road transportation in Oyo State; 185(69.8%) agreed while 2(0.82%) disagreed. From this data distribution, the mean value above the decision rule is an indication that non-compliance with driving ethics is a challenge to public traffic service delivery and management of road transportation in Oyo State. This is further verified by the mean and standard deviation ($\bar{x} = 3.28$, $SD = 0.469$) which is above the decision rule. Variable six in Table 1 asked respondents whether poor road networks are one of the challenges of public traffic service delivery and management of road transportation in Oyo State. In their responses, 101(38.1%) strongly agreed; 163(61.5%) agreed; 1(0.4%) disagreed. From this data distribution, 99.6% agreed that poor road network is one of the challenges of public traffic service delivery and management of road transportation in Oyo State. The agreement level is further verified by the mean and standard deviation ($\bar{x} = 3.38$, $SD = 0.493$) which is above the decision rule.

On indiscriminate parking, 101(38.1%) strongly agreed indiscriminate parking is a challenge to effective public traffic service delivery and management of road transportation in Oyo State; 163(61.5%) agreed; while 2(0.8%) disagreed. For instance, vehicles part indiscriminately along major roads such as Iwo roads and Bodija market. From this data distribution, the mean and standard deviation ($\bar{x} = 3.38$, $SD = 0.500$) which is above the decision rule. This is an indication that indiscriminate parking is a challenge to effective public traffic service delivery and management of road transportation in Oyo State. The last variable focuses on administrative bottlenecks, 20(7.5%) strongly agreed that administrative delays affect public traffic service delivery and road transportation in Oyo State; 130(49.1%) agreed; 110(41.5%) disagreed; while 5(1.9) strongly disagreed. From this data distribution, the mean and standard deviation ($\bar{x} = 2.62$, $SD = 0.652$) which is below the decision rule. This is an indication that administrative delay does not affect public traffic service delivery and road transportation in Oyo State.

Confirming the challenges facing public traffic service delivery and road transportation management in Oyo State, interviewees agreed that.....

The State lacks adequate manpower and operation equipment to control traffic, commercial activities and selling of wares on the road are major issues affecting effective traffic management in the state. Poor road network resulting in road accidents is another challenge of traffic management in the State. FRSC respective units of State categorically stated that it is high time for the government to empower the Ministry of Environment to start seizing and levying roadside traders in the State from 7.00 am to 9 pm every day.



Plate: Roadside Traders
Source: PM News 5th January, 2025

Mr Akinwale Oluyole of the Oyo State Road Traffic Management is also of the opinion that their agency should be allowed by the state government to increase the penalty fee being paid by traffic offenders to serve as a deterrent to other road users.

In the same vein, Mr Busari Akeem of Ibarapa East local government NURTW branch advised the government to repair all the roads within the local government which are in deplorable conditions and dualise some roads in the local government to ease vehicular movement, the above submission is also in tandem with the view of Mr Paul Ajayi and Mr Olatunde Komolafe of Atiba and Iwajowa branch of NURTW units respectively.

In, conclusion, the major findings from the analysis of the questionnaire and interviews suggest that inadequate manpower, operation equipment, poor road networks, loss of public roads due to selling wares on the roads, and bad driving habits are major challenges facing public traffic service delivery in Oyo State.

Table 1: Analyse Challenges Facing Public Traffic Service Delivery and Management of Road Transportation in Oyo State

Variables	Strongly Agree	Agree	Disagree	Strongly Disagree	Descriptive Statistics		Decision
	f(%)	f(%)	f(%)	f(%)	Mean Value	Standard Deviation	
Inadequate manpower is a major challenge affecting public traffic service delivery and management of road transportation in Oyo State	134(50.6)	126(47.5)	5(1.9)	-	3.48	0.537	Agree
Wrong Usage of space is a challenge to public traffic service delivery and management of road transportation in Oyo State	90(34)	172(64.9)	3(1.1)	-	3.32	0.494	Agree
Road accidents and fatalities affect public traffic service delivery and management of road transportation in Oyo State	112(42.3)	139(52.5)	14(5.3)	-	3.36	0.583	Agree
Inadequate operational equipment affects public traffic service delivery and management of road transportation in Oyo State.	104(39.2)	158(59.6)	3(1.1)	-	3.38	0.509	Agree
Non-compliance with driving ethics is a challenge to public traffic service delivery and management of road transportation in Oyo State	78(29.4)	185(69.8)	2(0.8)	-	3.28	0.469	Agree
Poor road network hinders public traffic service delivery and management of road transportation in Oyo State	101(38.1)	163(61.5)	1(0.4)	-	3.38	0.493	Agree

Indiscriminate parking affects public service delivery and management of road transportation in Oyo State	101(38.1)	162(61.1)	2(0.8)	-	3.38	0.500	Agree
Administrative delays affect public traffic service delivery and road transportation in Oyo State.	20(7.5)	130(49.1)	110(41.5)	5(1.9)	2.62	0.65	Agree

Source: Field Survey, September 2023

Discussion

On the challenges of public traffic service delivery and management of road transportation in Oyo State, this result shows that inadequate manpower, non-compliance with driving ethics, poor road network and indiscriminate parking are challenges facing effective public traffic service delivery and management of road transportation in Oyo State. This result conforms with the work of Popoola et al. (2013) that lack of traffic management personnel, indiscriminate parking habits, poor road network, presence of heavy trucks, non-availability of the pedestrian bridge, inadequate road furniture, non-availability of parking facilities are the challenges of public traffic management.

Olaogbebikan et al. (2013) also found that indiscriminate parking, roadside trading, the inability of traffic agencies to evacuate breakdown vehicles on the road and poor traffic measures are the major challenges of traffic management on Alaba International Market Road, Ojo, Lagos State Nigeria. Sangaradasse & Eswari (2019) differ with the findings, stating that inadequate road space, poor timing of traffic signals and social gathering on public roads are challenges of traffic management. Manjunath et al. (2019) also stated that the occurrence of accidents due to traffic signal breakdowns and drivers' attitude of skipping traffic signals are challenges to traffic management.

Conclusion and Recommendations

Traffic management aims to ensure safety, well organised and smooth movement of persons and goods. It is also known as the procedural technique with a policy framework over road networks controlled by the government at all levels. It connotes the methods used to keep traffic capacity and increase road safety, security and effectiveness in the total road transportation network. These methods utilise intelligent transportation systems to control day-to-day road transportation. From the findings, it was concluded that the traffic management system in Oyo State is faced with the challenges of inadequate manpower, non-compliance with driving ethics, poor road network and indiscriminate parking. Based on this conclusion, the following recommendations are made to enhance effective and efficient traffic management in Oyo State:

- i. The agency should be empowered by the government to hike the fine from between N20000-N250000 being paid by motorists who are disobedient to traffic rules, to 40% depending on the level of offence. This will act as a deterrent to would-be offenders.
- ii. There is the need for consistent deployment of traffic marshals during the rush hours when people are heading to their places of work and returning home, between 7:30 am and 10.00 am and between 3:00 pm to 8:00 pm to ease traffic.

- iii. The government should deploy a highly technological traffic management system that will not only enhance traffic control but also give information about traffic offenders.
- iv. Citizen orientation should be periodic and regular, to educate them on the necessity to obey traffic laws and possible penalties for offenders.

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