

Review of: "Role of Leadership with Equity, Integrity, Ethics, Humility, and Outstanding Culture in the Development of Engineering Institutions"

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The topic is timely, relevant and much needed especially given the NEP 2020 and aspirations of India as a nation; given we are the third largest higher education system in the world, after the US and China. However, there are several gaps in writing, writing style and missing of steps of the research as a process. Since, no model was presented per se, only 25 statements (Believe they are not factors, per se); there is lack of real understanding about the relationship with Body of Knowledge in the domain. I am not sure about the requirements of the journals, but the article is also longish, has several repetitions, grammatical errors, lack of in-text referencing.

There is a mismatch in the title "Role of Leadership with Equity, Integrity, Ethics, Humility, and Outstanding Culture in the Development of Engineering Institutions"; and the sections (again alluding to the unclear objective(s) as they are written now. Specific comments follow.

1. Paper reads more like "someone sharing sermons" OR TO-DO-LIST; Rather than an academic exercise of analyzing why Indian private engineering colleges are facing closures or which factors alluding to ethics – justice – equity need to be inculcated. It needs to be made explicit which types of Higher Education Institutes are the focus of research – this links with Unclear objective(s). For e.g. "Integrity has to be followed in all selection of the outstanding faculty members, promoting them based on their high standards of performance, their publications in international journals and conferences, consultancy projects that they completed, internal revenue generated by them, and the reputation that they brought" – the language needs to subtly changed to reflect the 1) objectives, 2) research context, 3) and not appear as someone sharing sermons.
2. Avoid using etc. in academic writing – it infers we are unsure of some aspects or don't wish to write.
3. There are lots of NAS – "Not A Sentence" or "Hanging sentences" – sentences with no context and relationship where they are placed. E.g. "25 underlying fundamental factors of development have been identified based on this research through the participation of 1152 engineering faculty members". OR "This brings down the reputation of the institutions". OR "Current literature on Internal Factors Affecting the Balanced Growth of the Institutions has been collected and presented in this part" – specially the word "part" seems inappropriate. OR "Dara, et al. (2019) have suggested the need for equity in facilitating doctoral students". OR "Eliminate coercive methods and improve the in-house conflict resolution methods". Or "Develop equity and excellence in education". OR "Always follow the General Financial Rules of the Government of India". OR "If the ethics are not followed, there will be more friction among the

faculty members and students” - needs reference and rewritten. OR, “The country needs corruption-free educational institutions. Only corruption-free institutions can alone grow faster than others”. Or “The best faculty teams have been retained”.

4. Generally, follow the principal of 1 Idea – 1 sentence – avoid writing too long sentence; unless paraphrasing or summarizing. E.g. “It is found that the following factors affect the sustainability and balanced growth of the institutions: inequity, corruption, zero integrity, absence of humility, undesirable culture, improper planning and mismanagement in sharing the resources, absence of openness, growth of informal organization, victimization of a section of the faculty, racial discrimination, elevation of coteries, etc. – Avoid etc. Also, abstract mentioned ethics which appears to be missing here!
5. Avoid “don’t” in academic writing.
6. Throughout the paper, references are needed; specially for factual statements. E.g. “In many institutions, unfortunately, corruption has been institutionalized and the qualified and high-performing faculty members continuously suffer”. OR “Many faculty members filed court cases when they are discriminated and they won the cases”.
7. Suggest, starting time-line in the sentence – “For ten years around 1000 engineering ...”
8. The objective of the paper is unclear as too many “issues” / “problems” were stated in Introduction; however, the objective(s) of the paper ought to be made explicit. For e.g. “This research work focuses on these problems and tries to solve them so that the growth of engineering education will be facilitated and the attributes of the graduates will be improved” – need specific objective(s) of the paper.
9. Consider changing “Literature Survey” as section heading and make it informative heading. E.g. Literature of Institutional Development Models”
10. Section 2.1.1 needs to be re-written as it unclear and its relation with the objective of paper is unclear – feel this is because the objective(s) have not been clearly made explicit. Same applies to section 2.3 – ideally there ought to be sentence such as” As stated in Introduction, this article focuses on Thus this section lays out the factors associated with integrity which in turn address the following objectives “. Same for section 2.4 – not apparent as to why the author is writing this section and what objectives does it serve.
11. Section 2.2 Table should have a name – e.g. Table 1: Corruption factors.
12. **Section 2.6** – again link or association with Objective(s) missing – same for section 2.7 Further, below is my 2 cents worth on what I feel needs correction!

“Ethics in engineering practice is about the professional responsibilities of engineers who have been recognized as an important foundation in the practice of engineering throughout the world” – believe what the author is alluding to is *professional code of conduct* and **NOT ethics** since ethics is part of being professional and ethics is essentially the study of right or wrong – they can be normative or applied, and in case of “Being a professional”; ethics is applied domain of philosophical study of right and wrong. This ought to be corrected and / or referenced and / or re-thought and re-written.

Further, “Ben Sawa and Sonia (2013) concluded that high-performing organizations benefitted due to recruiting, developing, and retaining excellent faculty members. Dianna et al. (2019) emphasized the multilevel of engineering ethics

education. According to Haralampidest (2012), ethics and equity are needed to improve learning opportunities” – these sentences appear as “hanging sentences” and objective(s) / relationship with article is totally unclear.

“Dishonest or illegal behavior is practiced mostly by powerful educational leaders/administrators” – this is a powerful statement, and needs solid references.

1. Section 3 – it should be alluded to in Introduction too!!
2. Section 3.1 doesn't appear to “Research Methodology”!!
3. Sections 3.3 to 3.27 are generic and they are steps that are being followed at most engineering institutes – what makes them “special” – “so what” they are important factors!! Further, engineering institutes is the research context needs to be made very clear in beginning.
4. Section 4 – “This model has been validated in one of the polytechnic colleges and received excellent feedback” – provide evidence of validation, how validation was done? Steps of validation – in current form, there is lack of “trustworthiness” – a very important “quality” criteria for research.
5. Section 4.1 – “The students received better instruction ... “– please provide “before” and “after” evidence – how can this statement be taken at “face value” – this is linked with the first comment – appears like a “sermon” and lack of research methodology – there is lack of concrete data and research method and steps of data analysis – research context is unclear leading to lack of clarity on objective(s) of research.

I wish the author best wishes for further refining this interesting line of research. GP. (Gurparkash Singh, PhD, MIS, PGDIT, B.A. History Honors).