

## REVIEWER'S REPORT

Manuscript No.: IJAR-54101

Date: 01-10-2025

**Title: EFFECT OF DIFFERENTIAL TREATMENT BETWEEN EXPATRIATELOCAL EMPLOYEE RELATIONS ON SALES PERFORMANCE IN FOREIGN OWNED FOREST INDUSTRIES IN MUFINDI DISTRICT.**

### 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: Mr. Bilal Mir

### Reviewer's Comment for Publication.

The study addresses a relevant and timely issue by examining how differential treatment between expatriates and local employees influences sales performance in foreign-owned forest industries in Tanzania. The topic is original, contributing to literature by focusing on Mufindi District—a context rarely explored in detail.

The theoretical framework is well-grounded, using Equity Theory and the Resource-Based View (RBV) to link employee relations with sales performance. The literature review is comprehensive and highlights both global and regional studies, as well as identifying a clear research gap. The methodology, which applies a mixed-method approach, strengthens the reliability of findings by integrating quantitative and qualitative data.

However, minor revisions are required before publication:

- Clarity & Structure:** Some sections, particularly in the background and literature review, are lengthy and could be streamlined to avoid repetition. Clearer subheadings would enhance readability.
- Technical Quality:** Tables and figures should be properly labeled and aligned with the narrative to improve presentation. Ensure statistical results (correlation, regression) are reported with precise values and significance levels.
- Language & Formatting:** There are occasional grammatical errors and typographical redundancies (e.g., “has has”) that should be corrected. Consistency in citation style (APA/Harvard) is also recommended.

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4. **Discussion:** The discussion could be strengthened by comparing the study's findings more explicitly with previous empirical research highlighted in the literature review.

Overall, the manuscript is significant, with strong policy and managerial implications for improving workplace fairness and boosting organizational performance in the forestry sector. With minor revisions to enhance clarity, structure, and formatting, the paper will be suitable for publication.