

REVIEWER'S REPORT

Manuscript No.: IJAR-52979

Date: 26-07-2025

Title: We're like a Family- Work Culture

Recommendation:

Accept as it isYES.....

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.

Title Evaluation

The title captures the central theme of the manuscript effectively. It directly references a common organizational phrase that invites critical examination, which aligns with the paper's core argument. The simplicity of the title contrasts with the complexity of the content, encouraging readers to explore the nuances beneath a widely used cultural metaphor.

Abstract Evaluation

The abstract offers a concise overview of the central premise—that the "family" metaphor in workplace culture can be both empowering and exploitative. It sets up the dual nature of such work cultures, recognizing the emotional appeal and community benefits, while also warning against its manipulative potential. The mention of biased management and specific forms of bias (e.g., affinity, confirmation, gender, religion, region) broadens the scope of critique. The concluding recommendation that organizations should adopt clear values rather than vague familial metaphors is well-stated and grounded in realism.

Content Evaluation

The manuscript explores the "family" work culture theme in a direct and accessible tone. It distinguishes between the idealized interpretation—trust, care, loyalty—and the operational reality, which may include bias, uneven expectations, and emotional manipulation. The discussion on how management may co-opt this narrative to neutralize dissent or reinforce favoritism is a particularly strong point, bringing a critical lens to power dynamics within organizational structures.

Thematic Depth

The paper skillfully unpacks the psychological and emotional dynamics at play when companies promote a "we're family" culture. It captures the tension between community and control, support and exploitation. The discussion of blurred boundaries and inclusion concerns reflects an understanding of

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contemporary HR and DEI challenges. The identification of echo chambers and biases adds intellectual depth to the critique, showing how “family” cultures can unintentionally (or deliberately) stifle diversity of thought or dissent.

Tone and Voice

The voice is forthright, reflective, and occasionally provocative, which suits the subject matter. There is a clear intent to challenge dominant workplace narratives while acknowledging their emotional resonance. The use of conversational elements (“Yes, this is how organizations try to trick you...”) adds immediacy and impact, making the argument more relatable to readers with firsthand experience of such environments.

Language and Clarity

The language is direct and mostly clear, with terms like “affinity bias,” “confirmation bias,” and “echo chamber” correctly applied within context. The message is accessible, and the narrative flow supports the progression of ideas from cultural perception to operational critique.

Practical Relevance

This paper holds strong relevance for organizational leaders, HR professionals, and employees alike. It offers a reflective and critical examination of corporate culture, encouraging more precise value articulation and healthier workplace dynamics. It also prompts consideration of equity, inclusion, and fairness in how loyalty and performance are rewarded.

Conclusion

This manuscript provides a thoughtful, well-articulated critique of the “we’re a family” trope in organizational culture. It balances recognition of its emotional benefits with a realistic assessment of its potential misuse. By addressing power structures, biases, and labor expectations, it makes a meaningful contribution to workplace culture discourse.