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Manuscript Number: JJRC-D-21-00237

GENDER'S MODERATING EFFECT IN THE RELATIONSHIP BETWEEN
 ORGANISATIONAL FORM AND PERFORMANCE IN THE SUPERMARKET
 INDUSTRY

Dear Assoc.Prof.Dr Hary Susilo,

I would like to invite you to review the above referenced manuscript , as I believe it falls within your expertise and interest. The abstract for this manuscript is included below.

You should treat this invitation, the manuscript and your review as confidential. You must not share your review or information about the review process with anyone without the agreement of the editors and authors involved, even after publication. This also applies to other reviewers' "comments to author" which are shared with you on decision (and vice versa).

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Harry Timmermans

Editor-in-Chief

Journal of Retailing and Consumer Services

Abstract:

This research seeks to discover how the organisational form (franchising vs. vertical integration) of 305 supermarkets belonging to a Spanish franchise chain influences unit-level performance measured through three key indicators commonly used in the retail literature: sales per square metre, sales per employee, and service quality scores. Additionally, we assess the moderating role of the gender of the person in charge of each individual supermarket in these relationships. We have analysed the

research questions using multivariate analyses, with a panel dataset that includes quarterly establishment-level data covering the period from January 2017 to December 2019. We have found that franchised supermarkets record higher sales both per square metre and per employee than vertically integrated ones. This positive effect of franchising is lower in establishments run by women than in those run by men. The findings also reveal that franchised supermarkets record lower service quality scores than their company-owned counterparts, and this negative effect is lower in establishments managed by females than in those managed by males.

Please also note that authors have been invited to convert their supplementary material into a Data in Brief article (a data description article). You may notice this change alongside the revised manuscript. You do not need to review this but may need to look at the files in order to confirm that any supporting information you requested is present there.

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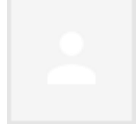
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Review for Journal of Retailing and Consumer Services - next steps

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
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Manuscript Number:  JJRC-D-21-00237
 GENDER'S MODERATING EFFECT IN THE RELATIONSHIP BETWEEN ORGANISATIONAL FORM AND PERFORMANCE IN THE SUPERMARKET INDUSTRY

Dear Assoc.Prof.Dr Hary Susilo,

Thank you for agreeing to review the above referenced manuscript.

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Thank you in advance for your contribution and time.

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REVIEWER ATTACHMENTS

1. TITLE:

GENDER'S MODERATING EFFECT IN THE RELATIONSHIP BETWEEN ORGANISATIONAL FORM AND PERFORMANCE IN THE SUPERMARKET INDUSTRY

2. RECOMMENDATION: Accepted with minor revision.

3. OVERVIEW AND GENERAL RECOMMENDATION:

I think if you would like to develop the research model like the performance in supermarket industry as the scientist perspective should more understanding about the research gap and the business gap. (Jaworski, 2018). Why? Actually, in this manuscript, first; I could not find the research gap base on the previous organizational research that it discussion about the management of supermarket- performance base on the capabilities operational management, that could make some derivates from it for develop the sate of the art form this research of. **I just suggest that this manuscript should develop conducted within the organizational theory such as; the goal setting theory, the service dominant logic theory and the upper echelons theory**

that would help to develop the new novelties and the great state of the art from this research model **not only the Agency theory**. The second of the gap was the business gap from the performance of the supermarket industry that base on the actual- business data that could showed the real problem in business in supermarket industries.

Furthermore, the stressing of the moderating effect in this case is really important? I think in the long-run business was many factors and parameter that could be latent variables to make measure to increase the organizational or firm's performance. As a moderating variable in management area the capabilities of operational management more important latent and Scientific's variables than the demographics conditions as an embedded factor.

Indeed, I appreciate this manuscript to make some study about the demographic's areas, but I have noted within management science this research could evolved the operational- management side more comprehensiveness. Further, if the experiment research was applied that the research-procedure conduct within to pursue the firm performance base on KPIs of organizational performance within 50% male and 50% female top-managers to applied the some business- strategy for the supermarket and also compared the performance it will yield the business data to measured.

Hence, I think if the manuscript could evolve within the latent variables model as the SERQUAL MODEL, retail productivity should conduct within structural equation model, for yield the best linear un-bias estimate. I found the KPIs studied in this manuscript base on operational side to pursue the performance in the supermarket industry from the organizational form could develop within the capability of an operational management, the top managers performance within the gender performance as moderating variable. Therefore, I recommended to develop for this manuscript to evolve the capabilities of operational- side management in business. Actually, I would explain my concerns base on management science as below.

4. MAJOR COMMENTS:

a. The Introductions section;

“There are even inconsistent findings on this issue in other industries”, in page 2, there is a research gap that could be develop that it was conducted to find the state of the art and the new novelties to inquiry new research model that researcher fulfil with new concept on the business strategy to attempt the firm performance.

“The data also show whether each supermarket is franchised or vertically integrated, and whether each establishment is run by a man or a woman,” in page 3, do you have the equivalent- business data among gender or how much the proportion was?

b. Literature review section; base on an Agency theory, “In our case, it may be argued that managers of vertically integrated supermarkets have fewer incentives to work harder than franchisees, thereby reducing an establishment's performance”. In page 4, could develop to evolve and explain firm governance with delineating firm owner as the principals that hire mangers to carry out the long-run business of operating the supermarket. If the incentive become more crucial, the researcher should develop the goal setting theory.

A qualitative study in literature review not relevant to discuss in page 6.

When the manuscript was discussing and review about the service quality pp 10, I think not only within Servqual model as practice theory but the scholars should develop and explore the service dominant logic theory, to evolve the service.

The firms were operated within highly competitive settings, could approach within the Resources- advantage theory, base on the well supermarket- resources (how make the structures, bundles and leverages) to attempt the market positions.

c. Data and research Methodology section;

The regression model- with algorithmic- data in pp.14 could not yield until the dimension- parameter for estimate the score of service quality. Hence, the scholar would conduct within the research model of the structural equation model of the latent variables.

d. RESULTS AND DISCUSSION section;

In pp.15, the result more informatively if the entire regressions equations could be delivering in the manuscript and the discussion will more interesting that could compare with the previous result research in the same theme.

The classical assumptions of the multiple regression not appear.

5. MINOR COMMENTS:

What are the Research contributions pp.15, to the Agency theory.?

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