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Global Educational Collaboration: Its Platform, Premises and Promises

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Abstract: This study aims to improve research, publication, and outreach partnerships in ASEAN high- and low-performing institutions. It stresses research integrity and compliance, stressing that top universities value ethical data management, communication, and error repair. Researchers must follow human subject, animal, and environmental rules and well-established methods to prevent research misconduct such as fabrication, falsification, and plagiarism. Lower-performing institutions struggle with research collaboration, unclear laws, and bureaucratic impediments. Data was collected from Harvard, Stanford, Johns Hopkins, and less successful universities like Myanmar, Cambodia, and Timor Leste using qualitative methods like focus group talks and document analysis. Two collaboration-focused platforms were created from the findings. This research seeks to close ASEAN institution performance gaps. Sustainable scientific collaboration and institutional development frameworks are essential for the future. Formal collaborations between high- and low-performing universities can spur creative research and enhance resource allocation, creating a more equal academic environment. Mentorship programs from top schools should be used in collaborative approaches to improve lower-performing university researchers' skills. Technology-enabled communication and data sharing promote research community transparency and accountability. Developing an inclusive research ecosystem requires continual evaluation of collaboration outputs and adjusting to changing academic difficulties to promote sustained institutional growth.

Keywords: Globalization Unprecedented Rate; ASEAN Institutions; Benevolence and Integrity; Expectations of Peers; Collaborative Models; Lower-Performing Institutions; Research Misconduct; Regulations and Data management.

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1. Introduction

The advent of globalization and internalization heavily impacts education [3]. The world economy, knowledge ecosystem, global village, and communication super highways are only some of today's most prominent and inevitable realities that necessitate connection, partnerships, and collaboration among individuals, organizations, and nations. Hence, considering the current advancements in technology and communication, a platform is needed to facilitate and intensify such collaborations. Avenues and platforms for collaboration are becoming increasingly significant in the conduct of individual institutional and organizational research. Online is where the people are. This is likely where we find individuals and organizations across geographic locations, backgrounds, disciplines, and aspirations. Online platforms are also where we can collaborate with people and institutions to share opportunities, offer expertise, and contribute insights for the greater good. A website is among the most

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practical platforms to virtually cater to the global citizens of this generation, allowing them to collaborate at an unprecedented rate and fashion.

The truth and trend of internationalization is gaining momentum among academic institutions around the globe, and rightfully, collaboration is at the heart of this concept. Part of the thrusts in this line is forming linkages beyond the campuses, cities, and nations. Wit [11] offered valuable insights into internalization. According to him, it is apparent how higher education institutions, national and international governments, and organizations are recently shifting gears when embracing internationalization, becoming diverse and dynamic in their approaches. The spotlight is now on internalization, owing to the ever-growing need for collaboration, encompassing and revolving around these triple major agendas: research, publication, and extension. More than at any time in the history of the academe, collaboration is important today to thrive and survive in this fast-paced and highly globalized society [17].

Indeed, globalization is a vital movement since it facilitates the worldwide flow of ideas, resources, people, economy, values, culture, knowledge, goods, services, and technology. In the context of the academe, the publication serves as a central medium for the activity of the scientific community to flourish and rely on each other through self-correcting mechanisms intrinsic to the nature of science and on the traditions of their community to safeguard the integrity of the research process. Thus, knowledge of the best practices of various educational and scientific organizations can help us set guidelines and promote ethics or ideas that could represent the most efficient or prudent course of action in a given situation [18]. This study deepened the understanding of the needs of the poorest ASEAN institutions, which are lagging in research, publication, and extension. Understanding their situation will shed light on many prevailing issues. Investigating the best practices of the top-performing academic institutions in research, publication, and extension will inspire us to follow their lead, walk behind their tracks, emulate their actions, and adopt the ways and means applicable at our end. Apart from the knowledge that will open our eyes to pressing problems and prevalent practices, this study developed two websites that reflect collaboration in research, publication, and extension [19].

2. Literature Review

Hatcher et al. [1] suggested that trust-building may be challenging in conflict. However, there is an emerging proposition that conflict is critical for trust. Using affective events and attribution theories as a framework, this paper presents a model of the mediating effects of positive emotional arousal and self-conscious emotions in the relationship between conflict and trust. Results showed that task, relationship, and process conflict were associated with differing aspects of positive emotional arousal (enthusiasm, excitement) and self-conscious emotions (guilt and shame). Similarly, behavioural guilt was linked with trust, while emotions mediated the link between conflict and trust. The paper’s findings suggest that managers who want to engender trust in conflict situations should stimulate task conflict to arouse enthusiasm and excitement. These discrete emotions are critical for building integrity-based trust. Alternatively, by managing reparative emotions of guilt effectively, managers may increase perceived trust. Overall, the results suggest that focusing on the effect of conflict on trust without considering positive emotional arousal and self-conscious emotions could yield disappointing outcomes. The study provides new insights into the influence of conflict on trust and the mediating role of emotions (e.g., guilt and shame) in the link between conflict and trust. The paper also offers practical assistance to individuals interested in building trust, especially in the face of conflict.

Kemp [2] draws the social exchange theory to examine the relationship between a leader’s behavioural integrity and employee acquiescent silence. Specifically, the authors take a relational approach by introducing the employee’s relational identification as the mediator. The moderating role of employee political skill in the relationship between behavioural integrity and employee acquiescent silence is also considered. The results of this study support the negative effect of behavioural integrity on employees’ acquiescent silence and the mediating effect of employees’ relational identification. Moreover, when the level of employee political skill is low, the relationship between behavioural integrity and acquiescent silence is strong. In contrast, the effect is weak when the level of political skill is high. The findings of this study suggest that healthcare administrators’ words and deeds should be consistent while interacting with their subordinates, as it leads to positive interpersonal relationships, which, in turn, lowers employee silence. Moreover, healthcare administrators should pay more attention to the buffering role of employee political skill for those subordinates with low relational identification and higher workplace silence.

Mengistu [4] examined the predictive effects of trustworthiness attributes (i.e., benevolence, integrity, and ability) on trust-in-supervisor. The results showed that perceptions of supervisor benevolence, integrity, and ability directly and interactively predicted trust-in-supervisor. Further analysis revealed that integrity and ability interacted in a compensatory manner to predict trust-in-supervisor when benevolence was high but not low. Supervisors should be aware of the importance of treating their subordinates benevolently. Nevertheless, because benevolence is a necessary but insufficient condition for fostering trust, employers must ensure that their supervisors have high integrity and ability or, at the very least, one of these attributes. This study highlighted the importance of examining higher-order effects in research examining trustworthiness attributes and provides the first empirical test of how benevolence, integrity, and ability interact to predict trust-in-supervisor.

Martin et al. [5] effectively developed privacy policies and practices for cloud computing; organizations need to define a set of guiding privacy objectives that can be applied. It is argued that it is important to understand individuals' privacy values in cloud computing to define their objectives. The results of this study identified the following six fundamental cloud privacy objectives: to increase trust with cloud provider, to maximize identity management controls, to maximize responsibility of information stewardship, to maximize individual's understanding of cloud service functionality, to maximize protection of privacy rights, and to maintain the integrity of data. The findings of this research study can be used to assist management in formulating a cloud privacy policy, developing cloud privacy evaluation criteria, and assisting auditors in developing their privacy audit work plans. There is little to no guidance in the literature or practice on what organizations must do to protect their stakeholders' privacy in a cloud computing environment. This study works to close this knowledge gap by identifying cloud privacy objectives.

Bradford-Knox and Neighbour [7] identified whether the prior industry experience (IE) or industry leadership experience (ILE) of the head might influence the department's publication output, the ability to acquire external research funds, or its entrepreneurial activities (e.g., the commercialization of research results through patents). The results show a positive relationship between ILE and the department's patent output as one indicator for the commercialization of research activities. Low positive effects of IE on the extent of third-party funding were also found. Furthermore, the scientific experience of the head of the department positively influences the publication output of the whole department. The findings suggest that the scientific ability of researchers should be key when selecting the head of a department because scientific performance is still essential for most of these units. However, when universities seek to focus more strongly on other, for example, entrepreneurial activities, then additional competencies come into play. As the actual focus of universities is currently subject to change, former IE and ILE will become increasingly more important, and the heads of departments will play a decisive role in the transition toward becoming an entrepreneurial university. Therefore, universities are well advised to integrate these experiences into the job specifications and establish processes that facilitate the change from an industrial to a university job or allow "double lives" in university and industry. Previous studies have mostly investigated the role of academic leaders' scientific experience in their institution's research performance in later decades. This study examines the relevance of previous entrepreneurial experiences of heads of departments to the departments' research performance, the ability to acquire external research funds, or their entrepreneurial activities.

Shen et al. [15] examined the profiles of Australian, New Zealand, and South African accounting faculty members. Additionally, the study investigates whether there are any differences in research productivity of the accounting faculty between countries as measured by peer-reviewed academic journal output. Significant differences in the profiles of accounting academics were found that can be attributed to the institutional factors in each country. The junior lecturer and lecturer-level staff are more likely to be female, while senior lecturers and professors in all three countries are more likely to be male. While Australia and New Zealand had a similar percentage of staff holding PhD or equivalent academic qualifications, only a small proportion of the South African faculty held PhD or equivalent qualifications. A greater proportion of the South African faculty was professionally qualified than their Australian and New Zealand counterparts. New Zealand accounting faculty was more productive than their Australian colleagues, with South African academics being the least productive. Academics with a doctoral qualification or equivalent were more productive than those without. The paper provides an important contribution to the literature on accounting academics. It is the first of its kind to present a comprehensive "snapshot" of the profiles of accounting academics at universities in Australia, New Zealand, and South Africa.

Arquisola et al. [6] examined the mechanisms that explain the complexities Indonesian higher education (HE) academic leaders (ALs) experience in performing leadership roles. The religious principles of Amanah (the "altruistic calling" of their functions needing dedication, commitment, and passion), unique to the Indonesian cultural experience, influence Al's leadership views. ALs face role constraints due to resource limitations, experiencing a double bind while harmonizing differences due to ascribed social status and position. Supportive structures that are effective for academic leadership practice must be created; further studies on male ALs' roles in promoting the leadership ascent of female ALs and work-life balance will improve ALs' visibility and salience in steering institutional growth.

Sprunger [14] followed the history of the personal experiences, viewpoints, and attitudes of the key actors from both parties for setting up and implementing a primary authority partnership. It is one of a series of research papers, and case studies that study approaches to improve compliance with public and private regulations through cooperative and collaborative approaches. The paper aims to discuss these issues. The authors found that barriers to achieving a successful partnership included an initial reluctance by all parties concerned to cede some of their management autonomy to others and experiences of uncooperative behaviour between the public and private sectors in the past. They were largely overcome as the project implementation progressed, resulting in improved food safety compliance management based on mutual trust. Other benefits for Preston City Council were immediate cost savings in using human resources. For E.H. Booths, Ltd, no initial cost savings were made, but there are potential longer-term savings to be made through better risk-based targeting of resources. These benefits are only possible through collaborative effort and support from all parties and individuals involved.

Clegg [8] discussed which growth-impeding constraints are perceived to act upon small- to medium-sized (SME) company operations by their owner-managers and recommended transitionary paths to elevate constraints and increase contribution levels made by SMEs' operations. To do so, this research has been primarily founded upon Shen et al. [16] operations contribution model for differentiating between different levels of operations' contribution and secondarily on the theory of constraints philosophy to explain the perceptions of constraints found at each level – current and future. The most popular transition was from "neutral" to "leading". A lack of people capability was perceived to be the most commonly reported growth-impeding constraint category, followed by a combined lack of process competence and product and service innovation and a lack of skills in information technology automation. In addition, a new conceptual model has been generated inductively to address shortcomings found in the original operations contribution model during its application to UK SMEs. The new model is referred to in this paper as the "Operations Growth Rocket." This work should help SME owner-managers to overcome growth-impeding constraints that act upon their operations and assist them in developing more effective actions and paths to increase the contribution levels made by their operations. This, in turn, should support the growth of their organizations. Findings will also inform teaching about more effective operations management in SMEs.

Datnow et al. [9] pointed out that the increasing number of schools and districts across the US require teachers to collaborate for data-driven decision-making. Research suggests that data use and teacher collaboration are important for school improvement. Existing studies also reveal teacher collaboration's complexities and the importance of context in shaping teachers' collaborative work, especially with data. Yet, the intersection of teacher collaboration and data use has been understudied. This paper examines the affordances and constraints of established teacher collaboration time for data-driven decision-making. An analysis of the data revealed that various leadership activities and organizational conditions shaped teachers' collaborative work with data. These included leadership focused on the thoughtful use of data and the framing of data-driven decision-making regarding collective responsibility, establishing norms for teacher collaboration, implementing data discussion protocols, and teacher groupings and subject matter subcultures.

Doherty and Tajuddin [10] investigated the relationship between users' perceptions of the value of the information they are handling and their resultant compliance with their organization's information security policies. In so doing, the authors seek to develop a theory of value-driven information security compliance. The findings suggest that, when assigning value to their information, users consider the views of their immediate work group members, their organization's espoused views, and various contextual factors relating to culture, ethics, and education. Perhaps more importantly, it has been demonstrated that the users' perception of information value has a marked impact on their willingness to comply with security policies and protocols.

Samaha and Khlif [13] review a synthesis of theories and empirical studies dealing with the adoption of and compliance with IFRS in developing countries in an attempt to provide directions for future research. Regarding the first stream relating to IFRS adoption, the macroeconomic decision to adopt IFRS in developing countries can be justified by two main theories: the economic theory of network and isomorphism; however, empirical evidence in developing countries to confirm these theories is limited. The authors find mixed results regarding the second stream relating to corporate characteristics and the degree of compliance with IFRS. Regarding the third stream relating to the economic consequences of IFRS adoption, it seems that the evidence is still limited in developing countries, especially concerning the impact of IFRS adoption on foreign direct investment, cost of equity capital, and earnings management. Regarding the fourth and final stream to regulation, enforcement, and compliance with IFRS, the authors find that research is very limited. It was evidenced in very few research studies conducted that global disclosure standards are optimal only if efficient institutions monitor and enforce compliance.

Kim et al. [12] state that customers' performance of expected roles is critical to ensuring successful service outcomes. Service providers offer feedback on their performance to help customers perform their roles better. To improve the design of customer feedback that contains both positive and negative messages, the purpose of this paper is to examine the order and the repetition effect of feedback message types on customer feedback satisfaction, motivation, and compliance intention, focusing on the moderating effect of customer involvement level. This paper also examines whether feedback satisfaction and motivation mediate the moderation effect of the order or repetition of feedback message type and customer involvement level on compliance intention. The customer involvement level moderated the effect of the presentation order of feedback message type on customer responses. With highly involved customers, offering positive feedback initially produced more favourable responses. With customers with low involvement, the order did not matter. The effects of feedback satisfaction and motivation as mediators in the effect of order on compliance intention were significant only with highly involved customers. The mediation effect of motivation was much stronger than that of feedback satisfaction. The repetition of a particular feedback type took effect only with customers with low involvement levels. Compared to the no-repetition condition (positive-negative), when positive feedback was repeated (positive-negative-positive), motivation increased. Compared to the no-repetition condition (negative-positive), when negative feedback was repeated (negative-positive-negative), feedback satisfaction and compliance intention decreased. Regarding the mediating effect, only feedback satisfaction was a meaningful mediator, and only when negative feedback was repeated to low-involvement customers.

The literature and studies reviewed served as the foundation of the present study. For example, building trust may be challenging in the face of conflict. However, there is an emerging proposition that conflict is critical for trust, according to Kim et al. [12]. Doherty and Tajuddin [10] examine the relationship between a leader's behavioural integrity and employee acquiescence. Moreover, Clegg [8] developed privacy policies and practices to define guiding privacy objectives that organizations can apply. Also, Arquisola et al. [6] and Samaha and Khlif [13] investigate whether there are any differences in research productivity between countries as measured by academic journal output. Studies that had been reviewed likewise guide the researcher in comparing the present study and the previous ones. Nevertheless, this study differed from the previously cited study since it attempted to create an environment for collaboration between high- and low-performing academic institutions through the developed website.

3. Methodology

This study was addressed using qualitative measures, specifically descriptive and comparative research. The descriptive method was utilized to describe the needs of the institutions in terms of collaboration platforms. On the other hand, the comparative method was used to identify the significant differences among aspects. The researcher used Focused Group Discussion (FGD)and document analysis to gather pertinent data on this research. In order to address the objectives of this study, relevant data were gathered from the purposively selected respondents from the pre-identified institutions and countries. One-on-one interviews and focus group discussions utilizing video conferencing platforms were conducted to identify the best practices of the top-performing schools worldwide. The same methods were also employed to obtain data describing the academic needs of the selected institutions in the countries considered the poorest in the Southeast Asian region.

3.1. Research Local

The top three universities considered were Harvard, Stanford, John Hopkins, and the University of Toronto. Apart from being a source of quality education, these research institutions go the extra mile to solve the world's most prevalent and pressing problems through efforts on innovative research. In 2020, the World University Rankings (Top 50) mentioned Harvard as the first, Stanford University as the second, Johns Hopkins University as the third, and the University of Toronto was also included in the high-performing academic institution. The performance ranking of scientific papers for world universities, or NTU ranking, was considered in the ranking system based on scientific paper volume, impact, and performance output.

The three poorest Southeast Asian countries were Myanmar, Cambodia, and Timor Leste. From an economic standpoint, Myanmar, also called Burma, is Southeast Asia's poorest country. Myanmar experienced a stagnant and isolated economy for decades. Recently, its government has been pushing to create significant economic change. The major shortages in this country are sufficient infrastructure and a skilled workforce. It is also noted that Myanmar and Burma are among the countries receiving the lowest levels of international aid worldwide. Cambodia comes in as the second poorest Southeast Asian nation. Previously, it was categorized as a least developed country. However, its status was elevated to Lower Middle Income in 2016. Its primary economic contributors are the agriculture, industrial, and services sectors. In 2012, 18.6% of the Cambodian population lived below the poverty line, and 3.5% were unemployed.

Timor Leste, the Maritime Southeast Asian nation, is Southeast Asia's third poorest economy. It is significantly low on the Human Development Index. Its main industries include soap manufacturing and handicrafts, with marble, coffee, and sandalwood being their top exports. 20% of Timor Leste's national population is unemployed. Almost half of its population lives below the poverty line. Nearly half of the population is inadequate in literacy. What accounts for these conditions is Timor Leste's decade-long struggle to achieve independence from Indonesia. Asia is the largest continent in the world and the most populous. While Asia is home to some of the strongest economies in the world, such as China, there are also some weaker economies. For this analysis, a country's measure of wealth is calculated based on the nominal gross domestic product (GDP) per capita at purchasing power parity (PPP). The GDP per capita method based on the PPP is preferred because it provides a clearer picture of a nation by accounting for inflation and the cost of living.

Data from the 2017 International Monetary Fund shows that Myanmar ranks 6th as the poorest country in Asia, also known as Burma or officially as the Republic of the Union of Myanmar. The country is rich in several natural resources, such as historical sites, gems, jade, oil, natural gas, and other resources. However, there is a huge disparity between the poor and the rich, contributing to the low GDP per capita. One of the main causes of this disparity is the long-running ethnic strife. These civil wars have created an opportunity for a few key individuals to amass wealth while most people wallow in poverty. Cambodia made it to the top 10. The 70th most populated country on the planet is one of the poorest. At the same time, home to beautiful landscapes and the heritage site of Angkor Wat, Cambodia's primary interest is the workforce. Businesses, especially those in the clothing manufacturing business, flock to Cambodia as the cost of labour is among the cheapest in the world. A history of war, genocide, and a heavy reliance on sustenance farming further compounds this poverty. Myanmar is third in the top ten poorest countries in Asia. Myanmar has not had what anyone could call an easy past. Almost 200 years of occupation, war, and civil unrest have followed this country (also called Burma) into the modern age, along with a large list of human rights violations. Among these are common reports of forced child labour, human trafficking, and genocidal acts by the government. It comes as no surprise that this has greatly hindered the number of educated workers within the country. The economy, likewise, has been rough. Since banning Opium Poppies, many farmers have had no cash crop, and the economy relies primarily on exporting natural gas to neighbouring countries.

3.2. Data Analysis Techniques

The gathered responses were analyzed, and themes were created to shed light on the problems considered in this study. Finally, the insights from the analyzed data were considered when developing a website, which is the final output of this research endeavour.

4. Results and Discussion

This section presents the analysis and interpretation of data relevant to the specific problems of this study. This discusses the best practices of the top-performing academic institutions in research, publication, and extension, as well as the academic needs of selected institutions in the ASEAN region.

4.1. Best Practices of The Top Performing Academic Institutions

The top-performing academic institutions' best practices were measured in terms of research, publication, and extension. Along with the aspect of research, data showed that the top universities are very particular with research integrity and compliance. The scientific community, regulating boards, government agencies, and the academe have all done their respective share to tackle the best research practices by releasing reports, research manuals, guides, and other resource materials. There is an ongoing attempt to consider the factors that affect research practices, such as institutional and funding agency policies, prevailing norms in science, the general nature of disciplines, and, of course, the expectations of peers and society in general.

Generally, manuals on research practices particularly focus on key areas such as data handling, communication and publication, rectifying errors, and research training and mentoring. Data handling concerns include gathering/retrieving, managing, and storing. Established and commonly understood procedures, processes, and practices form the foundation of research integrity. There have been quite a few documents with codes of conduct from different parts of the world recommending the best research practices. To mention old materials in the past, way back 1990s, there were: CCA, 2010; DCSD, 2009; ESF-ALLEA, 2011; ICB, 2010; IOM-NRC, 2002; MPG, 2009; NHMRC-ARC-Singapore Statement, 2010; TENK, 2002; UA, 2007; UKRIO, 2009. These writings tackle the subjects of data handling, publication, correcting errors, and mentoring. Over time, other topics, such as collaboration, peer review, conflicts of interest, and public communication, were welcomed. Crafting responsible practices steeped in specific fields also raises additional requirements, including protecting human research subjects and animals, avoiding research misuse, and the utility of technology.

According to respondents in the interview and focus group discussions, they do not have first-hand accounts or experiences related to research integrity. However, in their study – either self-study or learned from a few seminars- researchers lose their integrity when they hide their genuine motives for conducting the research. This happens when the research institutions do not disclose the funding agency or individual interested in the research and the findings. The public also loses trust and questions researchers' credibility if the research appears to benefit a commercial company in whatever way. This is particularly true in health research and later benefits a product that will use the research to its advantage and further its leverage in the market. This betrayal of trust offends the public so that they dismiss any truth it offers. Despite lack of experience, the respondents elaborated that they learned from experienced researchers or lecturers that researchers often can't bear the temptations and give in to undue pressures from external and internal influences. They find it difficult to resist lucrative pay, compromising personal beliefs and values for personal gain. Many, on the other hand, misbehave for the sake of science.

Some respondents said that misconduct sometimes happens when the researcher fabricates data and falsifies some documents. But, there are situations where erroneous conduct is not intentional but an honest mistake and lapse in judgment. Failing to declare any conflict of interest, committing plagiarism, not giving credit to the right person for a used source, or simply covering up to avoid accountability are also among the pitfalls of researchers. Other conduct that can cost the integrity of researchers are sacrificing research quality to meet deadlines, short-circuiting methods, and manipulating results for personal or institutional reasons.

Research compliance involves considering and complying with relevant governmental, institutional, and professional research regulations. This also includes regulations that are specific to a given discipline. Some research may involve risks to human subjects and animals, the people inside the laboratory, or the building where the research occurs. Since this may pose harm, the local, state, or federal laws regulate such research. Another institution regulates human and animal studies. Failure to comply with governing rules and regulations can lead to civil or criminal penalties for researchers. Issues of violation of regulations and compliance failure will mar the integrity of the researchers. They will undermine the public's confidence in the researchers, the institutions, the discipline, and the general research enterprise.

The researchers are accountable for determining the rules that govern their research before conducting it. There may be agencies that particularly oversee and look into safety, animal protection, and human welfare. It is also the responsibility of the researchers to consult with these governing bodies to ensure that all rules and regulations are complied with and satisfied. This way, any inherent risks, inadvertent possibilities, and negative consequences must be fully anticipated to mitigate the potential risks. Still, in compliance, researchers have to disclose any personal financial interests that might reasonably be deemed related to the research. In many instances, these conflicts can be managed through the actions of the involved researchers. However, if the conflicts are not manageable, the best action to protect the integrity of the research and researchers is to abandon the whole project. We should note that the personal financial interests related to the research may have a huge effect on the readers' view of the credibility of the results. As researchers carry out research ventures, they have to assume the research-related legal and regulatory compliance responsibilities, which include the following: administering regulations governing research on human subjects and laboratory animals; acting as stewards of data from federally funded research; enforcing environmental and hazardous substance regulations; ensuring proper financial accounting of research funds; and implementing general workplace laws and regulations in areas such as discrimination and harassment. To fully comply, researchers and institutions must be aware of the regulations relevant to the project. There may also be varying policies and practices governing different situations.

These results are similar to the study of Doherty and Tajuddin [10], which suggests that, when assigning value to their information, users take into account the views of members of their immediate work group and the espoused views of their organization, as well as the variety of contextual factors, relating to culture, ethics, and education. Perhaps more importantly, it has been demonstrated that the users' perception of information value has a marked impact on their willingness to comply with security policies and protocols. Samaha and Khlif [13] attempt to provide a foundational knowledge resource that will inform practitioners, researchers, and regulators in developing countries about the relevance of the different theories in the accounting literature to explain the adoption of and compliance with IFRS. Kim et al. [12] state that customer involvement level moderated the effect of the presentation order of feedback message type on customer responses. With highly involved customers, offering positive feedback initially produced more favourable responses. With customers with low involvement, the order did not matter. The effects of feedback satisfaction and motivation as mediators in the effect of order on compliance intention were significant only with highly involved customers. The mediation effect of motivation was much stronger than that of feedback satisfaction. The repetition of a particular feedback type took effect only with customers with low involvement levels. Compared to the no-repetition condition (positive-negative), when positive feedback was repeated (positive-negative-positive), motivation increased. Compared to the no-repetition condition (negative-positive), when negative feedback was repeated (negative-positive-negative), feedback satisfaction and compliance intention decreased. Regarding the mediating effect, only feedback satisfaction was a meaningful mediator, and only when negative feedback was repeated to low-involvement customers.

The respondents agree that research has been particularly difficult due to a lack of coordination and cooperation among agencies involved in approving specific research. There is a struggle in communicating with the offices that give certain research permission. Researchers also admit to a lack of knowledge of the rules, regulations, and policies that govern their research scope. This lack of understanding may potentially result in actual violation. From their experience, securing corresponding permits or compliance certifications from authorities to set research in motion is challenging. Adding to their compliance struggle is the unwelcoming attitudes of someone in authority, such as people from agencies/regulatory boards or compliance officers, evaluation or ethics committees, which are not oriented toward research. They can cause much delay and cause the researchers to give up the research. Some of the regulations can also be vague and have grey areas that pose risks in terms of compliance. According to the respondents, corruption and red tape also increase the researcher's hardships. Researchers often compromise their convictions to cope with the corrupt practices of people in authority. These compliance issues can often discourage the researchers, strip away their valuable time, and push them to stop it altogether.

4.1.1. Publication

Along with the aspect of publication, data showed that the top universities are very particular with publication output and the reputation of the researchers. There is a call for researchers and institutions to promote and protect research integrity with the utmost professionalism and strongest vigilance. While a researcher's duty to foster research integrity stems from many other related tasks, fulfilling this begins with understanding the scientific method and the research enterprise, a human institution.

Carrying out research necessitates discretion in decision-making. Researchers must be vigilant and cautious against their potential biases and irrational misjudgment in planning, performing, evaluating, and presenting their research. Armed with the fact that as knowledge progresses, mistakes and errors may occur during the research. Besides, to truly contribute to the discovery of greater knowledge through research, researchers must, at one point, acknowledge and rectify any errors or misinterpretations. Still, in support of integrity, researchers should be fair, rational, and purely objective when rendering comments, judgments, and critiquing fellow researchers' work. The criticism must focus on the research and not on the researcher.

Apart from fulfilling the standard of integrity, researchers must uphold high quality in their work. When a question of integrity arises, researchers must quickly address it. Researchers are urged to clearly understand integrity issues, the right protocol in bringing up concerns, grounds for misconduct, and strict guidelines adhered to by their institution. In pursuit of integrity, researchers must ensure commitment to research openness, which is the foundation of academic freedom. Such commitment to openness is equivalent to acting and promoting openness among colleagues. Some of the best practices to ensure research integrity are high research standards, knowledge of the existing policies, bringing up and addressing issues, generosity, and professionalism among the research community.

However, when universities seek to focus more strongly on other, for example, entrepreneurial activities, then additional competencies come into play. As the actual focus of universities is currently subject to change, the role of research leaders in any institution will become increasingly more important, and the heads of departments will play a decisive role in the transition toward becoming an entrepreneurial university. Therefore, universities are well advised to integrate these experiences into the job specifications and establish processes that facilitate the change from an industrial to a university job or allow "double lives" in university and industry. Most publications were listed in Scopus-indexed journals, whereas a handful featured in other high-indexed journals. However, most of these high-indexed journals were predominantly co-authored with academics from universities outside the country. Most authors achieved a trade-off by publishing in lower-category journals to achieve research outputs.

During the interviews, which focused on publication output and the researchers' reputation, the respondents quickly admitted that they somehow had a good foundation in research. Hence, publication output is tangible for them, and their reputation is somehow easier to build in the field. They claim that most researchers have a positive outlook and motivation to join the research enterprise due to the vast opportunity given by their institution to acquire knowledge and develop competence and the availability of mentors to guide them in their way. Indeed, enormous time and resources must be invested to lay a strong foundation of research capability, individually or institutionally. While time is most likely within the control of busy researchers, the resources are another story. Learning materials to enrich them are scarce, and there is an utter shortage of avenues to learn research, such as conferences and fellowships. In that case, the quality of the publication will be affected. To be competent in research, prepared to do research, and to do the research up to its completion requires financial support. To be a reputable researcher - measured by publication output is a long way ahead.

Moreover, the lack of a strong foundation, lack of experience, and lack of credentials in research altogether can contribute to the lack of confidence of researchers in submitting research to publications. According to the respondents, if a researcher attempted to submit to publications but was rejected, this could create discouragement among them. This rejection will most likely be due to the research's poor quality. Publication problems that stem from quality issues have become major hurdles in building a researcher's reputation. In addition, the varying standards in publications can also make it hard to publish research articles. Hence, it is extremely difficult to make a name in the field of research and build a reputation without research credentials to showcase.

4.1.2. Extension

Along the extension aspect, data showed that the top universities are very particular about social mobility and research compliance. Specifically, any organization's extension and community involvement can help them make the community feel their institution's presence. Thus, there is an increasing appreciation of the impact of higher education extension in the teaching and learning process when students apply their disciplinary knowledge to help address real-world problems.

The data from the top-performing higher education institutions revealed that making community engagement an integral part of the curriculum could help the institution create an impact in the community while engaging in learning opportunities. It also serves as an opportunity for students to build various social and leadership skills when they engage in community immersion activities. Indeed, putting together curriculum, teaching and learning activities, and community engagement at the centre of an academic institution will contribute a lot to the holistic development of students.

Some of the effective strategies revealed by the top-performing higher education institutions' data in creating a community engagement culture include the active involvement of faculty and students in the program. Specifically, faculty members and their students were tasked to develop educational programs that could benefit their local community. Additionally, motivating students to participate in extension services, such as providing awards and scholarships, could create a strong community engagement culture for students and faculty. Additionally, assessing the community's needs, including profiling community members and evaluating existing programs, could help implement more targeted extension programs and projects.

4.2. Academic Needs of Selected Institutions in The ASEAN Region

Along with the academic needs of selected institutions in the ASEAN region, results revealed that the selected institutions have problems, which can be summarized as time constraints, technical expertise, and uncooperative public, government, and concerned agencies.

4.2.1. Time

The respondents agree that researchers must devote an enormous amount of time to finish a research. In fact, according to them, citing from experience, lack of time is among the major constraints that hinder researchers from doing research work and completing it. A constraint is something that limits or controls what you can do. Most of the time, researchers experience this inability to reach a goal because of their shortage of time. Given that researchers' time is very limited, they can only be in one place at a time, go to some location at a time, and do some work only at a certain time of the day. Inviting respondents and conducting focused group discussions at 2:00 am is quite awkward, as is making phone call interviews at 4:00 am. While researchers can opt to stay until the morning of writing the paper, they must complete the other part of the work at a certain time. Also, research requires a lot of time and investment. Often, finding and making time for intense research and putting together a top-notch research paper are nearly impossible. Researchers must juggle family and parenting, career and related tasks (especially if the researchers are in the academe), studying, and many more time-demanding activities. Research work takes a significant amount of time.

Much time and energy is spent tracing appropriate books, journals, reports, etc. Also, many libraries cannot get copies of new reports and other publications on time, so the researchers need to wait or find other sources to put their hands into. Data gathering and literature review necessitate a lot of time. Finding and accessing a quantity of literature eats up time. A literature review involves managing the literature, accessing data that supports the framework of the research, identifying keywords and alternative keywords, and constantly looking for new sources. Bringing together the materials and going over them all needs time. Carefully interpreting and synthesizing the literature, positioning it within the context of the study, and extensive writing consumes time. Lack of materials and insufficient data may demand extra time.

The respondents also shared a common belief that time is a factor in building good researchers. Time constraints prevent researchers from allocating time for personal study and the overall conduct of research. Additionally, time constraints prevent researchers from joining conferences and gatherings that will contribute to their research skill set and arsenal-building. It can also prevent researchers from spending time with established and experienced researchers for valuable mentoring. Mentoring and consultation with experienced researchers also require time from the researchers and the mentors, whose time is usually way too limited to spare. These have a significant bearing on building up researchers' knowledge, competence, and confidence. During the interview, the respondents claimed that the time constraints may directly and indirectly affect researchers' skills and competence, reflected in their work. In many ways, these reasons result in being left behind regarding research output and researcher quality. Results are congruent with the study by Datnow et al. [9], which revealed that various leadership activities and organizational conditions shaped teachers' collaborative work with data. These included leadership focused on the thoughtful use of data and the framing of data-driven decision-making regarding collective responsibility, establishing norms for researchers' collaboration, and implementing data discussion protocols.

4.2.2. Funding

Data revealed that one of the barriers to selected institutions in producing quality research output is the funding constraints faced by these institutions. Indeed, high-quality research will most likely require decent funding to attain its objectives. These institutions are expected to face this challenge since they are in countries considered to be the poorest areas in the ASEAN region. It clearly shows that funding for scientific research may influence the size of the research sector and the productivity of researchers within the sector. Moreover, research funding may influence the volume of research activities and the productivity of researchers within the field.

Within the same funding, measurements are quantitative data with possibilities to present funding volume, sources, diversity, and combined measures such as funding volume per researcher and funding per publication. Community linkages. One huge ordeal that the respondents and the researchers complain about is the uncooperative public, government, and concerned agencies. Red tape is an idiom that refers to excessive regulation or rigid conformity to formal rules that is considered redundant or bureaucratic and hinders or prevents action or decision-making. It is usually applied to governments, corporations, and other large organizations. It is also defined as the official routine or procedure marked by excessive complexity, which results in delay or inaction; official rules and processes that seem unnecessary and result in delays; and excessive formality and routine required before official action can be taken.

Respondents lamented that red tape in their government and respective institutions greatly affects their research compliance. Research compliance involves considering and complying with relevant governmental, institutional, and professional research regulations. Researchers must understand and comply with all existing laws, rules, and regulations while conducting the research. Failure to satisfy governing laws, rules, and regulations can lead to civil or criminal penalties for researchers. This can potentially result in the public losing trust in the researchers, the institutions, the discipline, and the research enterprise. In addition, issues of violation of regulations and compliance failure will painfully jeopardize the integrity of the researchers.

The respondents understand that it is part of the accountability of researchers to know the rules and legal matters that govern the research. To fully comply, researchers deal with the tedious tasks of working with the government and related agencies. These tasks are equivalent to some delays because this is where red tape undermines the passion and motivation of researchers. The timetable and schedules of regulatory boards, government agencies, and related offices or agencies are simply beyond the control of researchers. Researchers in these situations are at the mercy of the heads and officials in authority. The researchers may be overwhelmed by the personnel's lack of interest, uncooperativeness, and, at times, corruption. Securing necessary licenses, clearances, permits, and approval may take longer than expected. The respondents also divulged first-hand experiences where the offices involved were not receptive. Situations like this certainly dampen the spirit of the researchers, feeling dejected and rejected. No matter how researchers shake off such setbacks, the valuable time eroded from their grasp is not retrievable. The red tape makes research more unbearable to the point where the researchers take a long hiatus from the study or completely abandon their research.

The result is similar to the study of Arquisola et al. [6]; they found that barriers to achieving a successful partnership included an initial reluctance by all parties concerned to cede some of their management autonomy to others and experiences of uncooperative behaviour between the public and private sectors in the past. They were largely overcome as the project implementation progressed, resulting in improved food safety compliance management based on mutual trust. In Booth's (2019) study, though no initial cost savings are made, there is potential longer-term savings to be made through better risk-based targeting of resources. The collaborative effort and support from all parties and individuals can make these benefits possible. Additionally, Arquisola et al. [6] confirm that the religious principles of Aminah (the "altruistic calling" of their functions needing dedication, commitment, and passion) unique to the Indonesian cultural experience influence AL's views of leadership. ALs face role constraints due to resource limitations, experiencing a double bind while harmonizing differences due to ascribed social status and position.

4.3. Online Platform Dedicated for Collaboration in Research, Publication and Extension.

GLS has 15 institution partners. The documented best practices of the selected top-performing academic institutions in terms of research, publication, and extension guided the development of this website. Additionally, the identified academic needs of selected institutions in the ASEAN Region, as revealed by the data from the purposively selected respondents for this study, were also considered to design creative output that could eventually help both academic institutions and the community as a whole to work together for the common good through creating a platform for research publication and networking and collaboration of leaders in our society.

4.3.1. Research Publication

A website for research publication is an active response to the increasingly vocal need for collaboration to promote research culture among individuals, institutions, and organizations. This website shall be an online platform dedicated to collaboration in research and publication. Taking collaboration, a notch higher, the Research Publication website will live up to its statement: "You research, we publish." With the understanding of the needs of researchers, the researcher of this study conceptualized a Research Publication website to accomplish the following functions:

Serve as a "virtual" center for collaboration: The Research Publication website is created as the "virtual" center where professionals from different walks of life and disciplines can unite to make a difference and touch lives worldwide. Collaborative movers from the academe, health and medicine, business and commerce, governance, information technology, communication, and more here in the Philippines and abroad embrace a noble intent – to contribute to the community through research and publication. With the support of the local government, chamber of commerce, and academic institutions, this group of professionals shall forge ahead to empower individuals and communities toward sustainable development.

Tap into research works to benefit the community: Game changers in myriad disciplines and careers have been researching and writing journals for lofty purposes. Their intellectual and academic outputs are latent enormous power that can be utilized for the benefit of the community. And this is what Research Publication wishes to tap into.

Become a premier platform for publishing research journals: Giving to society is everyone's social responsibility. Research Publication is dedicated to being the premiere platform for the publication of research journals. Through this, valuable research will be accessible to the public and pave the way for synergistic collaboration.

Conduct professional enrichment: Along this line, Research Publication and GLS have co-sponsored research capability events in collaboration with the University of Nueva Caceres School of Graduate Studies and the Consortium of Non-Sectarian Colleges and Universities for Research (CONCUR). The events were: 1st Regional Training – Workshop on Research Refereeing Using ISI and Scopus Standard on May 31, 2019, 8 am - 5 pm at The Board Room, Avenue Plaza Hotel, Magsaysay Avenue, Naga City, where over 70 participants from 16 colleges and universities converged in the meeting; Annual Research Meeting and Competition 2019 The 1st Annual Research Meeting 2019 held on June 1, 2019, 8 am - 5 pm at the Convention Hall, Avenue Plaza Hotel, Magsaysay Avenue, Naga City; and the upcoming 1st Nueva Caceres Arts Congress on February 14, 2020 at UNC Social Hall. While pooling together research resources and publishing milestone research, plans are afoot to launch more programs for professionals, such as training geared toward research and community service. Research publications, being the brainchild of a researcher-cum-community leader, shall make significant strides to support capability building in research and publication. Plans are in the pipeline to actively promote the culture of research among professionals in different fields, such as conducting research-relevant training, mentoring programs, and continuing professional education. On top of these plans are finding resources, financial aid, and grant access to further advocacy in research enterprises.

Build-up, researchers: Over 300 research studies have already been posted on the website. This research publication platform will give researchers the perfect opportunity to showcase their work, be referenced for other research, and be a basis for humanitarian advocacies. This way, and more so, the research journals will inspire and influence positive change in the community. The grander purpose, that is.

Provide exposure and access to written work: Authors are encouraged to submit their research to Research Publications. By being fully accessible to the public, research papers receive optimum exposure – reaching more people, maximizing their potential to contribute to global knowledge, and making a difference.

Render full assistance to researchers: At the Research Publication, the researchers will (Figure 1): a.) Enjoy a site-friendly submission process; b.) Receive notification within 48 hours after submission; c.) receive feedback within two weeks after submission; d.) The research will be published three days after reviewers approve it, e.) Researchers will be awarded a paper publishing certificate; f.) They have low publication costs but an international readership.

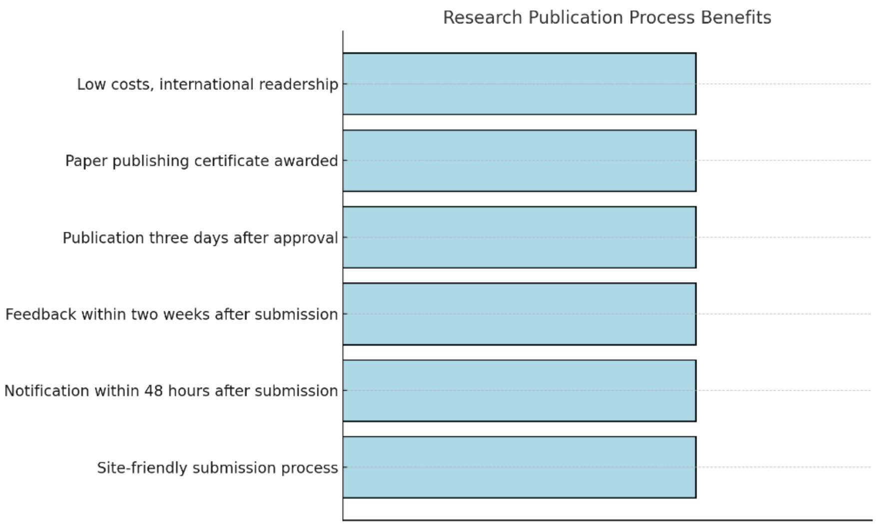

Figure 1: Research Publication Process Benefits

Bring together an editorial team: Research Publication aspires to be a platform to publish notable research. While we resolve to minimize the authors' publication obstacles, compromising the research and manuscript quality will never be an option. While we intend to break the barriers that keep your work on the shelf gathering dust, we uphold high editorial integrity. While we aim to publish manuscripts quickly, we require a rigorous review to meet the publication standard, improve the public's reading experience, and protect the author's credibility. In this vein, our credible reviewers will be instrumental in perfecting our work to satisfy editorial standards. Research Publication boasts of its powerhouse of reviewers and editors to ensure no less than the best editorial merit of your paper. It also provides confidence to authors to be accepted in this kind of reputable publication.

Utilize the internet and communication technology: People are online now. Ground-breaking research must take its online presence as well. These life's works and works in progress need to be found; they need to be read. Every research should be part of a greater cause. It should be instrumental in uplifting the quality of life of a community. The best place to begin is Research Publication. The culmination of the research is its publication. Research Publication lives up to its name: Research Publication - You research, we publish.

Be a user-friendly website: Over time, Research Publications will gain a large following due to the breadth of knowledge available on this site. The site is easy to navigate, making it user-friendly even to the most non-technologically inclined researcher on both ends.

Keep getting better: Upcoming website functions and features currently in the works include (Figure 2): a.) Member Pages where different institutions can upload and post their research, making it available online for open access; b.) Install a Filtering System where the researchers are automatically categorized according to disciplines like engineering, teaching, science, arts, and more; c.) Be a virtual one-stop shop that will soon be a distributor of online applications; d.) Offer Membership perks like subscriptions to online libraries and journals; e.) Facilitate chatrooms, online forums, and tutorials; f.) Mentoring and colloquium for members and research enthusiasts; g.) Develop and offer online materials like manuals for best practices in research and publication; h.) Create a collaborative community that can connect and link individuals and institutions for worthy undertakings.

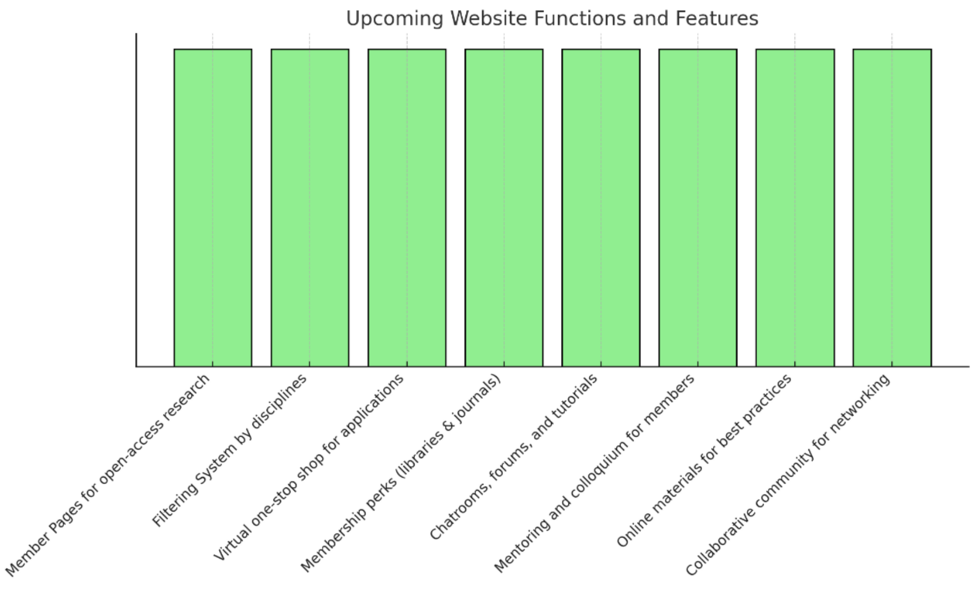

Figure 2: Upcoming Website Functions and Features

4.3.2. Global Leaders Society

The researcher founded the Global Leaders Society (GLS) years back and has actively organized and implemented various community services and extension programs. With the understanding of the needs in extension, the researcher of this study developed the GLS website to accomplish the following functions:

Collaboration for community extension: The GLS website is how and where people and institutions can access and share, gain input, and give output for everyone's benefit. It embraces the idea that collaborations and partnerships will impact the communities more.

Empower communities to be sustainable: Global Leaders Society began over 3 years ago when the researcher and his like-minded colleagues realized the universal need for information and opportunities to foster sustainable development. Information is one of the most meaningful keys to ensuring the community's sustainability. GLS, in its capacity, is putting together resources to understand and address pressing social issues.

Raise a new breed of community leaders: Its vision is to raise visionary global leaders - passionate, productive, and committed to serving the underprivileged. With the noble intention of building better communities, its mission is to build a global community of leaders dedicated to creating sustainable life. Over the years, GLS has witnessed the emergence of change agents and movers dedicated to building the capability of communities, institutions, and individuals.

Provide access to transformative information: GLS imparts the vision that access to information can transform a dormant and stagnant community into a functional and productive one. GLS intentionally understands societal concerns and moves toward the solution. The men and women behind GLS embrace the idea that collaboration is the heart of every research, publication, and extension concept.

5. Conclusion

This study highlighted the significant differences in research, publication, and outreach capabilities between leading and underprivileged institutions in ASEAN. While top universities focus on research integrity, compliance, and engaging communities, less successful institutions face limited resources, bureaucratic obstacles, and an underdeveloped research culture. To address these inequalities, the research introduced two interconnected platforms: Global Leaders Society (GLS), which targets community outreach, and Research Publication, which fosters collaboration in research and publication efforts. These platforms facilitate knowledge sharing, mobilize resources, and enhance capacity building among researchers and institutions throughout ASEAN. Collaborative strategies are crucial to navigating the noted challenges and creating a more equitable, research-friendly environment in the region. Future studies should investigate the long-term effectiveness of these initiatives and explore additional approaches to bolster research capabilities in ASEAN. By bridging the gap between advantaged and disadvantaged institutions, this research fosters a collaborative ecosystem that promotes growth and knowledge exchange, with the potential to reshape the academic landscape. The commitment to strengthening under-resourced universities is vital for ensuring sustained improvement and effectiveness in addressing disparities. Moving forward, the focus must remain on cooperative efforts that drive structural change, yielding societal benefits that extend beyond academia and affirming the transformative power of equitable research engagement.

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