



Enhancing Administrative Effectiveness through Proactive Safety Management in Public Colleges of Education, Southwest Nigeria

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ABSTRACT

Administrative effectiveness in educational institutions has emerged as a critical determinant of academic and organizational success. In recent years, rising concerns about insecurity, safety deficiencies, and inadequate emergency preparedness within higher education institutions, particularly in public Colleges of Education across Southwest Nigeria, have posed significant challenges to effective administration and the continuity of academic operations. Against this backdrop, this study investigated the extent to which safety management predicts administrative effectiveness in public Colleges of Education in Southwest Nigeria. The study employed a descriptive survey research design. The population comprised 560 senior administrators drawn from various departments and units across the public Colleges of Education in the region. The total enumeration technique was adopted, with all 560 administrators participating in the study. Data were collected using two self-developed and validated instruments: Safety Management Scale ($r = .81$) and Administrative Effectiveness Scale ($r = .79$). Descriptive statistics were used to answer the research questions, while Pearson Product-Moment Correlation tested the hypotheses at the 0.05 level of significance. The results revealed that administrative effectiveness in public Colleges of Education was relatively high ($\bar{x} = 3.00$). However, the level of safety management ($\bar{x} = 2.28$) was comparatively low. Inferential statistics showed a significant relationship between safety management ($r = .87, p < .05$) and administrative effectiveness. Conclusively, safety management significantly predicts administrative effectiveness in public Colleges of Education in Southwest Nigeria. It was recommended that the implementation of standardized safety procedures, such as regular inspections, fire and emergency drills, and continuous health and safety training for both staff and students, be emphasized as essential for enhancing institutional resilience and ensuring a safer academic environment.

1. INTRODUCTION

The administration of public Colleges of Education in Southwest Nigeria is increasingly confronted with complex challenges related to institutional safety, risk management, and emergency preparedness. In contemporary educational systems, administrative effectiveness is no longer limited to routine managerial functions but is deeply intertwined with the ability of institutional leaders to ensure a safe, secure, and resilient learning environment. Proactive safety management has therefore become a critical component in sustaining academic continuity and organizational performance.

Across Nigeria, educational institutions face a wide range of safety-related concerns, including fire outbreaks, infrastructural decay, health emergencies, environmental hazards, and safety lapses in laboratories and hostels. These challenges are particularly pronounced in public Colleges of Education due to aging infrastructure, inadequate maintenance culture, and limited investment in safety systems (Adebayo & Ige, 2023; Olawale & Ojo, 2023). Such deficiencies not only threaten lives and property but also disrupt administrative processes, weaken institutional stability, and negatively affect staff and student morale.

Proactive safety management emphasizes prevention rather than reaction. It involves systematic planning, continuous risk assessment, safety training, policy implementation, and the establishment of effective emergency response mechanisms (Okolu & Hassan, 2023). Institutions that adopt proactive safety strategies are better positioned to anticipate potential hazards, minimize risks, and respond effectively to crises, thereby ensuring uninterrupted academic and administrative



operations. The experience of the COVID-19 pandemic further highlighted the importance of preparedness, as institutions with stronger safety frameworks were more capable of adapting to disruptions (Ogunode, Ahaotu, & Terfa, 2021).

Administrative effectiveness, on the other hand, refers to the capacity of institutional leaders to efficiently coordinate resources, implement policies, make informed decisions, and achieve organizational goals. It encompasses core managerial functions such as planning, organizing, directing, coordinating, and controlling institutional activities (Okeke & Okoye, 2021). In a dynamic and risk-prone environment, administrative effectiveness is increasingly dependent on how well safety concerns are managed within the institution (Akinola & Abiodun, 2022).

Despite the recognized importance of safety management, many public Colleges of Education in Southwest Nigeria lack comprehensive and proactive safety frameworks. Safety practices are often reactive, fragmented, and inadequately enforced, resulting in increased vulnerability to accidents and disruptions (Erondu & Nwakanma, 2025). Furthermore, empirical studies examining the direct relationship between proactive safety management and administrative effectiveness in Colleges of Education remain limited.

This study therefore investigates the extent to which proactive safety management predicts administrative effectiveness in public Colleges of Education in Southwest Nigeria. It also seeks to provide evidence-based recommendations for strengthening institutional safety systems and enhancing administrative performance.

Objectives of the Study

The main objective of this study is to investigate security management as predictors of effective administration of public Colleges of Education, South west, Nigeria. Specifically, this study intends to:

determine the level of proactive safety management in public Colleges of Education in Southwest, Nigeria

examine the level of administrative effectiveness in public Colleges of Education in Southwest Nigeria

examine the relationship between proactive safety management and administrative effectiveness in public Colleges of Education in Southwest Nigeria.

Research Questions

The following research questions were raised and answered in this study:

What is the level of proactive safety management in public Colleges of Education in Southwest Nigeria?

How effective is the administration of public Colleges of Education in Southwest Nigeria?

What is the relationship between proactive security management and effective administration of public Colleges of Education, in Southwest, Nigeria?

Hypotheses

H₀₁ There is no significant relationship between proactive safety management and administrative effectiveness in public Colleges of Education in Southwest Nigeria.

Literature Review

Concept of Proactive Safety Management

Proactive safety management refers to a systematic and preventive approach to identifying, assessing, and mitigating risks before they result in accidents or disruptions. Unlike reactive safety practices that respond after incidents occur, proactive safety management focuses on anticipation, planning, and continuous improvement of safety systems (Erondu & Nwakanma, 2025). Contemporary scholars conceptualize safety management as a multidimensional process involving hazard identification, risk assessment, safety policy implementation, training, monitoring, and evaluation (Adebayo & Ige, 2023). According to Okolie (2022), effective safety management requires institutions to integrate safety considerations into all aspects of organizational planning and operations. Similarly, Inyang (2023) emphasizes that safety management should not be treated as a peripheral function but as a core administrative responsibility essential for institutional sustainability.

Proactive safety management in educational institutions includes regular safety audits, fire drills, emergency preparedness training, health and environmental safety practices, and the use of modern safety technologies such as surveillance systems and alarm systems (Wang et al., 2022). These measures help to reduce uncertainty, enhance preparedness, and ensure rapid response during emergencies. The adoption of international frameworks such as ISO 31000 on risk management further strengthens proactive safety practices. This framework highlights key components such as risk identification, vulnerability assessment, and impact analysis as essential elements of effective safety management systems (Reinsberg, Shaw, & Bujnoch, 2024). Through these processes, institutions can identify potential hazards, evaluate their likelihood and impact, and implement preventive measures to mitigate risks.

In the context of Nigerian educational institutions, proactive safety management is particularly critical due to increasing environmental, infrastructural, and health-related risks. Institutions that fail to adopt proactive safety strategies often



experience disruptions that undermine administrative effectiveness and academic performance (Mohammed, 2023).

Proactive Safety Management in Nigerian Educational Institutions

Empirical evidence indicates that many educational institutions in Nigeria face significant safety challenges, including poor infrastructure, inadequate safety equipment, lack of emergency preparedness, and weak enforcement of safety policies (Olawale & Ojo, 2023). These challenges expose institutions to risks such as fire outbreaks, building collapse, health hazards, and accidents.

For instance, studies have shown that many tertiary institutions lack functional emergency response systems and safety training programmes for staff and students (Adesina & Lawal, 2021). Similarly, Ogunode et al. (2021) reported that poor preparedness during the COVID-19 pandemic disrupted academic activities across Nigerian institutions, highlighting the need for proactive safety planning. Globally, proactive safety management has been linked to improved institutional performance. According to Wang, Sun, Shi, and Shen (2022), institutions that adopt integrated safety management systems are better able to coordinate responses during crises and maintain operational stability. This underscores the importance of embedding safety practices into administrative processes.

Concept of Administrative Effectiveness (Revised)

Administrative effectiveness refers to the ability of institutional leaders to achieve organizational goals through efficient utilization of resources, sound decision-making, and effective coordination of activities. It involves planning, organizing, directing, and controlling institutional operations in a manner that promotes productivity and sustainability (Gupta, 2020; BomaSiaminabo, 2022). In educational institutions, administrative effectiveness is crucial for ensuring quality teaching, efficient service delivery, and the achievement of educational objectives. According to Oladipo and Ige (2021), effective administration in education requires the alignment of policies, resources, and human capital toward institutional goals.

Recent studies emphasize that administrative effectiveness is increasingly influenced by environmental factors such as safety, security, and institutional climate (Akinola & Abiodun, 2022). A safe and well-managed environment enhances staff productivity, reduces disruptions, and promotes positive organizational outcomes.

Theoretical framework

This study is anchored on Maslow's Hierarchy of Needs Theory and School Climate Theory. Maslow's theory posits that safety is a fundamental human need that must be satisfied before individuals can achieve higher-level needs such as self-esteem and self-actualization (Manga, 2020). In the context of educational institutions, both staff and students require a safe environment to function effectively. When safety needs are unmet, anxiety and insecurity can hinder performance and reduce administrative efficiency.

School Climate Theory, developed by Halpin and Croft, emphasizes the importance of a supportive and safe institutional environment in promoting organizational effectiveness. A positive school climate, characterized by trust, collaboration, and safety, enhances both academic and administrative outcomes (Thapa & Cohen, 2020; Thapa et al., 2021). These theories provide a strong foundation for understanding how proactive safety management contributes to administrative effectiveness by creating a conducive and secure institutional environment.

Empirical Studies

Recent empirical studies have highlighted the importance of safety management in enhancing institutional effectiveness. Abana, Odey, and Odozie (2024) examined institutional management practices and found that structured safety systems significantly contribute to goal attainment in tertiary institutions. Their findings emphasize that proactive measures, including safety planning and monitoring, improve organizational outcomes.

Similarly, Okpe and Igwebuikwe (2022) identified various institutional challenges and emphasized the need for preventive strategies in managing risks within universities. Their study underscores the importance of preparedness and continuous safety assessment. Ukamaka (2023) further revealed that staff training in safety practices enhances institutional capacity to manage risks effectively. Institutions that invest in safety awareness and preparedness tend to demonstrate higher levels of administrative efficiency. However, most of these studies focus on isolated aspects of safety or security and do not comprehensively examine proactive safety management as a predictor of administrative effectiveness in Colleges of Education. This gap justifies the present study.

Methodology

The study adopted a descriptive survey research design. The population comprised 560 senior administrators drawn from various departments and units across public Colleges of Education in Southwest Nigeria. A total enumeration technique was used to include all participants. Data were collected using two self-developed and validated instruments: Proactive Safety Management Scale ($r = .81$), Administrative Effectiveness Scale ($r = .79$). Descriptive statistics were used to answer the research questions, while Pearson Product-Moment Correlation was employed to test the hypothesis at the 0.05 level of significance.

Results

Research Question One: what is the level of proactive Safety Management among Administrative Officers in Public Colleges of Education in Southwest Nigeria?

Table 1: Descriptive Statistics of the Level of Proactive Safety Management among Administrative Officers in Public Colleges of Education in Southwest Nigeria

S/N	Measures on Safety Management	Mean	Std. Deviation
1	Our institution has comprehensive safety policies that address all aspects of campus life.	2.46	0.62
2	Safety policies are updated regularly based on risk assessments and incidents.	2.39	0.62
3	Staff and students receive ongoing training on safety procedures.	2.39	0.62
4	There are clear safety guidelines for laboratories, workshops, and hazardous areas.	2.39	0.49
5	The institution enforces strict regulations regarding the handling of hazardous materials.	2.33	0.47
6	Fire extinguishers and smoke detectors are installed in all buildings and are checked regularly	2.20	0.40
7	All campus buildings have clearly marked fire exits.	2.13	0.34
8	Regular fire drills are conducted for both staff and students.	2.13	0.34
9	The institution has a dedicated fire response team or trained personnel available.	2.13	0.34
10	Building structures are inspected regularly for safety hazards such as cracks or weak foundations.	2.13	0.34
11	The institution has effective waste disposal and sanitation systems in place	2.46	0.50
12	There are sufficient first aid stations and trained personnel available on campus.	2.33	0.47
13	Water and air quality on campus are monitored regularly.	2.27	0.44
14	Students and staff have access to mental health and wellness services.	2.27	0.44
15	There are policies in place to prevent overcrowding in lecture halls and dormitories.	2.27	0.44
16	The institution has a system for reporting safety concerns and hazards.	2.33	0.47
17	Accidents and injuries are documented and investigated promptly	2.39	0.49
18	The institution has a clear response plan for medical emergencies.	2.20	0.40
19	The institution collaborates with local health and safety authorities for inspections and compliance.	2.20	0.40
20	Staff and students feel safe within the institution due to its safety measures	2.27	0.44
	Grand Mean	2.28	0.45

The analysis presented in Table 1 reveals that, for all twenty items measuring safety management, the mean ratings ranged from 2.13 to 2.44, all below the cut-off mean of 2.50. This indicates that the majority of respondents disagreed with the items on safety management. The grand mean of 2.28, which is also below the cut-off, suggests a low level of safety management among administrative officers in public colleges of education in Southwest Nigeria. Furthermore, the standard deviations, ranging from 0.34 to 0.62, indicate a high degree of consistency in respondents' perceptions regarding safety management practices within these institutions.

Research Question two: What is the level of Administrative Effectiveness in Public Colleges of Education in Southwest Nigeria?

Table 2: Descriptive Statistics of the Level of Administrative Effectiveness in Public Colleges of Education in Southwest Nigeria

S/N	Measures of Administrative Effectiveness in Colleges of Educations	Mean	Std. Deviation
1.	Administrative actions are guided by professional values and goals	3.00	0.51
2.	There are knowledgeable policies, procedures and regulation in the College.	2.93	0.44
3.	The College Administrators address issues promptly and effectively	3.06	0.44
4.	Effective communication is available in the running of the administration of the College.	2.86	0.49
5.	The administrative procedures in the College are clear and well-communicated.	2.93	0.57
6.	Decision-making processes within the administration are transparent and inclusive.	2.99	0.63
7.	The staff is adequately involved in administrative decisions that affect them.	2.93	0.44
8.	There is a strong sense of collaboration and teamwork within the administrative staff	3.00	0.51
9.	The College provides effective leadership	2.93	0.57
10.	The Administrators accept responsibilities to facilitate the programs of the College.	2.86	0.49
11.	The college seek advice and consider divergent opinion	2.93	0.44
12.	There is effective advocate unit in the College	3.13	0.49
13.	There are clear procedures for reporting security concerns or incidents.	3.00	0.51
14.	The Administrators of the College make logical and sound decisions	3.13	0.49
15.	Administrative procedures are well-organized and facilitate the smooth operation of the college.	2.93	0.57
16.	Decision-making processes within the administration are transparent and inclusive.	2.99	0.63
17.	Staff is provided with the necessary resources and support for their roles.	3.06	0.67
18.	There is effective communication between administration and staff.	3.13	0.49
19.	Security measures contribute to a positive working environment.	3.06	0.44
20.	Effective administration positively influences the overall working experience of staff.	3.06	0.57
	Grand Mean	3.00	0.52

The analysis presented in Table 2 shows the responses of administrative officers on the level of administrative effectiveness in public Colleges of Education in Southwest Nigeria. The results indicate that all twenty (20) items recorded mean scores ranging from 2.86 to 3.13, which are above the benchmark mean of 2.50. This implies that respondents generally agreed with the statements describing administrative effectiveness within their institutions. Specifically, key indicators of administrative effectiveness such as: prompt and effective handling of issues by administrators (Mean = 3.06), sound decision-making (Mean = 3.13), effective communication between administration and staff (Mean = 3.13), and provision of adequate resources and support for staff (Mean = 3.06), were all rated highly, reflecting strong administrative performance.

Furthermore, aspects relating to organizational processes and leadership including: transparency and inclusiveness in decision-making (Mean = 2.99), collaboration and teamwork among staff (Mean = 3.00), and clarity of administrative procedures (Mean = 2.93), also recorded high mean values, indicating a well-structured and functional administrative system. It is noteworthy that items relating to institutional environment, such as the contribution of safety-related measures to a positive working environment (Mean = 3.06), further reinforce the role of effective management practices in promoting staff well-being and organizational stability. The grand mean of 3.00, which is above the cut-off point of 2.50, indicates that the level of administrative effectiveness in public Colleges of Education in Southwest Nigeria is high. Additionally,



the standard deviation values ranging from 0.44 to 0.67 suggest a relatively high level of consistency (homogeneity) in respondents' perceptions regarding administrative effectiveness across the institutions.

Test of Hypotheses

Hypothesis: There is no significant relationship between proactive safety management and administrative effectiveness in public Colleges of Education in Southwest Nigeria.

Table 3: Pearson Product Moment Correlation showing the Relationship between Safety Management and Effective Administration

		Safety Management	Administrative Effectiveness
Safety Management	Pearson Correlation	1	.875**
	Sig. (2-tailed)		.000
	N	560	560
Administrative Effectiveness	Pearson Correlation	.875**	1
	Sig. (2-tailed)	.000	
	N	560	560

The results in table 3 revealed a Pearson correlation coefficient (r) of 0.875, indicating a very strong positive relationship between proactive safety management and administrative effectiveness. The significance value (Sig. 2-tailed) of 0.000 is less than the alpha level of 0.05, indicating that the relationship is statistically significant. Based on this result, the null hypothesis, which states that there is no significant relationship between proactive safety management and administrative effectiveness—is rejected. This implies that proactive safety management significantly influences administrative effectiveness in public Colleges of Education in Southwest Nigeria. In other words, improvements in safety management practices, such as policy implementation, risk assessment, safety training, and emergency preparedness, are associated with corresponding increases in the effectiveness of administrative processes within these institutions. The strength of the correlation further suggests that proactive safety management is a critical determinant of administrative effectiveness, highlighting its importance in institutional planning and management.

Discussion of Findings

The findings of this study revealed that the level of proactive safety management in public Colleges of Education in Southwest Nigeria is low. This is evident from the grand mean score of 2.28, which falls below the acceptable benchmark. The implication of this finding is that safety practices within these institutions are largely inadequate, fragmented, and not sufficiently proactive. Critical components such as regular safety training, fire drills, emergency preparedness, and infrastructure inspections were rated poorly, suggesting that institutions are more reactive than preventive in their safety approach. This finding may be attributed to factors such as inadequate funding, poor maintenance culture, lack of institutional commitment to safety planning, and absence of continuous training programmes for staff and students. In many cases, safety policies exist but are not effectively implemented or regularly updated to reflect emerging risks.

This result is consistent with the findings of Adesina and Lawal (2021), who reported that many Nigerian tertiary institutions lack structured and functional emergency preparedness systems. Similarly, Olawale and Ojo (2023) observed that safety infrastructure and compliance mechanisms in public institutions remain weak, thereby exposing staff and students to avoidable risks. In the same vein, Erundu and Nwakanma (2025) emphasized that ineffective safety management practices significantly undermine institutional resilience and operational stability. In contrast, institutions that adopt proactive safety strategies tend to experience improved organizational outcomes. Wang et al. (2022) found that integrated safety management systems enhance institutional coordination, reduce disruptions, and improve overall effectiveness. This suggests that proactive safety management is not only a protective mechanism but also a strategic administrative tool. Furthermore, the study revealed that administrative effectiveness in public Colleges of Education in Southwest Nigeria is high, with a grand mean of 3.00. This indicates that administrators are performing relatively well in areas such as decision-making, communication, leadership, and policy implementation. The high level of administrative effectiveness suggests that institutional leadership structures are functional and capable of achieving organizational goals.

This finding aligns with Akinola and Abiodun (2022), who posited that effective administration in educational institutions is characterized by strong leadership, transparency, and efficient resource management. Similarly, Okeke and Okoye (2021) noted that administrative effectiveness is a function of the ability of leaders to coordinate institutional activities and respond



to emerging challenges.

However, despite the high level of administrative effectiveness, the low level of proactive safety management indicates a critical gap in administrative priorities. This suggests that while administrators are effective in general management functions, insufficient attention is given to safety planning and risk management. Most importantly, the study found a very strong and significant positive relationship ($r = 0.875$) between proactive safety management and administrative effectiveness. This implies that safety management is a major determinant of how effectively institutions are administered. The stronger the safety systems in place, the more efficient and stable administrative processes become. This finding is supported by Abana, Odey, and Odozie (2024), who found that structured management systems significantly contribute to goal attainment in tertiary institutions. Similarly, Ukamaka (2023) emphasized that training and preparedness in safety management improve institutional performance and administrative efficiency. The implication of this finding is that proactive safety management should be treated as a core administrative function, rather than a peripheral responsibility. Institutions that prioritize safety are more likely to experience stability, improved staff morale, reduced disruptions, and enhanced overall effectiveness.

Conclusion

This study examined the extent to which proactive safety management predicts administrative effectiveness in public Colleges of Education in Southwest Nigeria. Based on the findings, it was concluded that while administrative effectiveness in these institutions is relatively high, the level of proactive safety management remains significantly low. Despite the presence of functional administrative structures, safety practices such as risk assessment, safety training, emergency preparedness, and infrastructure monitoring are inadequately implemented. The study further established that proactive safety management has a significant and strong positive relationship with administrative effectiveness. This indicates that safety management is a critical factor influencing the efficiency, stability, and overall performance of institutional administration.

Therefore, enhancing proactive safety management is essential for sustaining administrative effectiveness and ensuring the continuity of academic and organizational activities in public Colleges of Education.

Recommendations

Based on the findings of the study, the following recommendations are made:

Governing councils and institutional management should develop and enforce comprehensive safety policies that are regularly reviewed and updated based on risk assessments and emerging challenges.

Continuous training programmes should be organized for staff and students on safety procedures, emergency response, and hazard identification to enhance preparedness.

Institutions should invest in essential safety facilities such as fire extinguishers, alarm systems, first aid stations, and clearly marked emergency exits, ensuring regular inspection and maintenance.

Proactive safety management should be embedded into institutional planning and decision-making processes as a core component of administrative effectiveness...

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