

Review Form 3

Journal Name:	Advances in Research
Manuscript Number:	Ms_AIR_129468
Title of the Manuscript:	Integrity as a Pillar of Leadership
Type of the Article	

PART 1: Comments

	Reviewer's comment	Author's Feedback <i>(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)</i>
Please write a few sentences regarding the importance of this manuscript for the scientific community. A minimum of 3-4 sentences may be required for this part.	This manuscript addresses the pivotal role of integrity as a foundational pillar of leadership. Its exploration of integrity's impact on organizational success, ethical decision-making, and trust-building fills a critical gap in leadership literature. Moreover, its application to healthcare leadership extends its relevance beyond the corporate domain, emphasizing its role in fostering societal well-being. By linking theoretical insights with practical frameworks, this manuscript positions itself as a significant resource for scholars and practitioners alike, bridging the domains of organizational psychology, ethics, and professional development.	
Is the title of the article suitable? (If not please suggest an alternative title)	The current title, <i>Integrity as a Pillar of Leadership</i> , effectively conveys the manuscript's central theme but lacks the depth and engagement needed to capture a broader scholarly audience. A more dynamic and inclusive alternative could be: "Leadership Integrity: A Strategic Pillar for Ethical Decision-Making and Organizational Excellence." You might consider the revised title which highlights the strategic importance of integrity while signaling its practical implications, thus appealing to both academic and professional readers.	
Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section? Please write your suggestions here.	The abstract provides a solid overview of the manuscript's focus but falls short of fully encapsulating its scope and depth. A more comprehensive abstract should: <ul style="list-style-type: none"> • Include the methodological framework to establish the credibility of the review. • Concisely summarize the manuscript's major findings, including integrity's implications for leadership culture and its application in healthcare. • End with a forward-looking statement on the practical significance of the insights presented. Suggested Revision "This manuscript critically examines integrity as a cornerstone of leadership, exploring its influence on ethical decision-making, organizational trust, and long-term success. Through an extensive review of multidisciplinary literature, it underscores the necessity of cultivating integrity-driven leadership cultures and emphasizes the integration of ethical frameworks in healthcare leadership training. The findings provide actionable strategies for fostering transparency, accountability, and ethical consistency across diverse organizational contexts."	
Is the manuscript scientifically, correct? Please write here.	The manuscript demonstrates a solid understanding of leadership integrity, drawing from well-established theories and empirical evidence. However, the discussion could benefit from integrating recent empirical studies to further substantiate its claims, particularly regarding measurable outcomes of integrity-driven leadership in modern, dynamic organizations. Additionally, providing a comparative analysis of integrity's role across various sectors (corporate vs. healthcare) would enhance the manuscript's depth and generalizability.	
Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.	The references are relevant and adequately support the manuscript's arguments, but a notable portion is slightly dated. To strengthen the manuscript's scholarly impact, integrating more recent studies from the last three to five years is recommended. Moreover, suggested additions include: <ul style="list-style-type: none"> • Brown, M. E., & Mitchell, M. S. (2020). Ethical leadership: A review of recent advances. Annual Review of Organizational Psychology and Organizational Behavior. • Treviño, L. K., & Nelson, K. A. (2021). Managing Business Ethics: Straight Talk About 	

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	<p>How to Do It Right.</p> <ul style="list-style-type: none"> • Caldwell, C., Hasan, Z., & Karri, R. (2022). Leadership, Trust, and Ethical Influence in Complex Organizations. Journal of Leadership Studies. <p>These additions would enrich discussions on ethical frameworks and highlight integrity's relevance in contemporary leadership paradigms.</p>	
<p>Is the language/English quality of the article suitable for scholarly communications?</p>	<p>I believe, the manuscript is well-articulated, which is demonstrating a commendable command of academic language. However, minor refinements could elevate its readability and scholarly tone:</p> <ul style="list-style-type: none"> • Conciseness: Eliminate redundant phrases to streamline key arguments. • Precision: Strengthen claims with precise data and avoid overgeneralizations. • Scholarly Tone: Maintain a formal tone throughout, especially in sections targeting applied fields like healthcare leadership. 	
<p>Optional/General comments</p>	<p>This manuscript offers a profound and thought-provoking analysis of integrity as a foundational pillar of effective leadership. Through strategic refinements, such as a more nuanced and engaging title, a comprehensive and incisive abstract, and the integration of recent, high-impact literature, its academic and professional relevance can be significantly amplified. Its interdisciplinary perspective, bridging theoretical constructs with practical applications across various sectors, positions it as a pivotal contribution to leadership scholarship. With these enhancements, the manuscript holds the potential to serve as a definitive reference for advancing discourse on ethical leadership and fostering organizational excellence.</p>	

PART 2:

	Reviewer's comment	Author's comment <i>(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)</i>
<p>Are there ethical issues in this manuscript?</p>	<p><i>(If yes, Kindly please write down the ethical issues here in details)</i></p>	

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