

REVIEWER'S REPORT

Manuscript No.: IJAR-54101

Date: 01/10/2025

Title: Effect of Differential Treatment Between Expatriate-Local Employee Relations on Sales Performance in Foreign Owned Forest Industries in Mufindi District.

Recommendation:

Accept after minor revision.

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

Reviewer Name: Dr. Bishwajit Rout

Date: 01/10/2025

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 paper is significant as it addresses a critical but underexplored issue in foreign-owned forest industries how differential treatment between expatriates and local employees influences sales performance. By combining quantitative and qualitative methods, it provides practical insights into fairness, incentives, and compensation. The study not only contributes to HRM and organizational behavior literature but also informs equitable workplace practices in developing economies.
- Strength:** The paper's strength lies in its use of a mixed-method approach, which combines statistical analysis with qualitative perspectives to capture a holistic view of expatriate-local dynamics. It applies both Equity Theory and Resource-Based View Theory, offering theoretical grounding and practical recommendations. Its focus on sales performance in Mufindi District fills a critical contextual gap, making findings both academically robust and practically relevant.
- Key Insight:** The key insight is that while perceptions of fairness alone do not significantly impact sales, tangible factors such as incentives and compensation strongly influence outcomes. Employees respond more positively to financial rewards than abstract fairness concerns, directly improving revenue and market share. However, neglecting fairness risks long-term morale and cohesion, underscoring the importance of integrating both equity-based and performance-driven HR policies.

REVIEWER'S REPORT

Reviewer's Comment / Report

The paper titled “*Effect of Differential Treatment Between Expatriate-Local Employee Relations on Sales Performance in Foreign Owned Forest Industries in Mufindi District*” examines how disparities in treatment impact sales using a mixed-methods approach. Findings indicate that incentives and compensation significantly influence sales performance, while workplace fairness does not. The study recommends fostering fairness and cohesion to enhance sales. Leveraging Equity Theory, it highlights the need for equitable practices, addressing a gap in Mufindi’s forest industry research.

Suggestions for Improvement:

1. The background could more clearly connect the identified gap to the specific research objectives.
2. Some references (e.g., Hofstede 2021) are mentioned without fully integrating how they inform the research.
3. Theoretical section is detailed but repetitive (e.g., assumptions of Equity Theory could be shortened).
4. Empirical review sometimes lists studies without critical synthesis; a comparative analysis across findings would add depth.
5. The “Knowledge Gap” section is well written, but could be more concise and directly linked to research questions.
6. The justification for the small qualitative sample (5 respondents) could be better explained; why was this deemed adequate?
7. The KMO value (.626) is in the “mediocre” range; this should be acknowledged more critically rather than presented as fully acceptable.
8. More details on regression assumptions (normality, multicollinearity checks) would improve methodological rigor.
9. Tables are informative, but some need clearer labeling and explanation for readers unfamiliar with statistics.
10. Discussion sometimes repeats results instead of analyzing implications.
11. Some repetition of earlier results rather than focusing on implications.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

REVIEWER'S REPORT

The paper makes a valuable contribution by addressing expatriate-local employee relations and their effect on sales performance in Tanzania's forest industries. It demonstrates sound methodology and meaningful findings, though improvements in conciseness, literature synthesis, methodological justification, and reference consistency are needed. Overall, it offers relevant insights but requires substantial revision. With careful restructuring and refinement, it has strong potential for publication and practical applicability in organizational contexts. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.