

REVIEWER'S REPORT

Manuscript No.: IJAR-52037

Date: 02.06.2025

Title: Influence of School Heads' Managerial Skills as to Supervisory, Interpersonal, and Leadership on School-Based Management Practices in the Philippines

Recommendation:

Accept as it is

Accept after minor revision ✓

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity			✓	
Significance		✓		

Reviewer Name: Dr P Karthikeyan

Date: 02.06.2025

Reviewer's Comment for Publication.

This manuscript offers a timely, well-grounded study on how school heads' managerial skills influence School-Based Management in the Philippines, supported by solid methodology and clear data presentation. Minor improvements in methodological clarity, reference formatting, and deeper theoretical integration will enhance its impact. Overall, it is a valuable contribution suitable for publication after minor revisions.

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Detailed Reviewer's Report

Originality: This paper explores a timely and important issue in educational leadership by examining how school heads' managerial skills affect School-Based Management (SBM) implementation. While the topic has been previously addressed, the paper adds originality by contextualizing findings within specific districts in the Philippines and proposing a practical leadership model for transformation. The use of three theoretical lenses (Glickman, Katz, McClelland) adds depth to its conceptual framework.

Methodology: The study uses an **explanatory-sequential mixed-methods** approach with a strong quantitative component and clear instruments validated by six experts. The application of **complete enumeration sampling** (119 teachers) enhances representativeness. However, the paper lists both "quantitative-descriptive" and "quantitative research" in different places, which may confuse readers. Clarifying the methodological flow, including how qualitative data (if any) were handled, would improve coherence. The **statistical treatment** using Spearman's rho and regression is appropriate and well executed.

Structure and Clarity: The structure follows standard research paper formatting with logical flow: Abstract, Introduction, Literature Review, Methodology, Results, Discussion, Conclusion, and Recommendations. The narrative is clear and technically sound. However:

- Some sections are overly detailed or repetitive (e.g., in the discussion of each table).
- A few paragraphs could benefit from **condensed synthesis** rather than restating descriptive data.
- The title could be slightly shortened or reworded for readability.

Data Presentation and Interpretation: The data is presented through clear and well-labeled tables. Descriptive medians and standard deviations are provided along with qualitative interpretations. The use of correlation and regression tables is informative. The analysis shows **strong leadership influence** on SBM, which aligns well with the literature. However:

- Interpretation could benefit from better **integration with existing theory and global literature**.
- The conclusions drawn are sometimes restatements of the data—deeper analytical insights would enhance impact.

Citations and References: The references are relevant, up-to-date, and grounded in educational leadership literature (e.g., Fullan, Leithwood, Northouse). However:

- There is some **duplication** in the reference list (e.g., Leithwood 2019 and 2020 entries are nearly identical).
- A few **APA 7 style issues** remain, including improper DOI formatting and inconsistent punctuation.
- The paper would benefit from the addition of **more global comparative studies** on SBM to enrich its significance.

Strengths

- Contextual relevance to Philippine educational leadership.
- Methodologically strong and statistically sound.
- Well-developed practical recommendations and proposed leadership model.
- Good theoretical anchoring.

Areas for Improvement

- Clarify research design label (descriptive vs. explanatory-sequential).
- Eliminate redundant data interpretation; focus on analysis.
- Ensure reference formatting aligns with APA 7.
- Simplify sections that over-elaborate findings already presented in tables.
- Strengthen theoretical discussion in the conclusion.