

REVIEWER'S REPORT

Manuscript No.: IJAR-52212

Date: 12/06/2025

Title: Staffing and Financial Performance in Church of Uganda-Founded Private Secondary Schools in Greater Ankole Dioceses.

Recommendation:

Accept after minor revision.

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

Reviewer Name: Dr. Bishwajit Rout

Date: 12/06/2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This research is significant as it highlights the critical role of staffing practices worker experience, employee skills, and decision-making in determining the financial performance of Church of Uganda-founded private secondary schools. It fills a gap in literature by connecting human capital management to financial sustainability, offering practical insights for policy and school-level decision-making in resource-constrained contexts.
- Strength:** The study's strength lies in its robust mixed-methods design, combining survey data from 365 respondents with qualitative interviews. The use of Structural Equation Modeling (SEM) ensures rigorous analysis, while thematic insights from qualitative data provide contextual depth. This dual approach enhances the validity of findings and offers a comprehensive understanding of staffing's impact on financial outcomes.
- Key Insight:** A key insight is that staffing competences especially experienced, skilled staff and participative decision-making significantly improve financial performance. Schools with strategic staff development and inclusive budgeting processes demonstrate greater financial stability. However, governance complexities and limited resources challenge the full realization of these benefits, suggesting the need for church-level policy reforms and targeted staff capacity-building interventions.

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Reviewer's Comment / Report

The paper titled “*Staffing and Financial Performance in Church of Uganda-Founded Private Secondary Schools in Greater Ankole Dioceses.*” offers a valuable empirical investigation into how staffing practices specifically worker experience, employee skills, and decision-making influence the financial performance of private Church-affiliated secondary schools in Uganda. While methodologically sound and rich in analysis, minor improvements are required in presentation, clarity, and result interpretation to maximize its academic contribution and practical utility.

Suggestions for Improvement:

1. In introduction, state the primary research objectives explicitly at the end of the introduction.
2. In Literature Review, synthesize rather than describe studies individually.
3. In Literature Review, add a table summarizing key past research and gaps to improve clarity.
4. Clarify the rationale for choosing SEM and CFA.
5. Briefly discuss potential bias (self-reporting) and how it was minimized.
6. Mention ethical clearance or consent procedures explicitly.
7. Present critical SEM paths with clearer interpretations (practical meaning of $\beta=0.595$).
8. Use more tables/figures to summarize KMO, Bartlett, and variance explained.
9. Reflect more critically on the influence (or lack thereof) of church governance structures.
10. Include potential areas for future research (e.g., comparative studies with public schools).
11. Discuss scalability of recommendations beyond the Ankole region.

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This study significantly contributes to understanding the role of staffing competences in driving financial performance among Church of Uganda-founded private secondary schools. It employs a rigorous mixed-method approach, yielding robust and actionable findings. Minor revisions in clarity, data presentation, and theoretical discussion will strengthen its impact. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.