NEGATIVE ORGANIZATIONAL SERVICE CLIMATE AND ITS IMPACT ON EMPLOYEES' EXPRESSION OF FALSE SMILE AND BURN OUT

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Nowadays for hospitality institutions satisfaction of employees and their well-being become core issue. Successful organizations have realized that the profit of their business depends on their employees' professional skills and positive behavior towards customer.

In 21st century in customer service settings service with smile is job requirement but quiet often it leads to employee exhaustion and turnover.

The purpose of this paper was to investigate link between employee dissatisfaction from service climate and its impact on their false expression in particular smile which leads to their exhaustion, burn out and turnover. We made an investigation in local resort hotels which are located in the regions of the country Georgia. Questioners were distributed among employees and the results have shown that dissatisfaction from organizations service climate led employees' false smile towards customer their exhaustion and turnover. False smile was easily recognized by the customers and the frustrated employee with false smile could not provide high quality of service. This obviously shows the importance of creating positive service climate within the hospitality institutions.

Keywords: *Employee dissatisfaction, service climate, false expression, false smile, employee burnout*

Introduction

In the world's economy tourism industry has become one of the fastest growing industry. The high profit-ability nature of tourism industry attracts millions of people. For most of countries tourism is an engine for their economy and well-being. This important industry has mainly infrastructures and service institutions in this category, in which, among the most important infrastructures, the hotel industry can be named out. Hotels are one of the most important institutions in the field of tourism in providing service. Customer satisfaction became core issue for the success of these institutions. Most researchers argue that tourism industry is based on communication between hosts (employee) and guests (customer) and in this communication process such non-verbal cues such as: eye-contact, greeting and smile play important role. Positive expressions towards guests become main demand from employee working in a hospitality institutions but gap between felt and expressed emotions during customer employee communications often lead to employee stress and exhaustion.

The purpose of this paper was to investigate link between employee dissatisfaction from service climate and its impact on their false expression in particular smile which leads to their exhaustion, burn out and turno-ver.

The problem which existed in local resort hotels located in the regions of the country Georgia was the following: Though the employees of the present hotels seemed smiley during service delivery process quiet often they felt stress, exhaustion and turnover.

Questioners were distributed among employees of the following resort hotels: ''Bazaleti Lake''; ''Sair-me'';''Kvareli Lake'' and the results have shown that dissatisfaction from organizations service climate led employees' false smile towards guests their exhaustion and turnover.

Literature Review. In the hospitality literature quiet often within an organizations managers demand from employee expressing positive emotions, but most researchers (Baumeister, Bratslavsky, Muraven,&Tice,1998; Brotheridge & Lee ,2002; Grandey,2000; Richards & Gross,1999) argue that regulation of emotions and not feelings lead to employee exhaustion and burn-out. During the process of literature review we discovered that researchers in service industry do not make difference between two dimensions of smile while talking about importance of smile in service. Duchenne (1862) identified two types of smile enjoyment- genuine and no en-joyment- false smile. (Ekman, Friesen, O'Sullivan, 1988) stated that it is easy to make difference between false and genuine smile, when a person express false smile only muscles which pulls the lips upward work and other parts of face are steady but when there is a genuine smile expressed by a person crow's feet at the corner of the eyes with muscles which pulls the lips upward. While most service provider organizations agree that smile in a service plays important role for customer satisfaction and quality service perception, little research has been done to validate that the emotion being expressed by service providers is genuine or false. Continued lack of distinction among smile-types has led to varied findings among hospitality researchers '.A positive mood is

likely to lead to customers positive reactions (Forgas,1995). Positive expressions have been linked to service quality which predicted customer satisfaction (Grandy , Fisk, Mattila, Jansen, & Sideman,2005; Staw & Barsade,1993).

A study on customer satisfaction and employees smiling (Barger &Grandey,2006) found that the strength of a service employee's smile-absent, minimal or maximal predicts customer satisfaction, and that smile strength's effect is unique , going beyond the effects of other positive behavior, such as eye contact or greetings.

The research demonstrated a link between smile strength and service quality ratings, suggesting that in a service context, a maximally smiling employee was more likely to be perceived as providing desired service behaviors than a minimally smiling person , who was perceived as providing better service than someone with no smile.

A similar study coded smiles as either sincere or insincere from the perspective of the subject (Gountas, Ewing, & Gountas,2007). The participants were all airline passengers who filled out surveys detailing their responses to flight attendants' expressive displays.

A significant relationship was reported between participant's feelings of whether or not flight attendants' smiles were genuine and overall satisfaction.

A study on coworker relations and emotion tested the difference between "surface acting" and "deep acting" on employee relations (Grandey ,2003).

Deep acting involves modifying one's feelings to enact a positive outward display, whereas surface acting involves manipulating only facial features without shaping inner feelings (Hochschild,1983). Results found that deep acting positively interacted with perceived authenticity of display, while surface acting did not.

Smile is known as a non-verbal communication which plays important role not only in service industry but in overall business industry. Carnegie, D. (2005) in his book " How to win friends and influence people" has devoted one chapter the importance of smile in business. Carnegie. states "Actions speak louder than words "and smile is a positive act when sender gives a clear message to receiver that "I am glad to see you" but author argues that his conversation is all about real smile , which comes from heart and not insincere grin , which by his words " An insincere grin? No, that does not fool anybody .We know it is mechanical and we resent it."

Carnegie gives very interesting example in his book, as he states the ancient Chinese have written vice proverb: "A man without smiling face must not open a shop" and that a department store in New York city, in recognition of the pressure s its sales clerks were under during the Christmas rush, presented the readers of its advertisements with the following homely philosophy which title started so "The value of a smile at Christmas"-.-It costs nothing, but creates much, it happens in a flash and the memory of it sometimes lasts forever, it creates happiness in the home, fosters good will in a business , and it is the countersign of friends."

So importance of smile is well known to the business organizations but Carnegie underlines the fact that his discussion was only about sincere smile, which according to his words "comes from heart".

After that we tried to review literature about employee satisfaction from service climate and we came across to very important linkage research conducted by Pugh, Dietz, Wiley, Brooks (2002) who stated that employee satisfaction in a working place depend on existing service climate in an organization.

This finding was very useful for our research we almost found answer to the existed problem in the local resort hotels located in the regions of the country Georgia but as long as it needed investigation we have prepared questioners according eight dimensions of good service climate which were revealed by linkage research. These drivers are:

- Customer Orientation and Service Quality Emphasis-management emphasis meeting customer needs and their expectations for service quality.
- Management support- management facilitates employees' service delivering.
- Hiring- management hires employees who are motivated and able to meet customer demands and maintains appropriate staffing levels.
- Training- management provides training that equips employees with the knowledge and skills needed to service customers efficiently.
- Rewards and Recognition –management recognizes and rewards employees for their service performance.
- Teamwork- management fosters teamwork in the service delivery process.
- Support systems-management designs systems , including physical facilities and computer systems, that remove obstacles to work and enhance employees' abilities to serve customer.
- Customer Feedback- management solicits and uses feedback from customers to improve service delivery.

Methodology. According to Robson (2002), the three purposes of conducted research are generally the following: explorative, descriptive, and explanative. Explorative research is characterized as the seeking of new insights, the "looking around", and the asking of questions or the bringing of some phenomenon into the light.

Descriptive research is characterized as depicting of accurate profiles of people, events or situations. Finally, explanative research aims at gaining an explanation of a specific situation or problem, generally in the form of casual relationships (ibid).

Primarily, this research has been of descriptive nature, as it also looked what kind of service climate existed in the local resort hotels located in the regions of the country Georgia and how it impacted employees' expression of false smile and exhaustion, burnout. Furthermore, how previous research has described the factors influencing employee satisfaction from service climate and regulation of emotions have been viewed in order to provide the study with the theoretical framework through which the case has been studied.

To some extent, this research is also explorative in the sense that the purpose of this thesis has been to gain a better understanding of link between service climate →employee satisfaction or dissatisfaction → false or genuine smile exhaustion or well-being.

According to Saunders et al. (2007), the two overall approaches to conducting research are through induction and deduction. When data is first collected and then, after analyzing the data, a theory is developed, the approach is of inductive nature. On the other hand, if a theory or hypothesis first developed and then, later a research strategy is designed to test the hypothesis, the approach is of deductive nature (ibid). In this thesis, the collected data based on existing literature on the topic, was analyzed. Evaluating previous research on the thesis topic provided better understanding of the factors influencing on employee satisfaction or dissatisfaction in an organization.

Now that the overall approach of the research is known to be of deductive nature, also the approach to the collected data had to be selected.

Sample size. The questioners were distributed among 70 employees working within " Bazaleti Lake "'Sairme'';''Kvareli Lake'' hotels nonly 51 from 70 employees decided to answer questions , so the sample size of this research is n=51.

Data collection tools. Data collection tools are those tools by which the researcher can collect the necessary information for the analysis of the phenomenon studied and discovering the truth. In this research, the data collection tool was questionnaire. It should be mentioned that the questionnaire selected in this research has been structured according linkage researcher's eight dimensions of service climate model

Method of Data Analysis. In this research, data has been analyzed using SPSS computer systems (Statistical Package Social Science). In using descriptive statistics, the data has been analyzed using statistical indexes such as frequency, percentage.

Empirical Findings. According to the first question, which was related to organization's orientation on service quality and customer satisfaction (Table No 4.1), 50 % from respondents answered (no), (I am not sure) 40% and (yes), 10 % . These statistical results clearly show that the present hotels are not oriented neither on customer nor on employee from the employee's point of view. Even though there is not big difference between answerers (no) 50% and (I am not sure) 40% we can conclude that either employees are not aware of organizations orientation which is manager's responsibility or the present hotel really is oriented neither on customer nor service quality. The answers on these questions forced us to open questioner in order to find out how employees viewed organizations orientation. The results showed that employees' viewed the orientation of organization as a short term profit.

Linkage research argues that" In organizations that serve customers well, employees report a strong customer orientation and believe that management consistently stresses the importance of service quality". If we compare the results with statement of linkage research we can conclude that the present hotels do not serve customers well.

Table No1.: distribution of the frequency and the percentage of the answers to the questions related to the customer orientation and service quality emphasis in an organization.

What is your opinion about the organization orientation on customer and service quality?	Frequency	Percent	Cum Percent
No it is oriented neither on customer nor on service quality	26	50.0%	50.0%
Yes it is	5	10.0%	60.0%
I am not sure	20	40.0%	100.0%
Total	51	100.0%	100.0%

The results on the second question which was about manager's response to employee questions and whether they were giving them all necessary information related to work (Table No1). 74.5% from respondents answers was referred to (I am not sure), 19.6% answered (No) and (yes) answered 5.9%. These results clearly

show how employees view manager's support with all necessary information related to work in the hotel ,the biggest percent was related to (I am not sure) 74.5%. According the linkage research in top-performing units, managers are responsive to employee questions and concerns and get the information for the employees they need. So we can conclude that in the hotels: ''Bazaleti Lake''; ''Sairme'';''Kvareli Lake'' there are not management supports.

Table No 2: Distributions of the frequency and the percentage of the answers to the question related to support system of the organization

Do your managers response to your questions and give all necessary information related to work?	Frequency	Percent	Cum Percent
I am not sure	38	74.5%	74.5%
No	10	19.6%	94.1%
Yes	3	5.9%	100.0%
Total			

The results on the fourth question which was about training system in the hotel show that 94.1% from respondents supported the idea that they did not have training courses. Only 5.9% was referred to the answer (Once in a month). Since the highest score 94.1% got the answer (None of them) we can conclude that there is not training courses in the hotels from the employee's point of view. Linkage research suggests that "the best service providers make sure that training provides employees with the skills and abilities to serve the customer." The results on the fifth and sixth questions which were addressed to the reward and recognition system of the resort hotels located outside the city of Georgia

100% from respondents answered that there were neither reward nor recognition system in the hotel. According to linkage research in a successful organizations management provides feedback, recognition, and rewards for excellent service delivery.

The results on the seventh question which was addressed to managers support of team working show that 54.9% from respondents were not sure whether their organization supported team working or not . 45.1% answered (no). So the results show that managers do not support team working in a hotel.

The results on the eighth question which was addressed to support system in the hotel

The highest score got answer (I am not sure) 74.5%. This result shows that either employee do not know what is support system in a hotel which is managers' duty to explain them or simply there is not support system in the hotels

The results on the ninth question which was about customer feedback in an organization. (100%) from respondents answered that hotel did not use customer feedback in order to improve service delivery.

According to linkage research management actively seeks and uses customer feedback to improve service delivery.

Estimation of the Extra Questions.

Table No 3: Distribution of the frequency and the percentage of the answers to the question about service climate in the organization

What is your opinion about your organization's service climate	Frequency	Percent	Cum Percent
Bad	41	80.4%	80.4%
I do not care	10	19.6%	100.0%
Total	51	100.0%	100.0%

According to the results in the (Table No 3). the highest percentage of the answer scored (Bad) was 80.4 %(n=41) and the least percent is related to the (I do not care) 19.6%(n=10).

Table No 4. Distribution of the frequency and the percentage of the answers to the question about demand of organization towards its employee expressing positive expressions in particular smile while providing service.

Does your organization demand from you expressing positive expressions in particular smile while providing service?	Frequency	Percent	Cum Percent
Yes	51	100.0%	100.0%
Total			

According to the results in the (Table No 4), the highest percentage of the answers scored (Yes) was 100% (51) .Other proposed answers was got 0% so we did not include them in the (Table No 4)
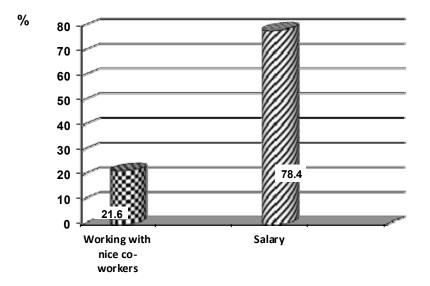
Table No 5: Distribution of the frequency and the percentage of the answers to the question related to employee's feeling after expressing smile

What do you feel after expressing smile?	Frequency	Percent	Cum Percent
I am exhausted	51	100.0%	100.0%
Total			

According to the results in the (Table No 5), the highest percentage of the answers scored (I am exhausted), was 100.0% (n=51). From all respondents which consisted with women (n=36) and men (n=15) employees there was not difference between gender on this question, 100% from them answered that after expressing false smile they were exhausted.

Table No 6: Distribution of the frequency and the percentage of the answers to the question about the reason of employees working in the present hotel

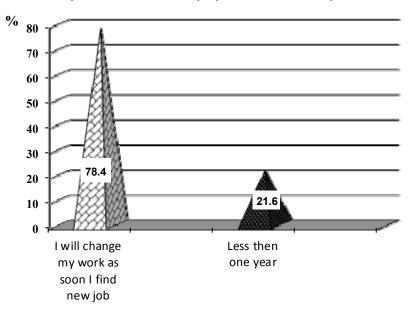| The reason for working in this hotel:	Frequency	Percent	Cum Percent
Working with nice co-workers	11	21.6%	21.6%
Salary	40	78.4%	100.0%
Total	51	100.0%	100.0%

According to the results in the (Table No 6), the highest percentage of the answers scored (Salary), was 78.4% (n=40). The least percent is related to the (working with nice co-workers), 21.6% (n=11). The other answer such as were (For self-realization) got 0% so we did not include in the (Table No 6)

Graph 1 The results of the reason employees' working for the hotel

Table No 7: Distribution of the frequency and the percentage of the answers to the question related to how long employees are going to stay and work for the hotel.

How long are you going to stay and work for this hotel	Frequency	Percent	Cum Percent
I will change my work as soon I find new job	40	78.4%	78.4%
Less then on year	11	21.6%	100.0%
Total	51	100.0%	100.0%

According to the results in the (Table No 7), the highest percentage of the answers scored (I will change my work as soon as i find new job), was 78 %(n=40). The least percent is related to the(Less than one year), 21.6 %(n=11).

Graph 2. The results of employee's answer to the question how

long they are going to stay and work for the hotel

DISCUSSIONS, CONCLUSIONS AND IMPLICATIONS. In this chapter, first the discussions and the conclusions drawn from the research will be presented and the research questions will be answered based on the findings of the research. Afterwards, the implications

What kind of link exists between employee dissatisfaction from service climate and their false expression, in particular smile?

In order to answer first research question, we distributed questioners among the employees working in "Bazaleti Lake"; ''Sairme Resort '' and ''Kvareli Lake'' hotels, the main purpose of those questioners were to investigate existed service climate in the hotels Our questioners were based on eight dimensions of service climate by Linkage research. The answers on the first question from the questioner clearly showed that the hotels were oriented neither on customer nor on quality of service; They were oriented only on short term profit from the employees' point of view.

After that we tried to find out employees' opinion about management support in the mentioned hotels, here we also got negative answers from employees. So we have recorded employees' judgment about the rest dimensions of service climate and we got overall negative results, obviously employees were not satisfied from existed service climate in working place and the only reason why they were still continuing working in the hotel was salary , but they hoped to change their working place as soon as found new one. If we compare these findings with literature in psychology investigations by Deci (1971) which have shown that when people received tangible extrinsic rewards (e.g.,money) they were less interesting in activity than those who had intrinsic motivations feeling of competence, relatedness and autonomy within an organization.

So to compare our findings with the findings in psychology we can conclude that employees in these hotels had only extrinsic goals (e.g., salary, money) and they were not interested in their work as long as they did not get satisfaction from it.

On the question, whether managers were demanding from employees expressing of positive expressions in particular smile 100% (n=51) answered yes .

From literature review we have gained knowledge that there is big difference between genuine and false smile. False smile which is known as response focused emotion regulation refers to transform behavior once emotions are experienced by suppressing, faking emotional response (Grandy, 2000), leads job strain, such as emotional exhaustion (Gradey,2000; Hochschild,1983; Morris& Feldman,1996).

So we can conclude that since findings have shown that employees were dissatisfied from service climate but still managers required from them expression of smile, employees were trying to suppress initial dissatisfied feelings and express false smile , which lead to their exhaustion.

Comparing findings with theory we can conclude that (hypothesis 1): Strong link exists between employee dissatisfaction from service and their false expression in particular smile which leads to their exhaustion is proved.

Conclusions

The purpose of this research was to gain a better understanding of how employee dissatisfaction from service climate led to their false expression in particular smile and exhaustion, changing of working place .

The research has proved the fact, that for the success of the organization the core issue should be (internal customers) well-being and in this process existing good service climate plays motivational role for employees' satisfaction.

Implications for Theory. The contribution that this research has made to existing research is to provide insight into how negative service climate of hospitality institutions makes influence on employee dissatisfaction and their false expression in particular smile which leads their exhaustion and turnover.

The purpose and the research questions of this thesis are based on the theories selected in the frame of reference of the study .The author has come to the conclusions that theory is quiet in line with empirical findings .

Implications for Management. The conclusion drawn from this study indicates that there are core issues those managers need to take into account when planning their organizations profit.

- Managers should investigate service climate in the organization.
- Managers should take into consideration employees opinion about service climate in the organization
- Managers should satisfy employees' basic needs and stress more value on extrinsic goals such as competence, relatedness, and autonomy.
- Managers should create positive working environment, positive service climate which will lead employees satisfaction and genuine feelings.
- Managers should know their employees very well, their feelings and attitudes toward work before asking them expressing smile.
- Managers should have leadership skills and motivate their employees, take their opinion into consideration and respect their ideas.
- Managers should improve working environment, since negative working climate will be cause of low quality service provided by the dissatisfied employees.

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