KINSHIP IN THE FILIPINO HOSPITALITY WORKPLACE: A MIXED METHODS STUDY

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Abstract - The researcher aims to explore the existence of familial kinship in the hospitality workplace setting, identify service touch points exhibiting kinship and describe perceived kinship in the workplace from Filipino hotelier's perspective. Extensive literature has been examined in the course of the study establishing the linkages for the research purpose. Familial kinship when utilized as leverage for extending quality in the hospitality setting would foster and strengthen internal work synergy. The said study would provide a benchmark for other hotel management organizations in the Philippines to improve their daily operations whilst maintaining the cultural identity of the Filipino. Qualitative and quantitative methods were utilized in gathering the data with the questionnaires. Analysis of the data was through comparison of the front and back of the house, marital status, employment status and rank. The study confirms the premise that job status, rank and designation does not have an influence on individual culture. Individual culture is affirmatively contributing to organizational culture where kinship as the mediating factor that influences work place culture which confirms the assumption that, Filipino work place kinship is essential to service quality.

I. GENERALITIES OF THE STUDY

1.1. Introduction of the Study

CNN Philippines has featured The Department of Tourism of the Philippines' 2017 campaign aptly titled "Anak," which means child in the Tagalog language. In the aforementioned article, Department of Tourism, Secretary Wanda Teo further elaborates that the focus would be on the traits of the Filipino among which is their innate warmth and hospitality answering the question "Why is it more Fun in the Philippines?" The gear shift in the campaign followed a conversation with United Nations World Tourism Organization Secretary General Taleb D. Rifai. (Montano, 2017).

Additionally, the Philippines' Department of Tourism further encapsulates the character of a Filipino being a harmonious blend among Eastern and Western influences as featured on their official page:

"The bayanihan or spirit of kinship and camaraderie that Filipinos are famous for is said to be taken from Malay forefathers. The close family relations are said to have been inherited from the Chinese. The piousness comes from the Spaniards who introduced Christianity in the 16th century. Hospitality is a common denominator in the Filipino character and this is what distinguishes the Filipino. Filipinos are probably one of the few, if not the only, English-proficient Oriental people today. Pilipino is the official national language, with English considered as the country's unofficial one ("The bayanihan or spirit of kinship", 2017)."

Kinship is determined through social conditions and only with close consideration of the social phenomena to which is a science (Rivers, 1914). In the Philippine context, social systems have mutual dependence on the norms and values with respect to the culture which then predicts behavior (Kassarjian, & Stringer, Jr., (1971). The Filipino word 'pamilya,' directly translated as 'family' in English, is the most important unit in the Philippine society (Colin-Jones & Colin Jones, 2005).

"Over the decades, Asian communities have continuously followed and transmitted to their children their image of the ideal family as dictated by their respective cultural traditions. For example, studies of families in China (Cheung and Liu, 1997; Yi, 2002), Japan (Sasaki and Wilson, 1997), Korea (Inoue, 1998), Malaysia (Ngin and DeVanzo, 1999), Philippines (Medina, 1991), Singapore (Quah, 1998), Taiwan, (Lu, 2000), Thailand (Schvaneveldt et al., 2001) and Vietnam (Thi, 1999; Knodel et al., 2000), indicate that, notwithstanding the cultural difference across Asian Countries, they are all inclined to regard as their ideal family the extended family, understood as a tightly knitted group involving at least three generations where parents, their married children - all, some or only one child - and their children's children and spouses live in the same household or compound or at least in the same neighbourhood. Thus, the concept of the ideal family has undergone comparably minor variations in Asia across time (Quah, 2009)."

Kinship is an expression of social relationships through the context of consanguinal, affinal, and ritual associations (Landa Jocano, n.d.). Filipinos both trace ancestry through both paternal and maternal lines making them of bilateral and bilineal in descent where the individual is related through both parents and addressing kin would have no inclined distinction in between such as grandparents, "Lolo" for grandfather, and "Lola for grandmother, and cousins as "pinsan" respectively. Thus, there are equal weights given to both sides of the kin regardless of whether belonging to maternal or paternal side of the family. The close ties forge the belief that mutual support across all relatives is expected (Medina, 2015). Authority and kin in the Filipino family has a correlation and neutral ties are preserved regardless of marriage. There is a certain

level of authority which comes with age. The more senior members of the family have higher authority such as instilling discipline and looking after the wellbeing of the younger ones in the family. Most Philippine households utilize terms such as Manong (older male), or Manang (older female). This level of respect is likewise extended to household helpers who are addressed as Ate (Manang) or Kuya (Manong). This generational difference is the basis for the order of descent and authority. As an example, the elderly generation such as the grandparents are expected to look out for the children and so on and so forth. Each family member is viewed in relation to the kin based on age and order of descent (Medina, 2015). Furthermore, there are certain terminologies utilized to extend respect to kin on the basis of generational differences. Aunts and uncles are called Tita or Tito respectively. These likewise apply to non-relatives or acquaintances with the same generational differences.

This sociological aspect of the family on kinship weighs highly in establishing social and community ties. Biological blood relations no longer coincide with kinship alone but rather a social acknowledgment or affinity to another such as having an adoptive parent or guardian as an example (Medina, 2015).

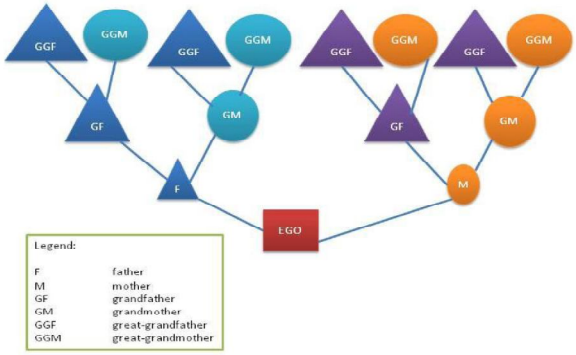

Figure 1.1 Bilateral and Multilineal Descent
Source: The Filipino family. Medina, (2015). Diliman, Quezon City: University of the Philippines Press.

"Kinship is a social arrangement which enables individuals to cooperate with one another in an orderly manner. (Medina, 2015)."

There is another type of kinship coined as "pseudo-kin" through the following criterion present in Filipino culture (Medina, 2015) such as figurative kinship to address seniority or in a particular context. Secondly, fictional kinship where one is addressed as though they are kin (Colin-Jones & Colin Jones, 2005). Lastly, ritual kinship pertaining to ties through usually ceremonial associations (example, compadre for co-godparents) (Medina, 2015).

In the conventional context, kinship dictates and regulates how Filipinos relate and act towards one another. With this interrelatedness as a result of kinship, special treatment and priority is given over kin above all else. There is a reciprocity of unity and camaraderie in kinship once this is established in the Filipino setting (Medina, 2015). Pakikisama meaning cooperating or collaborating for the benefit of the community (Rodell, 2002). Filipinos have a need to ensure smooth social relations with everyone (Colin-Jones & Colin Jones, 2005). With the family being interconnected and intertwined along a web of other systems in society, this kinship links society together where the affinity strongly influences various functions and various social facets in the daily life of the Filipino (Medina, 2015). In relation, the term barkada referring to one's clique where a special relationship is formed as a result of this kinship. There are exemplary cases where solidarity of kin is still retained particularly in times of dire emergency situations, calamity or family crises. The term pananagutan, where there is a sense of accountability and responsibility for the family and each one in the community (Rodell, 2002). Assistance is readily extended by kin in the form of financial, material and emotional support (Medina, 2015). In return, beneficiaries of the generous gesture would have a sense of utang na loob otherwise known as indebtedness towards the person extending the good deed. Such indebtedness will be remembered and would be reciprocated in turn when the opportune time comes (Rodell, 2002).

In the workplace, respect to elderly and status is practiced among Filipinos where the most senior in the office would be addressed as though they are kin although this cultural norm applies too even to elderly strangers. (Colin-Jones & Colin Jones, 2005). As Medina emphasizes, in a social circle, there is a kinship system in place relevant to the individual who subjects to norms and manners among kin. (Medina, 2015).

In the social setting, emphasis is given to avoid shame otherwise known as hiya, one is not to lose face in terms of maintaining one's reputation when conflict arises, ensuring smooth relations. (Rodell, 2002). Furthermore, Rodell explains the bayanihan spirit, a spirit of camaraderie stemming from the agricultural roots of the earlier Filipinos where crop farmers have an interdependency with their shared workload and is likewise commonly illustrated with the traditional collaborative effort of erecting a new house (Rodell, 2002).

//// Kinship in the Filipino setting has been established as abovementioned, in the workplace comparatively, modern hospitality operators have a common ground where the long working hours and proximity cater to a rapport between the management and subordinates (Ingram, 2005). Several would associate this intimate social working relationship to work engagement. This solid and nurturing familial support unit among management and line staff is integral in the hospitality service industry. With the nature of hospitality industry as a service provider (Ingram, 2005). Furthermore, a study entitled, "Relationships between work-family culture and

work attitudes at both the individual and the departmental level" validates that employee engagement and satisfaction are positively associated with the work-family culture of the department (Mauno, S., Kiuru, N., & Kinnunen, 2011).

The present organizational structure of the hospitality management companies have sophisticated defined layers to its multi-faceted roles required in successfully and effectively fulfilling its daily operational demands. The dynamic and fluid nature of this industry has paved the way for defined structures, such as learning and development, standard operating procedures, resource management, service quality, customer satisfaction, and performance (Davidson, 2003). There is a certain need however to blend and integrate all these together in order to build an organizational climate, a culture where all employees would be in synergy towards the common goal of the organization. The said study conducted by Davidson, further supports the researchers' assertion that having an organizational culture such as kinship would strengthen and foster cohesiveness and propel the organization's human capital to its fullest potential (Davidson, 2003).

The researcher aims to validate whether kinship is existent in the Filipino workplace particularly in the hospitality setting. While it has been studied that the concept of family as a social unit it could be applicable in the execution of hospitality management operations in enhancing teamwork and overall customer satisfaction (Ingram, 2005). This establishes the linkage of family to hospitality which the researcher would further wish to expound on its applicability in the daily work dynamics in the Filipino business setting.

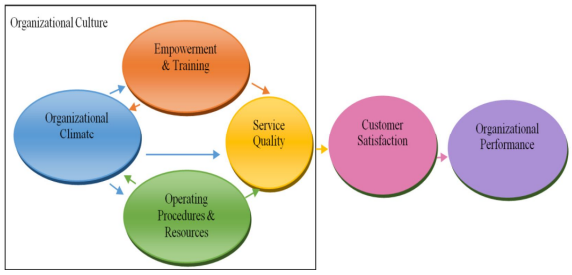

Figure 1.2. The relationship between organizational culture and climate, service quality and customer satisfaction, and organizational performance (Davidson, 2003).
Source: Does organizational climate add to service quality in hotels? Davidson, M. C.. International Journal of Contemporary Hospitality Management, (2003).

Previous studies validated that in the hospitality industry, managers and employees operating in the same department having intimate social interaction which is linked to job satisfaction. The close working environment has a nurturing familial support system where the managers acts as parents to their employees, mentoring them to progress and fostering mutual loyalty and respect (Ingram, 2005). Taking it into the context of the Philippine setting would allow the researcher to identify as to which service touchpoints are exhibiting kinship.

1.3 Research Objectives

The researcher aims to explore whether kinship is present in the Filipino workplace setting.

In order to achieve the abovementioned goals, the following three objectives are proposed:

1. Validate the existence of kinship in the Filipino workplace
2. Identify service touchpoints exhibiting kinship
3. Describe kinship in the workplace from Filipino hotelier's perspective

The above objectives are explored through qualitative and quantitative methodology. The main points to answer the research questions are as follows:

1. Is kinship existent in the Filipino workplace setting?
2. What are the service touchpoints exhibiting kinship?
3. How is kinship perceived from the Filipino hotelier's perspective?

1.4 Scope of the Research

Establishing the innate hospitable character of the Filipinos, the researcher chose to study an international hospitality brand which is situated in the country's capital Metro Manila. Five star hotel chains were not chosen for the study particularly due to the stringent privacy and security policies that such properties would have and clearance to conduct the study would not be accorded by the management. The researcher actually attempted and approached three five star luxury brands in Manila although was unsuccessful due to the aforementioned strict confidentiality regulations. Thus, the researcher was inclined in choosing ABC Hotel as a case study as it is under the management of Millennium Hotels & Resorts Group, a Singapore based Hospitality Management Company. The researcher particularly is keen in studying a 4 star property having spent the last five years working experience as a manager since 2011 in 4 star properties in Singapore. Among the Millennium Hotels & Resorts hotel collections are Leng's Collection, M Collection, Millennium Collection, and Copthorne Collection. Built in 1994, ABC Hotel falls under the umbrella of the Millennium Collection Category. With the exception of the General Manager, all employees are of Filipino descent. Following the profile of the hotel, the researcher likewise secured the necessary approval from personally meeting the General Manager and Director of Human Resources who both immediately obliged to support the proposed study.

1.5 Limitations of the Research

The researcher narrowed down on studying kinship in the Filipino hospitality setting. Choice of hotel would be a luxury four star category based in the country's capital, Manila, Philippines. The entire data for the qualitative and quantitative study would be collated exclusively from all employees of ABC Hotel. Since the researcher is based in Singapore due

to employment status, the Human Resources team of ABC Hotel willfully obliged in assisting in the data gathering. Due to the operational constraints being a 24 hour operation, the researcher would be conducting a qualitative survey to various ranks in the ABC Hotel management. The employee total headcount is relatively small at 350; total population sampling is applied in the course of the study to generate substantial results for the qualitative data gathering (Etikan, 2016).

1.6 Significance of the Study

The study has significance in unraveling the complexities of human resources management in hospitality operations fulfilling the above need in line with the changing times. In particular, a deeper understanding on how the Filipino workforce cultural psyche operates with the familial relatedness ever present in daily work life.

The research furthermore would be invaluable in establishing the linkages in cultural family values with the daily hospitality operations in the Filipino workplace setting. Being an ever growing and fast paced environment, the hospitality management companies would then be able to adapt and fine tune their human resources initiatives to further enhance and strengthen employee engagement which leads to guest satisfaction. Having a deeper understanding of organizational culture means having a better perception of its impact on the workplace (Burzon & Moore, 1999).

Relative to abovementioned, tourists are now inclined towards purchasing the experience. In a book authored by Berndt Schmitt entitled Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, and relate to your Company and Brands, the decision to purchase is more influenced by the 'experiential view' of the customer rather than the norm in promoting all types of products (Schmitt, 2011). With these strategies in place would translate to increasing profitability and strategic brand sustainability. Customers being more discerning with the advent of travel review sites such as Tripadvisor and even word of mouth, it is critical to enable hospitality organizations to have a benchmark in ensuring consistent, effective and enduring guest engagement.

1.7 Definition of Terms

Assurance - SERVQUAL instrument criterion whereby employees are able to engender trust

Empathy - SERVQUAL instrument criterion whereby employees exhibit compassion and personalized service

Customer Satisfaction - descriptive of the level of content that the customer has upon completion of a service

DDO - Deliberately Developmental Organization

Empowerment and training - descriptive of the freedom of employees in exercising their judgment in resolving operational opportunities in addition to further enhancement of knowledge

Kinship - affinity to another as though they are family

Operating procedures and resources - standard procedures set in the fulfillment of daily operations as well as the tools to execute them

Organizational Climate - descriptive of the organization's work environment which influences employee behavior

Organizational Culture - descriptive of the organization's values which define the thrust of the organization

Organizational Performance - metrics of the organization in relation to desired results

Reliability - SERVQUAL instrument criterion whereby employees exhibit dependability

Responsiveness - SERVQUAL instrument criterion whereby employees attentiveness in a timely manner

Service Quality - perceived fulfillment of high level of service

SERVQUAL - a research instrument utilized in determining quality in service providers

Tangibles - SERVQUAL instrument criterion which is descriptive of the physical facilities, personnel and collaterals

Touchpoint - a point of contact between the service provider and guest.

II. REVIEW OF RELATED LITERATURE & STUDIES

2.1. Definition and Features of Independent Variables

Delving into kinship in the corporate setting, in the book published by Harvard Business Review Press entitled An Everyone Culture, a key strategy adapted in a Deliberately Developmental Organization (DDO), is culture. (Kegan, Lahey, Miller, Fleming & Helsing, 2016). Furthermore, employees belonging in a DDO are fostered in a highly nurturing support system.

"Many fine organizations that are clearly not DDOs, and that may have no interest in becoming one, nonetheless are able to create cultures fostering an unusual quality of family fellowship, "we-feeling" or human solidarity. Although such organizations are minority, they show there are many ways to unleash a meaningful sense of human connection...Guided by growth-focused complimentary principles (their edge), they implement a closely aligned and complementary set of practices (their groove), in the context of a community (their home) devoted not only to the learning of their people but also to their further unfolding. Creating conditions where the twelve discontinuous departures described here can take hold requires commitment to nurturing a different kind of culture -one that sees individual growth not only as a means but also as an end; error and inadequacy, as opportunities to transcend current

limitations; and powerful communities at work, as homes for the rewarding disturbances that develop personal and organizational potential. (Kegan, et. al., 2016)."

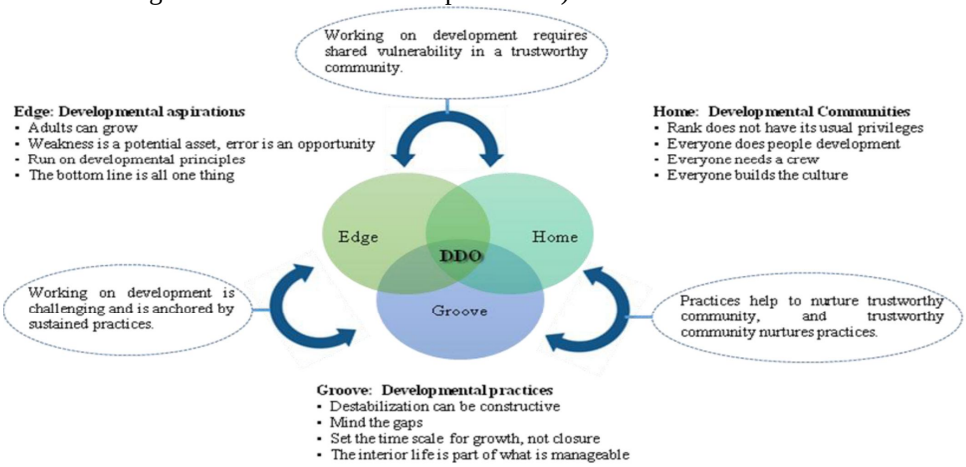

Figure 2.1. The three dimensions of a DDO (below)
Source: An everyone culture becoming a deliberately developmental organization. Kegan, Lahey, Miller, Fleming & Helsing (2016). Boston, MA: Harvard Business Review Press, p.86, 118-119.

The abovementioned study on DDO correlates with the researchers' assertion that there is a certain culture that organizations have in place leveraging on kinship. In the case of DDOs, there are three parts, the Edge, where the mission and company vision is outlined; Groove, the operating procedures in order to ensure alignment wiht the vision; and lastly the Home, the communal environment where there is a sense of belongingness as though the organization is part of a kin.

Furthermore it was noteworthy as Timmerman & Lytle assert, that there is an 'empowerment climate' whereby "employees' perceptions of events, practices and procedures as well as their perception of the behaviors that are rewarded, supported and expected constitute the climate of the organization's work setting (Schneider, et al., 1992, p.705), (Woodside & Martin, 2008)." Empowerment culture is the source of service quality (Timmerman & Lytle, 2008). Climate being the byproduct of a myriad of company operational procedures can define the overall sense of identity, inclination or thrust of the organization. In relation, Organizational Citizenship Behaviors (OCBs) are developed when employees when fully engaged workers wish to go beyond their duties as a reciprocal result of their job satisfaction (Nelson, & Quick, 2008).

Relating to the individual contributors to the workplace, the researcher has focused on the individual culture which make up the employees' job status, rank and designation would be the independent variables. Job status defined as whether the employee is full time, probationary, casual or intern. Rank would be the status in the company whether management, supervisory or rank and file. Lastly would be designation as to whether the individual is situated at the front or back of the house. The researcher wishes to delve into the culture of the Filipino hospitality setting and validate the premise that such these defined traits are due to kinship.

2.2. Theories Related to the Independent Variables

In the book entitled Strong Family, Weak State Hegel's Political Philosophy and the Filipino Family, the author Kaelin defines Jocano's description of the family as a the larger society's variation of the values ingrained where these set of norms predominantly ruling the household is applied to the community (Kaelin, 2012). Hegel, on the other hand, emphasizes on the opposite where in civil society the individual separates from the family and is obliged to belong as a legitimate "son of civil society (Kaelin, 2012)." As described above, there are varying illustrations of how family transcends to the Filipino society.

"The Filipino picture sees a continuous transition from the family into civil society where the "family logic" is not given up but simply modified and adapted, Hegel sees conflicting claims upon the individual generated by ultimately fundamentally different perspectives of the particular altruism in the family and the universal egoism in civil society (Kaelin, 2012)."

The perception of a family is similar to the concept of beauty, as it lies in its beholder although in order to precisely study families, they ought to be systematically defined (Quah, 2009). The main contrast in Philippine society is between the family and the state (Medina, 2015).

With the climate of the organization as the base on where the operational procedures are set, it is aptly applicable to Maslow's hierarchy of needs

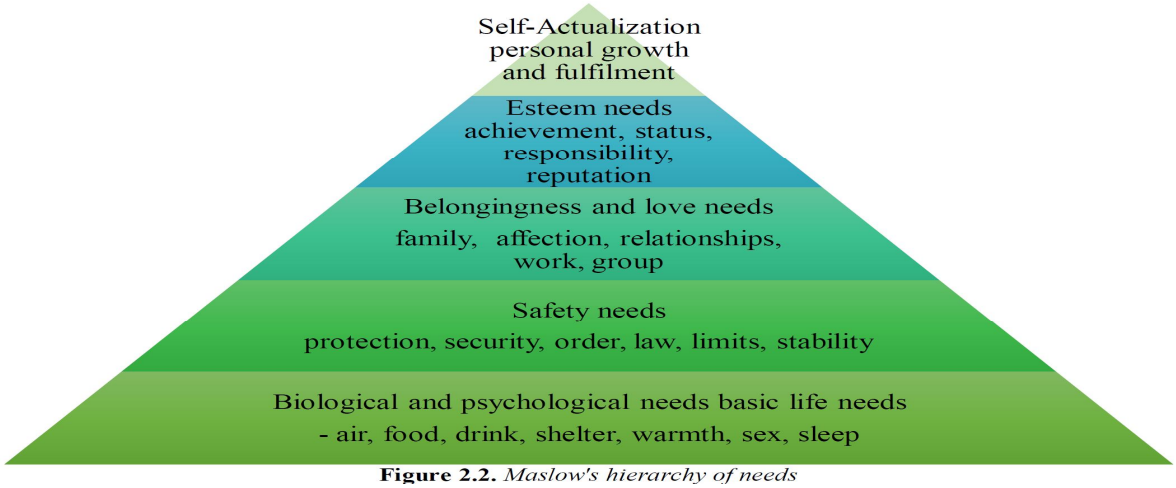

Figure 2.2. *Maslow's hierarchy of needs*
Source: Service orientation and performance: An organizational perspective. Lytle & Timmerman (2006). Journal of Services Marketing, 20(2), 136-147.

where the basic necessities are primarily met in order to consequently attain subsequent needs such as safety, a sense of belongingness, esteem, and lastly self-actualization.

Another theory contributing to the research is Herzberg's Motivator-Hygiene Theory which is focused on factors outside of the workplace setting. Herzberg asserts that full motivation would be attained when all hygiene factors are met (Herzberg, Mausner, Snyderman, 2017).

Managers in the hospitality industry may apply the theories of Maslow and Herzberg in many ways as both researchers suggests that employees will be unwilling to make additional contributions to their job or the organization unless some basic conditions are met. Thus hospitality industries ought to address and ensure sufficient pay, safe working conditions, work schedules, and aligned management and supervisors to trickle down to the employees' high level of motivation to in turn be highly productive in their service standards significantly improving customer service satisfaction. With managements' steadfastness in ensuring employee satisfaction in the highlighted areas that Herzberg outlined, the organization would be assured of employees that would be driven towards self-actualization (Herzberg, Mausner, Snyderman, 2017).

MOTIVATION FACTORS	HYGIENE FACTORS
Opportunity for growth and advancement	Working Conditions
Achievement or accomplishment	Money, status, and recognition
Recognition for accomplishment	Interpersonal relationships
Challenging or interesting work	Supervision
Responsibility for work	Company policies and administration

Figure 2.3. Herzberg's Motivator-Hygiene Theory Factors (Left)
Source: The motivation to work. Herzberg, Mausner, & Snyderman (2017). London: Routledge Taylor & Francis Group.

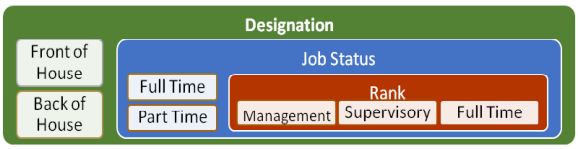

Figure 2.4. Independent Variables (Right)
Source: Author
As such, the independent variables determined are the following: first is employee designation, second is job status and lastly, rank.

2.3. Critical Analysis/Discussion of the Theories Related to the Independent Variable

In relation to the proposed study, validating the existence of kinship present in the workplace would further support Maslow's theory whereby in the organizational workplace, the individual employee would have a sense of belongingness as though they are with family in the workplace, thus furthering the need for esteem through rewards and recognition towards self actualization. The independent variable of designation whether the employee is situated at the front or back of the house relates to Herzberg's Motivator-Hygiene theory of working conditions as one of the motivators for growth and advancement. Whilst empowerment is a climate, assessment prescribed is through the employees' perception or insight. Studies show that employee inferences revolve around two criterion namely, how the business operates on a day to day basis, and secondly, the vision that the organization strives to gear towards. Perceptions that employees have would be on the basis of the company's existing standard operating procedures of which they are bound to adhere to likewise linked to the desired outcome of behaviors which would merit rewards and recognition (Lytle & Timmerman, 2006). This is where the second independent variable comes into place where the job status, be it full time or part time links to Maslow's theory on an individual's safety needs as well as Herzberg's' theory on money, status and recognition which motivates the employee to have a sense of achievement or accomplishment.

Lastly, in Maslow's Theory, fulfilling an individual's need for belongingness and love, be it being married or in a work group and fulfilling those would lead towards esteem needs, where an individual would reach a certain status or reputation, relating to ranks and upward movement in the workplace. Status or ranks such as holding a management, supervisory from a rank and file position. Herzberg's theory likewise is in line with the assertion that the responsibility for work as a motivation factor.

2.4. Discussion on the Independent Variables

It has been established that interconnectedness in the organization with empowerment is undeniably indistinguishable to cultural climate, and as such kinship needs therefore to be studied as to which motivating factors make employees' consider part of the organizations' family unit. Motivation involves creating attractive reason for employees towards fulfilling the organizations' objectives (Perry, 1997). Empower implies the need to move people toward meeting goals, and providing additional tools and the environment and circumstances necessary for that motivation to work freely, effectively, and successfully. Motivation is therefore an essential but not exclusive, element of empowerment.

With these above discussion, the level of empowerment and motivation on the independent variables defined such as the employees' designation on whether they are guest facing at the front, or situated at the back of the house with minimal to no guest interaction are avenues to be explored by the researcher on whether these factors would contribute to service quality as a result of kinship. Job status on the other hand, whether full time employees or casual labor would make a difference or not in the level of service due to kinship and whether interrelatedness would vary is another avenue to be explored. Lastly, rank of management, supervisory and rank and file would be looked into as to whether it would considerably contribute to kinship and service quality in the organization.

2.5. Relationship of the Independent Variables

Continuous Quality Improvement (CQI) "results from process thinking, a barrier-free working environment, recognition that this is a long-term transformation, and patience and focus. CQI is defined as continuously making small improvements in the processes that generate the company's products and services. The majority of these improvements are generated from associates' ideas and process thinking. (King, 2006)."

In the book Service Quality Management in Hospitality, Tourism & Leisure, (Kandampully, Mok, & Sparks, 2010), service touchpoints as well as the customer's impression of the quality of the experience are integral to the success of the organization. The denominator in cultivating an ideal service climate is the employees themselves who are the service providers. It is important to highlight however that not all employees have the disposition to work in a customer facing role. Thus, it is essential for both the benefit of the stakeholders, the individual and the organization, to screen eligible candidates who would be the right fit. Management remains integral however, in fostering a service oriented environment which is manifested through actions exhibiting exemplary service. Thus making the service culture organic and fluid. Alongside the people behind the organization, the standard operating procedures in place enables the employees in the seamless delivery of the desired exemplary service experience (Kandampully, Mok, & Sparks, 2010).

2.6. Previous Studies

Employees situated at the front of the house, such as receptionists, guest relations and concierge is well versed and trained on interacting with guests appropriately being accessible yet remaining unobtrusive. Aside from their main roles and tasks required to perform their daily duties, an "emotional labour" is required where frontliners sell the facade of either a mental or emotional state (Hochschild, 1983). Various organizations tend to fall captive to the belief that the customer is always right which inadvertently pressures the employees to suppress their genuine response of emotional labour (Wynne, 1993). Emotional intelligence plays an integral role for frontliners managing the guest's perception whilst maintaining a consistently accommodating demeanor regardless of the situation, be it positive or otherwise. Furthermore, hospitality managers are tasked to innovate and be creative in optimizing their employees' emotional intelligence level. Defined procedures and management initiatives ought to identify learning needs as well as fostering further development of emotional labor enhancing overall guest satisfaction (Kim, Yoo, Lee, & Kim, 2012).

The hospitality sector has shifted to becoming an experience industry from simply being service industry (Gilmore & Pine, 2002). In a recent study, brand experiences scales have been developed to enhance brand management initiatives (Khan, Rahman, 2017). The said scale fosters a deeper understanding in elevating the hotel experience where management could leverage on developing worthwhile experiences. These experiences where customers have strong relationship with the organizations' employees, intermediaries and suppliers are otherwise known as relationship marketing (Shea, n.d).

Further evidence gathered in the extensive study on the psyche and dynamics of the workforce, recommended a deeper analysis on the proven disparity in the thinking and behavior of hospitality workers across different generations. These generational differences impact different facets of work in the hospitality setting (Lub, Bijvank, Bal, Blomme, & Schalk, 2012). The aforementioned

research has resulted on the concept of having a "psychological contract" which paves an avenue for an even deeper perceptive on how employees various generations interact diversely or alike within their organizations. Such binding psyche could be contributory to the premise on kinship and the dynamics in the angle of generational differences the hospitality workplace setting.

It has been concluded in previous research in Karatepe & Karadas' study entitled, "Do psychological capital and work engagement foster frontline employees' satisfaction?" published in the International Journal of Contemporary Hospitality Management, that the employees' psychological resources ought to be tapped in line with the proper execution of learning and development programs, empowerment, as well as affirmation and perks contributing to the employees' psychological capital to enhance their work engagement in the hospitality industry. It is integral to develop trust through having an open line of communication easily accessible whenever for enhanced employee retention and in maximizing the human capital potential. (Karatepe & Karadas, 2015). In relation, having an understanding on the existence of kinship in the Filipino hospitality workplace setting indeed has potential significance in maximizing the human resources capital in the hospitality setting. It has been concluded previous research conducted by Karatepe & Karadas that the employees' psychological resources ought to be tapped in line with the proper execution of learning and development programs, empowerment, as well as affirmation and perks contributing to the employees' psychological capital to enhance their work engagement in the hospitality industry. It is integral to develop trust through having an open line of communication easily accessible whenever for enhanced employee retention and in maximizing the human capital potential. (Karatepe, O. M. & Karadas, G., 2015). Concurrently, having an understanding on the existence of kinship in the Filipino hospitality workplace setting indeed has potential significance in maximizing the human resources capital in the hospitality setting. All these abovementioned are attainable, supplemented with the organizations' commitment to reevaluation and innovation, continuous quality management and service initiatives (Kandampully, Mok & Sparks, 2010).

III. RESEARCH FRAMEWORK

The following chapter would be discussing on previous academic research conducted as well as theories relating to the chosen topic on kinship in the Filipino hospitality setting. Such theories would be instrumental link establishing linkages to the independent variables that are defined in the previous chapter.

1.

3.1. Theoretical Framework

Exploring the dynamics of internal service chains in the hospitality industry is crucial in addressing its daily operational needs. Internal and external customers vary in terms of their expectations. Internal service encounters vary from external service encounters such as front and back of the house interactions (Paraskevas, 2001).

Looking into the individual's "personal cultural provenance" would provide a deeper understanding on a sociological point of view of one's identity (Capon, 2009). Delving deeper into the personal culture collectively, several factors influences culture attributes based on Charles W. Hill's framework on the determinants of culture such as: Religion, Political philosophy, Economic Philosophy, Education, language & Social structure (Capon, 2009). Zoning in to the discussion on organizational culture, Johnson & Scholes, in their book, Exploring Corporate Strategy, they have illustrated the dynamics of the cultural web as illustrated below (Johnson & Scholes, 1999):

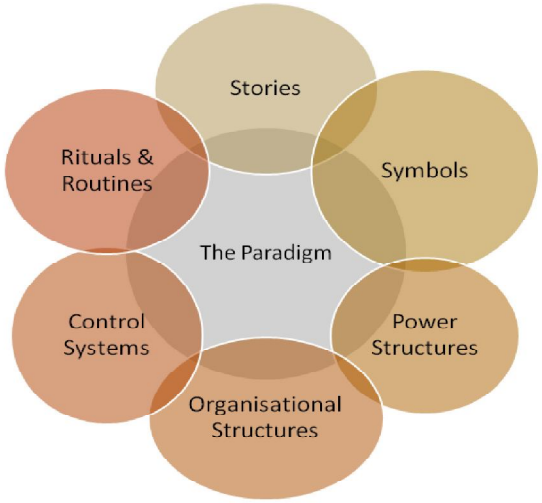

Figure 3.2 The Cultural Web
Source: Johnson, G. & Scholes, K. (1999). Exploring corporate strategy: 5th ed. London: Prentice Hall. p. 74.

In an organization, there is a power structure in place that is based on the position of an individual in the company that provides the direction and leadership in the company. To ensure efficiency and effectiveness of tasks to be done, there is a control system that develops to support the desired outcome. The symbols, such as the office, equipment, salary and other things to do the tasks are the result of such control systems. The success of the structure in place with all the factors involved will be shared thru the stories which now become the representation of the organization whether or not bringing about success or a failure. Such dynamics shows that all are interrelated which makes up what is perceived as the company culture (Johnson & Scholes, 1999). The abovementioned study results imply that a market orientation is an integral precedent to product,

process innovation and administrative improvement. The significance of the result of the study establishes the positive interrelationship between market orientation and process innovation which in turn establishes the harmonizing connection between human resource practices and operational productivity, marketing effectiveness and its significant association with financial performance.The above framework models recognize human resource initiatives at the core in maximizing the organization's full potential. To supplement, emphasis is given on the organizational culture where human resources initiatives are purposefully designed to with the intent on achieving customer satisfaction where "Quality Function Deployment process allows organizations to tailor fit to the desired outcomes accordingly. (Crick & Spencer, 2011).

3.2. Conceptual Framework

The journal article entitled “Insights into emotional contagion and its effects at the hotel front desk” utilized a similar conceptual framework which would be highly useful to the study as it is similarly studies the employees’ mood, in relation to customer moods as well as the overall customer satisfaction (Ustrov, Valverde, & Ryan, 2016). The purpose of the said paper was to study the emotional contagion framework and tested a refined model applying it to the hospitality industry with the focus specifically on hotel receptionists and the relation to their guest interactions. Its usefulness and applicability in the current study correlates with the researchers’ current chosen topic. The researcher would have a framework to base on which would enable to explore further to have a more systematic approach in conducting the said study.

The researcher has drafted the following framework for the proposed study. Individual culture is defined by the employees' designation, job status, and most importantly rank. Where designation would be classified as to whether individual is situated at the front of the house or back of the house. Job status on the other hand would refer to the employee holding a permanent, probationary, or intern post. Alongside as the base of the pyramid would be the organizational culture which is linked together in the core with kinship ultimately resulting to service quality.

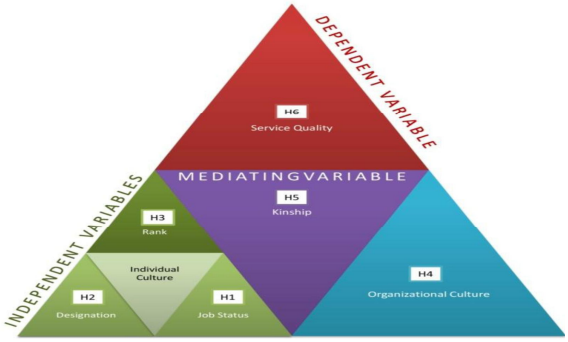

Figure 3.3. Conceptual Framework on Kinship as a precursor to Service Quality
Source: Author

3.4. Research Hypotheses

The following research hypotheses are formulated based on the research objectives:

$H1_0$ Job Status does not influence individual culture.

$H1_a$ Job status influence individual culture.

Professional role influences personal cultural composition (Capon, 2009). The status of the employment has a direct relationship to the individual's cultural framework and confidence in executing his or her tasks within the organization.

$H2_a$ Designation influences individual culture.

$H2_0$ Designation does not influence Individual culture.

There is a need for hotel leaders to impart a nurturing culture to their subordinates. In turn, the organization would improve in overall performance as a result of higher customer attentiveness. (Asree, Zain, & Razalli, 2010).

$H3_a$ Rank influences individual culture.

$H3_0$ Rank does not influence individual culture.

The sociological identity of the individual influences one's attitude and actions towards an organization. Culture is developed within organizations (Capon, 2009).

$H4_a$ Individual culture influences organizational culture.

$H4_0$ Individual culture does not influence organizational culture.

As established in an article published in the Journal of Business and Psychology, the values and beliefs that characterize the Chief Executive Officer (CEO) of the organization affects the company culture particularly, the employees' performance, as well as internal relations in the organization. (Giberson, et. al., 2009).

$H5_a$ Kinship influences work place culture.

$H5_0$ Kinship does not influence work place culture.

Having a strong kinship in the work culture is positively associated with employees’ work attitudes particularly their engagement and job satisfaction. (Mauno, Kiuru, & Kinnonen, 2011).

$H6_a$ Filipino work place kinship is essential to service quality.

$H6_0$ Filipino work place kinship is not essential to service quality.

3.5. Operationalization of the Independent and Dependent Variables

The Journal of Hospitality and Tourism Technology academic publication entitled, "Assessing the influence of customer relationship management (CRM) dimensions on organization performance: An empirical study in the hotel industry" authored by

Abdul alem Mohammad Basri bin Rashid and Shaharuddin bin Tahir's quantitative study would be utilized as a basis in correlating CRM and its impact on perception on hotel performance. As established in the paper, utilizing such quantitative approach is highly advantageous in proving theories, and discovering pertinent variables for the study employing tested statistical procedures. To supplement, the study likewise utilized exploratory factor analysis (EFA) testing the construct validity which allows the researcher to methodically classify and segregate correlated variables. Similarly, the researcher wishes to study the relationship on various levels of management in the Filipino hospitality workplace setting through a case study. With knowledge on the above qualitative method, the researcher would have a more directed approach in ensuring qualitative results are processed methodically, tested and interpreted accurately (Mohammad, Rashid, & Tahir, 2013).

As supported with the paper authored by Lu, Berchoux, Marek & Chen, "Service quality and customer satisfaction: qualitative research implications for luxury hotels" for the International Journal of Culture, Tourism and Hospitality Research, the perceived associations with service quality with luxury. Following suit, the researcher would be able to have a basis on formulating the questionnaire appropriate to the study as managers and supervisors are going to be interviewed. Although the paper only covers the kinship in the Filipino workplace setting, the researcher would have a benchmark with the methodology for in-depth structured interviews and semi-structured interviews collectively. Furthermore, the thorough quantitative study revealed perceptions and motivations in depth for the benefit of future planning and marketing strategies for hoteliers (Lu, Berchoux, Marek & Chen 2015). This researcher finds the academic research highly useful in conducting the qualitative method of understanding relationships and perceptions in depth similar to the abovementioned paper. The survey questions would be based on (Parasuraman, Zeithaml & Berry, 1988). SERVQUAL scale where it is defined that SERVQUAL comprise of five categories namely, tangibles, reliability, responsiveness, assurance and empathy (Dedeoğlu, & Demirer, 2015). Face to face focus group discussion on composed of 2-3 Filipino employees in 4-star hotels in Manila would be conducted to ensure format is acceptable and easily understood.

IV. RESEARCH METHODOLOGY

The following chapter would be moving on to the procedures on how the research would be approached and conducted. The method and systematic approach in scientifically attaining substantial results are likewise discussed in detail.

4.1. Methods of Research Used

The research entails a case study utilizing both qualitative and quantitative methods. As the intended respondents were all management employees for the qualitative method with interview questionnaire as the instrument. There was a limitation to which the researcher was subjected to, since Human Resources availability was limited, simple random sampling of one of each department representative of each rank was conducted. The quantitative method utilizing a survey questionnaire as an instrument, total population sampling of 350 employees was conducted due to the small sample size of employees of the hotel.

4.2. Respondents and Sampling Procedures Respondents of the Study

Given the circumstance of the researcher being situated overseas, the interview questionnaire was distributed the through Human Resources department as preferred by the management. However, due to operational constraints, and despite the cooperation from the management, only four respondents returned the completed interview questionnaire from four departments via email. One representative of each Management level was collated from Director, Assistant Director, Manager, rank and file from different departments. The respondents were as follows respectively: Director of Human Resources; Assistant Director of Sales and Marketing; Laundry Manager, and Cost Controller.

The Human Resources Team, with the assistance of each of the respective department's secretaries distributed the paper survey across all 350 employees and likewise the researcher went to stay in the property to personally oversee, collect the data gathered and does the legwork as and when needed. Initially, an online survey was designed however, upon review of the Director of Human Resources, recommended paper survey to be prepared with Tagalog translation for so it could be easily distributed and understood across all levels. However, since the HRD preferred to oversee and facilitate the survey to ensure the privacy and confidentiality of the respondents, the researcher was limited to relying on the paper surveys returned, some of which were not fully completed or answered. Some respondents did not fill out their names or employment information, perhaps due to confidentiality and with the knowledge that their answered survey questionnaires would be initially in the hands of the Human Resources department. The subsequent page illustrates the whole research procedure in order to visually summarize the entirety of the study from the objectives, research questions, theories applied, as well as the data collation executed.



Figure 4.1. Research Procedure Summary
Source: Author4.3. Collection of Data/Gathering Procedures

Since the researcher was situated in Singapore due work obligations, a soft copy was sent via email to the researcher's mother who personally handed the 350 copies of the survey questionnaire to the Human Resources Assistant Manager. Separately, the researcher forwarded a soft copy of the interview questionnaire instrument to the HR Manager via email. Upon completion, the respondents forwarded the soft copy of the answered interview questionnaires to the said manager, then forwarded to the researcher's email.

The researcher in addition, flew back from Singapore to Manila to stay in ABC Hotel on April 2018 to personally experience the product and service firsthand and likewise assist in collating the hard copies of the survey questionnaires that were answered through the help of the Human Resources Department.

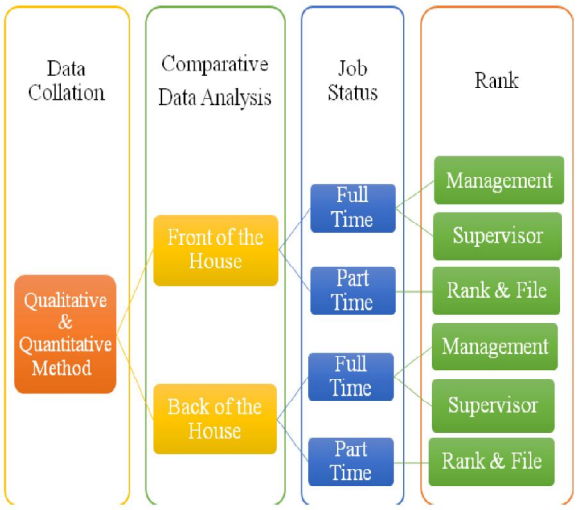

Figure 4.2. Illustration of data analysis procedure
Source: Author

4.4. Statistical Treatment of Data

First, the interview questionnaires that were answered were collated and the qualitative results were uploaded. The researcher utilized Cronbach's alpha coefficient (α) in testing reliability. Subsequently, the data were analyzed through statistical packages, percentage, mean, standard deviation. Additionally, partial least square regression is utilized (PLS), which includes principal analysis of each component and several regression coefficients to factor loadings for each item measured as numerous variables in the data are not normally spread. Such results would produce smaller bias probability compared to other equation model techniques as prediction. All the answered survey questionnaires were in paper format hence, the researcher had to manually key in the data and upload online via Survey Monkey online software utilizing SPSS analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.933	.919	46

Figure 4.3. Cronbach's Alpha Instrument Testing
Source: Author

V. PRESENTATION OF DATA AND CRITICAL DISCUSSION OF RESULTS

The researcher would be sharing the values and results of the data gathering. Independent and dependent variables would be cross referenced and analyzed in order to have a more meaningful understanding of kinship.

5.1. The First Main Independent Variable - Job Status

The results are as follows for Job Status. Out of the total 350 respondents, 110 answered the question, however 240 respondents skipped. Out of the 110 that answered, 14% (16 respondents) constitute interns, 40% (44 respondents) were casual labor, 5.45% (6 respondents) were probationary. Thus, 59.45% of the respondents were not full time employees. The remainder of the 40% (44 respondents) was full time employees.

ANSWER CHOICES	RESPONSES	
Intern (1)	14.55%	16
Casual (2)	40.00%	44
Probationary (3)	5.45%	6
Full Time (4)	40.00%	44
TOTAL		110

Figure 5.1. Statistical data on job status
Source: Survey Monkey

Interns

All of the 16 respondents (100%) were in agreement with several items on the survey particularly questions, 9-13, 26-27, 31-32, 34-35, 38 & 40. Noteworthy that all the items falling under Assurance and Reliability for the perception in the departments were the items that the respondents were in all in complete agreement on. When responding to guest requests in the department and likewise with other departments, kinship is exercised by interns. On a personal note, those on internship have agreed that due to kinship, they consistently ensure a comfortable stay for the guests kinship and colleagues are assured that handover of tasks are carried out as well. Kinship in other departments are likewise evident in addressing feedback from guests. Interns likewise establish a connection with guests who have shown kinship to them. All utilize and agree that formal language is essential in communicating with guests and believe that guests patronize the hotel partly due to the established kinship with them.

Casual

As for the temporary hires, 96.67% out of the 44 respondents highly agreed on the Reliability that guests keep returning to the hotel because of their established kinship with them. Although they are temporary hires, Two items have similar percentage of amounting to of 90.63% out of the 44 casual respondents, who agree that work synergy is heightened because of kinship. The same number of individuals in this demographic agree that they are recipients of tokens and compliments from guests as a result of kinship.

Probationary

The newly hired probationary employees have only (6) respondents, all of which has 100% approval on several items on the questionnaire such as their preference to have kinship in the department to make them happy at work to strengthen their teamwork. Likewise, all these new hires also agree that work synergy is heightened due to kinship. Formal language is utilized by all of the respondents in responding to guests despite kinship yet all agree that many patrons keep returning due to the kinship established with the employees.

Full Time

Three items on the survey questionnaire yielded similar results and had an agreement percentile of 96.97% out of the 44 full time respondents. These permanent hires prefer to have kinship within the department for their job satisfaction and to strengthen their camaraderie.

5.2. The Second Main Independent Variable - Designation

The results are as follows for Designation being front of the house or back of the house. Out of the total

350 respondents, 150 answered the question, however 200 respondents skipped. Out of the 150 that answered, 36% (54 respondents) answered they were situated at the front of the house, while 64% (96 respondents) were at the back of the house. It could be presumed that the high skip rate throughout the demographics items on the survey would be due to the respondents' apprehensions in providing personal identifiable information knowing that the paper survey was handled by their department secretaries and subsequently returned to HR which could affect their employment.

ANSWER CHOICES	RESPONSES	
FRONT OF THE HOUSE (1)	36.00%	54
BACK OF THE HOUSE (2)	64.00%	96
TOTAL		150

Figure 5.2. Statistical data on designation
Source: Survey Monkey

5.3. The Third Main Independent Variable - Rank

As for the results for the question on Rank, only 131 answered the question and 219 respondents skipped. Out of the 131 that responded, 77.10% (101 respondents) were rank & file executives, 14.50% (19) respondents were supervisory level, and the remainder 8.40% (11 respondents) belong to management.

ANSWER CHOICES	RESPONSES	
Executive (1)	77.10%	101
Supervisor (2)	14.50%	19
Management (3)	8.40%	11
TOTAL		131

Figure 5.3 Statistical data on rank
Source: Survey Monkey

5.3. The First Main Dependent Variable - Service Quality

SERVQUAL Dimensions as previously discussed are the following as utilized in the research instrument Tangibles, Reliability, Responsiveness, Assurance and Empathy, are the defined as dependent variables on the course of the study. These aforementioned dimensions may be positively or negatively affected or influenced by the demographics of the respondents, being situated at a guest facing front or back of the house role. Furthermore, these dimensions may or may not be affected by the employees' employment status whether they have regular employment or bound by a probationary, or temporary contractual basis. These abovementioned variables have a mediating variable which is kinship.

5.4. Presentation, Analysis and Interpretation of Data

The researcher categorized the qualitative and quantitative data based on the predetermined SERVQUAL variables. The researcher analyzed all the data from the questionnaires and based it according to questions which has the top three highest approval rating and as well as cross referencing it to the demographics of the respondents.

Assurance

The qualitative interview conducted yielded common results. for Questions 11-13 touching on Assurance in preferring to have kinship within the department, which makes the individual happy at work, and likewise strengthens teamwork. Out of the total (350) respondents 96.97% agreed on all three questions. Out of those that answered the three questions, 94% of the respondents were Single & a median of the same sample of 97.45% of respondents were Female. The three particular questions were referencing to preferring kinship within the department for the employees happiness at work which likewise fosters teamwork.

Tangibles

In the tangibles category, all interviewees are in agreement that kinship is present in the workplace and fosters teamwork, creates a harmonious relationship, mutual trust, respect and open communication as a family working in one home. In the reliability category, management sustains kinship with employees through monthly gatherings, rewards and recognition programs. Guests in turn, are treated like family which heightens and improves service delivery which leads to service quality. The rest of the respondents however, are in concurrence that kinship contributes to service quality whereby people are more approachable and guests are treated as though they themselves are family.

For the survey questionnaire results on perception in departments, respondents have answered positively in agreement with questions 1-6. The first question had 85.88% agreement rate (298 out of the 347 respondents) confirming that kinship is present within the department. The second question had 45.72% approval rate (155 out of the 339 respondents) confirming that they are recipient of individual recognition and awards due to kinship. As a department, recognition is accorded as well due to kinship based on 54.84% of the respondents (187 out of the 341 who answered). High agreement rate of 78.63% (275 out of the 351 who answered) confirmed that they have a mentor who has shown kinship within the department. When asked whether the immediate superior exhibits kinship, 76.47% agree (260 out of the 340 respondents). Lastly, 41.83% (120 out of 349 that answered) disagree that informal language is used when communicating with colleagues while expressing kinship with them.

When asked about service touchpoints in Questions 20-21 on the survey questionnaire, 85.94% agreed (269 out of the 313 respondents) that kinship is evident among colleagues when welcoming guests

upon arrival and 84.35% (264 out of the 313 respondents) departure respectively.
In sustaining guest relations, 61.93% (205 out of the 331 who answered) give tokens or freebies to guests whom the respondents have kinship with. The employees on the other hand, 69.51% (228 out of the 328 that answered) agree that compliments and tokens are received as a result of kinship with guests.

Responsiveness

For the first two questions on service touchpoints, which are questions 9 & 10 on the survey, (85.71%) out of the 349 respondents agreed that work productivity is heightened due to kinship. Following would be 89.31% (309) respondents agreeing that work synergy is improved as a result of kinship.
On service touchpoints (Questions 26-29), majority of the respondents agree with the statements 81.23% (251 respondents out of 309 that answered the question) agree that when responding to guests requests, kinship is utilized. A substantial percentage of the respondents agree that when responding to guest requests, kinship is exercised among departments translating to 79.12% (247 respondents out of the 312 who answered the question). Timeliness of requests are likewise fulfilled due to kinship across departments where 81.73% (255 out of 312 respondents who answered the question) agree to the said statement. When asked on fulfilling guest requests, 85.11% (263 out of the 309 respondents who answered) agree that timeliness of service delivery is due to kinship within the department.
Lastly, in sustaining guest relations, 72.64% (239 out of 329 respondents), agree that language associated with kinship is used in conversing with guests. Subsequently, 61.93% (205 out of the 331 respondents) agree that tokens and freebies are given to guests whom they feel a certain affinity with. On the other hand, compliments and tokens are received from guests who are treated like family and 69.51% of respondents agree (228 out of 328 that answered). Formal language is utilized when communicating with guests although familial kinship is expressed 88.46% agree (299 out of 338 that answered)

Reliability

The Reliability category resulted to all being in agreement that kinship fosters teamwork and heightens synergy across departments where everyone is seeking out the common good, working closely, where teamwork as a family brings a sense of responsibility for each other. Worth mentioning is the Cost Controller's definition of kinship as service with passion, and a chain that binds the organization together.
As for the survey results on perception on departments, questions 7-8 have high agreement rating when asked whether kinship is present within the department in relation to other department 75.57% (275 out of 350 who answered). Likewise same high agreement rating when asked regarding exhibiting kinship in interacting with colleagues 90.57% (317 out of 350 who answered).

Moving on to the service touchpoints, questions 22-25 yielded high approval rating as well. A percentile of 79.17% (247 out of 312 answered) agree that kinship is present in anticipation of guests' arrival. In addition, 83.39% (261 out of 313 respondents) affirm that kinship is present among colleagues during the guests' stay and 77.56% (242 out of 312 who answered) in preparation for departure respectively. Lastly, 84.66% (265 out of 313 respondents) agree that there is engender trust ensuring follow up is done due to kinship.
Lastly on the questions on reliability, 79.51% (260 out of 327 respondents) agree that guests keep returning due to the strong kinship established with them. When asked about kinship contributing to guest satisfaction 91.13% (298 out of 327 respondents) affirmed the statement.

Empathy

Touching on empathy, as the Director of Human Resources, disagrees with the statement that kinship is a precursor to service quality as he believes that it depends on the individual motivation and aspiration while the organization would only lay the foundation. The rest agree that kinship fosters teamwork and instills wellness and productivity among colleagues in harmony with each other through mutual cooperation. Leading by example, hands on fostering, and fair treatment are encouraged for leaders to sustain kinship with their peers. The Assistant Director of Sales further suggests getting to know colleagues outside of work through team bonding activities in order to have awareness and understanding on a personal level of the team outside circumstances that may affect their performance at work.
With regard to the survey questionnaire results, touching on perception in departments, questions 14-15 yielded high agreement ratings where 77.75% (269 out of 346 respondents) prefer to have kinship across other departments; 75.79% (269 out of 347 respondents) felt kinship immediately on their first day at work; 74.42% (258 out of 344 respondents) enjoy going out with colleagues after work due to kinship; 79.60% (277 out of 348 respondents) have colleagues whom they consider as parents at work; 85.63% (298 out of 348 respondents) have colleagues whom they consider as siblings at work; 58.79% (204 out of 347 respondents) have colleagues whom they treat like their children at work. On the service touchpoints section, high agreement is consistent as well 78.88% (239 out of 303 respondents) exhibits kinship among departments when addressing feedback from guests post stay; 72.73% (224 out of 308 respondents) agree that they feel more connected with guests who have established kinship with them. In sustaining guest relations, high agreement rate is

evident in the last two questions on the survey 75.45% (252 out of 334 respondents) agree that guests tend to be more forgiving to service lapses due to kinship; 73.03% (241 out of 330 respondents) agree that they are more forgiving to guests who are at fault when they use kinship towards them.

Lastly, the researcher has deduced based on the scientific treatment of data that the following hypotheses are true in cross comparing the data the following hypotheses below are found to be acceptable:

$H1_0$ Job Status does not influence individual culture.

Across the board when asked about the individual exhibiting kinship in interacting with peers, out of the 110 respondents majority affirmed, 93.75% (15 out of 16 respondents) for the interns, 88.64% (39 out of the 44 respondents) for the Casual, 100% for the probationary (6 respondents), and 86.64% (39 out of the 44 respondents) for full time. Thus, affirming that regardless of what tenure the employee has with the company, there is no influence on kinship in one's individual culture.

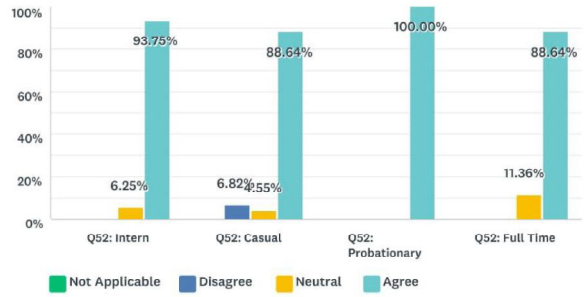

Figure 5.4. Comparison between Job status on Exhibiting Kinship
Source: Survey Monkey

$H2_0$ Designation does not influence Individual culture.

Where exhibiting kinship with in comparison with the job designation holds no difference where both agree to a certain extent 83.3% (88 out of the 96 respondents) for front of the house and 91.67% (45 out of the 54 respondents) for back of the house respectively.

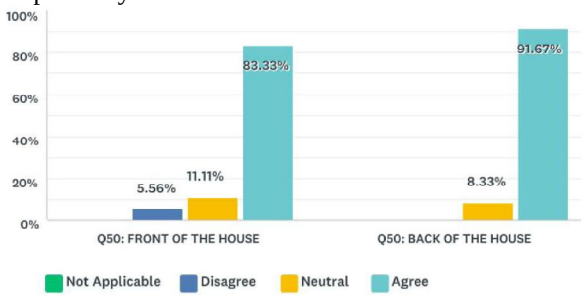

Figure 5.5. Comparison between Designation on Exhibiting Kinship
Source: Survey Monkey

$H3_0$ Rank does not influence individual culture

Comparatively segmenting the data with regard to rank and kinship of the individual, where all three ranks affirmed similar results 83.3% (91 out of the 101 respondents) for rank & file, 89.47% (17 out of the 19 respondents) for supervisors; 72.73% (8 out of 11 respondents). Thus, affirming the hypothesis that individual culture is not influenced in by rank.

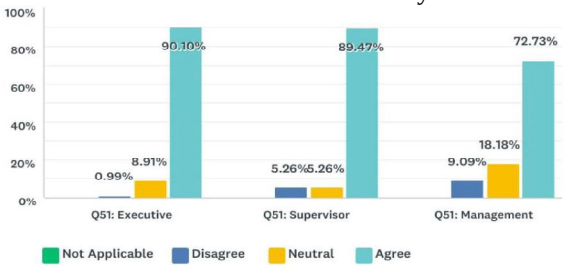

Figure 5.6. Comparison between Rank on Exhibiting Kinship
Source: Survey Monkey

$H4_a$ Individual culture influences organizational culture.

The data gathered regarding engender trust in executing handover tasks is analyzed in understanding individual culture in relation to organizational culture. As the individual's integrity on carrying out tasks is contributing to the organization collectively. This is affirmed by the respondents as 84.66% (265 out of the 313 respondents). The collated data indeed affirms that individual culture indeed influences organizational culture.

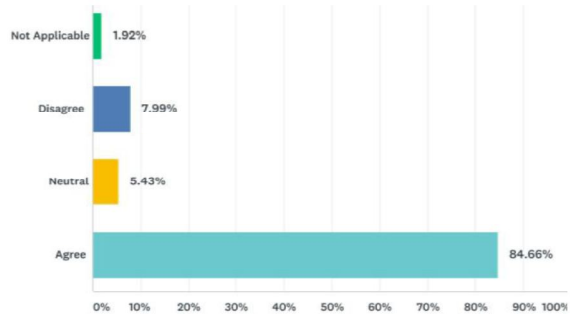

Figure 5.7. Individual Kinship and Work Culture
Source: Survey Monkey

$H5_a$ Kinship influences work place culture.

Based on the data gathered it could be deduced that the work place culture constituted by work synergy is enhanced as a result of kinship. Out of the 350 total respondents, 85.71% agree (300 out of 350) on the premise. Thus it can be deduced that work place culture indeed is influenced by kinship.

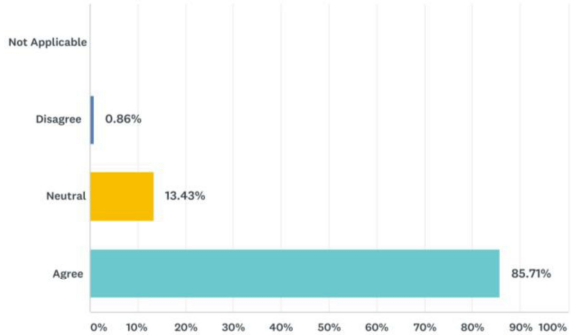

Figure 5.8. Kinship and Work Culture
Source: Survey Monkey

H6 $_a$ Filipino work place kinship is essential to service quality.

When asked about whether kinship is contributing to service quality, 91.13% (298 out of the 327 respondents) affirmed. Thus, it could be deduced that it is essential to service quality execution as found in other answers previously discussed such as timeliness of service delivery.

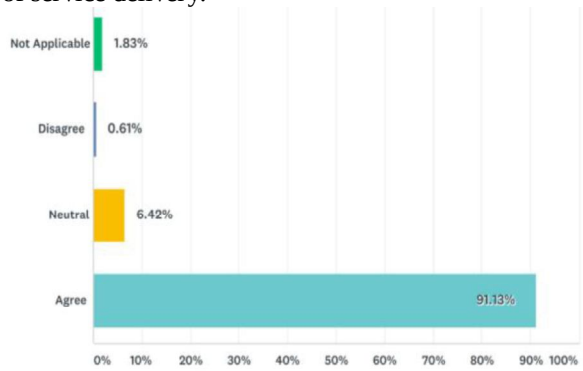

Figure 5.9. Kinship contributing to Service Quality
Source: Survey Monkey

VI. SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter culminates the entire research where the findings are interpreted and inferences are deduced on the basis of the scientific and methodical study. Further recommendation is likewise prescribed towards the end of this chapter as well.

6.1. Summary of the Findings

Front of the House and Back of the House

In review, kinship is undeniably evident in the Filipino hospitality setting out of the total population who participated in the qualitative survey. The researcher has collated the information based on the top 3 responses that had the highest rating. For the Front of the House, all respondents use formal language despite having kinship with guests, majority likewise give tokens to guests due to the said affinity with them. Majority where the frontliners all agree upon where work synergy is heightened because of kinship; during the arrival and departure experience, and during the guest's stay.

The Back of the House employees on the other hand, had equally high agreement on certain questions on kinship. When interacting with colleagues, 96.36% exhibit kinship, equally same percentile wish to have kinship within the department, as they believe it strengthens teamwork and makes them happy at the workplace. Out of the total non-guest interacting respondents, 94.44% agree that work synergy is heightened through kinship. Since their role is not at the frontline, 90.2% still use formal language to guests despite having kinship with them.

Employment Status

The second analysis conducted was looking into the employment status of the respondents as to whether they were Intern, Casual, Probationary or Full Time employees in relation to their kinship at work. The interns were in 100% agreement with 13 questions on the survey, particularly as kinship heightens work synergy, productivity and teamwork. The interns likewise prefer to have kinship in the department as it makes them happier at work. When responding to guests requests, the same percentile exercises kinship within and across other departments, during the guests' stay while ensuring trustworthiness in carrying out any pending handover. All intern respondents feel more connected with guests who have established kinship with them, so much that they would utilize verbiage associated with kinship and even give tokens to them as a result. All of them however, still maintain using formal language when addressing guests despite such affinity with them.

Casual respondents 96.67% affirm utilizing formal language in addressing guests, despite having kinship with them. The contractual hires 93.75% of them likewise have engender trust on their colleagues to carry on their handover to be completed due to kinship. Lastly, 91.18% exhibit kinship in interacting with their colleagues.

The probationary employees are yet to be confirmed for full time employment have 100% agreement on 17 items on the survey. Among which are the following: kinship being present in the department which they prefer as it makes them happy at work and strengthens teamwork. The same kinship is likewise exhibited in relation to other departments and in their daily interaction with their peers. All respondents felt an immediate connection of kinship on their first day of work and enjoy going out with colleagues even after work. All of the probationary respondents have a parent figure and peers whom they treat as siblings at work. Regarding day to day operations, all probationary respondents confirm the presence of kinship during the arrival and departure experience of the guests and even confirm that timeliness of requests are fulfilled because of such affinity. All probationary respondents likewise are encouraged to give tokens to guests whom they have a familial connection but still maintain the use of formal language in interacting with guests. Lastly, all respondents are feel more responsive when guests communicates openly and exhibits kinship with them.

Lastly, for full time employees, three areas had the same approval rating of 96.97% which are their preference to have kinship with in the department as it makes them feel happier being part of a team.

Rank

Another dimension that the researcher wanted to look into was whether rank would be affecting kinship in the workplace. Regardless of the rank, kinship is predominantly evident in the departments and when interacting with guests, likewise consistently with the service touchpoints as well. Although the results are

as such, it has to be highlighted that the high skip rates again may be due to possible confidentiality concerns with the respondents in knowing that Human Resources could potentially have access to personally identifiable information which could affect their current role.

Perception in Departments

Majority of the respondents agree that kinship strengthens camaraderie as 93.93% has agreed to that statement in the survey. In relation, 90.57% of the employees exhibit kinship in relating with colleagues, 90.29% prefer to have the said kinship present within their department as well.

Service Touchpoints

It is confirmed that kinship is present among colleagues when welcoming guests upon arrival at 85.94% respondents affirmed. Timeliness of guests requests are fulfilled due to kinship within the department as agreed by 85.11% of the respondents. There is a presence of engender trust among colleagues based on the 84.66% of respondents who agreed that they will take care of the follow up that needs to be completed because of kinship.

Sustaining Guest Relations

Despite establishing kinship with the guests, 91.13% of respondents agree that formal language still needs to be utilized in communicating with the guest. In addition, 88.46% of the respondents utilize verbiage associated with kinship when speaking with guests. The employees are enabled to be more responsive when guests communicate openly and exhibits kinship with them as 84.94% concurred.

6.2. Discussion/Conclusions

Organizations with excellent service standards lead significantly among participants with their leverage on employee empowerment through kinship. Significantly, a high level of kinship is evident in the Filipino hospitality workplace. High level of service should resonate and begin from top management to trickle down into the various reporting lines in the organization more importantly the frontliners who are primarily the face of the organization in terms of service delivery. So long as the organization culture set has commitment to empowering the organization in ensuring uncompromising levels of service through kinship. Empowerment and a relationship culture is key in the health and strategic positioning of the organization. Management sustains a continuous relationship with employees through kinship with several different avenues, being at a personal level through going out after work to have a better understanding of the person and the circumstance. Likewise it could be in the form of warmly welcoming them into their family as their second home on their first day at work. A strong family tie in the Filipino culture is inherent and the study just goes to prove its effectiveness in heightening the working dynamics in the hospitality operations.

The researcher managed to identify various service touchpoints and approaches utilizing kinship. These could be classified into two: front of the house and back of the house interactions. First, for frontliners, it is undoubtedly present during the arrival and departure experience and even throughout guest interactions during the guest's stay which even prompts employees to go out of their way and give tokens or freebies to guests. As for the back of the house employees, kinship is more into the close interaction with the peers which heightens their synergy and lifts their morale at work.

Significantly, the researcher also established the correlation of excellent customer service and quality once kinship is involved. The two variables being intertwined and established across the board regardless of demographic that service quality is indeed omnipresent whenever kinship is present. The organization which has a deeply rooted understanding on kinship, has a very high potential to lead the industry, as they not only satisfy their external clients but as well as nurture their internal constituents. Leveraging on such can attribute to growth and heightened motivation and engagement across the organization.

Most importantly, the researcher was able to prove the following hypotheses, job status, rank and designation does not have an influence on individual culture. Individual culture is affirmatively contributing to organizational culture where kinship as the mediating factor that influences work place culture which confirms the assumption that, Filipino work place kinship is essential to service quality.

6.3. Recommendations

In line with the undeniably inherent characteristic of the Filipinos as being hospitable, kinship is proven to be at the core of the hospitality service culture. The study has enabled the researcher to delve into the intricacies of relationships in the various dimensions on the organizational structure of the hotel. With 24-hour operations, the day to day operations are very fluid and vibrant, having a complex blend of factors which would define the success or failure of the service encounter.

The researcher recommends kinship as part and parcel in Filipino hospitality where the hotel is the second home and the sense of belongingness as part of the family from day one. Such strong bond of kinship fosters learning and development. Further rewards and recognition are motivational developmental aspirations for the sense of accomplishment of the individual. Guidance and discipline in alignment is instilled. As the employee is just part of the whole, organization, standard operational procedures and resources are in place. After which empowerment and motivation in the workplace is exercised amongst peers with similar

sibling relationship at times. Hence, with synergy comes service quality and organizational performance. During the lifespan of the employee in the organization, movement up the corporate ladder is expected which is why there is two way reciprocation on both the individual to flourish and the organization to prosper.

6.4. Further Research

Further studies are recommended on other hotel chains, possibly either 1-2 star categories or even luxury 5 star chains. If not in the same country, it would be best to look into other regional destinations with tourism and hospitality businesses present. It would likewise be ideal to explore the possibility of testing the model to a tourism establishment not necessarily a hotel.

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