Review of: "Strategies to Resolve Toxic Leadership Actions in Engineering Institutions which Impede Faculty Performance and Innovation"

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Potential competing interests: No potential competing interests to declare.

This is very well written research article. I appreciate the efforts of authors to work on such an important, very challenging and sensitive issue. This issue need to be addressed very carefully by management of different institutions/organizations.

This paper provides a clear overview of the problem of toxic leadership in educational institutes. It effectively highlights the adverse effects of toxic leaders on individuals, groups, organizations, and communities. The author successfully demonstrates the negative implications of toxic leadership in engineering institutions, particularly in terms of hindrances to interdisciplinary programs and collaborations with industries. This specificity helps to make the paper more relevant and relatable to a specific field of study.

However, the paper could benefit from some improvements:

- To strengthen the arguments and claims made in the paper, it would be valuable to include empirical evidence or case studies showcasing instances of toxic leadership in educational institutes. This would provide credibility to the discussion and make it more persuasive.
- While the paper touches upon the negative consequences of toxic leadership, it would be beneficial to delve deeper into the specific effects on faculty morale, student learning outcomes, and institutional reputation. Providing more detailed examples and evidence would enhance the overall impact of the paper.
- Some paragraphs in the paper appear to lack clear transitions and structure, making it slightly challenging to follow the flow of ideas. Ensuring a logical progression of thoughts and using subheadings where appropriate would enhance the overall readability and comprehension of the paper.
- Authors can use a rigorous and comprehensive research methodology to gather data and analyze the impact of toxic leadership decisions. Consider using a combination of qualitative and quantitative methods to obtain a well-rounded understanding of the subject matter.
- Ensure that the sample of institutions selected for the study represents a diverse range of characteristics such as size, geographical location, and institutional culture. This will help in drawing more generalize conclusions and recommendations.
- Authors can compare the impact of toxic leadership decisions with institutions that have exhibited effective leadership practices. This comparative analysis can provide a benchmark for understanding the extent of the negative impact and

the potential benefits of implementing corrective measures.

- Authors must conduct periodic evaluations to assess the effectiveness of the implemented remedial measures and corrective actions. This will enable ongoing monitoring of the institutional performance and provide opportunities for adjustments if needed.
- Authors can share the results with relevant institutions and policymakers. By disseminating the findings, the study can contribute to the broader understanding of toxic leadership and inspire positive change in leadership practices across various educational institutions.
- Follow-up studies can provide valuable insights into the long-term benefits of addressing toxic leadership and can serve as a foundation for further research in the field.

Some other key observations from this research article-

- Why only engineering institutions are being preferred as a target sample? The cases of toxic leadership may also be present in other types of institutions as well. What is the rationale behind targeting the engineering institutions only?
- At some of places in the citation, year is missing for example (Franco Gandolfi and Muhammad) in the literature survey.
- Literature review section is also weak, writing few paragraphs on this do not justify the fact. Please add some more latest updates.
- Literature is not cited at many places. For example, in toxic hexagon, only one citation is given that is of 2007, which is very old.
- In the section 4.5. -Routine Activity Theory (RAT), no the research work is cited. Is there any gap in the work done related to this theory? Please justify.
- In many of the sections of this paper, citation is missing. It means it is originally developed by the authors itself? Could please answer the same concern?
- How the growth of a toxic leader's coteries is different from Growth of Informal Organizations. Is there any difference in terms of their impact and consequences?
- 4.7. Creation of Integrity with Desirable Educational Culture in Autonomous Institute- in this section some more relevant data need to be added. This seems very short; few more details could be added by taking the reference of previous research done.
- Authors are requested to cite more recent work done in the concerned area.
- Please define rational choice theory.
- 4.10.-Creating Institutional and Faculty Resilience against Toxic Leadership- in this section, all points should be written separately using bullet point.
- Heading 4.9 and 4.11 seems to convey the same meanings and serving same purpose then why they have been written separately.
- In discussion section, grammatical mistakes are observed. Please read it carefully to further improve upon.

By incorporating these improvements, the study can enhance its validity, provide more comprehensive insights, and contribute to the development of effective strategies for addressing toxic leadership and fostering positive organizational

environments.