Effects of Emotional Intelligence on Performance Outcomes: Some Empirical Evidence from Four and Five Star Hotels in Northern Cyprus

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ABSTRACT

This study aimed to analyze the Emotional Intelligence (EI) in reference to the set of skills by hypothesizing different constructs for the purpose of contribution to the accurate appraisal and assessment of emotion in oneself and in others. The assumption is that the effective management of emotion in self and others can enhance individual's job performance. In the meantime, this study examines Extra-Role Customer Service and Creative Performance as two variables that can affect job performance. The current study is designed to examine the impact of EI on job performance among front-line employees of four and five star hotels in Northern Cyprus.

A quantitative survey research method based on judgmental sampling has been administered to front-line employees in the summer of 2016. The findings of the research revealed that four dimensions of emotional intelligence: (i) self-emotional appraisal, (ii) appraisal of others' emotion, (iii) regulation of emotion, and (iv) use of emotion, have positive and significant relationship with extra-role customer service and creative performance. Thus, the results suggest that employees with high level of EI have higher job performance. Managerial implications and propositions are highlighted for further researches.

Keywords: Emotional Intelligence (EI), Job Performance, Extra-role Customer Service, Creative Performance, Hotel front-line employees.

ÖZ

Bu çalışma, duygusal zekanın analizini, beceri grubu referansla doğru değerlendirme katkı amacıyla farklı yapıları hipotez ile ve kendine ve başkalarına duygu değerlendirilmesi amaçlandı. Bu varsayımla duygularımızı iyi şekilde kontrol ederek kendimizin ve diğer kişilerin iş performansını arttırabiliriz. Bu arada, bu çalışma Ekstra Rol Müşteri Hizmetleri ve iş performansı inceleyen iki değişken olarak iş performansını etkileyebilir. Bu çalışma, Kuzey Kıbrıs'ta dört ve beş yıldızlı otel cephe çalışanları arasında iş performansı üzerindeki Duygusal Zeka etkisini incelemek için tasarlanmıştır.

Yargılayıcı örnekleme dayalı nicel araştırma yöntemi 2016 yazında cephe çalışanlara uygulanmıştır. Araştırmanın bulguları, duygusal zekanın bu dört boyutlarını gözler önüne sermektedir: (i) kendini duygusal değerlendirme, (ii) Başkalarının duygu değerlendirmesi, (iii) Duygu düzenlenmesi ve (iv) Duygunun kullanılmasının, ekstra rol müşteri hizmetleri ve yaratıcı performans ile beraver pozitif ve anlamlı bir ilişkisi var. Böylece, sonuçlar Duygusal Zeka düzeyi yüksek çalışanlar daha yüksek iş performansına sahip olduğunu göstermektedir. Yönetimsel uygulamalar ve önermeler ileri araştırmalar için vurgulanır.

Anahtar Kelimeler: Duygusal Zeka, İş performansı, Otel ön bölüm çalışanları, Yaratıcı Performans, Ekstra rol müşteri servisi.

TO MY MOTHER

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INTRODUCTION

This chapter provides information in terms of the research philosophy on this study. Aim and objectives also explained in the current chapter for conducting empirical study with frontline employees in North Cyprus. Furthermore, this part of study provides useful contribution of this study to the hospitality management literature. Some information about the proposed methodology is also given in this chapter.

1.1 Research Philosophy

Hospitality industry is a high competitive industry and organizations which are working in this service sector should deal with both local and international people that have different needs and desires. Therefore, there is a need for good human resource within the organizations to understand act toward peoples' needs in order to show that they care about people by providing extra-role customer service and perform creativity when they deliver service to their customers.

Therefore, it is critical for organizations to know how they can adjust themselves to existing multicultural environment and how they can increase employees' emotional intelligence in order to provide higher performance outcomes and obtain greater customers' satisfaction continually.

Emotional intelligence is a critical factor to organizational achievement and survival (Seal, 2007; Lara, 2011; Bande etal. 2015), and various researches have worked upon emotional intelligence due to its implications.

The role of frontline employees in providing quality services is undeniable (Babakus et al., 2003). These employee should have enough ability to manage their behavior and deliver quality services to customers (Seal, 2007), because they play a significant role in service recovery (Ashill et al., 2006). Regardless that ability the effort of frontline employees' will face the failure, in the time of any extra duty or uncommon issue.

A careful examination of the performance literature in the hospitality suggests that emotional intelligence is among the powerful drivers of better performance (Seal, 2007, Lara, 2011). Having such ability leads to affective performance outcomes (Joseph et al., 2015; Lately, Sony and Mekoth, 2016).

In addition, different abilities in emotional intelligence enhance the performance of employees (Cullen et al., 2013; 2014; Nesbit and Lam, 2014), as well as increasing the satisfaction of customers (Ahearne et al., 2005). Although it has been generally accepted that emotions are a predictor in work, the emotions which are relevant to workplace are still under progress of being analyzed (Bande etal. 2015).

According to the above mentioned information, this thesis examines the relationship among different indicators of emotional intelligence with performance outcome. Exclusively, it expand and test a proposed model that predict the effect of self-

emotional appraisal, appraisal of others emotions, regulation of emotion and use of emotion on creative performance and extra role customer service.

To develop the above mentioned model, this thesis used deductive approach. Based on the notion of Spangler (1986) deduction is "the human process of going from one thing to another" (p.101) and according to Neuman (2003) "deductive approach starts from abstract, logical association between concepts, and finally goes to empirical evidence".

Two theories including emotional intelligence theory and traits theory, as well as other conceptual and empirical studies relevant to this topic, applied to develop the relationships among the indicators of this study. Data were obtained from the frontline employees in North Cyprus.

1.2 Aims and Objectives

A good job performance refers to a qualified employee with a good ability, such as emotional intelligence (Higgs, 2000, Joseph et al., 2015; Lately, Sony and Mekoth, 2016). Accordingly organizations in the hospitality industry need to show considerable attention to the qualification of their employees, if they plan to increase the effectiveness of performance, such as extra-role customer service and creative performance.

Parallel with the previous studies (Joseph et al., 2015; Seal, 2007, Dulewicz & Higgs, 2000; Law et al., 2004; Slaski & Cartwright, 2002; Wong & Law, 2002, Lara, 2011), this thesis focuses on the relationship of emotional intelligence and job performance. There is also evidence that emotional intelligence will influence on

employee performance outcome (Joseph et al., 2015; Lately, Sony and Mekoth, 2016).

It is obvious that employee with high level of emotional intelligence will have a better performance outcome.

Emotional intelligence has four dimensions of presence of self-emotional appraisal, appraisal of others emotions, regulation of emotion and use of emotion (Law et al., 2004). Such employee with those abilities will have an effective performance, such as creative performance and extra role customer service.

Based upon the abovementioned information, a conceptual model developed and tested in this thesis that examines the relationship of self-emotional appraisal, appraisal of others emotions, regulation of emotion and use of emotion with the creative performance, also the relationship of the same emotional intelligence criteria with the extra role customer service. Based on the data obtained from the frontline employees in four and five star hotels of North Cyprus those relationships are examined.

The final aim is to examine the impact of emotional intelligence (EI) on two important types of performance outcome (PO), Extra-role customer service and Creative performance (E-RCS & CR).

1.3 Contributions of the Thesis

The reason for testing the previously mentioned relationships is the dearth of empirical research regarding the relationship between the emotional intelligence and job performance. Since no study has investigated the hotel front line employee's

emotions in providing better customer service in Northern Cyprus, this study is considered to be useful tool for hotels management in order to enhance employees' performances by encouraging them to provide extra-role customer services and creative performance.

The mentioned relationship tested through data collected in frontline employees of TRNC hotels, which is one the most attracted destination in the area. Therefore, the hospitality issues needs to be tested in detail to improve the quality of tourism in that region.

1.4 Outline of the Thesis

In the current study seven chapters are presented. First chapter explains the philosophy of research, aims and objectives for this empirical study. The potential contribution and its methodology are explained in this chapter, as well.

Chapter 2 explains some basic facts about Northern Cyprus and tourism industry in this country.

Chapter 3 which is literature review offers an explanation of relevant literature regarding the emotional intelligence and its indicators which are self-emotional appraisal, appraisal of others emotions, regulation of emotion and use of emotion. In addition it covers issue related to job performance which is presented by two main indicators creative performance and extra Extra-role customer service.

Following, the conceptual model and research hypotheses are presented in chapter 4.

Chapter 5 presents the proposed methodology in this study. Information in terms of deductive approach, sampling techniques, the process of data collection, also the structure of questionnaire structure is given in this chapter. The measurements used in this study are also discussed. Furthermore, this part of study involves information regarding the analytical methodology.

In chapter 6 analysis and results of the study are discussed. This part of study discusses the findings and responses to the hypotheses of this research.

Finally, chapter 7 includes the relevant discussion derived from the empirical results. It also involves the practical implication for managers, theoretical implication for literature and while it mentions the limitations it provides some direction for the future research.

Chapter 2

NORTHERN CYPRUS

Current chapter presents information about Northern Cyprus, its regions and touristic places as well as some information about its historical background, economy, education, tourism and Turkish Cypriots cuisine. Moreover, some basic facts about Northern Cyprus are mentioned through the current chapter.

2.1 Turkish Republic of Northern Cyprus

Turkish Republic of Northern Cyprus (TRNC) is placed in northern part of Cyprus which is third largest island in Mediterranean arena. In fact, TRNC was established in 1983 and is known as a self-proclaimed republic. Currently, it is recognized only by Turkey as TRNC. Actually, north part of the island has belonged to Turkish Cypriots after the division of 1974 and Greek Cypriots occupy the southern part. The capital city of both sides is Nicosia which is separated by a boundary called "Green line".

TRNC has about 3,355 square kilometers land with majority of Sunni Muslim population and Turkish as their official language. As it estimated in 2014, the population of this part of island is about 313,626 inhabitants. North Cyprus covers almost 1/3 of the island with around 242km wide and 64km deep.

One of the most famous geographical features in Northern Cyprus is called Beshpamak Mountains which is a mountain range that is also known as Kyrenia Mountain Range or Five Fingers Mountains.

The coastline of Cyprus consists of charming and rocky coasts as well as golden sandy beaches. North Cyprus beaches are among the world's most beautiful, safest and cleanest beaches.

Northern Cyprus is also identified as a well-known touristic place and tourism is known as one of the Turkish Cypriot economy's controlling sectors. Recently, the island gained considerable attention specifically from international tourists because of Mediterranean climate, unspoiled nature and beaches. Actually, rich history, mild climate and nature are the main sources of tourists' attraction in Northern Cyprus. Airways and maritime line are ways to reach Northern Cyprus from Turkey (www.wikipedia.com).

TRNC has very limited natural resources and small internal market like the other small islands economies. One of the major income creators is the tourism industry with almost 3.2 per cent contribution to the GDP of Northern Cyprus. Turkey, German, the UK and Scandinavian are creating the major tourist market (Kilic & Okumus, 2005).

Politically, president that is elected every five year is in fact the head of state under a framework of semi-presidential democratic republic. The politic of the TRNC is heavily influenced by Turkey and for this reasons some experts determining it as a state of Turkey. Political issues as well as economic isolation of Northern Cyprus

made number of problems including: lack of skilled staffs, lack of direct flights, mass tourists arrivals pattern and heavy dependency on Turkish travellers.

In fact, rich history and historical places such as lots of castles and monuments and Mediterranean climate of the island are advantages of Cyprus that made it an attractive tourism target and turned tourism sector to the main economic controller. It is believed that the economy of the country heavily dependent on the tourism.

According to the study by Gunsoy and Hannam (2013), a key way to learn about Turkish Cypriots culture to the world is tourism. It is also play an important role in the social growth of destinations. Economic and social development of Northern Cyprus, are good reason for achieving sustainability in tourism development.

Undoubtedly, North Cyprus is a great host to many cultural events that usually held at historical places such as castles. Such events also attract many tourists to the cultural activities and give visitors the opportunity to experience such cultures.

However, there are some drawbacks in the tourism of TRNC such as political isolation, different destination offerings, limited internal market and lack of foreign investment that is the result of political and economic isolation which resulted in a less intensive tourism development in North Cyprus (Farmaki et al., 2015).

Figure 2.1. Map of Cyprus

2.2 History

Throughout the history, strategic location of the Cyprus was the main reason that it was ruled by many civilizations such as Persians, Romans, Arabs, Venetians, Ottomans, British and Egyptians.

Between 1571 and 1878 and during the Ottoman Empire, Archbishop was the leader of Greek orthodox community with the authority of managing the community under the Ottoman's system. Moreover, during the control of the Ottoman, there was a kind of friendly coexistence between communities on the island.

However, for long years Turkish and Greek Cypriots were major ethnic groups in the island, in 1821, after a war for independence by Greeks, the number of Greek nationalism has increased and result in creation of the Hellenistic idea. This was the starting of the demand for enosis union with Greece.

Cyprus remained truly a part of Ottoman Empire until World War I. however, in 1878, it supposed under the power of Britain. Later, in 1914, it formally was annexed to Britain.

Afterwards, during the demand for enosis, Greek Cypriots moved against the existence of British in the island and creation of the terrorist organization named EOKA with the goal of attaching Cyprus to Greece. Of course, the idea of enosis had rejected by Turkish Cypriots.

The Republic of Cyprus established in 1959, with a bi-cummunal association between Greek and Turkish Cypriots and it was the starting of independance of Cyprus from Britain. Moreover, in 1960, an agreement of political equality of the Greek and Turkish Cypriot peoples recognised with a Greek Cypriot president and a Turkish Cypriot vice-presidend that elected by each community. In the same year, Republic of Cyprus officially became a member of United Nation and considered as a legal identity worldwide.

However, only three years after the partnership of 1960 and due to the idea of enosis by Greek Cypriots they decided to abrogate the right of Turkish Cypriots and considered them as minority people on the island. Unfortunately, the result of this disagreement was the event of 1963 which many Turkish Cypriot people lost their lives. Also, Greek Cypriots confiscated the partnership and modified content of the Constitution that result in expeling all Turkish Cypriots from state organizations. Concequensly, the remained Turkish Cypriots were forced to live in a limited area about 3% of the island and that was the beginning of the physical separation of the populations in Nicosia.

Generally, for Turkish Cypriots the period of 1963 and 1974 was the period of fear and insecurity. Turkish and Greek Cypriots ruled themselves separately. However, Greek side had the power over the Cyprus as the government.

In 1974, Greece increased the millitary pressure in Cyprus together with Greek Cypriots with the aim of realizing enosis. But, Turkey military inverted and prevented bigger violence against Turkish Cypriot people. The intervention of Turkey also stopped integration of the Cyprus and Greece.

Finally on 2 August 1975, Turkish and Greek Cypriots were transfered to the North and South side of the island respectivly. At the same year, Turkish Federated State of Cyprus was created and later, in 1983, the Turkish Republic of Northern Cyprus (TRNC) was stablished (http://mfa.gov.ct.tr/).

Hopefully, after an intense dialogue between Turkish and Greek sides in 2002, the Northern Cyprus borders crossing started in 2003 and helped the ease of entry between two part of island for international tourists and local Cypriots.

Cross-border was actually a tourist attraction from 2008 in Cyprus that can act as a powerful motivator for tourists to visit other side and border area. The number of 1.1 million international tourists who visited North Cyprus by crossing the borders in 2012 emphasizes the importance of this event for the development of the country's tourism sector and economy (Díaz-Sauceda et al., 2015).

2.3 Economy

Northern Cyprus has owned a liberal economic system means that private sector works under limited intervention of government, investment in areas that increase

value and employment rate is strongly supported and reasonable use of natural resources is strongly recommended.

In fact, service sector such as tourism, public sector, education and trade is the dominant generator of economy in TRNC with the share of 69% of GDP in 2007 followed by industry with 22% and agriculture with 9% of GDP. Economy in North Cyprus applies a free-market approach and mainly controlling by Turkey. The use of Turkish Lira as currency in Northern Cyprus indicates dependency of the economy to the Turkey economy.

The amount of GDP per capita was $15,302 in 2013 and in 2014 estimated GDP was around $4.273 in TRNC. Also, there was a growth in the economy of North Cyprus from 2013 to 2014 by an estimated amount of 2.8% to 3.70% respectively. This growth rate of economy indicates that the economy of TRNC is growing faster than Republic of Cyprus. It should be noted that North Cyprus had an unemployment rate of almost 8.3% in 2014 and inflation rate of 3.18% in 2015.

One of the main priorities in the economy system in TRNC is the encouragement of foreign investment. So, it is natural that the investors can gain a strong support from the government in North Cyprus.

Unfortunately, the economy of TRNC is heavily dependent on Turkey because of international embargo. So, all exports and imports must pass from Turkey except local productions that are exporting from legal ports of island. The fact is that embargo created many difficulties and affected the economy development in TRNC.

However, embargo and lack of international status imposed serious problems on the economy of TRNC; the growth rate of economy was efficient in recent years. In fact, small size TRNC has one of the highest growth rates among European Union countries. From 2001 to 2005 there was an impressive improvement in the economy and in 2007 the GDP growth rate was estimated about 2%. Stability of Turkish Lira and huge improvement in education and construction sectors believed to be main reasons for the positive growth in the economy of TRNC.

Gorgulu (2014) states that because of the strength of Turkish Lira and construction, tourism and education development in Northern Cyprus there was a great and rapid growth in its economy. However, the dependency of Turkish Cypriot economy to the economy of Turkey is the main reason that prevents North Cyprus from owning well-developed financial system.

Despite the recent development of economy in North Cyprus, it should be mentioned that the money transferred from Turkey play a significant role in its economy. Due to an agreement between two countries, Ankara was responsible to charge TRNC with about $1.3 billion over three years from 2006 to 2008.

According to the study by Safakli and Eyyam (2012), the cost of local banks in Northern Cyprus is high and competiveness is dramatically low due to indirect access to the international financial markets via Turkey. So, this negatively affects the development of the North Cyprus economy.

One of the main service sectors that contributes to the economy and generates a considerable amount of money in TRNC is higher education sector. Availability of

9 universities with high standards in different locations made it attractive to many international students. Following table shows the estimated number of students for some of these universities over few years.

Table 2.1. Estimated Number of Universities' Students

Universities	Expected Enrollment (number of students)	
	2010-2011	2015-2016
Eastern Mediterranean University	17,000	20,000
Kyrenia American University	10,000	13,000
Near East University	15,000	15,000
Lefke European University	5,000	7,000
Cyprus International University	5,000	6,000
Middle East Technical University	3,000	6,000
TOTAL	55,000	67,000

Tourism sector is one of the main economy generators of TRNC with a high growth rate. Reports show that in 2013 around 1.23 million tourists have visited from North Cyprus that about 920,000 of them were from Turkey. This shows a double growth in the number of arrivals since 2006 which recorded 570,000 travelers.

Moreover, tourism affects the economy of TRNC especially in high seasons as foreign travellers bring lots of money to the country. The availability of many hotels, holiday villages and so many other accommodations with different facilities can cover expectations of all kind of travellers such as tourists and business travelers. Providing an attractive and suitable place for tourists brought many benefits to the country's economy.

However, tourism sector in TRNC has its own difficulties such as lack of direct flight and high transportation costs. These problems prevent Northern Cyprus from easily attracting international tourists.

According to the study by Katircioğlu (2010), there was also embargo on tourism sector in TRNC in the past. So, it was difficult to attract many tourists to the island and the result was a low growth rate. Later, gaining more tourists started with the opening of casinos for them.

2.4 Politics

The Turkish Republic of North Cyprus that has a semi-presidential republic is only recognized by Turkey. The president acts above partisan politics and elected every five years. The president of TRNC is considered as Turkish Cypriots' chief negotiator by the international community and the UN.

In fact, TRNC is known as a free country with multiparty democracy and free elections. But, it is politically it is actually dependent on Turkey and seems that Ankara take the final political decisions on it. Indeed, only few political issues are decided by Turkish Cypriot government in North Cyprus without the intervention of Turkey.

Rauf Denktas who was an intense nationalist and the president of TRNC from 1975 to 2005 hardly tried to gain international recognition. He was supported strongly by Turkish Cypriot people but the integration of Republic of Cyprus to EU blocked him from achieving his goal for recognition.

Both North and south parts of Cyprus accepted UN-sponsored negotiations and many other initiatives in 1968. These negotiations brought safety, security and political equality for both communities which were the desire of Turkish Cypriots. Turkish Cypriots also wanted two communities live side by side but with few contacts where Turkish migrants are allowed to stay too. However, Greek Cypriots wanted a more integrated structure with no Turkish migrants in the island.

In 2004, UN suggested a federal state to be established in the island and put this decision to the voters. The plan that called Annan Plan and had the goal of establishing the United Cyprus Republic was supported by majority of Turkish Cypriots; however, almost two-third of Greek Cypriots refused it. As a result of that rejection, only Greek Cypriots could benefit from EU membership.

There are number of parties in the politics of TRNC including National Unity Party (Ulusal Birlik Partisi, UBP) founded in 1975 by the former of TRNC, the Republican Turkish Party (Cumhuriyetçi Türk Partisi, CTP), The Democratic Party (Demokrat Parti, DP), The Communal Democracy Party (Toplumcu Demokrasi Partisi, TDP) and the United Cyprus Party (Birleşik Kıbrıs Partisi, BKP).

2.5 Education

Since 1990s, there was an increase in demand for higher education in TRNC. High interest of students from Turkey and efficient advertising overseas such as Middle East and Africa were major reasons for the rise in the number of students.

As mentioned before, there are 9 universities with high education standards in Northern Cyprus which of the most famous ones are Eastern Mediterranean University (EMU, established in 1979 and is the biggest and oldest university in

TRNC), Near East University (NEU), Girne American University (GAU) and Cyprus International University (CIU).

Totally, there are about 73,894 students in universities in North Cyprus in 2014 - 2015 academic year which 17,440 of them are Turkish Cypriots, 36,823 are from Turkey and 19,631 from 110 other nationalities. The main language that is use by instructors is English and there are academic staffs from over 60 countries.

Many educational organizations such as the European Association of Universities and the International Association of Universities, have accepted Northern Cyprus universities as a member and universities are internationally recognized and accredited, however, the country itself has the recognition problem in international arena.

In addition, there are some important factors that turned North Cyprus to an attractive place for the international students. One can be a high international standard in higher education with a favorable tuition fee as well as various accommodation's' options. The other reason is the variety of programs that are offered by the universities.

In fact, higher education is one of the main and most important revenue generators in Northern Cyprus such as other service sectors. It should also be noted that higher education directly and indirectly contributes to 30% of gross national product revenue of the country. This is also the reason that TRNC is known as an oasis of higher education.

It is believed by the researchers that higher education organizations are necessary for the success of society. In fact, North Cyprus is trying to gain benefit of bringing international cultures together and increase productivity and service quality since education is a basis of sustainable development.

Moreover, higher education affected North Cyprus in many different areas such as consumption of resources. As it is mentioned in Katircioglu'd study (2014), higher education has a positive effect on both electricity and oil consumption in short and long run in Northern Cyprus. So, higher education development is really important for the growth of energy consumption in the small, non-recognized island.

2.6 Tourism Industry in TRNC

Tourism sector in Northern Cyprus is considered as one of the most important generators of the economy. The country is known as an ideal tourist destination with a favorable climate and enjoyable sun and sands. Increasing the number of tourists' arrival emphasizes the importance of availability of proper accommodation. There are all types of hotels in Northern Cyprus ranging from 1,2,3,4 and 5 star hotels. Totally, there are 84 hotels in North Cyprus. Among them, there are fifteen 5 star and six 4 star hotels which majority of them located in Kyrenia (Girne) cause it is known as the most attractive location for tourists.

From the socio-cultural point of view, for Turkish Cypriots tourism is significant to introduce their culture to the world and is necessary for social development of the different regions (Gunsoy & Hannam, 2012).

In the case of TRNC, the sensitivity of tourism sector to political instability and political atmosphere is a good example of how they are influencing tourism development and threating the industry in the region (Altinay et al., 2002).

Today's North Cyprus hotels are actually a great combination of both modern and old-style amenities. They are a good choice for an enjoyable holiday and let the others do all the work while guests are enjoying their time. Most of the hotels located beside the Mediterranean Sea with great and golden sandy beaches with majority of Turkish, Greeks and Middle East guests.

It is believed that global crisis can negatively affect tourism and hospitality organization all over the world. The importance of crisis management should take into account in order to prevent tourism sector from any negative impact. As Northern Cyprus economic and political development rely on Turkey, the crisis that Turkey experienced on February 2001, dramatically affect the economy of TRNC and a negative impact on its tourism industry (Fevzi et al., 2005).

According to the study by Altinay (2000), some other problems also affect the tourism industry in TRNC such as low occupancy rate, lack of skilled staffs, lack of proper transportation, unfavorable infrastructures, low service quality, high prices, seasonality, inadequate facilities and pollution.

Tourism industry in small islands like North Cyprus is the world largest and major industry. So, the interaction between tourism system of the community and community should take into consideration in order to establish sustainable practices with the help of public participation (Alipour & Vughaingmeh, 2010).

Certainly, Northern Cyprus is a great place full of natural and cultural attractions, historic castles, cozy villages, wonderful mountain sights, old harbors and warm beaches. So, there is a need for strategic plan that can attract more tourists and help it to expand its market worldwide. Management should take into consideration the significant of factors that can positively affect tourists' sense of North Cyprus and also improve service sectors such as tourism by offering high quality services.

2.6.1 hotel Sector in TRNC

Nowadays, there are many choices for tourists when it comes to luxury hotel market in Northern Cyprus. Different choices of lots of beautiful, especial hotels with great service await the guests.

Although there are not so big chain and independent hotels such as Sheraton or Marriot hotels in North Cyprus but still some hotel chain groups such as Merit group and Accor which involve Mercure hotel are established in TRNC. However, these hotels are usually different in design and décor which may not be same as the othe parts of the world.

In fact, there was a growth in hotel sector in North Cyprus during the decades. The result of the development is the availability of many different types of accommodations such as hotels ranged from 1 to 5 star hotels, holiday villages, guest houses, apartments, bungalows and dorms.

2.7 Key Tourist Regions of Northern Cyprus

Considering tourism potentials in North Cyprus, there are five major touristic regions in TRNC:

- Nicosia (Lefkosa)

- Kyrenia (Girne)

- Famagusta (Gazi Magusa)

- Morphou (Guzelyurt)

- Karpaz

2.7.1 Nicosia

Nicosia that also called Lefkosa by Turkish people is the capital city and the largest city of TRNC that is placed in the center of island of Cyprus with around 61,378 city populations and 82,539 populations in metropolitan area. Geographically Lefkosa is known as cultural, economic and political center of the country that also involves official government sectors in it. It has people from different nationalities however it is actually a small town with majority of Turkish Cypriots and immigrant Turks who have moved there after 1974 events.

Currently, Nicosia is the world only divided capital city that includes north (Turkish) and south (Greek) sides separated by a green line.

Nicosia is a city with both modern and historic style. A historic walled city in the center and metropolitan area that is modern involves a region that is called Dereboyu with many businesses and entertainment. Some of the main touristic places are Kyrenia Gate, Mevlevi Tekke Museum, Kumarcilar Hani, Ataturk Square and the Venetian Column and Great Inn. It also consider as one of the main educational and research centers of the TRNC with three international universities, which Near East University is the biggest one.

Nowadays, middle age walls act as a border that divides the city to the historical and modern areas. Numerous bars and cafes, narrow streets and shops in the center of city is the liveliest part of it.

It is also worth mentioning that there are ranges of different accommodations in Lefkosa such as hotels and dorm-style rooms but not as much as other regions of TRNC. City Royal Hotel, Golden Tulip Nicosia Hotel & Casino, Merit Lefkosa Hotel & Casino are among the most famous hotels in Nicosia.

Figure 2.2. Kyrenia Gate

2.7.2 Kyrenia

Kyrenia or Girne that is also called heart of the island is one of the best holiday destinations in Northern Cyprus with many entertainment and historic places for visitors. Majority of hotels and casinos of TRNC are located in Girne and make it an ideal place for tourists to relax and enjoy their holidays. Availability of many bars and restaurants that are serving tourist properly specially in Harbor area created a unique atmosphere for the visitors.

Currently, the city has around 33,207 municipality populations with majority of Turkish Cypriots followed by Turks and Britons.

Kyrenia that is also known as touristic capital of TRNC has own many hotels, a lively nightlife and great harbor. It hosts many festivals such as music festivals every year that brings large amount of tourists to the city. Moreover, there are three universities in Girne and about 14,000 students.

In Kyrenia, here are many great places to see such as shipwreck museum, Bellapais Abbey, St. Hilarion and several mosques and churches to see. Therefore, in the harbor the beauty of jagged mountains and quite shining sea in front of it made an amazing atmosphere that is unique and enjoyable for every visitor.

There is a famous beach that is called Turtle beach which is located near the new coast road of Kyrenia. The Turtle beach is protected in summer because of existence of rare turtles that use the beach to lay their eggs. This event gives a wonderful and watchful view to the environment.

There are lots of ideal accommodations in Kyrenia range from simple apartments to luxurious seafront hotel complexes. Majority of luxury and 5 star hotels of North Cyprus located in Kyrenia. The Colony Hotel, Merit Hotel Chains, Mercure Hotel, Cratos Premium Hotel, Acapulco Beach Club & Resort Hotel, Pia Bella Hotel, Bellapais Monastery Village are among the most famous 5 and 4 star hotels in Kyrenia.

Figure 2.3. Merit Royal Hotel (Kyrenia)

2.7.3 Famagusta

Famagusta or Magusa in Turkish is a town that located near to the sea in east part of the island with about 40,920 city populations. From the past Famagusta was a small port city that used as a gateway to trade with the other countries. It is an important commercial pole of island that contributes to the economics of country through tourism activities, education, production and construction.

Certainly, the most popular part of city is walled city with a unique architecture and many attractive buildings that brings lots of international tourists to there every year. There are also numbers of festivals that usually take place in walled city.

Famagusta is also famous for its mediaeval architecture in the area. One of the oldest places called "Enkomi" which belongs to the Bronze Age (13th Century B.C) is located close to the new town of Famagusta. Later, the town named as "Salamis" that was built near the sea.

It is believed that, Famagusta was discovered by Egyptian about 285 B.C. it was one of the main places for the meeting of the traders and Christian religious arrangements

during the history as also revealed by many churches of different religion groups which are still to be seen in the city today.

Recently, there was a considerable growth in tourism and education sectors in Famagusta. Moreover, nightlife of the city, many bars, restaurants, hotels and casinos make it a favorable place to visit. The great sunshine, healthy and enjoyable climate made Famagusta an attractive city for rest time.

Famagusta is considered as a seaport and is the center of fruit, livestock and agricultural goods exports. The other important activities in Famagusta that contribute to the economy are fishing, cotton spinning and the distillation of brandy.

There are many historical and touristic places to visit in Famagusta that of the most important of them are Lala Mustafa Pasha mosque (St.Nicholas Cathedral), St.George of the Latin Church, Salamis (ancient roman city), Othello's tower and St.Barnabas Monastery. Beside historical attraction of Famagusta, there are also many new hotels and casinos in the region.

Figure 2.4. Othello Tower

In addition, there are also number of hotels and other type of accommodations in Famagusta. Of the most famous ones is Salamis Bay Conti Resort Hotel, a 5 star hotel that located 8km away from the town.

Figure 2.5. Salamis Bay Conti Resort Hotel

2.7.4 Morphou

Morphou or in Turkish Guzelyurt is located in the northwestern of island and also is known as a market town that has about 18,946 populations. The name Guzelyurt means "beautiful place" in Turkish. The city is famous for its agricultural areas particularly orange and lemon. In fact, majority of fruits in Cyprus are produced in this city (www.turkishcyprus.com).

Guzelyurt is not a typical tourist destination. So, at first the city does not look very attractive to visitors but actually it is an enjoyable place to see after discovering its hidden charm. It is a town with a huge market that offers local products, great restaurants that serve traditional food and several historical churches and museums to visit. One of the most important of its historical places is St.Mamas Monastery.

In fact, there are not many hotels in Guzelyurt as much as other regions of TRNC but still there are some hotels and accommodation places. One of the hotels in Guzelyurt is called Guzelyurt Hotel which is a kind of city hotel that is ready to serve its guests.

Figure 2.6. St Mamas Church

2.7.5 Karpaz

Karpaz is a long, finger-like region of Cyprus and is one of the most important geographical features of the island that is located in the northeast of Cyprus. It is a less development region in North Cyprus that has a great unspoiled nature such as Golden Beach. More than 46 shining sandy beaches attract lots of tourists to the region. It is also home to wild donkeys that are known as the symbol of Cyprus.

Main activities of Karpaz region are hunting, fishing and agriculture. The unspoiled land makes it suitable for farmers to grow many vegetables and fruits. However, there are much other tourist businesses such as traditional Turkish Cypriot restaurants. Of the most attractive historical places of Karpaz to visit are Monastery of Apostolos Andreas and ruins of "Ayios Philon".

Figure 2.7. Ayios Philon

The geographical situation of the area caused less human interference in the Karpaz region. The coastal region and clean water, nature and moderate climate of the island made it a good place for inland and marine species. However, there are some hotels in the Karpaz region but not as much as luxury hotels of other regions of TRNC.

Village of Dipkarpaz is one of the appealing places that located in the center of Karpaz. It is a place that both Christians and Muslims are living in one community where churches and mosques are located next to each other. Majority of people of Dipkarpaz are Turkish Cypriots mixed with many inhabitants from Turkey. The main activity of the people in this area is agriculture and they chose to stay away from politics intervention in their daily life.

Karpaz also is known as true choice for natural lovers and hikers with many great sights, empty beaches and crumbling ruins.

There are number of different type of accommodations in Karpaz region such as hotels, guesthouses, village houses and bungalows that give a variety of choices to tourists who wish to stay there. Burhan's Golden Beach Bungalows, Karpaz Farm Hotel and Stone House Guesthouse are some of the accommodation places in Karpaz region.

2.8 Basic Facts about Northern Cyprus

Turkish republic of Northern Cyprus owns a small island economy, small domestic market and limited natural resources but a fair growth rate. The 72.3% dependency of the economy on service sectors indicates the importance of tourism industry as a service industry in TRNC. In fact, tourism and higher education sectors are of the most and first important economy agencies in Northern Cyprus. It has been reported in 2014 that the contribution of tousim sector was almost 8.7% to the GDP and occupancy rate of 31%. It is also worth noting that the majority of tourists are from UK and Turkey. However, there was a growth in the number of tourists arrived on TRNC from Europe and Middle East in recent years (http://www.indexmundi.com/).

Moreover, due to political issues in Northern Cyprus there is no direct flight to TRNC. In order to reach North Cyprus one way is flying to Turkey then take another flight to Ercan airport. Another way is landing in one of the airports in southern part of island then cross the borders to reach TRNC. In fact, due to travel restriction between Turkish and Greek Cyprus almost seven million people across the borders every year (http://www.turkishcyprus.com/).

There are different types of accommodations in Northern Cyprus including hotels, holiday villages, bungalows, traditional houses, holiday home and guest houses. Hotels also categorized to Luxury hotels, family hotels, boutique hotels and ecotourism hotels.

According to Washington Times reports there was a growth in the number of tourists who have visited TRNC in recent years. For instance, statistics show that about 923,308 people from Turkey and 309,445 tourists from other countries have visited TRNC in 2013. Respectively, bed nights and occupancy rate was around 47.9 in that year (http://www.washingtontimes.com/).

According to ministry of tourism, environment and culture of TRNC in 2014 there were about 293,181 tourists that indicate 6.1% increase in tourist arrival as compared to the previous year. Statistics show that the numbers of tourists were 276.244 in 2013. Moreover, there was an increase in numbers of tourists from UK and Russia compared to other nationalities.

However, majority of tourists that visit TRNC are from Turkey almost 80% of them, while only around 20% of tourists come from other nationalities such as UK with the highest rate followed by German, Russian, Netherland and Iranian.

Chapter 3

LITERATURE REVIEW

This chapter presents detailed information about the impact of emotional intelligence on performance outcome of frontline employee. On the other word the importance of emotional intelligence and the effect on the performance outcome is discussed. Furthermore the current chapter provides information about the relationships among the indicator of emotional intelligence and two main performance outcomes, includes of extra role customer service and creative performance. The goal is providing information to support the model of this study.

3.1 Emotional Intelligence (EI)

The relevant literature proposes that emotional intelligence is a critical construct in social and organizational psychologists and is grounded based on the social intelligence (Law et al., 2004; Wong & Law 2002; Dulewicz & Higgs, 2000; Salovey & Mayer, 1990). Crowne (2009) examined three forms of intelligence and the connection among related constructs, figure 1 presents the final model of that research, as it can be seen, Social Intelligence (SI) act as the super-ordinate construct to emotional intelligence (EI) and cultural intelligence (CQ), also there is an interconnection between EI & CQ.
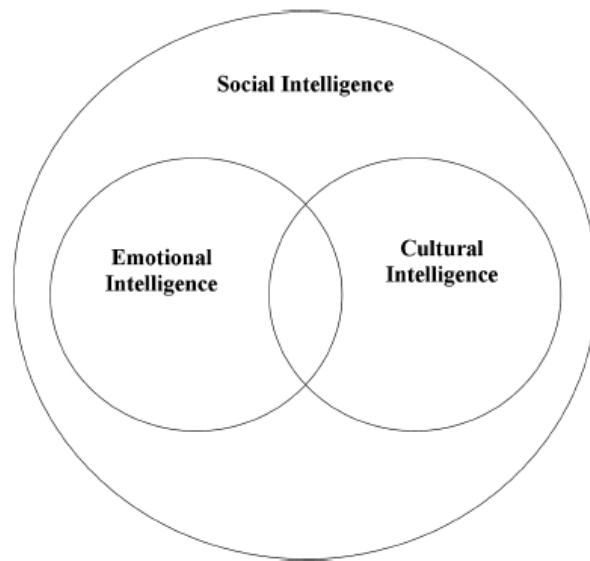
Figure 3.1. Final model of the relationships among social intelligence, cultural intelligence and emotional intelligence (Source: Crown, 2009).

Although studding in terms of human emotions has been an interesting issue in managerial and organizational area from long time ago, EI is an emerging topic and is not older than almost 26 years (Fineman, 1993; Mayer & Salovey, 1997; Schutte et al., 2001).

There are some debates on the definition of this construct; based on Goleman (1997), EI is includes motivation and the regulation of the mood, while based on the definition of Salovey & Pizzarro, (2003), EI refers to ability of perception and managing emotions adaptively. It is believed that EI is something beyond the traditional personality features and stands for the variety of psychological and managerial phenomena. In the format of that definition, relevant scales were developed for the measurement; Such as a meta-analysis and exploratory factor analysis of existing EI-related scales that demonstrated cross-loadings of some personality dimensions. Some years later the definition and domain was reexamined and resulted in a new scale (Wong and Law, 2002), Based on their conclusion EI consist of four constructs: self-emotional evaluation, evaluation of others' emotion,

adjustment of emotions, and using of emotions. Also in their scale EI was introduced as a predictor of job performance. In continue other researchers also tried to revise the measurement of emotional intelligence (Schutte et al., 1998; Stough & Palmer, 2002).

Since EI is a new construct that provides opportunity to evaluate an individual's emotional ability; there are vast discussion in terms of its clear definition. After popularity of the EI, as a new construct, the questions raised regarding the assessment of it. According to Park (1995) EI "does not lend itself to any single numerical measure" (p: 64). But afterward many researchers studied in that topic and the result was developing two different streams; the first stream consider EI simply as an ability and same as emotion-processing skills (Ciarrochi et al., 2000; Mayer, 2001; Mayer et al., 2003; Sagan, 2002) while the other group assumed that EI is a mixture of abilities, traits, competencies and personality (Brackett & Mayer, 2003; Matthews et al., 2002b; O'Connor & Little, 2003).

According to Salovey and Mayer (1990) who were among the earliest researcher to define the issue, EI is "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (p. 189). Afterward different definition developed which faced the researcher with confusion regarding a clear the domain of construct. In result ten years later, the same author made some changes in the definition of EI and claimed that "these alternative conceptions of emotional intelligence include not only emotion and intelligence per se, but also motivation, non-ability dispositions and traits, and global personal and social functioning" (Mayer et al. (2000a) p. 268).

There are two groups of researcher who significantly contributed to not only clarifying but developing the EI construct. The first group in 1998 developed a definition of EI, which included four dimensions, emerged as the result of a qualitative review in previous literature. They found the cross-loaded factors through an exploratory factor analysis, as result they concluded that EI is an elusive construct. The dimensions they developed were same as Mayer et al., (2000b), but scales were slightly different. Mayer, Caruso, and Salovey (2000b) made some changes and developed a new EI construct; they defined EI as a "set of interrelated skills" and classified its dimensions.

In this thesis we employed the concept and measurements of Law et al. (2004). The reason is that they theoretically reviewed all the definitions and domain of EI; consequently they could get to definition and measurements of EI which is generally agreed (The four-dimensional definition of EI developed by Davies et al. (1998) were adopted to be tested). Then through quantitative method they practically investigated the validity and utility of EI as a four-dimensional construct and concluded that EI is "conceptually distinct from personality" and defined EI as a "set of abilities" and a "four-dimensional construct" including:

- Appraisal and expression of emotion in oneself

- Appraisal and recognition of emotion in others

- Regulation of emotion in oneself

- Use of emotion to facilitate performance (Law et al. 2004, P: 484).

So, Law et al. (2004) made the measurements of emotional intelligence clear enough to be applicable in social and organizational surrounding, both theoretically and practically. The authors claimed that this definition and dimensions are the best one

as a representative of the entire EI literature and seems reasonable direction in EI researches.

A detail description of the previously discussed indicators of emotional intelligence is explained in the following part, each indicator stands for one specific dimension of internal emotions.

3.1.1 Self-emotional Appraisal

It is believed that the more familiarity with the internal emotions, the better ability to being acknowledged will be for the individuals. This indicator is related to the personal abilities or in other word internal abilities of a person. It evaluates if an individual has enough ability to understand deep internal emotions of her or himself, also if he or she is able to represent emotions in a normal procedure (Law et al., 2004: p. 484).

3.1.2 Appraisal of Others' Emotion

It is clear that this indicator investigates if there is enough familiarity with the emotions of other individuals. Although it is regarding the other people's emotion, still it is an internal ability to realize and perceive those emotions around. Law et al. (2004), asserted that individuals with this ability not only are significantly sensitive to others emotions, but also this group of individuals are able to predict the emotional reaction of others.

3.1.3 Regulation of Emotion

According to Law et al. (2004), this kind of indicator represents the condition in which a person can manage his or her own emotions; it can be either in a normal situation, or after a great jubilation. Then it is about the way that a person is trying to be recovered after being faced with a psychological problem. The higher ability in emotional regulation, the faster restoration in the behavior of a person will be.

Consequently he or she would be ready enough, to act normally after being an emotional overturn and reversal. Furthermore it seems that such a person can control the internal emotions and have enough ability to manage the eventual and negative sequel of an uneasy inconvenient situation.

3.1.4 Use of Emotion

It was claimed that the quality of the "constructive activities and personal performance" would be the result of making use of emotions. Based upon a positive improvement of behavior and reaction is expected from a person with highly capabilities in the aforementioned dimensions. Moreover it is believed that such a person can easily manage his or her emotions and just direct them not only in a positive way but also in a productive direction (Law, 2004; p 484). The positive ability of an individual in terms of emotions is not only encompassing those positive emotions, but the ability of using those emotions is the issue.

3.2 Performance Outcomes

In service industry the image of an organization is highly concerned with the performance of employee and consequently provides direct affect to the competitiveness of that organization (Jyoti Sumeet Kour, 2015).

Performance is the result of knowledge, skills and the way individuals do they formal task and responsibilities (Campbell, 1999) and includes all the behavioral aspects of the employee in the framework of their job performance (Bess, 2001). The nature of performance in employee comes from how an organization value different behavior (Motowidlo & Schmidt, 1999). This concept mostly is considered as a dependent variable (Impelman, 2007).

3.2.1 Extra-role Customer Service

After searching in literature, we will find that extra-role customer service is not related to the daily and formal responsibilities of the employees, but according to the Bettencourt and Brown (1997) it goes beyond formal role requirement.

Employees in frontline services have a critical type of job, as they are directly in relation to the customers and their variety of requests. In some cases the employees are faced with unexpected complaints or problems which they have to go beyond formal role requirements.

This kind of behavior not only is critical for the frontline employee, but also according to Kim et al., (2009) will create a competitive advantage for organizations. This kind of competitiveness can be achieved through the readiness of frontline employee for extra task in their job, as they provide kind of service in their organization which is positive and significant, also will be introduced as a competitive advantage in compare to the other rivals.

3.2.2 Creative Performance

This construct is also very important in managerial and organizational behavior, as it stands for the ability of problem solving in a creative approach which is not written anywhere in detail. It is believed that employee in frontline service should be able for a quick type of service recovery which is also appropriate (Boshoff & allen, 2000). Creativity also is considered as the starting point for innovation (Amabile, 1996) and innovation is considered as a process with three stages of: the recognition of problem and try to find the solution, trying to find a sponsor to support that idea and finally accomplishing stage Scott and Bruce (1994). According to Thompson and Werner (1997) employee should not simply carry out only the essential job duties, but they are expected to generate creative ideas and functional way for that, to affect positively the organization performance.

The literature of creativity started in 1999 with the studies of Williams and Yang whom they focused mostly on the personality approach. The relevant researches continued and it was claimed that adoption is necessary for sales success, but creativity goes beyond that and will provide a competitive advantage and contributes to the performance (Wang & Netemeyer, 2004). The importance of having such an advantage is through the rapidly changing business environment (George, 2007; Runco, 2004; Woodman et al., 1993). According to Wang & Netemeyer, CP refers to the amount of new ideas generated and novel behaviors displayed by employees in carrying out job-related tasks. Creative performance also was shown as being direct in relation with the "differences in employees' dispositional resistance" (Hon et al, 2014).

3.3 Theories

Two theories have been used, to develop model in present study, named as:

➤ Emotional Intelligence theory

➤ Traits theory

3.3.1 Emotional Intelligence Theory

This theory refers to the situation that an individual is capable enough to understand and manage the emotions of her/himself and the people around them. According to this theory the more control of the situation and the surroundings (the one with good Emotional Intelligence), the more successfulness in job environment will be achieved.

The construction of this theory started with the outlines of Salovey and Mayer in 1990. Five years later Goleman generalized their construction and designed a version of EI with five different domains, includes of: knowing one's emotions, managing

one's emotions, motivating oneself, recognizing emotions in others, and handling relationships (Goleman, 1995). But Mayer and Salovey in 1997 revised the EI components to regulating emotions, understanding emotions assimilating emotion in thought, and perceiving and expressing emotion. After that Goleman (1998; 2001; Goleman et al, 2002) as a psychologist, who helped to the popularity of this theory, worked on his model to be more expanded and acceptable. Four domains developed and each one considered having multiple sub skills (Figure 2). Based on this figure the main claim of theory can be understood: the more an employee is in control and manage these elements, the higher emotional intelligence exists for him or her.
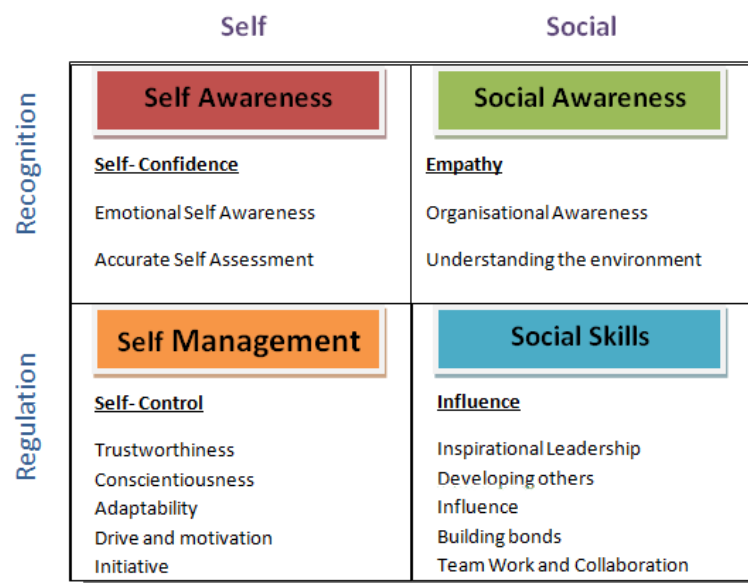
Figure 3.2: The dimensions of EI theory by Goleman, 2002

Based on the Waterhouse (2006) notion "the central claim was that every person is a leader in some manner, and every leader's main obligation is to create resonance, that is, to "prime good feelings in those they lead" which in turn will generate the best behavior in others (Goelman et al., 2002, p: ix). The researchers believed in validity of their construct, as there were not only a set of abilities in that construct,

but also it was correlated with a standard intelligence. In 2003 several EI measures were compared by Brackett and Mayer, and they resulted that only Mayer-Salovey-Caruso-Emotional Intelligence Test differed from personality measures. Furthermore the other researchers tried to develop a new measurement, or reviewed the previous one (Kemp et al., 2005; Tett, Fox, and Wang, 2005).

Academic association of Supervision and Curriculum Development endorsed the construct of EI developed by Goleman's notion and he was invited at an annual meeting (Pool, 1997). Goleman et al. (2002) went beyond the theory and claimed that by teaching EI in school the violence will be reduced in young people. That hypothesis was tested by Kelly et al. (2004) whom they observed the more application of EI theory in a classroom the more beneficial emotional and social changes will be, also it will enhance the school ethics.

3.3.2 Traits Theory

This theory has a psychological background and in some cases is called dispositional theory. All the theories which are linked to the personality are somehow connected with traits, as traits are what make people who they are; they are relatively permanent aspects that can be emerged in interactions of individuals with one another (Heffner, 2012). Trait theory has been emerged to measure the Traits, which is consisted of regular patterns behavior, ideas and emotions (Kassin, 2003). By that definition trait should be considered as a stable concept over the time, but it can differ in different individuals.

The pioneer of this theory is Gordon Allport (examined this topic from 1867–1997) who organized the trait into three main levels as follows:

1. Cardinal trait: The trait that shapes a person's behavior.

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2. Central trait: The general characteristic that can be found in every person. These are considered as the basic building blocks that shape most of individual's' behavior.

3. Secondary trait: These characteristics can be seen only in certain circumstances (such as particular attitudes that only a very close friend may know). They must be included in character to provide a complete picture of human complexity.

Based on the Business Dictionary trait theory is defined as "The measurement of consistent patterns of habit in an individual's behavior, thoughts, and emotions. The theory is based on the stability of traits over time, how they differ from other individuals, and how the will influence human behavior" (Business dictionary.com).

Moreover "trait Emotional Intelligence" was introduced as the existence of "emotional self-perceptions located at the lower levels of personality hierarchies and measured via the trait emotional intelligence questionnaire" (Petrides, 2010: p 137) he asserted that trait EI is the only definition that can recognize the " inherent subjectivity" that are emerge through emotional experience. This theory clearly connected the construct of EI to the mainstream researches as a suitable framework in different sciences such as work (Johnson, Batey & Holdsworth, 2009), relationships (Smith, Heaven, & Ciarrochi, 2008) and behavioral genetics (Vernon, Petrides, Bratko, & Schermer, 2008).

The positive points of trait EI theory are that it contributes to the subjective nature of emotional experience (Robinson & Clore, 2002), also it is general and can provides a

framework of interpretation through data from any kind of questionnaire of EI or related constructs.

Chapter 4

RESEARCH HYPOTHESIS

Conceptual model of the study is presented in the current chapter. Also the hypothesis development is described in this chapter. It presents the relationship between the indicators of emotional intelligence to two main performance outcomes; consist of the creative performance and extra-role customer service. Moreover, the indicators of emotional intelligence in this study are self-emotional appraisal, appraisal of others emotions, regulation of emotions and use of emotions.

4.1 Conceptual Model

Whenever the issue is in regards to service sector the importance role of frontline employees would be uncountable. As this sector is directly related to customers, employees are continuously facing with a dynamic area and its consequences, which can be both negative and positive.

There is no doubt that improving the effectiveness of an organization through their competitiveness is a primary duty of researchers in the fields of organizational behavior and development, also management. Emotional intelligence (EI) is a kind of behavioral arena that assists the academicians to accomplish their aforementioned responsibility. Frontline employees are the most significant group that can directly affect the competitive process of an organization. Based upon the quality of their characters is important through its effectiveness in their performance and consequently the successfulness of an organization.

Figure 4.1 presents the conceptual model of this study which shows how different indicators of emotional intelligence effect employees' performance to provide extra-role customer service and creative performance among front-line employees in hotel industry.

As mentioned in literature in the previous chapter, Law et al. study (2004) proposed four emotional intelligence dimensions as self-emotional appraisal, appraisal of others emotions, regulation of emotion and use of emotion. The relationship among four dimensions of emotional intelligence, extra-role customer service and creative performance is displayed in the model.
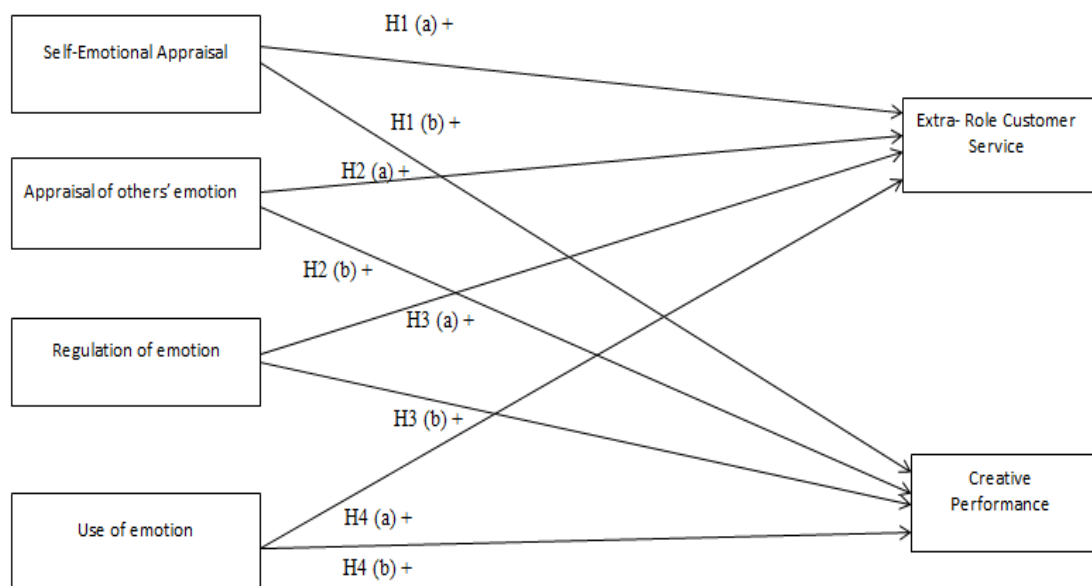

Figure 4.1: Conceptual Model

4.2 Hypotheses

Hypotheses of this thesis are developed based on conceptual model of the study. As demonstrated in the conceptual model, there are four dimensions of emotional intelligence. Thus, hypotheses of the study designed to investigate the relationship

between each dimension of emotional intelligence on extra-role customer service and creative performance.

It is believed that EI is studding continuously because of its popularity and effect on the performance. Popularity is based on its acceptance and increasingly use of EI. But in terms of performance, stands for the assumption that success and failure for individuals is based on their characteristic, and it will significantly effect on their work outcomes (Seal, 2007). The positive link between the EI and some outcomes can be seen in literature, such as: quality of work life (Slaski & Cartwright, 2003) and performance (Dulewicz & Higgs, 2000; Hays, 1999; Law et al., 2004; Slaski & Cartwright, 2002; Wong & Law, 2002). Almost two-thirds of competencies in performance are considered to be through emotional and social nature (Cherniss, 2000). That is a logical reason for organization to consider EI abilities in their employee to facilitate desired result (Fox & Spector, 2000). It is assumed that EI might possess for 30% of predicting employee performance.

There is a strong support in the previous studies that EI affects performance outcome. This impacts also shown to have a strong correlation with the ability of employees, they can reverse the outcome from positive to negative and vice versa (Lara, 2011). The attitude of the employee also was shown to have a direct impact on the quality and productivity of an organization (Bucklow, 1966; Merrett, 2006).

Although it has been generally accepted that emotions are a predictor in work, but the emotions which are relevant to workplace are still under progress of being analyzed (Bande etal. 2015). Furthermore, adaptability in employees which impacts on the Job performance (Cullen etal., 2013; 2014; Nesbit and Lam, 2014) can be

considered an asset for not only organization (Chebat and Kollias, 2000) but also for the customers (Ahearne et al., 2005) because it known to impact organization performance.

Lately, Sony and Mekoth (2016) found a relationship between the adoptability and job performance. Also a strong relationship has been announced between the job performance and self-reported EI, which the author also called it trait EI or mixed EI (Joseph et al., 2015). This relationship also is shown as something beyond the Big Five personality traits and cognitive ability (Joseph & Newman, 2010; O'Boyle et al., 2011). Moreover, EI can be associated with the integrating and dominating in the organization as well as with having an innovative performance (Joseph et al., 2015).

A significant study in terms of EI and performance relationship was conducted by Dulewicz and Higgs (2000); they tested the effect of El on career advancement. They concluded that the higher levels of emotional ability, the more advanced performance will be for the managers and employee, based on their implication EI would be potential predictor for the abilities of employee.

4.2.1 Self-emotional Appraisal

Previously, in organizations' operation studies the common view was that work environment is mostly rational which emotions and feelings were not taking in consideration due to decision making process (Grandey, 2000). Nowadays, the management view has changed and it is believed that use of emotions by staffs, knowledge of emotions, and regulating emotions considered highly useful to define people behaviors and their effects on work performance (Zeidner, Matthews, & Roberts, 2004; Coˆte & Miners, 2006).

Self-emotional appraisal means expression of the emotions in each person individually that is the ability of a person to understand and express his/her deep emotions naturally. This ability can help employees to better manage their emotions (Salovey and Mayer, 1990). It is believed that individuals with high ability to regulate their emotions are better able to control their emotions and less likely to lose their temper (Wong and Law, 2002). Moreover, self-emotional appraisal as a higher level dimension of EI has a constructive effect on individuals' positive job outcomes (Wong & Law, 2002; Zeidner, Matthews, & Roberts, 2004), and extra-role behaviors (e.g., Barczak, Lassk, & Mulki, 2010).

Also, in today's changing business environment, creativity considered as critical success factor for every organization (Amabile et al., 1996, Ford and Gioia, 2000, George, 2007 and Woodman et al., 1993). Emotions can lead to generating multiple future plans and improving the decision-making process, due to a better understanding of one's emotional reaction (creative thinking), it also facilitate creativity and punctuality and increasing persistence regarding challenging tasks (motivating emotions; Salovey & Mayer, 1990). According to Rosete & Ciarrochi (2005), High level of emotional intelligence makes employees become adaptive in planning, thinking, creating motivation, and viewing their job as challenging.

According to above discussion, employees high in self-emotional appraisal would be able to provide higher organizational outcomes. Thus, the relationship between self-emotional appraisal and extra-role customer service and creative performance can be hypothesized as below:

H1 (a): Self-emotional appraisal has a significant and positive impact on extra-role customer service.

H1 (b): Self-emotional appraisal has a significant and positive impact on creative performance.

4.2.2 Appraisal of Others' Emotion

Emotional abilities, such as perceiving and understanding emotions, also contribute indirectly to the quality of emotional experience by helping people to identify and interpret cues that inform self-regulatory action. Therefore emotional intelligence should contribute to positive affect and attitudes at work.

Moreover, by influencing the amount of energy and efforts used to manage emotional activities, controlling others' emotion as a self-regulatory system mediates the relationship among emotional concepts and further behaviors (Jordan et al., 2002) by influencing the level of energy and coping efforts used to handle these events.

It is believed that those employees who accurately understand and express their emotion have the ability to better understand emotions of other people and have high capacity of empathy as well (Salovey & Mayer, 1990). As mentioned in the study of Law et al. (2008), people high in understanding others' emotion are so sensitive to the others' emotion and can predict people's emotional responses. The study of Carmeli & Josman (2006) defines sensing and realizing others' emotion is critical to making proper and substantial responses.

Ability in the appraisal and recognition of others' emotions helps employees to understand emotions of others and to respond accordingly by representing proper attitudes and behaviors. These employees are more likely to being accepted by

others, earning their trust and gaining their assist. This ability is very important for highly interdependent employees who work in teams to provide a good performance in an organization (Law et al., 2008).

According to above discussion, employees who can estimate others' emotion and regulate those emotions would be able to show higher performance in their job. Therefore, following hypotheses can be built for the relationship between appraisal of others' emotion and extra-role customer service and creative performance:

H2 (a): Appraisal of others' emotion positively increases extra-role customer service among front-line employees.

H2 (b): Appraisal of others' emotion positively increases creative performance among front-line employees.

4.2.3 Regulation of Emotion

In fact, emotion regulation was primarily a psychological concept which was later used in social psychology and industrial and organizational psychology as well (Lawrence et al., 2011). Gross (1998), defined emotion regulation as operations that explain how and when each individual is likely to be influenced by which of their emotions as well as how these people experience and show their emotions. There are more studies on emotion regulation such as Mayer and Salovey's study on emotional intelligence (Lawrence et al., 2011). Mayer and Salovey (1997), emotional intelligence belongs to social intelligence category which can be explained as the ability to control self and others' emotions, which result in differentiation among people and is useful in order to guide people's thought and actions. It is believed that regulation of emotions acts as a base for developing emotional intelligence.

As defined in the study of Law et al. (2008), regulation of emotion is the ability of individuals to regulate their emotions and speeding the recovery from psychological distress. Employees who can regulate their emotion better are also able to control their emotions and such people when facing sadness are more likely to rapidly turn to the normal psychological states.

Current study mainly focused on the concept of emotion rather that rationality, and main performance outcomes variables in this study are positive organizational behaviors, and a large amount of positive organizational behavior literature has expressed the importance of self-regulation of emotions, as a main indicator of emotional intelligence, on employees' work outcomes enclosing positive work attitudes and extra-role behaviors (e.g., Barczak, Lassk, & Mulki, 2010).

Therefore, it can be explained as employees with the ability to regulate emotions are able to decrease undesired emotional impacts on the work environment by modifying their own emotions. Such employees can easily ascent from unfavorable emotional impacts such as bad behavior of customers and also their performance less suffer from harmful situations.

Hence, according to the related literature, it would be suggested that employees with the ability to regulate their emotion would be able to better control their emotions and as a result provide higher work outcomes. Thus, following hypotheses are offered for the association among regulation of emotion, extra-role customer service and creative performance:

H3 (a): Regulation of emotion has a positive and significant impact on extra-role customer service.

H3 (b): Regulation of emotion has a positive and significant impact on creative performance.

4.2.4 Use of Emotion

Organizations are social systems where members interact internally as well as with external constituents (e.g., customers, suppliers). These interactions involve and invoke, by nature, emotions which underlie human behavior.

Use of emotion refers to the ability of individuals to use their emotions by managing their emotions toward useful activities and personal performance. Employees with high level of EI are able to motivate themselves and better manage their emotions in more positive and constructive ways (Law et al., 2008).

Individuals also differ regarding the extent to which they are able to effectively utilize their emotions. According to the study of Salovey and Mayer (1989-1990), people are different in the way they utilize their emotions. Use of emotion can help individuals to create various future plans, enhance their ability to understand others' emotional reaction and improve their decision making, it can lead to increase creativity and punctuality and finally increase persistence regarding challenging tasks.

Emotionally intelligent individuals are better prepared to perceive the need for help (Abraham, 1999). Moreover, they are able to suggest their colleagues more empathic responses to both personal and work-related problems. Emotionally intelligence employees who regularly use their emotions in work can better understand

organizational norms and rules, and show high levels of sensitivity toward informal behavioral expectations in the workplace.

According to the above discussion employees' use of emotion in organizations can lead to higher performance and better work outcomes. Therefore, the following hypotheses were suggested:

H4 (a): Use of emotion is positively associated with extra-role customer service.

H4 (b): Use of emotion is positively associated with creative performance.

Chapter 5

RESEARCH METHODOLOGY

This study tests the impact of emotional intelligence on two performance outcome variables: (a) extra role customer service; and (b) creative performance. In this case, a conceptual model was conducted based on the two theories and hypotheses of the study were developed and discussed according to the model.

Deductive approach and the reason for adopting quantitative method is presented. In addition, sampling and data collection procedure, characteristics of items; as well as demographic information are explained.

5.1 Deductive Approach

Deductive approach is adopted in order to test and develop the conceptual model in the current study. Deductive approach is about expanding cases from the available theories and tests the proposals reality (Dubois & Gadde, 2002). In addition, deductive approach is a systematic and well organized way to increase the trustworthiness of studies (Saldaña, 2011).

5.2 Sampling Procedure

This study used a judgmental sample of front-line employees of 4 and 5 star hotels in North Cyprus. Judgmental sampling is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment. The respondents of this study were full-time employees who work in 4 star and 5 star hotels in Northern Cyprus (including hotels in Lefkosa, Girne and

Famagusta). Such employees (e.g., front desk agents, door attendants, waiters, reservation agents and guest relation representatives) have intense face-to-face interaction with customers and deals with customers' needs and problems in a challenging service encounters.

According to TRNC government report (2015), in TRNC, there are total of fifteen 5 star hotels that are all chain hotels and belong to the investors from Turkey, and six 4 star hotels which also have foreign based investment. Only, a few number of these hotels have local owners but these hotels also are employing cheap labor from other countries mostly Turkey.

The fact that 4 star and 5 star hotels are attracting most of the tourists in Northern Cyprus is the main reason in choosing these hotels for the current study (Arasli, 2002). It is evidenced that in Northern Cyprus, the most tourists' desire establishments are 4 and 5 star hotels (Nadiri & Tanova, 2010; Nadiri, 2003). In addition, frontline employees are candidates of this study because of their intense face-to-face or voice-to-voice interaction with hotels' customers. Thus, they can improve service quality and in turn increase customer satisfaction and loyalty.

In order to collect data for this research, the researcher contacted to the hotel managers for authorization. Twelve 5 star and three 4 star hotels agreed to contribute in the research. Also, back-translation method used to translate questionnaires which originally designed in English to Turkish. Then, questionnaires were distributed to the employees of these hotels through their respective front offices.

It is worth mentioning that a pilot test used in order to ensure clarity of questions (Gill & Johnson, 2010). Thus, 10 employees and 2 supervisors contributed in the pilot test and the result indicates that there was no problem in understanding the questions and respondents fully understood.

In order to collect data for this thesis, a total of 300 questionnaires were distributed to the frontline employees of 4 and 5 star hotels in Northern Cyprus. 212 questionnaires were returned which 2 of them were excluded. Finally, 210 questionnaires were used in order to achieve the purpose of this study which is appropriate sample size comparing to the other researches worked in the same area (e.g., Boles et al., 2001; Karatepe et al., 2013). The data collection process has done during February-March (2016) from four and five star hotels in TRNC.

5.3 Measurement

In this thesis, **self-emotional appraisal** was measured using 4 items adopted from (Law et al., 2004). One sample of items is "I have a good sense of why I have certain feelings most of the time". Self-emotional appraisal was measured based on a five point Likert-type scales ranging from "Strongly Disagree" to "Strongly Agree" with the scale numbers offered from 5 to 1. Estimated standardized parameters for the item loaded cleanly (SEA1 = .89, SEA2 = .84, SEA3 = .86, SEA4 = .86) and Cronbach's alpha (α) = .93.

Appraisal of others emotion was measured using 4 items adopted from (Law et al., 2004). One example of items is "I always know my friends' emotions from their behaviors". Respondents were asked to answer these questions based on a five scale

measure ranging from 5 to 1 or "Strongly Agree" to "Strongly Disagree". As a result, item loadings are (AOE1 = .82, AOE2 = .83, AOE3 = .85, AOE4 = .78) and α = .87.

Regulation of emotion was measured using 4 items adopted from (Law et al., 2004). Example of items includes "I am able to control my temper and handle difficulties rationally". Regulation of emotion was measured based on a five point scale with "Strongly Disagree" to "Strongly Agree" in the answers. Item loadings are (ROE1 = .84, ROE2 = .83, ROE3 = .83, ROE4 = .82) and α = .87.

Use of emotion was measured using 4 items adopted from (Law et al., 2004). An example of items is "I always set goals for myself and then try my best to achieve them". Use of emotion was measured was measured based on a five point Likert-type scale ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree". Items loading are (UOE1 = .77, UOE2 = .80, UOE3 = .84, UOE4 = .79) and α = .90.

Extra-role customer service was measured using 5 items adopted from (Bettencourt and Brown, 1997). One example of items is "I voluntarily assist customers even if it means going beyond job requirements". Extra-role customer service was measured based on a five point Likert-type scale ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree". Items loading are (E-RCS1 = .85, E-RCS2 = .86, E-RCS3 = .85, E-RCS4 = .85, E-RCS5 = .84) and α = .92.

Finally **Creative performance** was measured using 5 items adopted from (Wang and Netmeyer, 2004). Sample items include "This employee carries out his/her routine tasks in ways that are resourceful". Creative performance was measured on a five scale point ranging from "Strongly Disagree" to "Strongly Agree". Items loading

include (CP1 = .74, CP2 = .78, CP3 = .74, CP4 = .74, CP5 = .79) and α = .85. One item was eliminated during FR.

In this research extra-role customer service was measured from supervisor side while the rest of variables were designed for front-line employees.

5.4 Demographic Variables

Defining demographic variables are important in order to specify respondents' background. In the current study, gender, age, educational condition and tenure were used as demographic variables.

Chapter 6

ANALYSIS AND RESULT

This chapter of study presents the results of model evaluation and measurement. Current chapter contains descriptive statistic, reliability analysis and correlation analysis. There were 210 out of 300 questionnaires that were used for data analysis in the current study (n=210).

6.1 Demographic Information Results

According to table 6.1 the majority of respondents were male 150 out of 210 (71.4%), while 60 of them were female (28.6%). Moreover, majority of respondents (41.9%) were between the ages of 28 and 37; (27.1%) of them were between the ages of 38 and 47; (19%) were between the ages of 19 and 27, and only (11.9%) of respondents were 48 years old and above.

In terms of educational condition, majority of respondents (42.9%) had some vocational school degree, (29.5%) had bachelor degree, (23.8%) had high school degree and the rest were Master or Ph.D. graduates.

The last item asked was tenure. Thus, the results indicate that majority of respondents (65.2%) had less than 5 years working experience, (23.8%) of them had worked between 6 and 10 years, (6.2%) of respondents were worked between 11 and 15 years and only (4.8%) of respondents had more than 16 years experiences.

Table 6.1. Respondents' Profile (n=210)

	Frequency	Percentage (%)
Gender		
Male	150	71.4
Female	60	28.6
Total	**210**	**100**
Age		
18-27	40	19.0
28-37	88	41.9
38-47	57	27.1
48-58	25	11.9
Total	**210**	**100**
Educational condition		
High school	50	23.8
Vocational school	90	42.9
Bachelor degree	62	29.5
Master or Ph.D.	8	3.8
Total	**210**	**100**
Tenure		
5 years and less	137	65.2
6-10 years	50	23.8
11-15 years	13	6.2
16-20 years	10	4.8
Total	**210**	**100**

6.2 Correlation Results

Table 6.2 presents means, standard deviations, and correlations analysis of the study.

For each variable means are: age = 2.32, gender = .30, education = 3.13, tenure =

1.50, SEA = 4.10, OMA = 4.22, ROE = 4.19, UOM = 4.33, CP = 3.89, E-RCS =

4.42. Also, standard deviations for each variable are: .92, .45, .82, .81, .85, .64, .60,

.77, .52, and .65 respectively. And finally, Cronbach's alpha results for each variable

are: SEA = .93, OMA = .87, ROE = .87, UOE = .90, CP = .85, E-RCS = .92.

6.3 Hypotheses Results

The aim of this study is to examine the relationship among dimensions of emotional intelligence and variables of performance outcome. Results indicate that relationship between self-emotional appraisal and extra-role customer service was positive and significant ($r = .22, p < .01$). Therefore, employees' evaluations of their emotion influence their performance to provide extra-role customer service. Hence, hypothesis H1 (a) is supported.

The results demonstrate that appraisal of others emotion has positive and significant relationship with extra-role customer service ($r = .30, p < .01$). Thus, finding provides empirical support for hypothesis H1 (b).

Regulation of emotion also had a positive and significant relationship with extra-role customer service ($r = .18, p < .05$). Thus, this provides a preliminary support for hypothesis H1 (c).

Results of the study indicates that, there was a positive and significant correlation among the use of emotion and extra-role customer service ($r = .28, p < .01$). Therefore, use of emotion can help employees to provide extra-role customer services and this also provides empirical support for hypothesis H1 (d).

According to the table of results, correlation between self-emotional appraisal and creative performance was both significant and positive ($r = .24, p < .01$). Therefore, hypothesis H2 (a) is also supported.

Also, there was a positive and significant relationship between appraisal of others emotion and creative performance ($r = .32, p < .01$). Thus, hypothesis H2 (b) is also supported.

The correlation between regulation of emotion and creative performance was also positive and significant ($r = .26, p < .01$). So, there is an empirical support for hypothesis H2 (c).

Finally, there was a positive and significant correlation between use of emotion and creative performance ($r = .30, p < .01$). Thus, hypothesis H2 (d) is also supported. According to the table 6.2 all the hypotheses of the study were supported.

Table 6.2. Means, Standard Deviations, and Correlations of Study Variables

Variables	Means	SD	Cα	1	2	3	4	5	6	7	8	9	10
1. Age	2.32	.92	-	1									
2. Gender	.30	.45	-	-.57**	1								
3. Education	3.13	.82	-	.08	.06	1							
4. Tenure	1.50	.81	-	.10	.03	.05	1						
5. SEA	4.10	.85	.93	-.00	.01	-.08	-.05	1					
6. OMA	4.22	.64	.87	.07	.05	-.07	.00	.18**	1				
7. ROE	4.19	.60	.87	-.07	.00	-.13	.06	.22**	.13	1			
8. UOE	4.33	.77	.90	-.03	.00	-.16*	-.06	.59**	.24**	.27**	1		
9. CP	3.89	.52	.85	-.08	.18**	-.02	.08	.24**	.32**	.26**	.30**	1	
10. ERCS	4.42	.65	.92	-.05	-.01	-.05	.05	.22**	.30**	.18*	.28**	.30**	1

Note: (SEA= Self-emotional appraisal; OMA= Appraisal of others' emotion; ROE= Regulation of emotion; UOE: Use of emotion; CP= Creative performance; ERCS= Extra-role customer service).

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Chapter 7

CONCLUSION

This chapter of study contains evaluation of findings which is about the impact of four dimensions of emotional intelligence on extra-role customer service and creative performance. Also, managerial implications are given in this chapter.

7.1 Discussion

Conceptual model of this study examined the positive effect of four dimensions of emotional intelligence including self-emotional appraisal, appraisal of others' emotion, regulation of emotion and use of emotion (Salovey & Mayer, 1990) on two indicators of work performance including extra-role customer service and creative performance. This study contributed to a growing body of literature that links to the concept of emotional intelligence and its dimensions to the individual and the organization. The findings of this study display the importance of emotional intelligence in improving work outcomes. The results show how emotional intelligence, in overall terms, affects employees' performance positively.

Data analysis indicated that self-emotional appraisal had a positive and significant relationship with extra-role customer service and creative performance. According to previous studies (Dutton & Heaphy, 2003; Rispens, Greer, Jehn, & Tatcher, 2011), employees with strong ability in regulating their emotions are also able to create strong relationships with their supervisors and increase trustworthiness, so they would be able to offer good quality exchanges which can bring them valuable access

to information and resources. Thus, such employees are more likely to be involved in their job and commitment toward work (Dutton & Heaphy, 2003; Rispens, Greer, Jehn, & Tatcher, 2011). Thus, hypotheses H1 (a) and H1 (b) received empirical support. In this view, having front-line employees with higher level of self-emotional appraisal is critical for management of hotels, because such employees show better performance in providing service; and they are considered as valuable assets for majority of the hotels.

Hypotheses H2 (a) and H2 (b) proposed that appraisal of others' emotion has positive relationship with extra-role customer service and creative performance. Pervious researches have showed that individuals who have accurate knowledge of their emotion and show these emotions are likely to be better understood by others too. Such people have the ability to perceive the emotions of others' as well as their capacity for empathy—the ability to understand other peoples' feelings and to re-experience them oneself (Salovey & Mayer, 1990). Realizing others' emotions is important in order to create appropriate and substantial responses. Emotionally intelligent employees are proficient at setting and enhancing positive affective states for others—an ability which undertakes considerable beneficial consequences (Carmeli & Josman, 2006). This research tried to extend these results to two variables of job performance including extra-role customer service and creative performance. Hence, hypotheses H2 (a) and H2 (b) are supported because the result indicated that there is a positive relationship between appraisal of others' emotion and extra-role customer service and creative performance. This means employees who have the ability to understand emotions of others would also show better extra-role behaviors and creativity when performing their tasks.

The result showed that regulation of emotion also has positive and significant relationship with both extra-role customer service and creative performance. Previous studies showed that work performance usually depends on the support, advice, and other resources provided by others (Seibert, Kraimer &Liden, 2001). Emotional intelligence can also relate to job performance by enabling people to regulate their emotions and cope effectively with stress, perform well under pressure, and moderate to organizational change (Lopes et al., 2005). Thus, EI should contribute to positive affect and attitudes at work. Therefore, hypotheses H3 (a) and H3 (b) also gained empirical support because employees who can regulate their emotion at work would have higher performance and are more likely to provide extra-role customer services and also are more creative in work. Such employees are valuable for organizations.

Hypotheses H4 (a) and H4 (b) suggest that use of emotion is positively related to extra-role customer service and creative performance, the result support this notion. Previous researches also supported this concept. For instance, study of Kafetsios & Zampetakis (2008) noted that there are many reasons point why emotional intelligence of employees influences job satisfaction. It is believed that emotion awareness and regulatory processes associated with EI can be beneficial for individual's social relationships thus affecting the experience of emotion and stress at work. In fact, use of emotion and awareness of one's own emotions can help employees to control stress and negative emotion so they would be able to perform better at work. Therefore, it seems reasonable that employees who use their emotion at work are more likely to show extra-role behavior and act more creatively toward their job tasks.

7.2 Theoretical Contribution

The current study tried to answer the need for further researches on the role of EI in the workplaces. Proponents have discussed that hiring employees with high levels of EI is beneficial. However, few empirical studies have been conducted to test this concept. The result of this research indicates that EI tends to be related to important work outcomes that management desires (Wong & Law, 2002). The study emphasizes on the role of emotionally intelligence employees in hotel industry specifically in providing superior performance. The findings of the current study show how each of four dimensions of EI influence employees' performances in providing extra-role customer services and performing creatively. The results of this exploratory study indicate that EI tends to be related to important job outcomes that management desires.

According to the literature, this study is based on two theories; emotional intelligence theory and traits theory. In line with theoretical predictions, emotional intelligence linked to two indicators of work performance, including extra-role customer service and creative performance. It is worth mentioning that all relationships remained significant and positive in this study. Although pervious researches focused on total emotional intelligence, in this study we mainly emphasized on four emotional intelligence subscales including self-emotional appraisal, appraisal of others' emotion, regulation of emotion and use of emotion that were associated with some of the outcomes.

7.3 Managerial Implications

This study suggests many worthwhile implications for hotel management who are willing to enhance employees' work performance. As a conceptual model of the

study indicates, emotionally intelligence employees show more extra-role behaviors and are more creative. It is generally believed that employees with a high level of EI are better employees. Therefore, suggesting some monetary and non-monetary stimulants such as fair payment and benefits, providing a good rewarding system, offering opportunities for improvement and proper HR policies can be practice by hotel managers in order to keep emotionally intelligent employees. Also, having an appropriate feedback system for evaluating employees' job performance can help management to encourage and motivate emotionally intelligence employees.

Moreover, having an adequate recruitment system for selecting right candidates should also take into consideration by the management because high emotionally intelligence employees play significant role in front-line service jobs in hotels. Thus, human resource management should prepare appropriate job description, hire suitable individuals, and match the right person to the right task according to their abilities.

The result of current study suggests that emotions of employees play an important role in forming overall job performance. Proverbially, the positive association among self-emotional appraisal and extra-role customer service and creative performance show that interventions can also happen at the individual level rather than in work-group level and emphasize on creating a strong and positive relationships with supervisors. Therefore, management should use individual-level intervention programs in order to build and improve self-regulatory abilities in employees (Bakker et al., 2011). In this view, various training methods were provided by Cherniss and Goleman (2001) that can be used to improve regulating of emotions by employees.

Moreover, focusing on hiring employees high in emotion regulation abilities can also be a good practice for management (Jacobs, 2001). Because hiring employees high in emotion regulation, the positive energy that forms such staffs activates, and will help to improve their job performance as well as their relationships with supervisors. This will lead to increase trust in supervisor and co-workers which in turn enhance employees' positive emotional attachment and provide energy that employees should have toward their work.

However, having employees with high level of EI is nice and can improve work outcomes and job satisfaction, but matching employees level of EI to job requirements is also important to consider by management in order to better benefit from time and resources.

7.4 Limitations and Future Research

As all studies, there are some limitations in this study too. As the first limitation, the sample of study is limited to only four and five star hotels in Northern Cyprus. Selecting a single industry can lead to the generalization of results. Thus, similar studies in other service sectors such as travel agencies, banks, restaurants or airlines can conduct in order to ensure the findings of this study. Thus, there is a need for a further longitudinal study.

Another limitation of this study is that it focused on a single country. Therefore, future studies can conduct similar research in other countries and other industries in order to gain different consequences.

Moreover, demographic result is another limitation in this research. The results of the study indicates that majority of participants were male (71%). Because women and

men are emotionally different, a further study can include more women participating in the research regarding to have different results.

This study investigated the relationship between dimensions of emotional intelligence and individual work performances in the area of extra-role customer service and creative performance. However, future researches can work on how these dimensions of emotional intelligence influence other areas of life such as organizational commitment, job satisfaction or turn-over. Investigating different outcomes of EI will be fruitful, because it can help hotel management to find out how to match employees with high or low level of EI to the appropriate job tasks.

Moreover, it is important to conduct a further research to examine whether the relationship between EI and performance outcome depend on the nature of the job. Finally, in order to understand better the association between EI and job performance, new researches should be conducted in other countries, cultures and industrial sectors with a range of participants. Undertaking qualitative method to interview those survey participants that clearly did not fit into the proposed relationships for E and job performance can be also interesting.

7.5 Conclusion

In this study, the impact of EI was investigated on two variables of work outcomes: extra-role customer service and creative performance among front-line employees in four and five hotels in North Cyprus. In this view, conceptual model of the study was designed that tested positive relationship among dimensions of EI and performance outcome's variables.

Four dimensions of EI, self-emotional appraisal, appraisal of others' emotion, regulation of emotion and use of emotion, all predict job performance equally well in the current study. The investigation of how an individual's ability to perceive and regulate emotions influence performance offers reasonable insights into how employees may use such abilities to better perform their tasks.

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APPENDIX

Appendix A: Sample of Questionnaire

Part I:

lütfen doğru cevabı 1'den 5'e işaretleyiniz.

	Kesinlikle katılıyorum	Katılıyorum	Kararsız	Katılmıyorum	Kesinlie katılmıyorum
Diğer kültürlerden insanlarla etkileşimde olduğum zaman kültürel bilgileri hakkında gerekli donanıma sahibim.					
Müşterilerimizin geldiği ülkelerin yasal ve ekonomik sistemleri hakkında bilgi sahibiyim					
Müşterilerin kültürel değerleri ve dini inançlarının farkındayım.					
Değişik kültürden insanların streslerinden doğacak hariketlerine adapte olabileceğime eminim.					
Değişik kültürden insanlarla etkileşimde olduğum zaman, sözsüz davranışlarımı (örneğin yüz ifademi) uygun şekilde değiştiririm.					
Diğer kişilerin duyguları hakkında iyi bir gözlemciyim.					
Çevremdeki insanların duygularını iyi şekilde anlayabilmekteyim.					
Her zaman kendime yeterli bir insanım olduğumu söylerim.					
En iyisini yapabilmek için kendimi teşvik ederim.					

Kendi duygularımı iyi bir şekilde anlayabiliyorum.					
Ne zaman mutlu veya mutsuz olduğumu biliyorum.					
Kendi duygularımı kolayca kontrol edebilmekteyim.					
Kendi duygularımı iyi bir şekilde kontrol edebilirim.					
İş tanımlarımın dışında kendi isteğimle müşterilere yardım ederim.					
Müşteriye hizmet ederken görevimi ıs tanımlarının otesıne ve maksımumuna gecerek yapıyorum.					
Müşteriye yardım edebilmek için sık sık kendi iş tanımlarımın dışına çıkarım.					
Benim kültürümün dışındaki biriyle uyum sağlayabiliyorum.					
Bazı müsterilerin dil kuralları (gramer ve kelime haznesi) hakkında bilgiye sahibim.					
Değişik kültürden insanlarla etkileşimden keyif alırım.					
Değişik kültürden insanlarla etkileşimde olduğum zaman, sözlü davranışlarımı (aksam, ses tonu) uygun şekilde değiştiririm.					
Arkadaşlarımın duygularını davranışlarından anlayabilirim.					
Diğer insanların duygu ve hisleri hakkında hassasım.					

Kendime hedefler koyarım ve gerçekleştirebilmek için elimden gelenin en iyisini yaparım.				
Kendimi motive edebilen bir insanım.				
Çoğu zaman olumlu olan hislerimin nedeni algılamalarımın olmasıdır.				
Gerçekten ne hissettiğimi biliyorum.				
Öfkemi kontrol edebilirim ve mantıklı bir şekilde zorluklarla başa çıkabilirim.				
Müşteriyi memnun edebilmek için kendi yolumun dışına risk alarak istekli bir şekilde çıkarım.				
Müşterilerin problemlerinden öteye , beklenen ve gereken ne varsa yardımcı olurum.				
Sinirliyken çok çabuk şekilde yumuşayabilmekteyim.				

A.Cinsiyetiniz　　　( ) Kadın　　( ) Erkek

B.Yaşınız　( ) 18-27　　　( ) 28-37　　( ) 38-47　　( ) 48-57　　( ) 58-67

　　　( ) 68 ve üzerı

C. Eğitim Dırumunuz ( ) İlkokul ( ) Ortaokul ( ) Lise ( ) Meslek Yüksek Okulu-

İki yıllık **(**)　　Yiksek okul/fakülte **(**)yüksek lisans/doktora

E. çalışma süreniz ( ) 1 yıldan az **(**) 1-5 yıl   ( ) 6-10 yıl   ( ) 11-15 yıl   ( ) 16-20

yıl   ( ) 20 yıldan fazla

Part II:

Sadece supervisor tarafindan doldurulacaktir.

	Kesinlikle katılıyorum	Katılıyorum	Kararsız	Katılmıyorum	Kesinlie katılmıyorum
Bu çalışan sıradan görevlerini gerçekleştirecek becerilere sahiptir					
Müşterilerin ihtiyaçlarını memnun edebilmek için, bu çalışan yeni fikirler üretir.					
Bu çalışan, yeni müşteri problemleri için çoklu alternatifler üretir ve değerlendirmeler yapar.					
Eski problemleri üzerinde bu çalışanlerin taze çözümler üretme yeteneği vardır.					
Cevaplar anlaşılır olmadığı zaman, bu çalışan problemi çözebilmek için yöntemler geliştirir.					
Bu çalışan hizmet dağıtımı için yaratıcı fikirler üretir.					