



REVIEWER'S REPORT

Manuscript No.: IJAR-52336

Date: 18/06/2025

Title: Effect of Church structures on Financial Performance of Church of Uganda-founded private secondary schools: Evidence from Greater Ankole Dioceses, Uganda.**Recommendation:****Accept after minor revision.**

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

Reviewer Name: Dr. Bishwajit Rout

Date: 18/06/2025

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 study is significant because it addresses a key gap in understanding how church structures including policies and hierarchies affect the financial sustainability of faith-based private secondary schools in Uganda. Its findings offer valuable insights for church authorities, school managers, and policymakers seeking to improve financial performance and resource management in religiously affiliated educational institutions.
- Strength:** The research's strength lies in its robust mixed-methods approach, integrating survey data from 365 respondents with qualitative interviews. It employs validated scales, exploratory and confirmatory factor analysis, and structural equation modeling (SEM), ensuring methodological rigor. The triangulation of qualitative and quantitative data strengthens the credibility and depth of its conclusions.
- Key Insight:** A key insight is that while church policies positively influence financial performance, the hierarchical church structure has a lesser and sometimes negative impact. This suggests that decentralization and participatory decision-making may enhance financial outcomes more than rigid top-down control, highlighting the need for adaptable, inclusive policy frameworks within faith-based school management.

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Reviewer's Comment / Report

The paper titled "*Effect of Church structures on Financial Performance of Church of Uganda-founded private secondary schools: Evidence from Greater Ankole Dioceses, Uganda.*" provides a valuable contribution to understanding the financial dynamics of Church of Uganda-founded private secondary schools in Greater Ankole, Uganda. Its mixed-methods approach and theoretical integration offer nuanced insights into how church policies and hierarchy shape financial outcomes in resource-constrained settings. While church policies emerge as a key driver of financial performance, the negative impact of hierarchy highlights tensions in centralized governance. The study's robust methodology strengthens its credibility, but the weak quantitative findings and potential statistical inconsistencies suggest caution in generalizing results.

Suggestions for Improvement:

1. In introduction, state explicit research questions or hypotheses at the end of the section.
2. In introduction, reduce repetition regarding the financial constraints and church governance to improve focus.
3. In Literature Review, structure the literature review into distinct sub-sections (e.g., "Church Policies," "Church Hierarchy," "Financial Performance") to improve clarity.
4. In Literature Review, critical gaps in existing literature could be more explicitly highlighted.
5. Justify why SEM was the preferred analytical method over others.
6. Clarify how qualitative data saturation was ensured.
7. Present key results (e.g., standardized path coefficients) in summary tables for clarity.
8. Discuss why some hypothesized effects (e.g., Church hierarchy) were weak or non-significant.
9. Improve graphical data representation (e.g., SEM diagrams) for better visualization.
10. Explain surprising or unexpected findings more critically.
11. Address how church politics or external community factors may have influenced the results.

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This is an original and insightful contribution to the literature on faith-based school governance and financial performance. The methodological rigor (particularly in SEM analysis) is commendable, but the paper would benefit from clearer data presentation, deeper discussion on weak model paths, and improved academic language consistency. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.