

**Influence of Kinship System on Working Relationships as
Perceived by the Employees of Ambata Shell Station**

**An Undergraduate Thesis Submitted to the Faculty
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By

**Arlene E. Flores
96-06101**

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Approval Sheet

This thesis entitled "Influence of Kinship System on Working Relationships as Perceived by Ambata Shell Station" presented by Arlene E. Flores, in partial fulfillment of the requirement for the degree of Bachelor of Arts in Organizational Communication, is hereby accepted.



Prof. Diana Agbayani
Adviser



Prof. Rafael Villar
Chairman 3-28-2000
Department of Arts and Communication



Dr. Josefina Tayag
College Dean

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A handwritten signature in black ink, appearing to read "Diana R. Agbayani". The signature is fluid and cursive, with a large, stylized 'D' at the beginning.

ABSTRACT

When a Filipino enters an organization, he brings with him his own value system. Given the fact that most Filipino values arise and obtain their strength around the system of kinship, it is basically the value orientation of kinship which provides some sense of psychological security to the Filipino and leads him to be adaptive of the varying demands of his environment. Consequently, this orientation generate employee practices or behavior which could greatly influence organizational activities.

Kinship is said to be the basic element of the Filipino social structure and it is through this structural unit of society that much local authority, rights and obligations and modes of interactions are expressed, defined, ordered, and systematized. For the Filipino, obligations to the family are of the highest order and the concept “blood is thicker than water” is highly regarded. Aside from the real kinship is *compadrinazgo*, often called the comadre system. It is a ritual kinship that is pertinent to the structural principles and norms of the Filipino.

To the Filipino, kinship is a protection shell. His sense of inner security lies not on a tough-minded sense of individuality but on a consciousness that he has relatives whom he can always turn to in times of need. If one is not available, he draws himself close to someone whom he can establish a relationship that is close to kinship.

One aspect of organizational activities that may be hard hit by the presence of kinship system is the relationship between members of the

organization. Under such relationships, processes concerning communication flow, task delegation and the building of informal relationships can be found.

In view of this, the study focused on the influence of kinship system on working relationships as perceived by the organization, specifically, by the Ambata Shell Station. The researcher believed that it is through the careful analysis of the influence of such that managers be able to lead certain courses of action which could avoid adverse consequences emanating from the misdirection of the said Filipino orientation.

The Laswell Formula's concept of "effect in the communication process" and all the variables in Schramm Model of Communication were adapted, combined and modified by the researcher to explore the study further.

The researcher employed a descriptive method of the study to answer the problem. Since Ambata Shell Station is a small company, the researcher conducted the study in the form of census. The whole organization consists of the manager, assistant manager and 30 employees were asked to participate. The modes of data gathering were employed in the form of survey questionnaire and interview schedule. Descriptive statistics in the form of frequency and percentage was applied in analyzing the data.

Results showed that Ambata shell Station, having majority of its population as kin and hiring employees through their affiliation with the top bosses or recommendations from the managers' network of alliance, gives so much importance on kinship system.

The communication flow in the company tends to be fluid wherein both the upper and lower level workers can initiate office communication, there is trust, on the part of the superiors, in assigning work to their employees and that informal relationships are palpable because of the already established bonding among the superiors and the sub-ordinates.

The value orientation of kinship turned out to provide comfort and security on the employees in the workplace and enable them to amass support and cooperation from their superiors. It also motivates the employees to finish the work assigned to them on time. The subtle approach of the superiors in making reprimands is perceived to enhance and strengthen the relationship they have with their sub-ordinates.

As a whole, most of the employees of Ambata Shell Station believe that the kinship system orientation influence their working relationships. Kinship system is seen to affect the sub-ordinates, the superiors and the organization positively.

CHAPTER I

INTRODUCTION

Background of the Study

The basic element of the Filipino social structure is *kinship*. It is being said that through this structural unit of society that much local authority, rights and obligations and modes of interactions are expressed, defined, ordered, and systematized. The concept “blood is thicker than water” is highly regarded by Filipinos and that obligations to the family are considered to be of the highest order.. Within the network of his alliance system which consists of relatives, friends, or followers that status, generation, age-grading, authority and power differentials are ranked and observed.

Compadrinazgo, often called the *kumpari* or comadre system is a ritual kinship which is pertinent to the structural principles and norms of the Filipino. Introduced as part of the Christian cultures, this ritual was originally thought of to ensure the godchild’s (inaanak) education in the faith. This kinship is acquired immediately during the sacraments of baptism and confirmation and even during matrimonial ties.

Numerous factors decide the nature and extent of mutual assistance among ritual kinsmen. Among these, economic support is probably the most frequent and valued aid—emergency loans, help in finding employment, financing the

education of godchildren, etc. Now, the usage of compadre system in the private sector has come to mean job, granting mercy in times of need, the leading of one's transportation vehicles, and medical attendance. In business entities, numerous employees are promoted on the basis of compadre system alone although nobody can prove the fact.

It is being said that it is the value orientation of kinship that provides some sense of psychological security to the Filipino and which leads him to be adaptive of the varying demands of his environment. To the Filipino, kinship is a protection shell. His sense of inner security lies not on a tough-minded sense of individuality but on a consciousness that he has relatives whom he can always turn to in times of needs. He is therefore easily threatened by the idea of unfamiliarity and the unknown. Whenever he goes to a certain place, the first thing to do is to look for any relatives in that area or if not, at least a friend may do. If one is not available, he draws himself close to someone whom he can establish a relationship that is close to kinship. Thus, everything a Filipino does is personalized in terms of kin-like relationships.

In this light, one aspect of organizational activities that may be hard hit by the presence of kinship system is the relationship between members of the organization. Under such relationships, processes concerning communication flow, task delegation and the building of informal relationship can be found. It is through this careful analysis of the influence brought by kinship system interplay

in working relationships that managers be able to lead certain courses of action which could avoid adverse consequences emanating from the misused and misdirection of such Filipino orientation

Statement of the Problem

The general problem of the study would be:

What are the influences of kinship system on working relationships as perceived by the employees of Ambata Shell Station?

The following sub problems are:

1. What is the kinship structure existing in Ambata Shell Station?
2. Through what channels are the workers being employed in the company?
3. What are the effects of kinship system in establishing a superior-subordinate relationship?
4. What are the advantages and disadvantages of real and kin-like orientations on working relationships of the people in Ambata Shell Station?

Statement of the Objectives

The following objectives are presented to further assert the importance of the proposed study.

General Objective:

To determine the influence of kinship system on working relationships as perceived by the employees of Ambata Shell Station.

Specific Objectives:

1. To identify the kinship structure existing in Ambata Shell Station.
2. To examine the channels of employment of the workers in the company.
3. To understand the effect of kinship system in establishing a superior-subordinate relationship.
4. To distinguish the advantages and disadvantages of real and kin-like orientations on working relationships of the people in Ambata Shell Station.

Significance of the Study

The role, tasks, and responsibilities of management do not actually vary to a significant extent, among organizations; instead, it is the manager/supervisor—with his own unique sets of attitudes and norms—and the kinds of subordinates he handles that differ widely in all organizations. In addition, The Filipino worker as an individual, having his own set of values and attitudes, demands more than mere supervision and simple motivation. In specific terms, he requires a certain quality of supervision and motivation that could be assessed in consideration of the value system he lives by. Understanding the fact that most Filipino values arise and obtain their strength around the system of kinship, managers would be able to frame motivational strategies which could lead work productivity.

Furthermore, with the researcher's efforts to divulge the possible advantage and disadvantage of kinship system in working relationships, the study could help the Ambata Shell Station as well as other Filipino companies in directing this specific value of a Filipino worker towards their specific organizational objectives. Capitalizing on the advantageous and doing something to avoid the occurrence of disadvantageous effects would lead to a better and more harmonious manager-worker relationships in the organization.

This study is likewise significant to the researcher for it gives her a deeper perceptiveness as to how Filipino values be use as an effective tool in attaining management success.

Finally, students of Organizational Communication could make use of this research for future reference in their own study of Filipino values and management practices.

Scope and Limitation

This study focus only, among the diverse Filipino values, on the system of kinship and the weight it carries on working relationships of people in the organization.

Specifically, the use of Ambata Shell Station as organization under scrutiny instead of the big and well-known family-based owned, is designed to determine as to whether kinship system has an impact in instituting management functions even in small organization such as this.

Although the study will probe on the effects of kinship system on working relationships, the only goal is to present in black and white the influence of such and not to provide strategies on how to enhance or correct such effects.

DEFINITION OF TERMS

The following definition of terms is presented below for a better understanding of the terms used in the study.

COMPADRINAZGO- the godparenthood complex, often called the *kumpari* or *compadre* system

CULTURE- the common learned way of life of a society which is reflected in its customs, traditions, folkways, mores and beliefs as well as in the totality of tools, techniques, artifacts, etc.

FAMILISM- the intergenerational reciprocal assistance among the members of the family.

KINSHIP- the concept of descent (consanguinity or blood), affinity and ritual affiliation identifying people as kinsmen

RITUAL KINSHIP- acquired immediately during the sacraments of baptism and confirmation and even during matrimonial ties among Filipinos

CHAPTER II

REVIEW OF RELATED LITERATURE

Kinship System

The basic element of the Filipino social structure is kinship (Andres, 1981). It is through this structural unit of society that much local authority, rights and obligation and modes of interactions are expressed, defined, ordered and systematized.

In the Philippine setting, a newborn child is immediately given a status position within the group he belongs. At the same time, this status in turn carries with it already defined relations, rights, and position within the society. Whether the group he belongs to is the family or society he is expected to act in accordance with the norms of the kinship. Structurally speaking, the social system in the Philippines is the kinship system. Philippine society is markedly segmented into subgroups with which the members identify themselves to exclusion of others. The existence of two distinct personal possessive pronouns in Philippine language (*amin, atin, ato, amon, aton*, etc.) compared to only one English term “our” delineates the distinction between the in-group and the out-group. Individual interests are subordinated to those of the in-group; loyalties are strong but limited and particularistic.

The most important and highly valued segment in the Philippine society is the family and the kinship system. Obligations to the family are of the highest order. For the Filipino, the concept “blood is thicker than water” is highly regarded. Within the network of its alliance system which consists of relatives, friends, or followers, status, age-grading, generation, authority, and power differentials are ranked and observed. Respect for the elder is one Filipino value that has remained in the book of unwritten laws. The Filipino parents exercise most absolute powers over the children. It is unthinkable for a Filipino to do an important thing without consulting his parents. The language of the Filipino denotes deep-seated respect for elders especially in the use of the particle *po*, the use of the second person plural *kayo, inyo, or ninyo*; the use of the first person plural *atin, natin, tayo*; and the use of third person plural *sila, nila, kanila* (Alegre, 1993).

Region, language and religious affiliation also constitute groupings with corresponding ties and allegiances. Pertinent to the structural principles and norms of the Filipino is ritual kinship. *Compadrinazgo*, often called the *kumpari* or compadre system in the Philippines, is the godparenthood complex (Jocano, 1968). Introduced as part of the Christian cultures, this ritual was originally thought of to ensure the godchild’s (inaanak) education in the faith. This kinship is acquired immediately during the Christian’s performance of the sacraments such as baptism and confirmation. After such ceremonies, the godparents (*ninong*

and ninang) immediately become the compadre and comadre of the parents of the child. The compadre system not only establishes itself between godparents and parents but also among godparents in case of multiple godparents.

In the official Catholic laws, no statement is mentioned about the spiritual relationship between witnesses and the bridal pair, but the Filipino ingenuity has transformed this sacrament as another source of compadre system. The bridal pair becomes the inaanak and the godparents and parents establish the compadre system among themselves.

Numerous factors decide the nature and extent of mutual assistance among ritual kinsmen. Among some of the more important factors are age, residence, real kinshiprelationships, geographic mobility, personal inclination, strength and degree of intimacy, the manner in which sponsors were secured, social class distinctions, sponsorship of Church-prescribed or folk-rites, the rite involved (e.g., baptism or marriage), mutual resources available for sharing, permanent or transitory ritual bonds, etc. Probably, economic support is the most frequent and valued aid—emergency loans, help in finding employment, financing the education of godchildren, etc. (Hart, 1977). The usage of the compadre system in the private sector has come to mean job granting, money in times of need, the lending of one's transportation vehicles, and medical attendance. In business entities, numerous employees are promoted on the basis of compadre system alone although nobody can prove the fact.

Most Filipino values arise and obtain their strength around the system of kinship; consequently these values generate employee practices or behavior different from those prescribed by the formal organization. Familism is a major determinant for the existence and influence of Filipino values in the theoretically different orientation of a formal organization. Familism is best understood in terms of intergenerational reciprocal assistance among the members. The member of any given nuclear Filipino family is in reality never alone. There always exists a psychological bond among family members so that even if they are geographically separated from each other, they know that they can always activate such bond whenever a need for assistance arises. Difficulties are thus oftentimes softened by the knowledge that there are relatives who are always there and willing to help I times of need.

Everything a Filipino does is personalized in terms of kin-like relationships. These relationships cut across various dimensions of the Filipino's social sphere. One is not only an employee but at the same time a friend, a relative, a brother, a compadre, etc. It is clear that various organizational structures both professional and private, which are supposed to operate in an objective and impersonal manner, never operate in this way because the variant value-orientation is being subverted in favor of the dominant personalistic value-orientation. Thus, the values and attitudes of *lagay*, *lakad*, *utang na loob*,

pakikisama, bata-bata, etc. pervade the formal system because these are essential aspects of the Filipino dominant value orientation.

In the Philippines today, when a Filipino is confronted by the phrase *malakas tayo, eh* as an answer to how somebody got promoted, he readily resigns from asking any further knowing the reality of this condition.

Knowing what *malakas* could do, the Filipino tends to adhere to and patronize the value orientation of kinship system.

FILIPINO MANAGEMENT AND KINSHIP SYSTEM

As has been repeatedly stated, Filipino social organization, in general, is family-oriented. Despite personalism which permeates all types of relationship, Filipino personalism is not ego-centric; it is family-centric. This is what makes it different from the Western concept of personalism. To a Filipino, the family is the most important social unit in the community. It is the basic building block of the national society. Major decisions, even when these concern individuals, usually involve the family. The interests and honor of the family are at stake when blunders are committed or when successes are achieved.

Many successful companies have embodied the principles of the Filipino family in their management styles. The members of the corporate board are generally family members or very intimate friends. They are elected from among

the shareholders who also happen to be members of that close circle of family and friends. Line managers are also usually relatives or friends of the top management people. When employees are retired, their replacements are recruited from their respective families. This practice places the responsibility on the families to look after their recommendee because a “misdemeanor in the corporation dishonors the family and deprives the family of their major source of livelihood.”

In addition, kinship loyalties are encouraged and the hiring of relatives, specially for sensitive positions, is not considered nepotism. Rather, it is accepted as part of management’s prerogative and not usually a cause for rancour since Filipinos believe that abilities run in the family. That one should trust and rely on one’s relative first is a given. Management, though, has the responsibility to choose only those truly capable and deserving family members. Those chosen have the burden of living up to the family expectations. In the process, kinship loyalties are transformed into corporate loyalties (Jocano, 1988).

EFFECTS OF FILIPINO VALUES ON WORKING RELATIONSHIPS

In the Philippine setting, it is not the formal pattern of organization that provides an understanding of administrative activity. Habits of administrative behavior which are rooted in Philippine history and culture must be considered. The values of the Filipinos as workers are said to be very predominant in the organization so much so that we can rightfully assure that effective management is a function of the congruence between the principles of modern and professional management used in the organization and the elements of culture in the environment where the organization operates (Andres, 1990).

VALUE ORIENTATION OF KINSHIP ON WORKING RELATIONSHIPS

One of the important aspects of the kinship system in the Philippines is the fact that it is flexible, that relationships, among distant relatives at least, may be implemented or not as individual chooses. Among close relatives it is expected that the obligation system operates rigorously. With distant relatives, even though they may live close by, there is a choice of implementing or not implementing the relationship, making it come alive, as it were, or living it in a sort of limbo. This is done by establishing working relationships, by helping relatives, by giving them presents, and in some cases helping them when they do not request help. These relationships are always between two people and are by no means one way.

It is a father-son relationship or an uncle-nephew relationship or a grandparent-grandchild relationship which is being strengthened. There is an ideal pattern of behavior which can be extended to more distant relatives, but whether it is extended or not depends upon the two individuals concerned. This is where the flexibility comes in the Philippine system. In the United States, it is done by ignoring distant relatives and establishing relationships with the people whom we work, people with whom we go to school and with neighbors and friends. In the Philippines, it is done largely by selectively maintaining and elaborating relationships with relatives and to a lesser extent with non-kinsmen (Guthrie, 1971).

Observers of Filipino social behavior and institutions have noted the familial orientation of Filipino social organization. Familial sentiments also dominate Filipino behavior, be it in the home, community, bureaucracy, or corporation. The feeling that the company is one big family to which everybody belongs with pride enhances the strengthening of corporate culture. In the floorshops or offices, relationships between management and labor can be improved if managers are able to influence the employees to develop a familial-type of sentiment that gives high premium to discipline, teamwork, cooperation and responsibility.

FRAMEWORK

Theoretical Framework

Two theories were adopted by the researcher to develop a general framework for this study.

The first was the Laswell Formula. The Laswell Model was after the American political scientist Harold D. Laswell's idea that the convenient way to describe an act of communication is to answer the following questions: Who (communicator); Says What (message); In Which Channel (medium); To Whom (receiver); and With What Effect (effect)?

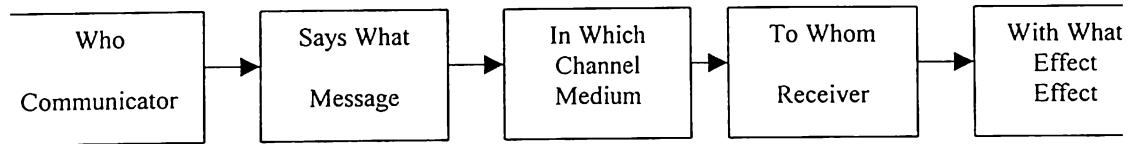


Figure 1. The Laswell Formula with corresponding elements of the communication process.

This simple formula has been used in several ways, mostly to organize and to give structure to discussions about communication. Laswell himself uses it to point out distinction types of communication research. To each question, he has attached a particular type of analysis as follow:

Who	-- Control Studies
Says What	-- Content Analysis

In Which Channel -- Media Analysis

To Whom -- Audience Analysis

With What Effect -- Effect Analysis

Laswell isolated and defined three definite functions of communication.

These were: 1) *surveillance* of the environment—alerting members of a community to dangers and opportunities in the environment; 2) *correlation* of the different parts of society in making a response to the environment, and 3) *transmission* of the social heritage from one generation to another.

On the other hand, the element of shared field of experience presented under Schramm's model of communication by Wilbur Schramm (1954) was also given weight by the researcher.

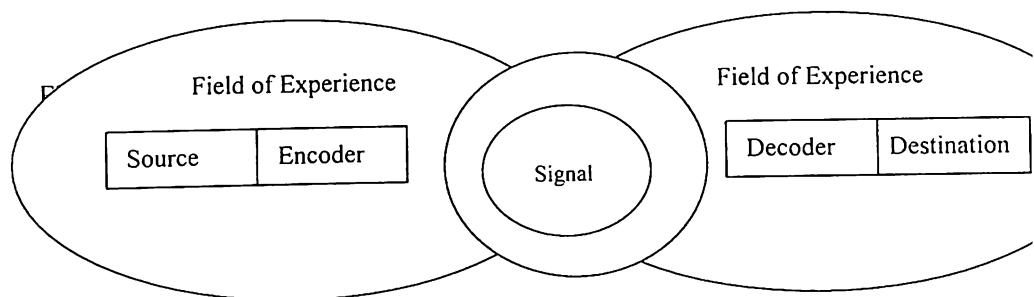


Figure 2. Schramm Model of Communication

Communication under this theory always requires at least three elements—the source, the message and the destination. The *source* may be an individual (speaking, writing, drawing, gesturing) or a communication organization (like a newspaper, publishing house, television station or motion picture studio. The *message* may be in the form of ink on paper, sound waves in the air, or any other signal capable of being interpreted meaningfully. The *destination* may be an individual listening, watching or reading; or a member of a group. Within the accumulated experience of the two individuals trying to communicate, the source can encode, and the destination can decode, only in terms of the experience each has had. The source, then, tries to encode in such a way as to make it easy for the destination to tune in the message—to relate it to parts of his experience which are much like those of the source.

CONCEPTUAL FRAMEWORK

The Modified Model of Laswell Formula and Schramm Model of Communication encompasses the variables of the thesis under study.

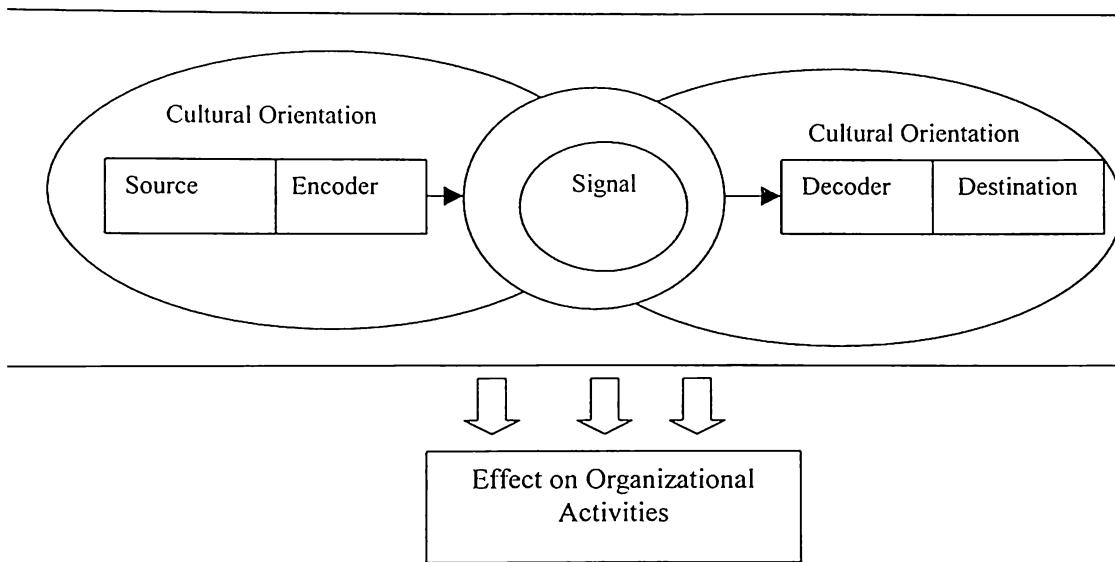


Figure 3. Modified Model of Laswell Formula and Schramm Model of Communication

Substituting the elements of the said model, the manager and the worker assume the roles of an encoder and a receiver of the message. The field of experience would be the cultural orientation each of them has.

These two main actors in the communication process have their own cultural orientation, thus, making their realities different from one another. It is only when these orientations are shared that communication takes place and that

relationships are established. Nonetheless, people of the same culture have shared influences of their country's value-orientation and perform their day-to-day activities within these prominent values. These influences, in turn, affects the organization where they belong.

OPERATIONAL FRAMEWORK

Putting the model in the operational level, the managers and employees of the Ambata Shell Station play the role of the source-encoder and the decoder-destination in the organization.

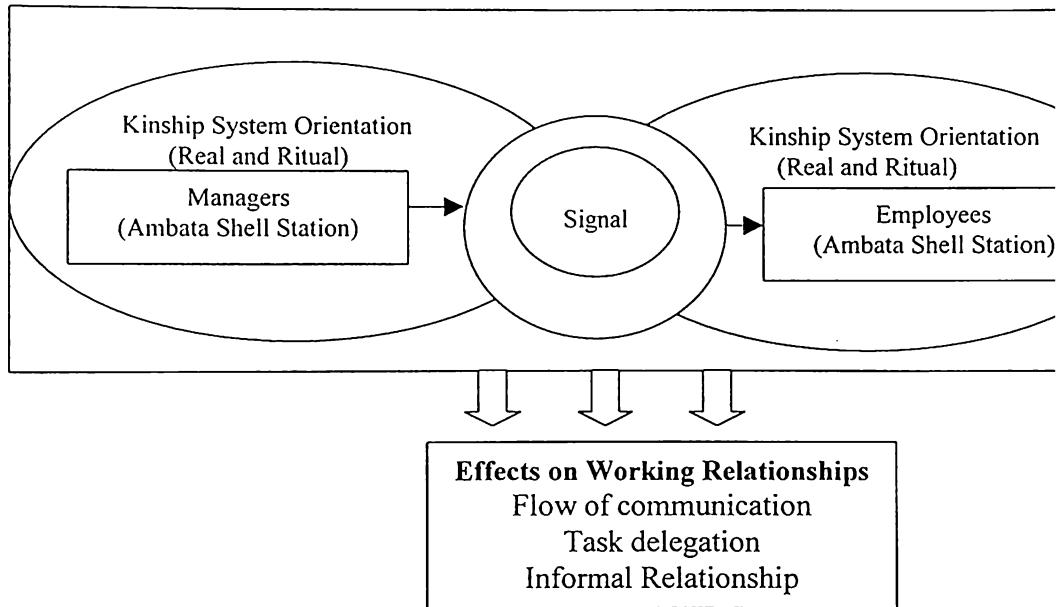


Figure 4. Modified Model of Laswell Formula and Schramm Model of Communication on the Influence of Kinship System on Working Relationships

As Filipinos, both of them share the same cultural orientation, specifically the system of kinship, where most Filipino values arise and obtain their strength. The varying degrees as to how managers and employees submit themselves to this orientation determine its effect on their working relationships within the company. Working relationships in the organization can be described in terms of the flow of communication, task delegation and establishment of informal relationships between the superiors and the subordinates.

CHAPTER III

METHODOLOGY

This chapter is concerned with the description of the methods used by the researcher in answering the problem statements earlier posed for this study.

Research Design

The nature of the study is purely descriptive. The researcher wished to describe the kinship pattern existing in the organization and at the same time, its influence on the working relationships of people in Ambata Shell Station. In this regard, the study probed on the flow of communication, task delegation and informal relationships palpable in the organization so as to unravel such relationships.

Respondents of the Study

Since Ambata Shell Station is a small company, the researcher conducted the study in the form of census. The whole organization consists of the manager, assistant manager, and 30 employees were asked to participate.

Research Instruments

The instrument used by the researcher was the qualitative method. Since the study is descriptive, comprehensive details of kinship pattern existing in Ambata Shell Station and its influence on working relationships of people were explored and clarified. A highly structured schedule of questions characterizes the formal interviews conducted by the researcher. The interview schedules involved

only the manager, the assistant manager and the supervisors of the company. The rest of the employees were asked to answer a survey questionnaire.

TOOLS FOR DATA ANALYSIS

The data gathered were analyzed by using descriptive statistics (use of percentage and tables) which will summarize and describe the gathered data.

CHAPTER IV

PRESENTATION AND INTERPRETATION OF DATA

This chapter presents the data gathered on the influence of kinship system on working relationships at the Ambata Shell Station. This also includes the profile of the organization and the respondents.

ORGANIZATIONAL PROFILE

In 1986, couple Counsellor Leandro and Normelita Ambata filed an application to the Energy regulatory Board (ERB) for a dealer-owned gas to be situated at Manggahan, Gen. Trias, Cavite station under the Pilipinas Shell Corporation (PSC).

A feasibility study was prepared to strengthen the assurance that the planned-to-be-built gas station would be a profit-earning company with the kind of locality it is to be put up. After almost five years of paper processing, the application was granted.

After years of operation, Ambata Shell was converted to a company-owned station from its being a dealer-owned due to the increased demand of oil consumption since it was then one of the only two gasoline stations in the area. As an owned company of PSC, Ambata Shell was subjected to expansion which was financed by the corporation. The expansion also included the establishment of Select, a convenient store also operating under PSC.

Ambata Shell Station shares with the PSC the vision of achieving breakthrough performance and becoming a top performer of first choice by energizing leadership, focusing on customers and unleashing talent of all levels. Their main objective is to deliver the standard, operational excellency, and performance without “creative entrepreneurship.”

As a service station dealer, ASS is responsible for sufficient working capital, selling only Shell products, maintaining high standards of station Landscaping, Illumination, Presentation and Service (LIPS), professional staff, market dominance, profitability, delivering basic service station facilities and maintenance, brand and marketing support, competitive positioning, quality products, pricing and rendering technical support.

Right now, Ambata Shell Station is composed of the couple acting as the manager and assistant manager and 30 employees. The company provides a house with free electricity and water for stay-in employees since most of them come from the province. Other benefits such as cash advance, bonus and birthday incentives are also given to the employees. The management usually offers employees cash advances for health assistance purposes or even if an employee just want to buy appliances. During birthdays of employees, the managers personally provide food and cash gifts to the celebrator.

Aside from the usual occasions that the company celebrate such as Christmas and New Year, Ambata Shell has a monthly informal recognition for the employee of the month wherein certificates and cash awards are being given.

In previous years, the company used to give free meals to the employees but as a result of its cost-cutting scheme, they decided to just put up a canteen where all employees can avail food at a very affordable price. All the employees even have credit lines open in the canteen.

Organizational Chart

Ambata Shell Station is basically run by the manager-dealer. Under the manager-dealer are two functional units: the Administrative Office and the Operations. Under the Administrative Office are the credit and collection officer, bookkeeper, house keeper and security personnel. Operations is divided into three departments namely: the Forecourt, Select and the Service.

Forecourt

This department is composed of supervisor, assistant supervisor, cashier and crews. The Forecourt's main function is to serve oil and gasoline to the customers. Squeegy, checking of air, oil and water of every vehicle are among the duties of the pump attendants.

The department is also responsible for receiving bulk product deliveries and getting readings of the underground tanks (UGT).

Select

Select is a convenient store built to cater other services to Ambata Shell's customers. It serves as stop-overs where people can eat and relax after long hours of journey. It also serves as mini-grocery store for the neighboring area. Select's staff is composed of supervisor, shift leader or cashier and crews.

Service

Service department is composed of salesman and service supervisor, lube man, wash man, tire man and mechanic. This department is responsible for rendering mechanical services to the consumers. Their work includes change oil, gear oil, tune up, washing, gearing and vacuum. This is also where other Shell products are being sold. Another function of the Service department is to implement promotional activities such as raffle draws and memberships for motorists which are being launched by the Pilipinas Shell Corporation.

PROFILE OF THE RESPONDENTS

The total population of Ambata Shell station includes two managers and 30 employees. With the 30 questionnaires issued by the researcher, 27 sheets were returned. Out of this 27 respondents, 63% (17) were males while 37% were females. A great majority of the employees (67%) aged 19-30 years old, 18% aged 31 years old and above while the remaining 15% aged 18 and below.

Most of the respondents belong to the lower level of position such as bookkeeper, cashiers and crews. Among the respondents in higher positions are the credit and collection officer, 3 department supervisors and one assistant supervisor.

A great majority (59%) of the respondents are permanent employees while 30% are still probationers. Seven percent work in a contractual basis while the remaining four percent work as part-timer.

Out of 27 employees, 21 of them are still single. The rest are all married and four of them already have children.

TABLE 1
PROFILE OF THE EMPLOYEES

	Frequency (f)	Percentage (%)
A. Gender		
1. Female	10	37
2. Male	17	63
Total=	27	100
B. Age		
1. 18 yrs. Old-below	4	15
2. 19-30 yrs. Old	18	67
3. 31 yrs. Old-above	5	18
Total=	27	100
C. Position		
1. Credit and Collection Officer	1	4
2. Department Supervisor	3	11
3. Department Assistant Supervisor	1	4
4. Bookkeeper	1	4
5. Forecourt Cashier	1	4
6. Select Crew	5	18
7. Service Crew	4	15
8. Forecourt Pump Attendant	11	40
Total=	27	100
D. Job Status		
1. Part-time	1	4
2. Contractual	2	7
3. Probationary	8	30
4. Permanent	16	59
Total=	27	100
E. Civil Status		
1. Single	21	78
2. Married	2	7
3. With children	4	15
Total=	27	100

FINDINGS

Table 2 illustrates the kinship pattern existing in Ambata Shell Station. Unfortunately, most of the workers who are related to the top managers have already resigned a month before the researcher conducted the study.

Out of the 27 respondents, 48% of them is related either directly to the managers or to their co-employees. Nineteen percent of them are relatives of the managers, four percent is affiliated with the top bosses through ritual kinship and 26% are respondents who have their co-employees as relatives. The remaining 52% are found out to have no relatives working in the company.

Aside from the fact that the number of employees who have no relatives in ASS is only four percent more than those who are kins, the researcher discovered that most (74%) of them were employed because of connections. Twenty two percent of them were hired because of their direct affiliation with the top bosses while the remaining 52% got to enter Ambata Shell Station through recommendations from the managers' relatives, comrades, friends and through relatives and friends who are already working in the company. On the other hand, only 26% of the employees applied on their own. (See Table 3).

Table 4 discusses the superior-sub-ordinate relationships existing in the company. It is divided into four parts namely: flow of communication; task delegation; informal relationships; and views on superior-sub-ordinate relationship. In the flow of communication, most (78%) of the employees agree that office communication can be initiated by both upper and lower level workers.

TABLE 2
KINSHIP STRUCTURE

	Frequency (f)	Percentage %
A. Respondents With Relative(s) in the Company		
1. Related with the managers		
a. Relative	5	19
b. Affiliated through ritual kinship	1	4
2. Related with co-employees	7	26
Total=	13	48
B. Respondents Without Relative(s) in the company		
Total=	14	52
Overall Total=	27	100

KINSHIP STRUCTURE OF AMBATA SHELL STATION

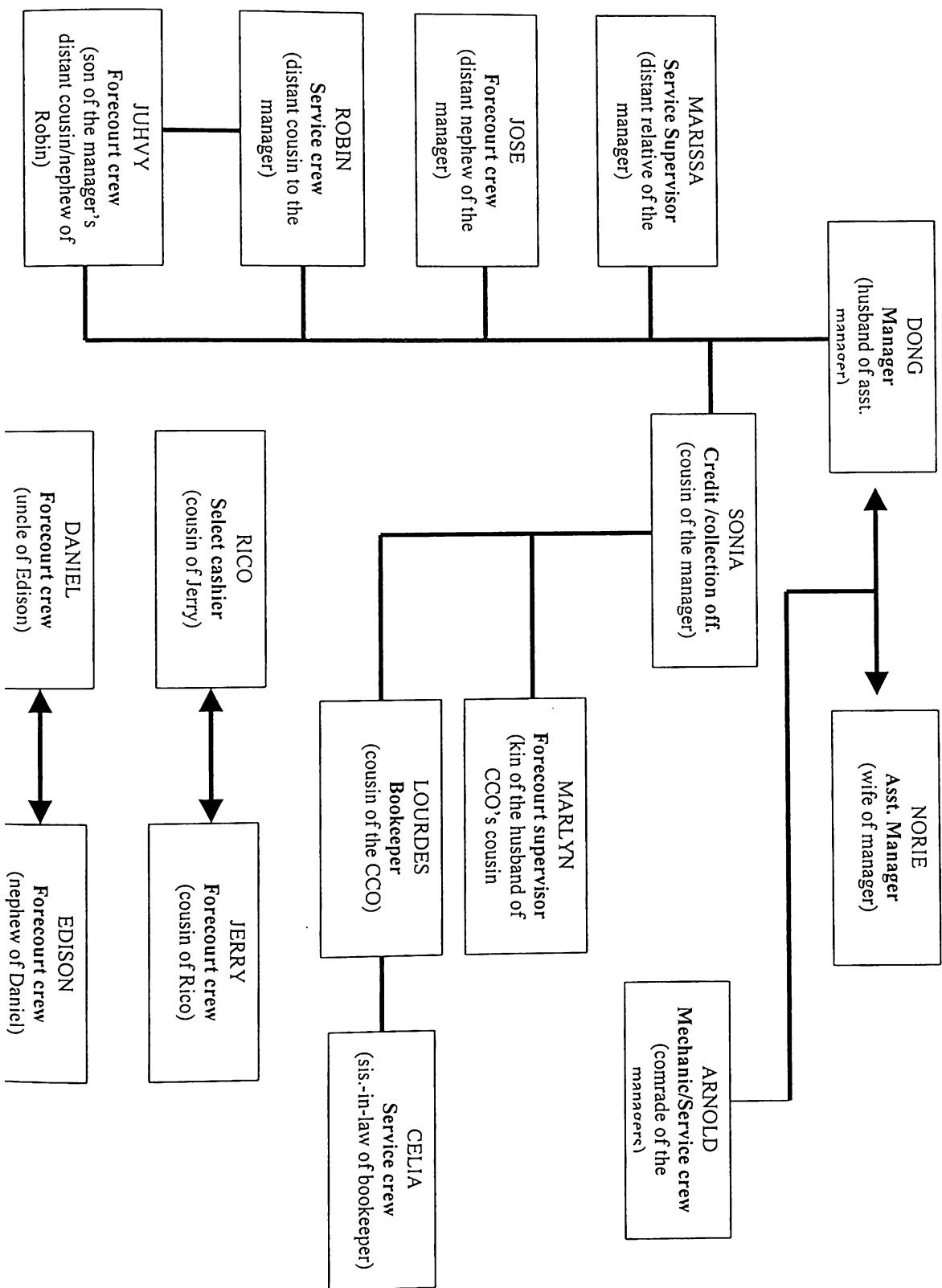


TABLE 3
Channel of Employment

	Frequency (f)	Percentage %
A. Relative of the managers		
Total=	6	22
B. Through recommendation		
1. Recommended by managers' relative	5	18
2. Recommended by managers' <i>kumpare</i> and <i>kumare</i>	1	4
3. Recommended by managers' friend	3	11
4. Recommended by a relative already working in the company	4	15
5. Recommended by a friend already working in the company	1	4
Total=	14	52
C. Applied on their own		
Total=	7	26
Overall Total=	27	100

TABLE 4
SUPERIOR-SUBORDINATE RELATIONSHIPS

	Frequency (f)	Percentage %	Remarks
A. Flow of communication			
1		1	
a. Top-down (office communication can only be initiated by the superiors and then passed to the sub-ordinates)	5	18	
b. Bottom-up (office communication starts from the sub-ordinates and then reaches the superiors)	1	4	
c. Office communication can be initiated by both upper and lower level workers	21	78	
Total=	27	100	
2. Superiors encourage the employees to talk to them directly about anything that is work related		2	
a. Yes	27	100	* Managers usually ask their employees of work-related matters during casual talks or <i>chikahan</i> .
b. No	0	0	* Supervisors gather the employees for a <i>pulong</i> (an informal meeting) whenever there are no customers.
			* Employees are always encourage to talk of work-related matters during meetings.
Total=	27	100	
3. There are meetings, seminars, or even dialogues with the top managers wherein employees could freely interact with them		3	
a. Yes	22	82	* Regular staff meetings are for the managers, administrative officers and supervisors only (every first Monday of the month).
b. No	5	18	* The supervisors and the crews do not have scheduled meetings.
			* Seldom do managers meet with all the employees (during emergency meetings only).
Total=	27	100	

	Frequency (f)	Percentage %	Remarks
B. Task Delegation			
1. Employees believe that their superiors feel that they are competent to do the things assigned to them		1	
a. True	27	100	
b. False	0	0	
Total=	27	100	
2. The immediate superior takes full responsibility of all the employees' actions when accosted by top managers.		2	
a. True	25	92	* The credit and collection officer (also acting as the secretary) has the manager as her immediate superior. (remark for N/A)
b. False	1	4	
c. Not applicable	1	4	
Total=	27	100	
3. There has been an incident when employees are left alone by their immediate superior(s) to answer their top bosses regarding a work that was not well performed		3	
a. True	10	37	* The employees do not take it against their superiors.
b. False	17	63	since they're the ones who committed mistakes.
			* Employees just consider it as part of their job, <i>walang personalan</i> .
Total=	27	100	

	Frequency (f)	Percentage %	Remarks
C. Informal Relationship			
1. Employees can call their superiors by their first names.		1	
a. Yes	24	89	
b. No	3	11	
	Total= 27	100	
2. Employees perform non-work related activities with their superiors		2	
a. Yes	20	74	* Stay-in employees usually spend drinking and videoke sessions with their male manager.
b. No	7	26	* Occasionally, the superiors invite their employees to attend fiestas or go to market with them.
			* The managers and some of their administrative officers eat together most of the time.
			* Those employees who haven't experienced doing non-work related activities with their superiors are just new in the company.
	Total= 27	100	
3. Employees can freely enter superiors' office at any given time of the day		3	
a. Yes	23	85	* Employees who are conscious on entering at their superior's office are just new in the company.
b. No	4	15	
	Total= 27	100	
4. Aside from business matters, employees can freely discussed personal matters with their superiors		4	
a. Yes	26	96	* Employees can freely discuss personal matters with their superiors such as their families, problems, provinces where they've been, plans and love life.
b. No	1	4	* Employees can easily open-up with their female manager.
	Total= 27	100	

	Frequency (f)	Percentage %	Remarks
D. VIEWS ON SUPERIOR-SUBORDINATE RELATIONSHIP			
a. Parent-child relationship	20	74	* "They're like immediate parents and relatives to us
b. Friend-friend relationship	4	15	since our families are in the provinces."
c. Teacher-student relationship	2	7	* "They always look after our welfare."
d. Master-servant relationship	1	4	* "They're someone whom we can run for help
e. Worker-worker relationship	0	0	and advice."
Total=	27	100	

In terms of task delegation, all (100%) the employees are convince that their superiors feel that they are competent to do the things assigned to them. At the same time, almost all (92%) agree that their immediate superior takes full responsibility on all their employees' actions when accosted by top managers while the remaining four percent believe oppositely and another four percent for not applicable. Two out of three respondents answered false when asked if there has been an incident when employees are left alone by their immediate superior to answer their top bosses regarding a work that was not well performed. Among the remaining 37% who have experienced such incident, they explained that it never affected their relationship with their immediate superior. They also added that they just considered it as part of their job and nothing's personal about it.

The researcher also tried looking into the informal relationships existing in the company. Twenty four (89%) out of 27 employees claimed that they can call their superiors by their first names. Only 3 (11%) of them are hesitant to do so because they are still new in the company and that they still haven't got used to it. On the otherhand, most (74%) of the respondents claimed that they perform non-work related activities with their superiors. Employees, mostly stay-ins, have experienced spending drinking and videoke sessions with their male supervisors and managers. On some occasions, the superiors invite the employees to attend fiesta or go to market with them. Some even regularly eat lunch and snacks together with the managers. When it comes to entering the superiors' office, 85% said that they can freely do so at any given time of the day. Again, the reason

Table 5
**EFFECTS OF KINSHIP SYSTEM ON WORKING RELATIONSHIPS
 (RESPONDENTS WITH RELATIVE IN THE COMPANY)**

	Frequency (f)	Percentage (%)	Remarks
1. The presence of their superiors and co-employees make them feel			
a. comfortable and secure	12	92	
b. conscious and pressured	1	8	
c. secure but pressured			
	Total=	13	100
2. Employees find their superiors and co-employees			
a. supportive and cooperative	13	100	
b. envious and fault-finder			
	Total=	13	100
3. Employees finished the work assigned to them by their superiors and co-employees			
a. always ahead of time	2	15	
b. just in time for the deadline	6	46	
c. sometimes past the deadline since they can always be given considerations	4	31	
d. always past the deadline since they wouldn't mind anyway	1	8	
	Total=	13	100

	Frequency (f)	Percentage (%)	Remarks
4. Superiors are straight forward in making reprimands			
a. yes	3	23	"Having relatives in the company is the primary reason why our superiors aren't too harsh in making reprimands."
b. no	10	77	"Their being lenient is good for it enhances and strengthens our relationship with them."
			"It impedes my growth as a worker."
Total=	13	100	
5. Having relatives or affiliation s in the company affects the superior-subordinate relationship			
a. yes	13	100	
b. no	0	0	
Total=	13	100	
6. The effects are positive			
6.1. To the employees			
a. Yes	12	92	
b. no	1	8	
6.2. To the superiors			
a. Yes	13	100	
b. no	0	0	
6.3 To the organization			
a. Yes	10	77	
b. no	3	23	
Total=	13	100	

Table 6
**EFFECTS ON WORKING RELATIONSHIPS
 (RESPONDENTS WITHOUT RELATIVE IN THE COMPANY)**

	Frequency (f)	Percentage (%)	Remarks
1. The presence of their superiors and co-employees make them feel			
a. comfortable and secure	11	79	
b. conscious and pressured	1	7	
c. secure but pressured	1	7	
d. others...conscious but not pressured	1	7	
	Total= 14	100	
2. Employees find their superiors and co-employees			
a. supportive and cooperative	18	100	
b. envious and fault-finder			
	Total= 14	100	
3. Employees finish the work assigned to them by their superiors or co-employee			
a. always ahead of time	5	36	
b. just in time for the deadline	6	43	
c. sometimes past the deadline since they can always be given considerations	2	14	
d. always past the deadline since they wouldn't mind anyway	1	7	
	Total= 14	100	

		Frequency (f)	Percentage (%)	Remarks
4. Superiors are straight forward in making reprimands				
a. yes		6	43	
b. no		8	57	
	Total=	14	100	
5. Having relatives or affiliations in the company affects the superior-subordinate relationship				
a. yes		7	50	
b. no		0	0	
c. not applicable		7	50	
	Total=	14	100	
6. The effects are positive				
6.1. To the employees				
a. Yes		7	50	
b. no		0	0	
c. not applicable		7	50	
6.2. To the superiors				
a. Yes		7	50	
b. no		0	0	
c. not applicable		7	50	
6.3. To the organization				
a. yes		7	50	
b. no		0	0	
c. not applicable		7	50	
	Total=	14	100	

why the remaining 15% are conscious of entering freely at their superiors' office can be attributed to their being new in the company. Lastly, almost all (96%) of the employees replied that they can freely discuss personal matters with their superiors such as family matters, problems, future plans and even love life. They also remarked that it is easier for them to open up with their female superiors than the males.

Regarding views on superior-subordinate relationship, most (74%) of the employees conceived their relationship with the managers as a parent-child kind of relationship. According to them, just like any other parents to their children, their superiors show concern for the welfare of their employees and constantly give them advice on ways to improve themselves and their works. For stay-in employees whose families are left in the province, they claimed that their superiors are like immediate parents and relatives to them. Fifteen percent view it as a friend-friend relationship, seven percent perceive it as a teacher-student relationship while four percent answered that it is a master-servant relationship.

Tables 5, 6 and 7 show the effects of kinship system on working relationships. Out of the 13 respondents with relatives in the company, 92% find that the presence of their superiors and co-employees in the work place make them feel comfortable and secure while eight percent are conscious and pressured. In addition, all (100%) of the respondents find their superiors and co-employees supportive and cooperative to their works.

In finishing the work assigned to them, six (46%) respondents do it just in time for the deadline, four (31%) do it sometimes past the deadline since they can always be given considerations, two (15%) make it always ahead of time and there's even one (8%) who does it always past the deadline for the reason that their superiors wouldn't mind anyway.

Only 23% of the employees perceived their superiors to be straight forward in making reprimands while most (77%) of them observed it oppositely. According to this 77%, their having relatives in the company or being even directly related to their superiors could have been the reason why their superiors are not being harsh on them in correcting their mistakes. However, while others remarked that the subtle approach of their superiors in making reprimands enhances and strengthens their relationship with them, others saw it as impediment in their growth as a worker. Thus, all (100%) of these 13 respondents believed that having relatives or affiliations in the company affect their relationship with their superiors. Ninety two percent were convinced that it has positive effect on them while the remaining 8% answered otherwise. All (100%) of them agreed that it affects their superiors positively. On the otherhand, 77% said that it has positive effect on the organization while 23% opposed the claim.

For the 14 respondents who have no relatives in the company, 79% confirmed that the presence of their superiors in the work place make them feel comfortable and secure, seven percent feel conscious and pressured, another seven percent feel secure but pressured and also seven percent feel conscious but

TABLE 7
 THE EFFECTS OF KINSHIP SYSTEM ON WORKING RELATIONSHIPS AMONG EMPLOYEES
 WITH AND WITHOUT RELATIVES IN THE COMPANY

	Related employees		Non-related employees		Total N=27	Total Percentage (%)
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)		
1. The presence of their co-employees make them feel						
a. comfortable and secure	12	92	11	79	23	85
b. conscious and pressured	1	8	1	7	2	7
c. secure but pressured	0	0	1	7	1	4
d. others...conscious but not pressured	0	0	1	7	1	4
2. Employees find their co-workers						
a. supportive and cooperative	13	100	14	100	27	100
b. envious and fault-finder	0	0	0	0	0	0
3. Employees finish the work assigned to them by their superiors or co-employee						
a. always ahead of time	2	15	5	36	7	26
b. just in time for the deadline	6	46	6	43	12	44
c. sometimes past the deadline since they can always be given considerations	4	31	2	14	6	22
d. always past the deadline since they wouldn't mind anyway	1	8	1	7	2	8

	Related employees			Non-related employees			Total N=27	Total Percentage (%)
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)		
4. Superiors are straight forward in making reprimands								
a. Yes	3	23	6	43	9	33		
b. no	10	77	8	57	18	67		
5. Having relatives or affiliations in the company affects the superior-subordinate relationship								
a. yes	13	100	7	50	20	74		
b. no	0	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		
6. The effects are positive								
6.1. To the employees								
a. yes	12	92	77	50	19	70		
b. no	1	8	0	0	1	4		
c. not applicable	0	0	7	50	7	26		
6.2. To the superiors								
a. Yes	13	100	7	50	20	74		
b. no	0	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		
6.3 To the organization								
a. yes	10	77	7	50	17	63		
b. no	3	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		

not pressured. All (100%) of them also find their superiors to be supportive and cooperative in their work.

With regards to finishing the work assigned to them by their superiors, six (43%) revealed that they do it just in time for the deadline, five (36%) make it always ahead of time, two (14%) do it sometimes past the deadline since they can always be given considerations and one (7%) employee do it always past the deadline.

In addition, a great majority (57%) claimed that their superiors are not straight forward in making reprimands while 43% saw it differently. Out of this 14 respondents, half (7 or 50%) of them agreed that having relatives or affiliations in the company affect their relationship with their superiors while the remaining half answered not applicable since they applied directly on their own. Also, the first half perceived the effects to be positive for themselves, for their superiors and for the organization as well.

Interview Schedule

The information gathered by the researcher from the interviews with the manager, assistant managers and supervisors concerned basically on the nature of work of Ambata Shell Station, history of the company, organizational chart, population, departments and their functions, and some activities concerning the employees.

CHAPTER V

SUMMARY, CONCLUSION AND

RECOMMENDATION

This chapter is consists of summary of findings, conclusion and the researcher's recommendation for further study of this thesis.

SUMMARY

Results show that Ambata Shell Station has an 82% young population with ages ranging from 30 years and below. Most of its employees are even found single.

Almost half of the employees are related to one another, either kin to the managers or to their co-employees. Aside from the fact that the number of respondents without relatives in the company are only four percent higher than those who have, the researcher found out that 74% of the employees were able to get into the company through affiliations with the top managers and recommendations.

For the communication flow, most of the respondents believe that office communication can be initiated by both upper and lower level workers in the company. In relation with this, all of them answered that they are being encourage by their superiors to talk to them directly about anything that is work related . Most of them even claimed that they have meetings, seminars and dialogues with the top managers wherein they could freely interact with them.

In task delegation, all the employees believe that their superiors feel that they are competent to do the things assigned to them. The immediate superiors are also seen by almost all of the employees to take full responsibility on all of their employees' actions when accosted by top managers. In addition, a great majority of the employees claim that there has never been an incident when employees are left alone by their immediate superior to answer their top bosses regarding a work that was not well performed.

In terms of informal relationship, almost all of the respondents can call their superiors by their first names, can freely enter their superiors' office at any given time of the day and can freely discuss personal matters with them. Also, the parent-child view on superior-sub-ordinate relationship got the highest frequency.

Almost all of the respondents claimed that the presence of their superiors and co-employees make them feel comfortable and secure. All of them even find their superiors supportive and cooperative in their work. However, although almost half of the total respondents finished the work assigned to them by their superiors just in time for the deadline, employees without relatives in the company are more willing to finish the work always ahead of time than their counterparts. On the otherhand, employees with relatives in the company are more likely to finish the work assigned to them by their superiors sometimes past the deadline since according to them, they can always be given considerations.

Most of the respondents claimed that their superiors are not straight forward in making reprimands. According to them, this can be explained by the

fact that they have relatives in the company and some are even directly related to these superiors. Although some said that this subtle approach on the part of their superiors enhances and strengthen their relationship with them, others believed that it somehow impede their growth as a worker. When asked if their having relatives or affiliations in the company affect their relationship with their superiors, 100% of those who do have relatives and affiliations answered yes. The greater bulk of the respondents observed the effects to be positive for them and the organization as well.

CONCLUSION

Based on the findings, the researcher concludes that Ambata Shell Station, having majority of its population as kins, gives so much importance on kinship system. The fact that the company hired employees through their affiliations with the top bosses or recommendations from the managers' network of alliance system which consists of relatives, friends and followers, only shows that Ambata Shell perceived that obligations to the family are of the highest order and that the concept "blood is thicker than water" is highly regarded by the company.

Because of the familiarity of the people in the organization with one another, the communication flow tends to be fluid and so managers can elicit information or perceptions of their employees toward their work and personal lives easily. At the same time, employees can communicate their feelings or suggestions toward work or personal matters to their superiors freely.

According to Jocano, "Filipinos believe that abilities run in the family and that one should trust and rely on one's relative first is a given." It is this trust from the managers which explains why the employees of Ambata Shell Station believed that their superiors feel that they are competent to do the things assigned to them. In a family-oriented organization such as this, the immediate superior are seen to take full responsibility of all the employees' actions when accosted by top managers because of the idea that the head is obliged to look into the conditions of its family members. The interests and honor of the family are at stake when

blunders are committed or when successes are achieved. And so the responsibility of ensuring that interests and honor lies primarily to the superiors or the heads of the organization.

Informal relationships are likewise palpable in the organization because of the already established bonding between the superiors and their subordinates.

Aside from the family-orientation, the young population of Ambata Shell Station could have also contributed in viewing the superior-subordinate relationship in the company as a parent-child kind of relationship. Although employees with direct affiliation with the people in the organization tend to be lax in accomplishing the works assigned to them than those who do not have relatives in the company or whose affiliations are not direct, the value orientation of kinship provides comfort and security on the employees in the work place and enable them to amass support and cooperation from their superiors. In connection with that, even though superiors are seen to be lenient in making reprimands or correcting their mistakes because of that ties between them and the employees or affiliation of some employees with other higher officials in the company, this, according to the employees, somehow enhances and strengthen the relationship they have with them.

As a whole, the employees of Ambata Shell Station perceived the influence of kinship system to be positive for them, for their superiors and for the organization as well.

RECOMMENDATION

Further study of the subject is recommended for more insights on the topic and for clarification of the results gathered.

A bigger company with larger number of respondents is also suggested to be used. Aside from working relationships, future study could also dwell on the influence of kinship system on other management functions and see how it affects the operation of an organization.

Should there be additional influences of kinship system, which are believed to be important in working relationships, that did not appear in this pages, the next task is to take those factors into consideration in doing another study of the same subject.

On the otherhand, it is interesting to note that the result of the study showed kinship system to be of positive influence on working relationships among employees in Ambata Shell Station. Probably, this has something to do with the motivational strategies being used by the management. Another task, therefore, is to study the motivational strategies of the said company so as to determine why these employees are satisfied in their working relationships with one another.

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Survey Questionnaire

Dear respondents.

Hi there! I'm a fourth year Organizational Communication student and I'm presently working on my thesis, "The Influence of Kinship System on Working Relationships." I would like to ask for your help by filling this short questionnaire.

This questionnaire aims to identify the existing kinship pattern within your organization as well as its influence on your working relationships.

Feel free to answer each question. There will be no right or wrong answers and your responses will be treated with strict confidentiality.

DIRECTION

To answer, just cross out the box provided , or fill out the blanks ____.

QUESTIONS

I. Kinship Pattern

1. Do you have any relation or affiliation with your top manager/s? yes no
If yes, what is/are your relation(s) with him/her/them? _____

2. Aside from the manager, do you have any relative also working in this company? yes no
What is/are your relation(s) with him/her/them?

Relation/s

Position of Relatives

II. Superior-Sub-ordinate Relationship

A. Flow of Communication

3. How does communication flow in ASS?

- Top-down (office communication can only be initiated by the superiors and then passed to the subordinates)
- Bottom-up (office communication starts from the subordinates and then reaches the superiors)
- Office communication can be initiated by both upper and lower level workers

18. As a whole, I view relationship with my immediate superior as like that of
a _____ to a _____

- Parent-child
- Friend-friend
- Teacher-student
- Master-servant
- Worker-worker

III. Effects

18. Do the presence of your superiors make you feel

comfortable and secure

conscious and pressured

secure but pressured

others, specify _____, while inside the work place?

19. Do you find your superiors

supportive and cooperative

envious and fault-finder

others, please specify _____ with your work?

20. I finish the work assigned to me by my superior

always ahead of time

just in time for the deadline

sometimes past the deadline since I can always be given considerations

always past the deadline since they wouldn't mind anyway

21. Whenever you've committed a mistake in your work, are your superiors straight forward in making reprimands?

yes no

What do you think is his/her reason for being such? _____

22. Do you believe that having relatives or affiliations with the people in the company affect your relationship with your superior?

yes no

23. Are the effects positive

To you? yes no

To your superior? yes no

To the organization? yes no

CONTROL SHEET

NAME (Optional) _____ AGE _____ SEX: F M

RESIDENCE ADDRESS (Town/District) _____

CIVIL STATUS Single Married W/ Children

DEPARTMENT: _____

JOB POSITION/TITLE: _____

JOB STATUS Permanent Probationary Others _____

INTERVIEW SCHEDULE

1. What is the nature of work of Ambata Shell Station?
2. What is its organizational structure?
3. How many departments are there in ASS?
4. What is the principal function of each department?
5. When was Ambata Shell born?
6. What is the total population of the company?
7. What changes/improvements have been made through the years?
8. What recent changes/improvements have been made, if there's any?
9. What plans of activities do you have right now for the company including the employees?

**Influence of Kinship System on Working Relationships as
Perceived by the Employees of Ambata Shell Station**

**An Undergraduate Thesis Submitted to the Faculty
Department of Arts and Communication
College of Arts and Sciences
University of the Philippines Manila**

**In Partial Fulfillment
of the Requirement for the Degree of
Bachelor of Arts in Organizational Communication**

By

**Arlene E. Flores
96-06101**

**Second Semester
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Approval Sheet

This thesis entitled "Influence of Kinship System on Working Relationships as Perceived by Ambata Shell Station" presented by Arlene E. Flores, in partial fulfillment of the requirement for the degree of Bachelor of Arts in Organizational Communication, is hereby accepted.



Prof. Diana Agbayani
Adviser



Prof. Rafael Villar
Chairman 3-28-2000
Department of Arts and Communication



Dr. Josefina Tayag
College Dean

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Most of all, my endless thanks to our Lord Almighty for the knowledge, strength and perseverance and also for the divine guidance and inspiration bestowed upon me.

A handwritten signature in black ink, appearing to read "Diana R. Agbayani". The signature is fluid and cursive, with a large, stylized 'D' at the beginning.

ABSTRACT

When a Filipino enters an organization, he brings with him his own value system. Given the fact that most Filipino values arise and obtain their strength around the system of kinship, it is basically the value orientation of kinship which provides some sense of psychological security to the Filipino and leads him to be adaptive of the varying demands of his environment. Consequently, this orientation generate employee practices or behavior which could greatly influence organizational activities.

Kinship is said to be the basic element of the Filipino social structure and it is through this structural unit of society that much local authority, rights and obligations and modes of interactions are expressed, defined, ordered, and systematized. For the Filipino, obligations to the family are of the highest order and the concept “blood is thicker than water” is highly regarded. Aside from the real kinship is *compadrinazgo*, often called the compadre system. It is a ritual kinship that is pertinent to the structural principles and norms of the Filipino.

To the Filipino, kinship is a protection shell. His sense of inner security lies not on a tough-minded sense of individuality but on a consciousness that he has relatives whom he can always turn to in times of need. If one is not available, he draws himself close to someone whom he can establish a relationship that is close to kinship.

One aspect of organizational activities that may be hard hit by the presence of kinship system is the relationship between members of the

organization. Under such relationships, processes concerning communication flow, task delegation and the building of informal relationships can be found.

In view of this, the study focused on the influence of kinship system on working relationships as perceived by the organization, specifically, by the Ambata Shell Station. The researcher believed that it is through the careful analysis of the influence of such that managers be able to lead certain courses of action which could avoid adverse consequences emanating from the misdirection of the said Filipino orientation.

The Laswell Formula's concept of "effect in the communication process" and all the variables in Schramm Model of Communication were adapted, combined and modified by the researcher to explore the study further.

The researcher employed a descriptive method of the study to answer the problem. Since Ambata Shell Station is a small company, the researcher conducted the study in the form of census. The whole organization consists of the manager, assistant manager and 30 employees were asked to participate. The modes of data gathering were employed in the form of survey questionnaire and interview schedule. Descriptive statistics in the form of frequency and percentage was applied in analyzing the data.

Results showed that Ambata shell Station, having majority of its population as kin and hiring employees through their affiliation with the top bosses or recommendations from the managers' network of alliance, gives so much importance on kinship system.

The communication flow in the company tends to be fluid wherein both the upper and lower level workers can initiate office communication, there is trust, on the part of the superiors, in assigning work to their employees and that informal relationships are palpable because of the already established bonding among the superiors and the sub-ordinates.

The value orientation of kinship turned out to provide comfort and security on the employees in the workplace and enable them to amass support and cooperation from their superiors. It also motivates the employees to finish the work assigned to them on time. The subtle approach of the superiors in making reprimands is perceived to enhance and strengthen the relationship they have with their sub-ordinates.

As a whole, most of the employees of Ambata Shell Station believe that the kinship system orientation influence their working relationships. Kinship system is seen to affect the sub-ordinates, the superiors and the organization positively.

CHAPTER I

INTRODUCTION

Background of the Study

The basic element of the Filipino social structure is *kinship*. It is being said that through this structural unit of society that much local authority, rights and obligations and modes of interactions are expressed, defined, ordered, and systematized. The concept “blood is thicker than water” is highly regarded by Filipinos and that obligations to the family are considered to be of the highest order.. Within the network of his alliance system which consists of relatives, friends, or followers that status, generation, age-grading, authority and power differentials are ranked and observed.

Compadrinazgo, often called the *kumpari* or comadre system is a ritual kinship which is pertinent to the structural principles and norms of the Filipino. Introduced as part of the Christian cultures, this ritual was originally thought of to ensure the godchild’s (inaanak) education in the faith. This kinship is acquired immediately during the sacraments of baptism and confirmation and even during matrimonial ties.

Numerous factors decide the nature and extent of mutual assistance among ritual kinsmen. Among these, economic support is probably the most frequent and valued aid—emergency loans, help in finding employment, financing the

education of godchildren, etc. Now, the usage of compadre system in the private sector has come to mean job, granting mercy in times of need, the leading of one's transportation vehicles, and medical attendance. In business entities, numerous employees are promoted on the basis of compadre system alone although nobody can prove the fact.

It is being said that it is the value orientation of kinship that provides some sense of psychological security to the Filipino and which leads him to be adaptive of the varying demands of his environment. To the Filipino, kinship is a protection shell. His sense of inner security lies not on a tough-minded sense of individuality but on a consciousness that he has relatives whom he can always turn to in times of needs. He is therefore easily threatened by the idea of unfamiliarity and the unknown. Whenever he goes to a certain place, the first thing to do is to look for any relatives in that area or if not, at least a friend may do. If one is not available, he draws himself close to someone whom he can establish a relationship that is close to kinship. Thus, everything a Filipino does is personalized in terms of kin-like relationships.

In this light, one aspect of organizational activities that may be hard hit by the presence of kinship system is the relationship between members of the organization. Under such relationships, processes concerning communication flow, task delegation and the building of informal relationship can be found. It is through this careful analysis of the influence brought by kinship system interplay

in working relationships that managers be able to lead certain courses of action which could avoid adverse consequences emanating from the misused and misdirection of such Filipino orientation

Statement of the Problem

The general problem of the study would be:

What are the influences of kinship system on working relationships as perceived by the employees of Ambata Shell Station?

The following sub problems are:

1. What is the kinship structure existing in Ambata Shell Station?
2. Through what channels are the workers being employed in the company?
3. What are the effects of kinship system in establishing a superior-subordinate relationship?
4. What are the advantages and disadvantages of real and kin-like orientations on working relationships of the people in Ambata Shell Station?

Statement of the Objectives

The following objectives are presented to further assert the importance of the proposed study.

General Objective:

To determine the influence of kinship system on working relationships as perceived by the employees of Ambata Shell Station.

Specific Objectives:

1. To identify the kinship structure existing in Ambata Shell Station.
2. To examine the channels of employment of the workers in the company.
3. To understand the effect of kinship system in establishing a superior-subordinate relationship.
4. To distinguish the advantages and disadvantages of real and kin-like orientations on working relationships of the people in Ambata Shell Station.

Significance of the Study

The role, tasks, and responsibilities of management do not actually vary to a significant extent, among organizations; instead, it is the manager/supervisor—with his own unique sets of attitudes and norms—and the kinds of subordinates he handles that differ widely in all organizations. In addition, The Filipino worker as an individual, having his own set of values and attitudes, demands more than mere supervision and simple motivation. In specific terms, he requires a certain quality of supervision and motivation that could be assessed in consideration of the value system he lives by. Understanding the fact that most Filipino values arise and obtain their strength around the system of kinship, managers would be able to frame motivational strategies which could lead work productivity.

Furthermore, with the researcher's efforts to divulge the possible advantage and disadvantage of kinship system in working relationships, the study could help the Ambata Shell Station as well as other Filipino companies in directing this specific value of a Filipino worker towards their specific organizational objectives. Capitalizing on the advantageous and doing something to avoid the occurrence of disadvantageous effects would lead to a better and more harmonious manager-worker relationships in the organization.

This study is likewise significant to the researcher for it gives her a deeper perceptiveness as to how Filipino values be use as an effective tool in attaining management success.

Finally, students of Organizational Communication could make use of this research for future reference in their own study of Filipino values and management practices.

Scope and Limitation

This study focus only, among the diverse Filipino values, on the system of kinship and the weight it carries on working relationships of people in the organization.

Specifically, the use of Ambata Shell Station as organization under scrutiny instead of the big and well-known family-based owned, is designed to determine as to whether kinship system has an impact in instituting management functions even in small organization such as this.

Although the study will probe on the effects of kinship system on working relationships, the only goal is to present in black and white the influence of such and not to provide strategies on how to enhance or correct such effects.

DEFINITION OF TERMS

The following definition of terms is presented below for a better understanding of the terms used in the study.

COMPADRINAZGO- the godparenthood complex, often called the *kumpari* or *compadre* system

CULTURE- the common learned way of life of a society which is reflected in its customs, traditions, folkways, mores and beliefs as well as in the totality of tools, techniques, artifacts, etc.

FAMILISM- the intergenerational reciprocal assistance among the members of the family.

KINSHIP- the concept of descent (consanguinity or blood), affinity and ritual affiliation identifying people as kinsmen

RITUAL KINSHIP- acquired immediately during the sacraments of baptism and confirmation and even during matrimonial ties among Filipinos

CHAPTER II

REVIEW OF RELATED LITERATURE

Kinship System

The basic element of the Filipino social structure is kinship (Andres, 1981). It is through this structural unit of society that much local authority, rights and obligation and modes of interactions are expressed, defined, ordered and systematized.

In the Philippine setting, a newborn child is immediately given a status position within the group he belongs. At the same time, this status in turn carries with it already defined relations, rights, and position within the society. Whether the group he belongs to is the family or society he is expected to act in accordance with the norms of the kinship. Structurally speaking, the social system in the Philippines is the kinship system. Philippine society is markedly segmented into subgroups with which the members identify themselves to exclusion of others. The existence of two distinct personal possessive pronouns in Philippine language (*amin, atin, ato, amon, aton*, etc.) compared to only one English term “our” delineates the distinction between the in-group and the out-group. Individual interests are subordinated to those of the in-group; loyalties are strong but limited and particularistic.

The most important and highly valued segment in the Philippine society is the family and the kinship system. Obligations to the family are of the highest order. For the Filipino, the concept “blood is thicker than water” is highly regarded. Within the network of its alliance system which consists of relatives, friends, or followers, status, age-grading, generation, authority, and power differentials are ranked and observed. Respect for the elder is one Filipino value that has remained in the book of unwritten laws. The Filipino parents exercise most absolute powers over the children. It is unthinkable for a Filipino to do an important thing without consulting his parents. The language of the Filipino denotes deep-seated respect for elders especially in the use of the particle *po*, the use of the second person plural *kayo, inyo, or ninyo*; the use of the first person plural *atin, natin, tayo*; and the use of third person plural *sila, nila, kanila* (Alegre, 1993).

Region, language and religious affiliation also constitute groupings with corresponding ties and allegiances. Pertinent to the structural principles and norms of the Filipino is ritual kinship. *Compadrinazgo*, often called the *kumpari* or compadre system in the Philippines, is the godparenthood complex (Jocano, 1968). Introduced as part of the Christian cultures, this ritual was originally thought of to ensure the godchild’s (inaanak) education in the faith. This kinship is acquired immediately during the Christian’s performance of the sacraments such as baptism and confirmation. After such ceremonies, the godparents (*ninong*

(*and ninang*) immediately become the compadre and comadre of the parents of the child. The compadre system not only establishes itself between godparents and parents but also among godparents in case of multiple godparents.

In the official Catholic laws, no statement is mentioned about the spiritual relationship between witnesses and the bridal pair, but the Filipino ingenuity has transformed this sacrament as another source of compadre system. The bridal pair becomes the inaanak and the godparents and parents establish the compadre system among themselves.

Numerous factors decide the nature and extent of mutual assistance among ritual kinsmen. Among some of the more important factors are age, residence, real kinshiprelationships, geographic mobility, personal inclination, strength and degree of intimacy, the manner in which sponsors were secured, social class distinctions, sponsorship of Church-prescribed or folk-rites, the rite involved (e.g., baptism or marriage), mutual resources available for sharing, permanent or transitory ritual bonds, etc. Probably, economic support is the most frequent and valued aid—emergency loans, help in finding employment, financing the education of godchildren, etc. (Hart, 1977). The usage of the compadre system in the private sector has come to mean job granting, money in times of need, the lending of one's transportation vehicles, and medical attendance. In business entities, numerous employees are promoted on the basis of compadre system alone although nobody can prove the fact.

Most Filipino values arise and obtain their strength around the system of kinship; consequently these values generate employee practices or behavior different from those prescribed by the formal organization. Familism is a major determinant for the existence and influence of Filipino values in the theoretically different orientation of a formal organization. Familism is best understood in terms of intergenerational reciprocal assistance among the members. The member of any given nuclear Filipino family is in reality never alone. There always exists a psychological bond among family members so that even if they are geographically separated from each other, they know that they can always activate such bond whenever a need for assistance arises. Difficulties are thus oftentimes softened by the knowledge that there are relatives who are always there and willing to help in times of need.

Everything a Filipino does is personalized in terms of kin-like relationships. These relationships cut across various dimensions of the Filipino's social sphere. One is not only an employee but at the same time a friend, a relative, a brother, a compadre, etc. It is clear that various organizational structures both professional and private, which are supposed to operate in an objective and impersonal manner, never operate in this way because the variant value-orientation is being subverted in favor of the dominant personalistic value-orientation. Thus, the values and attitudes of *lagay*, *lakad*, *utang na loob*,

pakikisama, bata-bata,etc. pervade the formal system because these are essential aspects of the Filipino dominant value orientation.

In the Philippines today, when a Filipino is confronted by the phrase *malakas tayo, eh* as an answer to how somebody got promoted, he readily resigns from asking any further knowing the reality of this condition.

Knowing what *malakas* could do, the Filipino tends to adhere to and patronize the value orientation of kinship system.

FILIPINO MANAGEMENT AND KINSHIP SYSTEM

As has been repeatedly stated, Filipino social organization, in general, is family-oriented. Despite personalism which permeates all types of relationship, Filipino personalism is not ego-centric; it is family-centric. This is what makes it different from the Western concept of personalism. To a Filipino, the family is the most important social unit in the community. It is the basic building block of the national society. Major decisions, even when these concern individuals, usually involve the family. The interests and honor of the family are at stake when blunders are committed or when successes are achieved.

Many successful companies have embodied the principles of the Filipino family in their management styles. The members of the corporate board are generally family members or very intimate friends. They are elected from among

the shareholders who also happen to be members of that close circle of family and friends. Line managers are also usually relatives or friends of the top management people. When employees are retired, their replacements are recruited from their respective families. This practice places the responsibility on the families to look after their recommendee because a “misdemeanor in the corporation dishonors the family and deprives the family of their major source of livelihood.”

In addition, kinship loyalties are encouraged and the hiring of relatives, specially for sensitive positions, is not considered nepotism. Rather, it is accepted as part of management’s prerogative and not usually a cause for rancour since Filipinos believe that abilities run in the family. That one should trust and rely on one’s relative first is a given. Management, though, has the responsibility to choose only those truly capable and deserving family members. Those chosen have the burden of living up to the family expectations. In the process, kinship loyalties are transformed into corporate loyalties (Jocano, 1988).

EFFECTS OF FILIPINO VALUES ON WORKING RELATIONSHIPS

In the Philippine setting, it is not the formal pattern of organization that provides an understanding of administrative activity. Habits of administrative behavior which are rooted in Philippine history and culture must be considered. The values of the Filipinos as workers are said to be very predominant in the organization so much so that we can rightfully assure that effective management is a function of the congruence between the principles of modern and professional management used in the organization and the elements of culture in the environment where the organization operates (Andres, 1990).

VALUE ORIENTATION OF KINSHIP ON WORKING RELATIONSHIPS

One of the important aspects of the kinship system in the Philippines is the fact that it is flexible, that relationships, among distant relatives at least, may be implemented or not as individual chooses. Among close relatives it is expected that the obligation system operates rigorously. With distant relatives, even though they may live close by, there is a choice of implementing or not implementing the relationship, making it come alive, as it were, or living it in a sort of limbo. This is done by establishing working relationships, by helping relatives, by giving them presents, and in some cases helping them when they do not request help. These relationships are always between two people and are by no means one way.

It is a father-son relationship or an uncle-nephew relationship or a grandparent-grandchild relationship which is being strengthened. There is an ideal pattern of behavior which can be extended to more distant relatives, but whether it is extended or not depends upon the two individuals concerned. This is where the flexibility comes in the Philippine system. In the United States, it is done by ignoring distant relatives and establishing relationships with the people whom we work, people with whom we go to school and with neighbors and friends. In the Philippines, it is done largely by selectively maintaining and elaborating relationships with relatives and to a lesser extent with non-kinsmen (Guthrie, 1971).

Observers of Filipino social behavior and institutions have noted the familial orientation of Filipino social organization. Familial sentiments also dominate Filipino behavior, be it in the home, community, bureaucracy, or corporation. The feeling that the company is one big family to which everybody belongs with pride enhances the strengthening of corporate culture. In the floorshops or offices, relationships between management and labor can be improved if managers are able to influence the employees to develop a familial-type of sentiment that gives high premium to discipline, teamwork, cooperation and responsibility.

FRAMEWORK

Theoretical Framework

Two theories were adopted by the researcher to develop a general framework for this study.

The first was the Laswell Formula. The Laswell Model was after the American political scientist Harold D. Laswell's idea that the convenient way to describe an act of communication is to answer the following questions: Who (communicator); Says What (message); In Which Channel (medium); To Whom (receiver); and With What Effect (effect)?

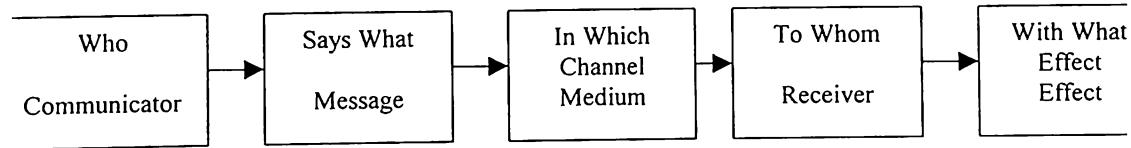


Figure 1. The Laswell Formula with corresponding elements of the communication process.

This simple formula has been used in several ways, mostly to organize and to give structure to discussions about communication. Laswell himself uses it to point out distinction types of communication research. To each question, he has attached a particular type of analysis as follow:

Who	-- Control Studies
Says What	-- Content Analysis

In Which Channel -- Media Analysis

To Whom -- Audience Analysis

With What Effect -- Effect Analysis

Laswell isolated and defined three definite functions of communication.

These were: 1) *surveillance* of the environment—alerting members of a community to dangers and opportunities in the environment; 2) *correlation* of the different parts of society in making a response to the environment, and 3) *transmission* of the social heritage from one generation to another.

On the other hand, the element of shared field of experience presented under Schramm's model of communication by Wilbur Schramm (1954) was also given weight by the researcher.

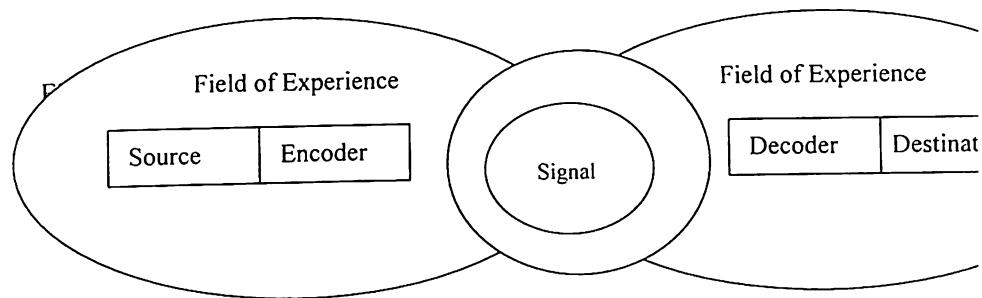


Figure 2. Schramm Model of Communication

Communication under this theory always requires at least three elements—the source, the message and the destination. The *source* may be an individual (speaking, writing, drawing, gesturing) or a communication organization (like a newspaper, publishing house, television station or motion picture studio. The *message* may be in the form of ink on paper, sound waves in the air, or any other signal capable of being interpreted meaningfully. The *destination* may be an individual listening, watching or reading; or a member of a group. Within the accumulated experience of the two individuals trying to communicate, the source can encode, and the destination can decode, only in terms of the experience each has had. The source, then, tries to encode in such a way as to make it easy for the destination to tune in the message—to relate it to parts of his experience which are much like those of the source.

CONCEPTUAL FRAMEWORK

The Modified Model of Laswell Formula and Schramm Model of Communication encompasses the variables of the thesis under study.

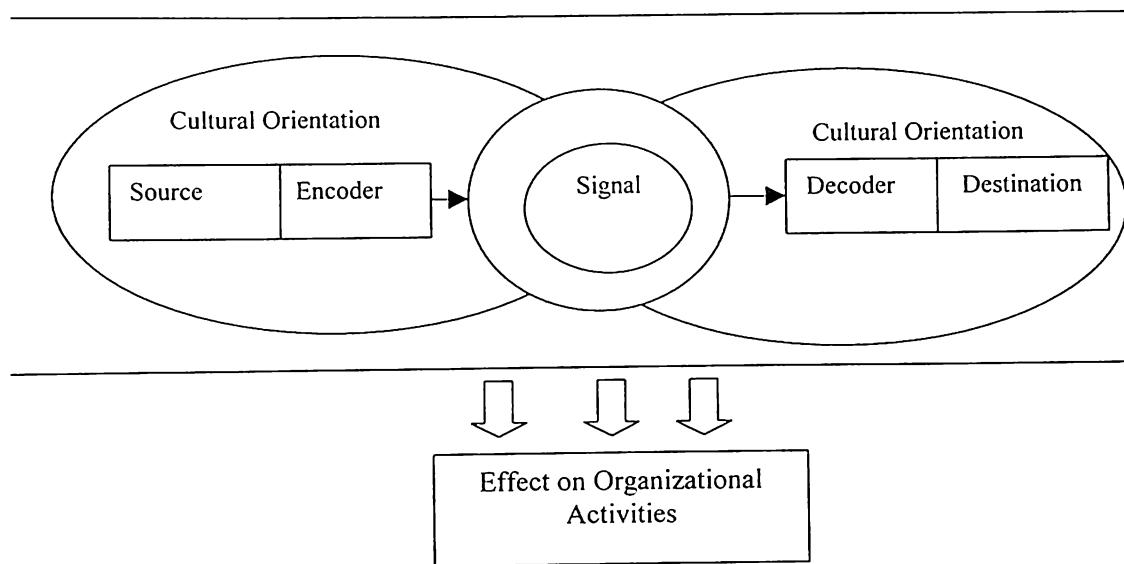


Figure 3. Modified Model of Laswell Formula and Schramm Model of Communication

Substituting the elements of the said model, the manager and the worker assume the roles of an encoder and a receiver of the message. The field of experience would be the cultural orientation each of them has.

These two main actors in the communication process have their own cultural orientation, thus, making their realities different from one another. It is only when these orientations are shared that communication takes place and that

relationships are established. Nonetheless, people of the same culture have shared influences of their country's value-orientation and perform their day-to-day activities within these prominent values. These influences, in turn, affects the organization where they belong.

OPERATIONAL FRAMEWORK

Putting the model in the operational level, the managers and employees of the Ambata Shell Station play the role of the source-encoder and the decoder-destination in the organization.

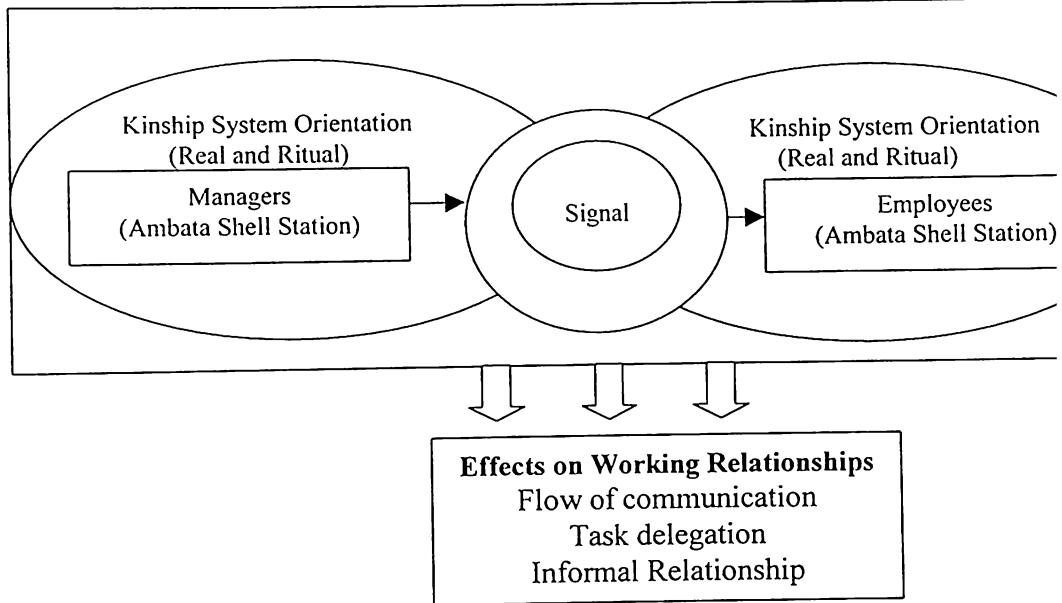


Figure 4. Modified Model of Laswell Formula and Schramm Model of Communication on the Influence of Kinship System on Working Relationships

As Filipinos, both of them share the same cultural orientation, specifically the system of kinship, where most Filipino values arise and obtain their strength. The varying degrees as to how managers and employees submit themselves to this orientation determine its effect on their working relationships within the company. Working relationships in the organization can be described in terms of the flow of communication, task delegation and establishment of informal relationships between the superiors and the subordinates.

CHAPTER III

METHODOLOGY

This chapter is concerned with the description of the methods used by the researcher in answering the problem statements earlier posed for this study.

Research Design

The nature of the study is purely descriptive. The researcher wished to describe the kinship pattern existing in the organization and at the same time, its influence on the working relationships of people in Ambata Shell Station. In this regard, the study probed on the flow of communication, task delegation and informal relationships palpable in the organization so as to unravel such relationships.

Respondents of the Study

Since Ambata Shell Station is a small company, the researcher conducted the study in the form of census. The whole organization consists of the manager, assistant manager, and 30 employees were asked to participate.

Research Instruments

The instrument used by the researcher was the qualitative method. Since the study is descriptive, comprehensive details of kinship pattern existing in Ambata Shell Station and its influence on working relationships of people were explored and clarified. A highly structured schedule of questions characterizes the formal interviews conducted by the researcher. The interview schedules involved

only the manager, the assistant manager and the supervisors of the company. The rest of the employees were asked to answer a survey questionnaire.

TOOLS FOR DATA ANALYSIS

The data gathered were analyzed by using descriptive statistics (use of percentage and tables) which will summarize and describe the gathered data.

CHAPTER IV

PRESENTATION AND INTERPRETATION OF DATA

This chapter presents the data gathered on the influence of kinship system on working relationships at the Ambata Shell Station. This also includes the profile of the organization and the respondents.

ORGANIZATIONAL PROFILE

In 1986, couple Counsellor Leandro and Normelita Ambata filed an application to the Energy regulatory Board (ERB) for a dealer-owned gas to be situated at Manggahan, Gen. Trias, Cavite station under the Pilipinas Shell Corporation (PSC).

A feasibility study was prepared to strengthen the assurance that the planned-to-be-built gas station would be a profit-earning company with the kind of locality it is to be put up. After almost five years of paper processing, the application was granted.

After years of operation, Ambata Shell was converted to a company-owned station from its being a dealer-owned due to the increased demand of oil consumption since it was then one of the only two gasoline stations in the area. As an owned company of PSC, Ambata Shell was subjected to expansion which was financed by the corporation. The expansion also included the establishment of Select, a convenient store also operating under PSC.

Ambata Shell Station shares with the PSC the vision of achieving breakthrough performance and becoming a top performer of first choice by energizing leadership, focusing on customers and unleashing talent of all levels. Their main objective is to deliver the standard, operational excellency, and performance without “creative entrepreneurship.”

As a service station dealer, ASS is responsible for sufficient working capital, selling only Shell products, maintaining high standards of station Landscaping, Illumination, Presentation and Service (LIPS), professional staff, market dominance, profitability, delivering basic service station facilities and maintenance, brand and marketing support, competitive positioning, quality products, pricing and rendering technical support.

Right now, Ambata Shell Station is composed of the couple acting as the manager and assistant manager and 30 employees. The company provides a house with free electricity and water for stay-in employees since most of them come from the province. Other benefits such as cash advance, bonus and birthday incentives are also given to the employees. The management usually offers employees cash advances for health assistance purposes or even if an employee just want to buy appliances. During birthdays of employees, the managers personally provide food and cash gifts to the celebrator.

Aside from the usual occasions that the company celebrate such as Christmas and New Year, Ambata Shell has a monthly informal recognition for the employee of the month wherein certificates and cash awards are being given.

In previous years, the company used to give free meals to the employees but as a result of its cost-cutting scheme, they decided to just put up a canteen where all employees can avail food at a very affordable price. All the employees even have credit lines open in the canteen.

Organizational Chart

Ambata Shell Station is basically run by the manager-dealer. Under the manager-dealer are two functional units: the Administrative Office and the Operations. Under the Administrative Office are the credit and collection officer, bookkeeper, house keeper and security personnel. Operations is divided into three departments namely: the Forecourt, Select and the Service.

Forecourt

This department is composed of supervisor, assistant supervisor, cashier and crews. The Forecourt's main function is to serve oil and gasoline to the customers. Squeegy, checking of air, oil and water of every vehicle are among the duties of the pump attendants.

The department is also responsible for receiving bulk product deliveries and getting readings of the underground tanks (UGT).

Select

Select is a convenient store built to cater other services to Ambata Shell's customers. It serves as stop-overs where people can eat and relax after long hours of journey. It also serves as mini-grocery store for the neighboring area. Select's staff is composed of supervisor, shift leader or cashier and crews.

Service

Service department is composed of salesman and service supervisor, lube man, wash man, tire man and mechanic. This department is responsible for rendering mechanical services to the consumers. Their work includes change oil, gear oil, tune up, washing, gearing and vacuum. This is also where other Shell products are being sold. Another function of the Service department is to implement promotional activities such as raffle draws and memberships for motorists which are being launched by the Pilipinas Shell Corporation.

PROFILE OF THE RESPONDENTS

The total population of Ambata Shell station includes two managers and 30 employees. With the 30 questionnaires issued by the researcher, 27 sheets were returned. Out of this 27 respondents, 63% (17) were males while 37% were females. A great majority of the employees (67%) aged 19-30 years old, 18% aged 31 years old and above while the remaining 15% aged 18 and below.

Most of the respondents belong to the lower level of position such as bookkeeper, cashiers and crews. Among the respondents in higher positions are the credit and collection officer, 3 department supervisors and one assistant supervisor.

A great majority (59%) of the respondents are permanent employees while 30% are still probationers. Seven percent work in a contractual basis while the remaining four percent work as part-timer.

Out of 27 employees, 21 of them are still single. The rest are all married and four of them already have children.

TABLE 1
PROFILE OF THE EMPLOYEES

	Frequency (f)	Percentage (%)
A. Gender		
1. Female	10	37
2. Male	17	63
Total=	27	100
B. Age		
1. 18 yrs. Old-below	4	15
2. 19-30 yrs. Old	18	67
3. 31 yrs. Old-above	5	18
Total=	27	100
C. Position		
1. Credit and Collection Officer	1	4
2. Department Supervisor	3	11
3. Department Assistant Supervisor	1	4
4. Bookeeper	1	4
5. Forecourt Cashier	1	4
6. Select Crew	5	18
7. Service Crew	4	15
8. Forecourt Pump Attendant	11	40
Total=	27	100
D. Job Status		
1. Part-time	1	4
2. Contractual	2	7
3. Probationary	8	30
4. Permanent	16	59
Total=	27	100
E. Civil Status		
1. Single	21	78
2. Married	2	7
3. With children	4	15
Total=	27	100

FINDINGS

Table 2 illustrates the kinship pattern existing in Ambata Shell Station. Unfortunately, most of the workers who are related to the top managers have already resigned a month before the researcher conducted the study.

Out of the 27 respondents, 48% of them is related either directly to the managers or to their co-employees. Nineteen percent of them are relatives of the managers, four percent is affiliated with the top bosses through ritual kinship and 26% are respondents who have their co-employees as relatives. The remaining 52% are found out to have no relatives working in the company.

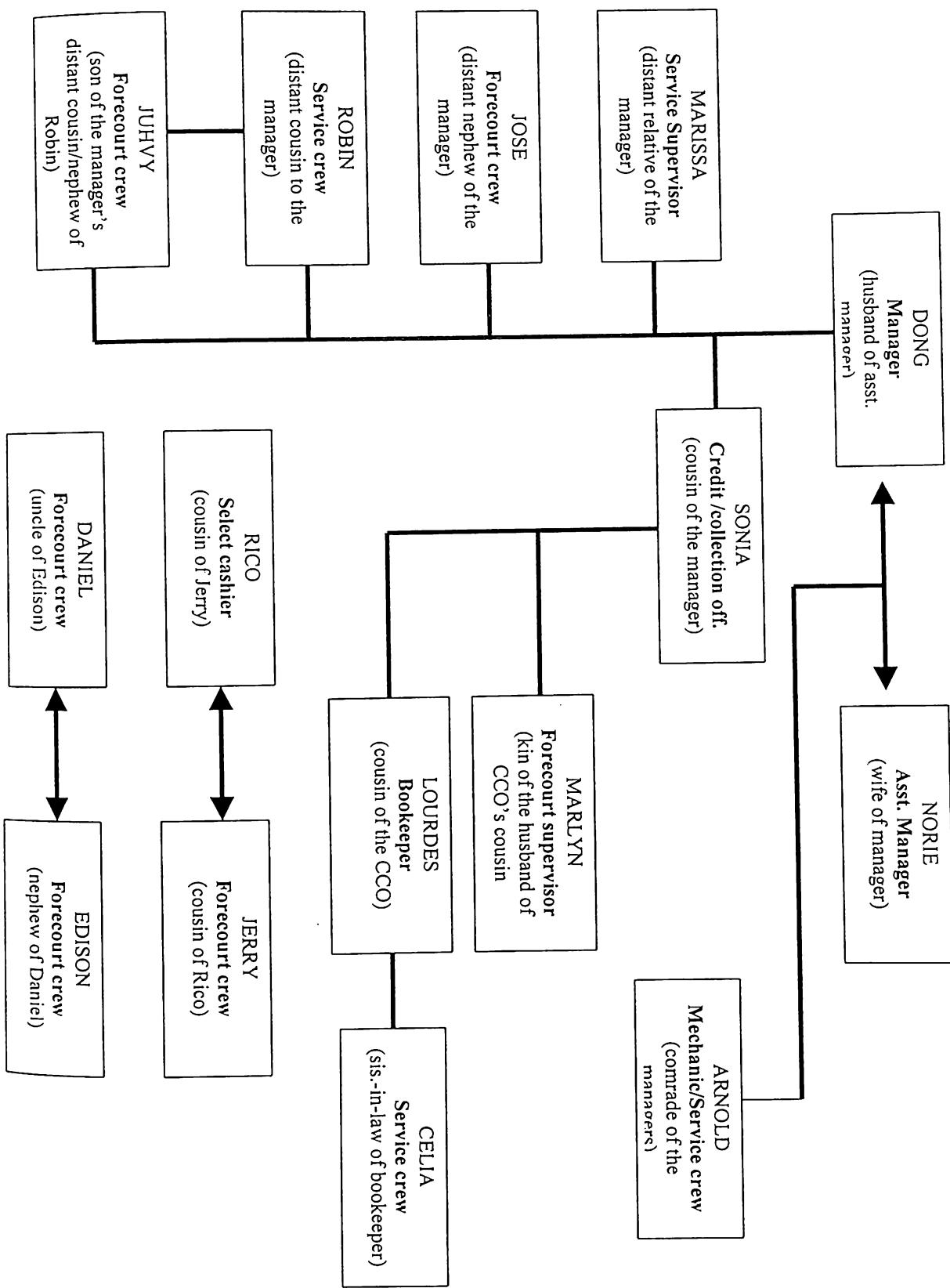
Aside from the fact that the number of employees who have no relatives in ASS is only four percent more than those who are kins, the researcher discovered that most (74%) of them were employed because of connections. Twenty two percent of them were hired because of their direct affiliation with the top bosses while the remaining 52% got to enter Ambata Shell Station through recommendations from the managers' relatives, comrades, friends and through relatives and friends who are already working in the company. On the other hand, only 26% of the employees applied on their own. (See Table 3).

Table 4 discusses the superior-sub-ordinate relationships existing in the company. It is divided into four parts namely: flow of communication; task delegation; informal relationships; and views on superior-sub-ordinate relationship. In the flow of communication, most (78%) of the employees agree that office communication can be initiated by both upper and lower level workers.

TABLE 2
KINSHIP STRUCTURE

	Frequency (f)	Percentage %
A. Respondents With Relative(s) in the Company		
1. Related with the managers		
a. Relative	5	19
b. Affiliated through ritual kinship	1	4
2. Related with co-employees	7	26
Total=	13	48
B. Respondents Without Relative(s) in the company		
Total=	14	52
Overall Total=	27	52
		100

KINSHIP STRUCTURE OF AMBATA SHELL STATION



18% believe that it is in a top-down manner wherein office communication can only be initiated by the superior and then passed to the subordinates and only four percent of them consider that office communication starts from the subordinates and then reaches the superior or bottom-up.

All (100%) of them affirm that their superiors encourage the employees to talk to them directly about anything that is work-related. The managers usually ask them of work-related matters during meetings or even in casual talks or "chikahan." In addition, the supervisors and the employees usually get together for their so-called "pulong" (an informal meeting for them) whenever there are no customers and there they discuss updates of their working conditions. In terms of meetings, seminars or dialogues wherein employees could freely interact with their top managers, 22 (82%) respondents answered that they have such while the remaining five (18%) answered otherwise. These five employees claimed that they are just new in the company and that explains why they haven't experienced yet attending such formal activities. Regular staff meetings of Ambata Shell include only the managers, administrative officers and supervisors and is being held every first Monday of the month. Seldom do managers meet with all the employees unless when there is a scheduled emergency meeting regarding important matters such as new policies and the like. However, the supervisors and their subordinates do not have any scheduled meetings as of the time when the researcher conducted the study.

TABLE 3
Channel of Employment

	Frequency (f)	Percentage %
A. Relative of the managers	6	22
Total=	6	22
B. Through recommendation		
1. Recommended by managers' relative	5	18
2. Recommended by managers' <i>kumpare</i> and <i>kumare</i>	1	4
3. Recommended by managers' friend	3	11
4. Recommended by a relative already working in the company	4	15
5. Recommended by a friend already working in the company	1	4
Total=	14	52
C. Applied on their own	7	26
Total=	7	26
Overall Total=	27	100

TABLE 4
SUPERIOR-SUBORDINATE RELATIONSHIPS

		Frequency (f)	Percentage %	Remarks
A. Flow of communication				
1				
a. Top-down (office communication can only be initiated by the superiors and then passed to the sub-ordinates)	5	18		
b. Bottom-up (office communication starts from the sub-ordinates and then reaches the superiors)	1	4		
c. Office communication can be initiated by both upper and lower level workers	21	78		
Total=	27	100		
2.				
Superiors encourage the employees to talk to them directly about anything that is work related	27	100		* Managers usually ask their employees of work-related matters during casual talks or chikahan.
a. Yes	0	0		* Supervisors gather the employees for a <i>pulong</i> (an informal meeting) whenever there are no customers.
b. No				* Employees are always encouraged to talk of work-related matters during meetings.
Total=	27	100		
3.				
There are meetings, seminars, or even dialogues with the top managers wherein employees could freely interact with them	22	82		* Regular staff meetings are for the managers, administrative officers and supervisors only (every first Monday of the month).
a. Yes	5	18		* The supervisors and the crews do not have scheduled meetings.
b. No				* Seldom do managers meet with all the employees (during emergency meetings only).
Total=	27	100		

	Frequency (f)	Percentage %	Remarks
B. Task Delegation			
1. Employees believe that their superiors feel that they are competent to do the things assigned to them	1		
a. True	27	100	
b. False	0	0	
Total=	27	100	
2. The immediate superior takes full responsibility of all the employees' actions when accosted by top managers.	2		
a. True	25	92	* The credit and collection officer (also acting as the secretary) has the manager as her immediate superior. (remark for N/A)
b. False	1	4	
c. Not applicable	1	4	
Total=	27	100	
3. There has been an incident when employees are left alone by their immediate superior(s) to answer their top bosses regarding a work that was not well performed	3		
a. True	10	37	* The employees do not take it against their superiors.
b. False	17	63	since they're the ones who committed mistakes.
			* Employees just consider it as part of their job, <i>walang personalan</i> .
Total=	27	100	

		Frequency (f)	Percentage %	Remarks
C. Informal Relationship				
1. Employees can call their superiors by their first names.				
a. Yes	24	89		
b. No	3	11		
	Total=	27	100	
2. Employees perform non-work related activities with their superiors				
a. Yes	20	74	* Stay-in employees usually spend drinking and videoke sessions with their male manager.	
b. No	7	26	* Occasionally, the superiors invite their employees to attend fiestas or go to market with them.	
			* The managers and some of their administrative officers eat together most of the time.	
			* Those employees who haven't experienced doing non-work related activities with their superiors are just new in the company.	
	Total=	27	100	
3. Employees can freely enter superiors' office at any given time of the day				
a. Yes	23	85	* Employees who are conscious on entering at their superior's office are just new in the company.	
b. No	4	15		
	Total=	27	100	
4. Aside from business matters, employees can freely discussed personal matters with their superiors				
a. Yes	26	96	* Employees can freely discuss personal matters with their superiors such as their families, problems, provinces where they've been, plans and love life.	
b. No	1	4	* Employees can easily open-up with their female manager.	
	Total=	27	100	

	Frequency (f)	Percentage %	Remarks
D. VIEWS ON SUPERIOR-SUBORDINATE RELATIONSHIP			
a. Parent-child relationship	20	74	* "They're like immediate parents and relatives to us"
b. Friend-friend relationship	4	15	since our families are in the provinces."
c. Teacher-student relationship	2	7	* "They always look after our welfare."
d. Master-servant relationship	1	4	* "They're someone whom we can run for help
e. Worker-worker relationship	0	0	and advice."
Total=	27	100	

In terms of task delegation, all (100%) the employees are convince that their superiors feel that they are competent to do the things assigned to them. At the same time, almost all (92%) agree that their immediate superior takes full responsibility on all their employees' actions when accosted by top managers while the remaining four percent believe oppositely and another four percent for not applicable. Two out of three respondents answered false when asked if there has been an incident when employees are left alone by their immediate superior to answer their top bosses regarding a work that was not well performed. Among the remaining 37% who have experienced such incident, they explained that it never affected their relationship with their immediate superior. They also added that they just considered it as part of their job and nothing's personal about it.

The researcher also tried looking into the informal relationships existing in the company. Twenty four (89%) out of 27 employees claimed that they can call their superiors by their first names. Only 3 (11%) of them are hesitant to do so because they are still new in the company and that they still haven't got used to it. On the otherhand, most (74%) of the respondents claimed that they perform non-work related activities with their superiors. Employees, mostly stay-ins, have experienced spending drinking and videoke sessions with their male supervisors and managers. On some occasions, the superiors invite the employees to attend fiesta or go to market with them. Some even regularly eat lunch and snacks together with the managers. When it comes to entering the superiors' office, 85% said that they can freely do so at any given time of the day. Again, the reason

Table 5
**EFFECTS OF KINSHIP SYSTEM ON WORKING RELATIONSHIPS
 (RESPONDENTS WITH RELATIVE IN THE COMPANY)**

	Frequency (f)	Percentage (%)	Remarks
1. The presence of their superiors and co-employees make them feel			
a. comfortable and secure	12	92	
b. conscious and pressured	1	8	
c. secure but pressured			
	Total=	13	100
2. Employees find their superiors and co-employees			
a. supportive and cooperative	13	100	
b. envious and fault-finder			
	Total=	13	100
3. Employees finished the work assigned to them by their superiors and co-employees			
a. always ahead of time	2	15	
b. just in time for the deadline	6	46	
c. sometimes past the deadline since they can always be given considerations	4	31	
d. always past the deadline since they wouldn't mind anyway	1	8	
	Total=	13	100

	Frequency (f)	Percentage (%)	Remarks
4. Superiors are straight forward in making reprimands	4	"Having relatives in the company is the primary reason why our superiors aren't too harsh in making reprimands."	
a. yes	3	23	
b. no	10	77	
			"Their being lenient is good for it enhances and strengthens our relationship with them."
			"It impedes my growth as a worker."
Total=	13	100	
5. Having relatives or affiliation s in the company affects the superior-subordinate relationship			
a. yes	13	100	
b. no	0	0	
Total=	13	100	
6. The effects are positive			
6.1. To the employees			
a. Yes	12	92	
b. no	1	8	
6.2. To the superiors			
a. Yes	13	100	
b. no	0	0	
6.3 To the organization			
a. Yes	10	77	
b. no	3	23	
Total=	13	100	

Table 6
**EFFECTS ON WORKING RELATIONSHIPS
 (RESPONDENTS WITHOUT RELATIVE IN THE COMPANY)**

	Frequency (f)	Percentage (%)	Remarks
1. The presence of their superiors and co-employees make them feel			
a. comfortable and secure	11	79	
b. conscious and pressured	1	7	
c. secure but pressured	1	7	
d. others...conscious but not pressured	1	7	
	Total= 14	100	
2. Employees find their superiors and co-employees			
a. supportive and cooperative	18	100	
b. envious and fault-finder			
	Total= 14	100	
3. Employees finish the work assigned to them by their superiors or co-employee			
a. always ahead of time	5	36	
b. just in time for the deadline	6	43	
c. sometimes past the deadline since they can always be given considerations	2	14	
d. always past the deadline since they wouldn't mind anyway	1	7	
	Total= 14	100	

		Frequency (f)	Percentage (%),	Remarks
4. Superiors are straight forward in making reprimands				
a. yes		6	43	
b. no		8	57	
Total=	14	100		
5. Having relatives or affiliation s in the company affects the superior-subordinate relationship				
a. yes		7	50	
b. no		0	0	
c. not applicable		7	50	
Total=	14	100		
6. The effects are positive				
6.1. To the employees				
a. yes		7	50	
b. no		0	0	
c. not applicable		7	50	
6.2. To the superiors				
a. Yes		7	50	
b. no		0	0	
c. not applicable		7	50	
6.3 To the organization				
a. yes		7	50	
b. no		0	0	
c. not applicable		7	50	
Total=	14	100		

why the remaining 15% are conscious of entering freely at their superiors' office can be attributed to their being new in the company. Lastly, almost all (96%) of the employees replied that they can freely discuss personal matters with their superiors such as family matters, problems, future plans and even love life. They also remarked that it is easier for them to open up with their female superiors than the males.

Regarding views on superior-subordinate relationship, most (74%) of the employees conceived their relationship with the managers as a parent-child kind of relationship. According to them, just like any other parents to their children, their superiors show concern for the welfare of their employees and constantly give them advice on ways to improve themselves and their works. For stay-in employees whose families are left in the province, they claimed that their superiors are like immediate parents and relatives to them. Fifteen percent view it as a friend-friend relationship, seven percent perceive it as a teacher-student relationship while four percent answered that it is a master-servant relationship.

Tables 5, 6 and 7 show the effects of kinship system on working relationships. Out of the 13 respondents with relatives in the company, 92% find that the presence of their superiors and co-employees in the work place make them feel comfortable and secure while eight percent are conscious and pressured. In addition, all (100%) of the respondents find their superiors and co-employees supportive and cooperative to their works.

In finishing the work assigned to them, six (46%) respondents do it just in time for the deadline, four (31%) do it sometimes past the deadline since they can always be given considerations, two (15%) make it always ahead of time and there's even one (8%) who does it always past the deadline for the reason that their superiors wouldn't mind anyway.

Only 23% of the employees perceived their superiors to be straight forward in making reprimands while most (77%) of them observed it oppositely. According to this 77%, their having relatives in the company or being even directly related to their superiors could have been the reason why their superiors are not being harsh on them in correcting their mistakes. However, while others remarked that the subtle approach of their superiors in making reprimands enhances and strengthens their relationship with them, others saw it as impediment in their growth as a worker. Thus, all (100%) of these 13 respondents believed that having relatives or affiliations in the company affect their relationship with their superiors. Ninety two percent were convinced that it has positive effect on them while the remaining 8% answered otherwise. All (100%) of them agreed that it affects their superiors positively. On the otherhand, 77% said that it has positive effect on the organization while 23% opposed the claim.

For the 14 respondents who have no relatives in the company, 79% confirmed that the presence of their superiors in the work place make them feel comfortable and secure, seven percent feel conscious and pressured, another seven percent feel secure but pressured and also seven percent feel conscious but

TABLE 7
**THE EFFECTS OF KINSHIP SYSTEM ON WORKING RELATIONSHIPS AMONG EMPLOYEES
 WITH AND WITHOUT RELATIVES IN THE COMPANY**

	Related employees		Non-related employees		Total N=27	Total Percentage (%)
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)		
1. The presence of their co-employees make them feel						
a. comfortable and secure	12	92	11	79	23	85
b. conscious and pressured	1	8	1	7	2	7
c. secure but pressured	0	0	1	7	1	4
d. others...conscious but not pressured	0	0	1	7	1	4
2. Employees find their co-workers						
a. supportive and cooperative	13	100	14	100	27	100
b. envious and fault-finder	0	0	0	0	0	0
3. Employees finish the work assigned to them by their superiors or co-employee						
a. always ahead of time	2	15	5	36	7	26
b. just in time for the deadline	6	46	6	43	12	44
c. sometimes past the deadline since they can always be given considerations	4	31	2	14	6	22
d. always past the deadline since they wouldn't mind anyway	1	8	1	7	2	8

	Related employees			Non-related employees			Total N=27	Total Percentage (%)
	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)	Frequency (f)	Percentage (%)		
4. Superiors are straight forward in making reprimands								
a. yes	3	23	6	43	9	33		
b. no	10	77	8	57	18	67		
5. Having relatives or affiliations in the company affects the superior-subordinate relationship								
a. yes	13	100	7	50	20	74		
b. no	0	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		
6. The effects are positive								
6.1. To the employees								
a. yes	12	92	77	50	19	70		
b. no	1	8	0	0	1	4		
c. not applicable	0	0	7	50	7	26		
6.2. To the superiors								
a. Yes	13	100	7	50	20	74		
b. no	0	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		
6.3 To the organization								
a. yes	10	77	7	50	17	63		
b. no	3	0	0	0	0	0		
c. not applicable	0	0	7	50	7	26		

not pressured. All (100%) of them also find their superiors to be supportive and cooperative in their work.

With regards to finishing the work assigned to them by their superiors, six (43%) revealed that they do it just in time for the deadline, five (36%) make it always ahead of time, two (14%) do it sometimes past the deadline since they can always be given considerations and one (7%) employee do it always past the deadline.

In addition, a great majority (57%) claimed that their superiors are not straight forward in making reprimands while 43% saw it differently. Out of this 14 respondents, half (7 or 50%) of them agreed that having relatives or affiliations in the company affect their relationship with their superiors while the remaining half answered not applicable since they applied directly on their own. Also, the first half perceived the effects to be positive for themselves, for their superiors and for the organization as well.

Interview Schedule

The information gathered by the researcher from the interviews with the manager, assistant managers and supervisors concerned basically on the nature of work of Ambata Shell Station, history of the company, organizational chart, population, departments and their functions, and some activities concerning the employees.

CHAPTER V

SUMMARY, CONCLUSION AND

RECOMMENDATION

This chapter is consists of summary of findings, conclusion and the researcher's recommendation for further study of this thesis.

SUMMARY

Results show that Ambata Shell Station has an 82% young population with ages ranging from 30 years and below. Most of its employees are even found single.

Almost half of the employees are related to one another, either kin to the managers or to their co-employees. Aside from the fact that the number of respondents without relatives in the company are only four percent higher than those who have, the researcher found out that 74% of the employees were able to get into the company through affiliations with the top managers and recommendations.

For the communication flow, most of the respondents believe that office communication can be initiated by both upper and lower level workers in the company. In relation with this, all of them answered that they are being encourage by their superiors to talk to them directly about anything that is work related . Most of them even claimed that they have meetings, seminars and dialogues with the top managers wherein they could freely interact with them.

In task delegation, all the employees believe that their superiors feel that they are competent to do the things assigned to them. The immediate superiors are also seen by almost all of the employees to take full responsibility on all of their employees' actions when accosted by top managers. In addition, a great majority of the employees claim that there has never been an incident when employees are left alone by their immediate superior to answer their top bosses regarding a work that was not well performed.

In terms of informal relationship, almost all of the respondents can call their superiors by their first names, can freely enter their superiors' office at any given time of the day and can freely discuss personal matters with them. Also, the parent-child view on superior-sub-ordinate relationship got the highest frequency.

Almost all of the respondents claimed that the presence of their superiors and co-employees make them feel comfortable and secure. All of them even find their superiors supportive and cooperative in their work. However, although almost half of the total respondents finished the work assigned to them by their superiors just in time for the deadline, employees without relatives in the company are more willing to finish the work always ahead of time than their counterparts. On the otherhand, employees with relatives in the company are more likely to finish the work assigned to them by their superiors sometimes past the deadline since according to them, they can always be given considerations.

Most of the respondents claimed that their superiors are not straight forward in making reprimands. According to them, this can be explained by the

fact that they have relatives in the company and some are even directly related to these superiors. Although some said that this subtle approach on the part of their superiors enhances and strengthen their relationship with them, others believed that it somehow impede their growth as a worker. When asked if their having relatives or affiliations in the company affect their relationship with their superiors, 100% of those who do have relatives and affiliations answered yes. The greater bulk of the respondents observed the effects to be positive for them and the organization as well.

CONCLUSION

Based on the findings, the researcher concludes that Ambata Shell Station, having majority of its population as kins, gives so much importance on kinship system. The fact that the company hired employees through their affiliations with the top bosses or recommendations from the managers' network of alliance system which consists of relatives, friends and followers, only shows that Ambata Shell perceived that obligations to the family are of the highest order and that the concept "blood is thicker than water" is highly regarded by the company.

Because of the familiarity of the people in the organization with one another, the communication flow tends to be fluid and so managers can elicit information or perceptions of their employees toward their work and personal lives easily. At the same time, employees can communicate their feelings or suggestions toward work or personal matters to their superiors freely.

According to Jocano, "Filipinos believe that abilities run in the family and that one should trust and rely on one's relative first is a given." It is this trust from the managers which explains why the employees of Ambata Shell Station believed that their superiors feel that they are competent to do the things assigned to them. In a family-oriented organization such as this, the immediate superior are seen to take full responsibility of all the employees' actions when accosted by top managers because of the idea that the head is obliged to look into the conditions of its family members. The interests and honor of the family are at stake when

blunders are committed or when successes are achieved. And so the responsibility of ensuring that interests and honor lies primarily to the superiors or the heads of the organization.

Informal relationships are likewise palpable in the organization because of the already established bonding between the superiors and their subordinates.

Aside from the family-orientation, the young population of Ambata Shell Station could have also contributed in viewing the superior-subordinate relationship in the company as a parent-child kind of relationship. Although employees with direct affiliation with the people in the organization tend to be lax in accomplishing the works assigned to them than those who do not have relatives in the company or whose affiliations are not direct, the value orientation of kinship provides comfort and security on the employees in the work place and enable them to amass support and cooperation from their superiors. In connection with that, even though superiors are seen to be lenient in making reprimands or correcting their mistakes because of that ties between them and the employees or affiliation of some employees with other higher officials in the company, this, according to the employees, somehow enhances and strengthens the relationship they have with them.

As a whole, the employees of Ambata Shell Station perceived the influence of kinship system to be positive for them, for their superiors and for the organization as well.

RECOMMENDATION

Further study of the subject is recommended for more insights on the topic and for clarification of the results gathered.

A bigger company with larger number of respondents is also suggested to be used. Aside from working relationships, future study could also dwell on the influence of kinship system on other management functions and see how it affects the operation of an organization.

Should there be additional influences of kinship system, which are believed to be important in working relationships, that did not appear in this pages, the next task is to take those factors into consideration in doing another study of the same subject.

On the otherhand, it is interesting to note that the result of the study showed kinship system to be of positive influence on working relationships among employees in Ambata Shell Station. Probably, this has something to do with the motivational strategies being used by the management. Another task, therefore, is to study the motivational strategies of the said company so as to determine why these employees are satisfied in their working relationships with one another.

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Survey Questionnaire

Dear respondents:

Hi there! I'm a fourth year Organizational Communication student and I'm presently working on my thesis, "The Influence of Kinship System on Working Relationships." I would like to ask for your help by filling this short questionnaire.

This questionnaire aims to identify the existing kinship pattern within your organization as well as its influence on your working relationships.

Feel free to answer each question. There will be no right or wrong answers and your responses will be treated with strict confidentiality.

DIRECTION

To answer, just cross out the box provided , or fill out the blanks ____.

QUESTIONS

I. Kinship Pattern

1. Do you have any relation or affiliation with your top manager/s? yes no

If yes, what is/are your relation(s) with him/her/them? _____

2. Aside from the manager, do you have any relative also working in this company?

yes no

What is/are your relation(s) with him/her/them?

Relation/s

Position of Relatives

II. Superior-Sub-ordinate Relationship

A. Flow of Communication

3. How does communication flow in ASS?

Top-down (office communication can only be initiated by the superiors and then passed to the subordinates)

Bottom-up (office communication starts from the subordinates and then reaches the superiors)

Office communication can be initiated by both upper and lower level workers

18. As a whole, I view relationship with my immediate superior as like that of
a _____ to a _____

- Parent-child
- Friend-friend
- Teacher-student
- Master-servant
- Worker-worker

III. Effects

18. Do the presence of your superiors make you feel

- comfortable and secure
- conscious and pressured
- secure but pressured

(others, specify _____ while inside the work place?

19. Do you find your superiors

- supportive and cooperative
- envious and fault-finder
- others, please specify _____ with your work?

20. I finish the work assigned to me by my superior

- always ahead of time
- just in time for the deadline
- sometimes past the deadline since I can always be given considerations
- always past the deadline since they wouldn't mind anyway

21. Whenever you've committed a mistake in your work, are your superiors straight forward in making reprimands?

- yes
- no

What do you think is his/her reason for being such? _____

22. Do you believe that having relatives or affiliations with the people in the company affect your relationship with your superior?

- yes
- no

23. Are the effects positive

To you?	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
To your superior?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
To the organization?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no

CONTROL SHEET

NAME (optional) _____ AGE _____ SEX _____

RESIDENCE ADDRESS (Town/District) _____

CIVIL STATUS: Single Married W/ Children

DEPARTMENT: _____

JOB POSITION/TITLE: _____

JOB STATUS: Permanent Probationary Others _____

INTERVIEW SCHEDULE

1. What is the nature of work of Ambata Shell Station?
2. What is its organizational structure?
3. How many departments are there in ASS?
4. What is the principal function of each department?
5. When was Ambata Shell born?
6. What is the total population of the company?
7. What changes/improvements have been made through the years?
8. What recent changes/improvements have been made, if there's any?
9. What plans of activities do you have right now for the company including the employees?