REVIEWER'S REPORT

Manuscript No.:   **IJAR-52979**   Date: 07/25/2025

Title: We are a family- Work Culture

Recommendation:
Accept as it is ……………………………….
Accept after minor revision……Yes…………
Accept after major revision ………………
Do not accept (*Reasons below*) ………

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

Reviewer Name: Dr. Yanti Budiasih   **Date:** 07/25/2025

Reviewer's Comment for Publication.

Here is the evaluation of whether the research titled *"We are a family – Work Culture"* is suitable for publication in a journal:

Reasons the Paper May Be Worth Publishing (with conditions):
1. Timely and relevant topic
   o The paper addresses a real and increasingly common workplace phenomenon: the use of "we're a family" culture in organizations. This topic is highly relevant to fields like human resource management, organizational behavior, and workplace ethics.
2. Bold and critical perspective
   o It offers a refreshing critique of a commonly accepted narrative, challenging the romanticized view of the "family culture" by revealing its potentially manipulative and exploitative dimensions.
3. Clear novelty
   o The paper presents a unique angle by connecting the "family" culture narrative to organizational biases such as affinity bias, confirmation bias, and echo chambers. This linkage is not often addressed explicitly in previous literature.

Key Limitations That Must Be Addressed Before Submission to a Journal:
1. Lack of a clear mesearch methodology
   o The paper reads more like a reflective essay or opinion piece rather than an academic study. There is no use of empirical methods such as surveys, interviews, case studies, or data analysis.
2. No primary or empirical data
   o Without empirical evidence or references to fieldwork, the arguments remain largely theoretical and subjective, which may weaken the credibility in a peer-reviewed journal.
3. Non-academic language in some sections
   o Certain parts use emotional or informal phrasing (e.g., "this is a lie," "don't fall for the trap"), which reduces its academic tone. Journals typically expect a neutral, formal writing style.

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4. **Does Not Follow Standard Academic Structure**
   o The current version lacks sections like abstract, introduction, literature review, methodology, findings, discussion, and conclusion in a formal format expected in most academic journals.

The paper has original insights and strong theoretical value, but it currently does not meet the methodological and structural standards of most academic journals.

Detailed Reviewer's Report

Novelty of the Research :
1. Unmasking the manipulative nature of "Family" rhetoric in workplaces
   o The research presents a fresh perspective by exposing how the seemingly warm "we're a family" culture can be a tool for emotional manipulation, used to demand extra loyalty, unpaid effort, and unquestioned obedience from employees without offering real familial support in return.
2. Linking family culture with organizational biases
   o It uniquely connects the "family" narrative to critical organizational issues like affinity bias, confirmation bias, halo effect, and echo chambers, showing how these biases are nurtured in such environments to preserve power structures.
3. Critique beyond surface positivity
   o While many studies praise family-oriented workplace cultures, this research challenges the romanticized view and reveals how such cultures can blur professional boundaries, promote favoritism, reduce accountability, and suppress dissenting voices.
4. Highlighting ethical risks and emotional exploitation
   o The study introduces the idea that excessive loyalty and emotional entanglement—encouraged by "family" narratives—can lead to unethical behavior, groupthink, and tolerance of unprofessional conduct.
5. Call for value-based clarity
   o It suggests that instead of using vague familial terms, organizations should clearly define and adopt specific values (e.g., trust, support, collaboration) without misleading emotional language.

Strengths of the Research
1. **Relevant and timely topic**
   o The paper addresses the widely used phrase "We're a family" in workplace culture, which is a trending and highly relevant topic in modern organizational behavior.
2. **Critical examination of workplace dynamics**
   o It offers a sharp critique of how companies use emotional language to manipulate loyalty, providing a fresh and thought-provoking perspective.
3. **Exploration of bias in management**
   o The study highlights important organizational issues such as affinity bias, confirmation bias, and favoritism, helping readers understand their impact on fairness and meritocracy.
4. **Multidimensional analysis**
   o The research discusses not only organizational impact but also psychological and emotional consequences for employees.

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5. **Well-structured and organized content**
   o The content is logically organized, covering characteristics, advantages, disadvantages, and suggested solutions clearly.
6. **Practical recommendations**
   o Rather than only criticizing, the paper provides constructive suggestions such as promoting transparency, defining ethical standards, and setting realistic boundaries between personal and professional life.

Weaknesses of the Research
1. **Lack of empirical data**
   o The paper does not present supporting data such as surveys, interviews, or case studies, making it more conceptual than evidence-based.
2. **Subjective tone**
   o Many arguments are opinion-driven and generalized (e.g., "Organizations will NEVER treat you like family"), which might reduce academic neutrality.
3. **Authorial bias**
   o The perspective heavily criticizes companies without acknowledging that some organizations may genuinely attempt to foster supportive, family-like environments.
4. **Limited range of perspectives**
   o The paper doesn't include views from business owners, HR professionals, or companies that have successfully applied healthy "family" cultures.
5. **Informal and emotional language in some parts**
   o Certain sections use casual or emotionally charged phrases (e.g., "This is just a lie," "Don't fall for the trap"), which could affect the paper's academic tone and credibility.

Suggestions for Improving the Research
1. Include a clear research methodology
- **Problem:** The paper lacks a formal research design (e.g., qualitative, quantitative, or mixed methods).
- **Improvement:** Specify how data was collected. For example:
   o Conduct interviews with employees from companies that claim to use a "family culture".
   o Use surveys to analyze employee perception of "family-oriented" workplace environments.
   o Apply content analysis to HR manuals or internal communication from companies that use the phrase "we're a family".
2. Add empirical evidence or case studies
- **Problem:** The arguments are primarily opinion-based, without supporting data.
- **Improvement:** Include:
   o Real examples from companies (both positive and negative cases).
   o Statistical findings or data from employee engagement surveys.
   o Secondary data from research articles or reports on workplace culture.
3. Improve academic tone and objectivity
- **Problem:** Some parts use emotional or casual language, which weakens the academic tone.
- **Improvement:** Reframe phrases like:
   o "This is a lie" → "This phrase may be used manipulatively."
   o "Don't fall into the trap" → "Employees may unknowingly adopt unrealistic expectations."

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4. Provide a balanced perspective
- **Problem:** The paper is heavily critical and dismisses all forms of "family" culture.
- **Improvement:** Acknowledge that in **some contexts**, a family-like environment can promote:
  - Team cohesion
  - Emotional support
  - Reduced turnover (when boundaries are respected)

Then, clarify under what **conditions** such culture becomes toxic or manipulative.

5. Strengthen the literature review
- **Problem:** Limited engagement with existing scholarly literature.
- **Improvement:** Add a dedicated section that reviews:
  - Existing academic studies on organizational culture
  - Theories related to workplace loyalty, psychological safety, and power dynamics
  - Studies on workplace bias (affinity, confirmation bias, etc.)

6. Reorganize the structure into a formal academic format
- Suggested structure:
  1. Abstract
  2. Introduction
  3. Literature Review
  4. Methodology
  5. Findings/Results
  6. Discussion
  7. Conclusion and Recommendations
  8. References

7. Cite more peer-reviewed sources
- **Problem:** Some sources are blogs and general websites.
- **Improvement:** Include academic journal articles, HR management books, or organizational behavior studies as citations.