

Exploring Tourism Sub-Sector's Trust in National Tourism Organization: the Case of North Cyprus/TRNC

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ABSTRACT

The present research aims to explore the tourism sub-sectors' (hotels, restaurants and travel agents) trust in national tourism organization (NTO) in north Cyprus. This study applied institutional and cultural theories along with social exchange theory to understand and explore the trust and level of trust of NTO from tourism sub-sectors in the context of their collaboration for the purpose of an efficient performance of tourism system.

Trust, especially political trust is significant for successful and effective governance of tourism. There is also a significant relationship between sub-sector's trust and political support for NTO. For the purpose of this research, a qualitative method has been furnished and data collection accomplished through an in-depth interview with respondents from the sub-sectors. Around 20 respondents participated in this research through face-to-face interview and collected data subjected to the qualitative data analysis stages. All the interviewees were qualified for a purposive sampling approach as they were the managers and owners of the mentioned sub-sectors. Study has also revealed the trust is negatively affected by lack of sub-sector's influence in the decision making process within the tourism domain. This study has also revealed that sub-sector's trust in tourism institutions is an adequate predictor of strong support for tourism in general. Limitations and implications of the study, as well as, the suggestion for further research is provided.

Keywords: trust, tourism institutions, tourism sub-sectors, support for tourism

ÖZ

Mevcut araştırma, turizm alt sektörlerinin (oteller, restoranlar ve seyahat acenteleri) kuzey Kıbrıs'taki ulusal turizm organizasyonuna (NTO) güvenini araştırmayı amaçlamaktadır. Bu çalışma, kurumsal sistemin kültürel teorilerini ve sosyal değişim teorisini uygulayarak, turizm sisteminin etkin bir performans göstermesi amacıyla NTO'nun turizm alt sektörlerinden aldıkları güven ve güven düzeyini anlamak ve araştırmak amacıyla uyguladı.

Güven, özellikle politik güven, turizmin başarılı ve etkili yönetimi için önemlidir. Ayrıca alt sektörün güven ile NTO'ya verdiği siyasi destek arasında da önemli bir ilişki var. Bu araştırmanın amacı doğrultusunda, kalitatif bir yöntem sunulmuş ve alt sektörlerden katılımcılarla derinlemesine görüşme yoluyla veri toplama yapılmıştır. Yüz yüze görüşme yaparak bu araştırmaya yaklaşık 20 kişi katılmış ve nitel veri analizi aşamalarına tabi veriler toplanmıştır. Tüm görüşülen kişiler, söz konusu alt sektörlerin yöneticileri ve sahipleri oldukları için amaçlı bir örnekleme yaklaşımı için kalifiye olmuşlardır. Çalışma, güveni artırabilecek bir ilişki türü için platformun ve olanakların mevcut olmadığını ortaya koydu. Bu çalışma, alt sektörün turizm kurumlarına güveninin, genel olarak turizme yönelik güçlü bir desteğin yeterli bir yordayıcısı olduğunu da ortaya koydu. Çalışmanın sınırlamaları ve sonuçları ile birlikte, daha fazla araştırma önerisi sağlanmıştır.

Anahtar kelimeler: güven, turizm kuruluşları, turizm alt sektörleri, turizme destek

DEDICATION

I dedicate my M.A. thesis to my loving dad and my dear professors. To My dear father who have never left my side. I love you all! I like to submit it to my dad's warm and hardworking hands and my Prof. Habib, because of their help and comments during all moments of writing and conducting this research. I like to give this thesis to my father's warm hands. I express my thanks to my dear Uncle: Dr. Ali Djamadi for his financial aid in conducting this research and passing all courses at EMU and all moments of life in Famagusta and his nice psychological support and encouragement during conducting this thesis and my courses.

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LIST OF ABBREVIATIONS

NTO	National Tourism organization
STD	Sustainable Tourism Development
TRNC	Turkish Republic of Northern Cyprus

Chapter 1

INTRODUCTION

Tourism is developing more and more in various countries and it has reinforced economic situation of these countries. WTTC has estimated that tourism has had significant role in improving economic situation of each country, approximately from 9.2% (US \$ 5751 billion) to 9.6%.

(US \$ 11151 billion) by 2020. Moreover, tourism industry has had significant role in employment which can be estimated to be from 8.1% in 2010 to 9.2% in 2020 (WTTC, 2011). Therefore, the main aim of various countries is development of tourism industry. Tourism can be really helpful for economic growth, production of revenue, exchange and trade, new job opportunities for tourism institutes, and diversification of the local tourism institutes' economy (Yu, Chancellor, & Cole, 2011).

The economic problems in local tourism institutes and its harmful consequences can be solved via tourism strategies. Tourism development preserve the ecosystem and historical and cultural assets of each tourism destination. In fact, tourism industry can help to improve the economic, environment, socio-cultural situation of each destination (Yu, Chancellor, 2011).

On the other side, tourism industry can have some kinds of economic, environmental, cultural costs for host people. The preservation of nature, people's healthy, economic sustainability are worth to be considered, during tourism development. The ignorance

of these options can have drastic negative results (Saarinen, 2009). The influential management of tourism industry can prohibit the occurrence of harmful effect of tourism industry and moreover it can bring about development and economic prosperity via effective management (Harrill, 2004). Noteworthy, the tourism institutes' view about tourism industry expansion and improvement can have dramatic impact on tourist attractions (Harrill, 2004). Therefore, scholars have decided to focus on sustainability success in tourism section.

Campbell (2004) has described tourism sustainability as the kind of tourism which can be improved and be preserved in one destination. This kind of sustainable tourism is viable in long-run period of time.

Tourism must be considered as 'community industry'. Just in this way, national tourism organizations can have sustainable tourism. Sustainable tourism development can't occur; except when tourism institutes of each destination have great feeling of being involved and be responsible to preserve and improve the tourism industry (Campbell, 2004). Tourism institutes' cooperation in main sections can be regarded as unrepeatable part of democratic tourism section (Loukissas, 1983). It would be worth mentioning here the fact that sustainable tourism can just happen in places where tourism institutes have optimistic perspective about cooperation with national tourism organization and they believe that they have enough power and their decisions are being put into practice rather than just being in words (Andereck, 2005).

Therefore, studies about this subject have been considered, since the early 1980s (Ward & Berno, 2011). Considerably, the majority of previous studies have considered

the tourism institutes' perception about tourism as the main key of success in sustainable tourism development (Andereck, 2005).

This study has serious results and discoveries which can be salient in decision making process of practitioners and for planning and policies of tourism sustainable development in long period of time rather than short period of time and short narrow benefits. As Yu (2011) mentioned tourism institutes view about their efficacy in process of cooperation with the national tourism organization can have salient correlation with their advocating toward national tourism. This study can be helpful for planners of planning and policies of tourism national organization to decrease the side-effects of tourism and multiplication of merits of tourism development. In this way sustainable tourism development can happen organization (Sirakaya, 2008). This study shows that tourism institutes' support of national tourism organization can have various reaction with regard to various elements. Therefore, this study can help national tourism organization to have proper and clear picture of the factors which affect tourism institutes' support. This study can have influential role to inform the national tourism organization about the trust of tourism institutes and the way to increase this trust. Besides, this study can help national tourism organization and government to be aware of the importance of real power as the result of commitment and loyalty of tourism institutes and their trust to them which can be the essence of democracy.

Chapter 2

LITERATURE REVIEW

2.1 Background of the study

The whole researches about subject of trust and power of national tourism organization and government has been collected and reported in this chapter. Plenty of studies have been done about the tourism institutes' perception about the effect of tourism. However, few studies have considered the kind of interactions among the tourism institutes' perceptions of various effects of public trust of tourism institution and the saliency of the effect of their trust to the power of national tourism organization. Virtually, it is vital to study these kinds of perceptions, because even the perception of one kind of effect can have great impact on the other impacts (Cook, 2005).

However, there is not enough research about the trust of tourism institutions like hotels and restaurant to national tourism organization power; particularly in North Cyprus era. Whereas trust can lead to democracy and democracy can bring about prosperity and prosperity can be resulted in sustainable tourism development and real sense of power rather than slavery fake power. In fact, trust can bring about social participation in problem solving issues in planning policies. In a public context, trust is important because it ensures a democratic public system and tourism institutes' public support for Development (Cook, 2005). Considerably, researchers have done deep study about the impact of trust in sustainable tourism. Bramwell (2011) warned that an over focus

of power is peril to planning theories and they invited researchers and scholars to have more studies about trust and its relationship with sustainable tourism development.

Research on tourism institutes' support for tourism also suffers from a paucity of studies on trust. There is paucity of research about social exchange theory in various fields; except in tourism industry (Nunkoo & Gursoy, 2012). So, there's strong requirement to conduct more studies to discover the relation of trust of tourism institutes to national tourism organization in various places all around the world and the effect of their trust to the level of the democratic power of national tourism organization.

There is not sufficient studies about the role of trust of tourism institutions to national tourism organizations. It is crucial to do these kind of researches because having deep comprehension about can enhance and made more robust theoretical analysis of tourism institutes' support.

Noteworthy, social scientists are interested in having more investigations about the impact of trust of private and public institutions' trust to national tourism organization democratic power (Cook, 2005). Cook argued that unequal power in various communities is ubiquitous; however, trust can make it more powerful and equal.

It can be concluded that power and trust can be studied together, at the same time. Therefore, power with democracy system and trust: commitment and loyalty of tourism institutes to their national tourism organization can be studied simultaneously (Andereck, 2005).

While some researchers found full support for SET (Nunkoo & Gursoy, 2012), other studies found only partial support for the theory (Andereck, 2005) which can be inspiring for researchers to investigate community support from other theoretical perspectives because of the weaknesses of SET. Therefore, this research is significant as it has addressed power and trust and social exchange theory simultaneously which haven't been mentioned in previous (Yu *et al.*, 2011).

2.2 Tourism Definitions

Travelling has become more and more popular; even with the impressive advance in technology and sharing information. In this way, technology even helped to inspire people to become inspired to travel more and more (Goeldner & Ritchie, 2009). Tourism can be described as the one of the main industries of each country which provide travelling and leisure activities and hobbies for the whole population of the world to have some fun, relaxing time or studying and carrying out research when they are far from their hometown (Goeldner & Ritchie, 2009). Tourism is temporary movement from their resident place. Tourism include various activities to just get rid of the monotonous life of hometown for short period of time. These activities include: sport, eco-toursim, leisure activities, studying, conferences and seminars and ... (Goeldner & Ritchie, 2009). People are prone to travel as much as they can, and as long as they can. Because they are tired of monotonous life in one place (Goeldner & Ritchie, 2009). Tourism can help various parts of community like job opportunity, foreign exchange, income, revenue (Goeldner & Ritchie, 2009). Tourism has been on the fourth rank in table of export categories: fuel, chemical and automotive products (Goeldner & Ritchie, 2009). So, it can; definitely, help the economic growth, public popularity and cultural development.

Therefore, the tourism sustainable development must be on the top of the whole planning and policy process of the national tourism organization (Mak, 2004).

The previous researches which have been done about the tourism institutes' contribution to tourism section have been reported to be without definite theory. The reason of tourism institutes' perception toward tourism and their positive and negative views toward tourism have not been explored yet (Husbands, 1996). To solve this kind of ambiguity, scholars decided to define various kinds of theories to clarify the impact of tourism institutes' perception on tourism whether positive or negative.

SET believes that tourist is a kind of source of income for each society. In a nutshell, SET can be mentioned as sociologically based theory (Nunkoo & Ramkissoon, 2011). As mentioned before, tourism institutes' support of tourism can be the main point of tourism development. The main important interesting feature of SET is that it has mentioned different host communities where various groups of members show various reactions toward tourism with regard to various ideas and beliefs and perspectives.

Power and trust are two key words whose interaction makes the main core of SET, (Emerson, 1976). Michael Foucault's theory can be really helpful to have clear perspective about the power and trust in social relationship in a single view. Foucault (1980) has mentioned the eminent role of power. Power can be defined as the collection of particular relations with special network (Foucault, 1980). Power exists everywhere and it has salient role in all institutions whether politically or economically (Foucault, 1980). In previous periods, one person or groups of people ordered others and others had to obey without asking questions or critiques (Laurian, 2009). Foucault has mentioned power as the flexible and fluid conception. He didn't define power as

the notebook of rules which has been written by authorities and sovereigns must obey without comment or reaction. He described power as the notion that can be observable in the entire social relationships. Power can be observable in linguistics, institutions, religions and (Laurian, 2009).

Conclusively, App speaks of the same relation which is at issue in any study about the relation of political power and the power of social and cultural spheres. He provides us with the more fundamental background, although we are not bound to have a pessimist view of a modern systems of control (Laurian, 2009992).

Truth is the main basis of the entire economic and public power in the whole social links (Foucalt, 1984). Trust can be really beneficial in increase of the sense of participation in planning and development and having influential collaboration (Laurian, 2009).

Trust and power together can be the cornerstone of SET (Zafirovski, 2005). Considerably, the social exchanges can't be predicted. So, the main element which can strengthen and extend social exchanges is trust (Zafirovski, 2005). It can be concluded that trust and power are main cornerstone of the entire social exchanges (Zafirovski, 2005).

According to Nunkoo and Ramkissoon (2011), trust and power with SET can be regarded as the unique framework to investigate about tourism institutes. This project has determined SET as the influential framework to consider various effects of tourism on tourism institutes. This research can also be helpful to be conscious about the tourism institutes' perception about tourism effects (Zafirovski, 2005). Noteworthy,

the complete effect of theory can be obtained in the case that the cornerstones of power and trust are combined in a unique model to explain the tourism institutes' responses to tourism. Considerably, the present research has focused on trust and power in integrative model. Noteworthy, this integrative model can be useful tool for predication of tourism institutes' trust in authority and the public support of tourism development. This project had investigated the relation of trust of tourism institutes on national tourism organization in North and the impact of the amount of trust of tourism institutes and amount of democratic power of national tourism organization. Public Economy determines national tourism organization as the lever of the public administration organization which entails the various institutions which have significant effect on tourism development in Famagusta in Northern Cyprus (Bramwell, 2011). Public trust can be defined as the tourism institutes' trust in national tourism organization's authorities and the institutions (Luhiste, 2006). In other words, public trust is the strong belief that national tourism organizations' actors can generate the determined results of tourism development (Shi, 2001).

In addition, power can be defined as the tourism institutes' perception about their significant roles in decision making of national tourism organization in tourism development (Madrigal, 1995). This model suggests that tourism institutes' public support of tourism section can be the result of their beliefs about their roles in tourism (Nunkoo & Ramkissoon, 2011).

Moreover, SET clarifies the fact that tourism institutes' trust in national tourism organizations can be the main lever of their support of public policy and strategy of national tourism organizations (Nunkoo & Ramkissoon, 2011). SET can elaborate how

tourism institutes' perception about tourism development can be contributed with their perception about the role of power (Nunkoo & Ramkissoon, 2011).

Public trust of tourism institutes has strong relation with the power of national tourism organization in economic and politic sectors of society (Wong, 2011). Besides, their trust is dependent on the amount of power these institutions give to tourism institutes in serious decision making (Luhiste, 2006). Therefore, according to the conceptual model, the tourism institutes' perceptions of economic and public situation of their national tourism organization in tourism development and their power to make serious decisions can be contributed with their degree of their trust to national tourism organization.

Virtually, the present conceptual model suggests that the tourism institutes' trust in tourism institutions have strong correlation with their interpersonal trust of each individual in a society (Luhiste, 2006).

2.3 The Significant effect of tourism development on society

Tourism can bring about numerous changes in social, cultural, environmental situations of each society (Mak, 2004). Noteworthy, all of these impacts can have significant effect on political economy of each destination (Aref, Redzuan, 2009). Therefore, it is worth to study about the relationship of the trust of tourism institutes and the power of national tourism organization. To reach the aim of sustainable tourism (Mason, 2008).

2.3.1 The influence of tourism development on society and culture

Tourism can be considered as the form of intercultural interaction among diverse people with diverse cultures and histories, even this kind of intercultural interaction hasn't been decreased but multiplied by technology development, as people have more

information about their destination choice has become more available (Greathouse-Amador, 2005). These sort of travels have been multiplied in recent years which have been the center of argument about its positive outcomes versus its side-effects (Mason, 2008).

Obviously, tourism industry can change the values, beliefs, customs, lifestyles, family relationships, safety, the amount of criminal records, morality, and traditional assets of each destination like festivals and ceremonies whether social or religious ones (Ivanovic, Khunou & Reynish et al., 2009).

In previous studies, cultural loss, local custom loss due to globalization, criminal report increase like: prostitution, selling of drugs have been reported to be the demerits of mass tourism which can be prohibited via wise plans and policies of national tourism organization which can happen just by engagement of tourism institutes with them and tourism institutes' loyalty and commitment to their lives (Ivanovic, Khunou & Reynish et al., 2009).

The habits and customs of local people; definitely, transform when they try to satisfy tourists from other countries to return them again and absorb their loyalty and commitment to their local tourist destination. For example, they try to have festival and ceremonies or restaurants which try to cook global food or dishes of other countries, festivals which try to celebrate religious ceremonies of other countries rather than their own local area or festivals which have various dances and music from other countries. The great attitude toward satisfaction of tourist from different part of the world make the color of local traditions light and step by step vanish the local habits and traditions (Mbaiwa, 2005).

Mass tourism which must be avoided at all cost can be resulted in traffic congestion, air and noise pollution, loss of eco-systems, danger of loss of natural resources, great number of population of people who has come from other countries and haven't even been identified by government which can increase criminal report and make even local people deprive of their own job opportunities and their rights from their local area (Mbaiwa, 2005) .

Obviously, loss of traditional customs and habits and having great tendency toward globalization can cause various shifts in socio-cultural values and beliefs of each society

(Mbaiwa, 2005). As they become familiar with other marriage ceremonies, other religions, they are less prone to have traditional marriage, and traditional social ceremonies (Kousis, 1989). Commodification is the term which can describe this kind of transformation (Bleasdale, 2006).

Mass tourism can also change the employment system, in the way that more females are employed for front desk jobs, waitress and receptions rather than males. So, ladies can have more salaries than males which cannot be digested in the brain of some males; particularly from Middle East countries.

Long-run tourism development strategies and methods can brings about numerous benefits for the whole society in all sectors and it can lead to the improvement of service quality, communication services, transportation systems, parks, increase level of leisure activism and theme parks and even introduction of traditional festivals and ceremonies to other people in various parts of the world. Undeniably, these effects can

be fruitful for the prosperity of society. Besides, festivals and ceremonies can be great aid to maintain the treasure of traditional cultures, beliefs (Shakya, 2009).

Tourism development can bring about several merits like economic progress and prosperity for local people. For instance, the foreign exchange can act as survivor for each country and it can create more income for that society (Shakya, 2009). All these elements can have long interrelationship with sustainable tourism development (Mason, 2008). For instance, the workers for road construction developments, waitresses and waiters in various hotels and restaurants, chefs (Mason, 2008).

Plus job opportunities, tourism can; dramatically, increase the income via sales of products and providing qualified service in hotels and restaurants. Moreover, it can improve transportation system (Andereck, 2005). Therefore, it can provide income and job opportunities for the whole members of tourism destination (Andereck, 2005).

It can be useful to hint that even the tax of hotels, airport departure, sales taxes on air tickets and transportation systems, local tourism workers can be great financial help for local people (Andereck, 2005). Vitally these taxes can bring tremendous merits for prosperity of each tourism destination which can increase the quality of local people life (Andereck, 2005).

As there is nothing absolutely positive or negative in this world, tourism development can have ; either, negative economic effects like seasonal jobs, less salary to foreigners and the motivation of managers to employ foreigners more than local people, traffic problems, increase the price of products (Andrek, 2005). Seasonal job opportunities, low salary and more employment of foreigners rather than local people because they

accept low salary, traffic congestion, and the high price of products are the side-effects of tourism (Ardahaey, 2011).

Other studies have; even, shown that tourism particularly, mass tourism can have direct relation with the high price of products and life expenses costs (Ardahaey, 2011). For instance, inflation can reach the highest point in tourist seasons (Holden, 2008).

2.3.2 Tourism development effect on local environment

Tourism can have significant beneficial and detrimental impacts on environment like changes in the resource depletion and air pollution (Batta, 2000). For instance, atmosphere, liquid and noise can have various impacts on environment biodiversity. Erosion, environmental hazards, land use are just some cases of environmental problems Mason (2008).

Noteworthy, new constructions and tourism centers can ruin the surrounding ecosystem. More terrible, new railway system constructions and highways and streets have some results like degradation and extinction of wildlife and loss of natural ecosystem by cutting high numbers of tree trunks (Inskipp, 2009).

The shortage of water can be the result of hotel swimming pools, parks and tourism center's grounds courses (Inskipp, 2009). Terribly, the tourism activities in swimming pools, golf courses and water parks can have serious relation with water pollution (Holden, 2008).

2.3.3 Political Economy of Tourism Development

Political economy can be mainly described via the political characteristics of decision-making and the way public trust can have significant influences in every society.

It includes broad types of approaches to research about the contribution of the economy section with other sections like: political, socio-cultural, psychological, and geographical contexts.

Furthermore, it generates the perfect perspective about the main structures and social relationships which shape the whole community and provoke the social transformation to more democratic society in practice rather than words; while its relation to tourism researches have been considered sufficiently (Mosedale, 2011). For instance, it has been mentioned that the main theoretical improvements in political economy haven't been considered carefully in tourism studies (Mosedale, 2011). Mosedale (2011) has discussed that political economy can have plenty of benefits for tourism studies and it is worth to be mentioned and be studied deeply.

The political economy approach clarifies that each state has the significant effect on management and promotions of tourism development (Bramwell, 2011). Furthermore, the other scholars argue that the main impact of national tourism organization in tourism development hasn't been studied and analyzed deeply (Bramwell, 2011).

Gradually, the demerits of tourism development and local tourism institutes' protests and their lack of motivation to perceive tourism can be the main clue that authorities' responsibilities are not just bounded to economic situations; but in environmental and social beneficial outcome for tourism development (Inskeep; 2009). So, it can be a warning for national tourism organization to be cautious about carrying out their duties in tourism planning and development. Considerably, national tourism organization must make harmony among various sections like economic part, environment part to

advocate tourism development (Bramwell, 2011). Sustainable tourism is possible just by cooperation of public authorities and tourism institutes.

Political economy is far beyond the national organization's duties about sustainable tourism development. In other words, political economy discusses and explores the various levels of society relation with each other. Political economy shows us how each level of society is in relation with the total society (Jessop, 2008).

In fact, national tourism organization's duties toward their tourism institutes can be the main clue for political economy (Jessop, 2008). It has been argued that the tourism institutes are interested in making the proper decisions if they trust to national tourism organizations. Just by this approach, sustainable tourism development can occur and have dramatic upward trend. Therefore, it can be obvious that each state and its tourism institutes can possess legitimacy and powerful authority; in the case that it ensures local tourism institutes to respond the tourism institutes' expectation and desires (Bramwell, 2011).

O'Neil classified four kinds of political and economic roles and level of national tourism organizations' intervention in tourism. His idea can generate a powerful foundation for investigation about tourism development and governance ways in various societies.

The liberal type is described as the least comfortable state with less amount of engagement in tourism and high amount of social and economic unequal conditions. So, it is so because of this perception that the business marketing can be best device for tourism; whereas one of the main disadvantages of this economic system can be

the unequal spread of income among those tourism institutes who can have the main role in tourism development. Comparing to liberal model, communist type can be classified as the entire state ownership, comfortable state and the high level of equity in the whole sectors of the community (Webster *et. al*, 2011).

Mercantilist political economies permit primate ownership with high amount of national tourism organizations' intervention and no enough place for equality (Webster *et al.* 2011). It is clear that in this kind of economic system, political decisions by leaders can be really influential in the market management and the allocation of resources. In most cases, these economic state systems guarantees the powerful economic situation and powerful military system, while inequality can be obvious among social members. (Webster *et al.* 2011).

Webster mentioned that just few states can be classified in one category and there are some states which have more than one classification and mixed Webster *et al.* (2011). Considerably, the method of national tourism organizations' response to tourism section development is significantly affected via the kind of political economic system.

Political economy is an important theory which provides a valuable perspective to study various steps in tourism development such as expansion of equal benefits of outcome of tourism among local people, power relationships among tourism stakeholders, tourism institutes' trust in national tourism organization's actors are its determinants, and public support for tourism (Bramwell, 2011).

In a nutshell, SET gives us the present of having clear perspective about the method of tourism institutes' beliefs about the tourism costs and their trust and loyalty to

national tourism organization and the level of real power of national tourism organization in democratic society rather than slavery power.

2.4 Types of Tourism

Tourism has been classified as transit, summer relaxation, winter sports and short destination vacation. Vacation, healthcare, pilgrimage and science are different types which have been categorized by (Bramwell, 2011).

Six kinds of tourism including: recreation, therapy, visitation, reduced distance relaxation, transit by tourism and professional tourism are classification of Bramwell in 2011.

Classification of tourism cannot be fixed and it can be changed in various periods of times. The types of tourism are classified on the basis of the needs of tourists and their aim of travel, their facilities and their transportation selection for travelling (Bramwell, 2011). Relaxing tourism, relaxing and health care tourism, visiting tourism, transit tourism, reduced distance tourism, and professional tourism are various kinds of tourisms.

Professional tourism is a kind of productive one which can be considered as beneficial trip. Tourism types can be classified into voluntary tourism and compulsory tourism with regard to the choice of destination. Voluntary tourism is chosen for tranquility, peace, leisure. On the other hands, compulsory tourism is for medical conditions, studying.

2.5 Tourism in Small Island States

Decolonization of international tourism in Small Island has long history in the whole

small island states in the earth. Surprisingly, one tenth of GDP employment has been rooted in tourism industry (WTTC, 2001). So, it can help small islands to move from traditional exports like sugar to mass tourism. However, the expansion of mass tourism can be also problematic, due to its hazard unplanned and intrusive plans which can have detrimental effect on eco-system (Hall, 2010). Deforestation and erosion of unplanned forests in Caribbean destination can be clear example of the detrimental effect of mass tourism (Hall, 2010).

In Mediterranean area, coastal hotel, unplanned haphazard infrastructures, unplanned shorelines with no nice figures, polluted water near shore waters with sewages can be other troublesome issue for small island tourisms (Hall, 2010). So, it sounds a necessity for national tourism organization to potentially promise to make serious decisions and designs the deep plans to prohibit mass-tourism and reach sustainable tourism development. So, they can benefit from the merits of tourism in small islands like prosperity and increasing the quality of life. These plans can include ease of traveling, same currency, origin markets (Reddick, 2010).

The third largest island in the Mediterranean Sea is Cyprus with hot and dry during summer time and winters with mild and amazing rainfall (Goulding & Goulding, 1992). Their mother language is Turkish and the majority of them can speak English. (Reddick, 2010).

Tourism section can be the main section in North Cyprus economy. However, Cyprus is reluctant to sustainable tourism development. They are interested in short run program for service quality of tourism section because of lack of budget in national tourism organization

However, it has been shown that there is; still, some sort of instability and limitation in this area (Reddick, 2010). So, there's great need to develop kind of sustainable economy and solve some problems with south part of Cyprus. It has been confirmed by scholars that Cyprus can be described as the main bridge of tourism activities, as it exists among the Central and Eastern Europe. Cross-road of the tourism activities, due to its strategic geographical location which connects the Central and Eastern Europe (Husbands, 1996).

2.6 Theory of Social Exchange

Previous researchers about the tourism institutes' advocating of tourism industry haven't been theoretical. So, the reason of tourism institutes' perceptions and reactions toward tourism was ambiguous (Husbands, 1996). In order to have deeper study about the area which haven't been researched before, and to have a more clear interpretation of tourism institutes' perceptions of and their support of tourism, scholars initiated to benefit from theoretical framework for the present study. Considerably, SET can be useful tool in making the theoretical basis of study. In fact, SET can be regarded as one of the most practical and reliable theories in description of the society (Andereck, 2005). Social exchange is interaction of at least two individuals who have some mutual benefits for each other.

Other previous researches have been carried out about the SET by Andereck (2005). They have described the way interactors try to give and take to have the maximum benefit of exchange relation.

SET can be on the basis of the idea that the entire human treatment or the whole social interactions; whether tangible or intangible, are on the basis of some benefits and

rewards (Homans, 1961). Potentially, the amount and type of benefit or reward can have significant impact on the models of interactions (Molm, 2000). SET has described that exchange is the base of human treatment (Homans, 1961). It can be concluded that the interactors in exchange process are totally reliant to each other for having some benefits. They have great tendency to behave in the way that they achieve their benefits and avoid all sorts of damages. In the case that the advantages of each exchange process outweigh its disadvantages, they prefer to repeat the exchange again and again (Cook, 2005). Interactors who participate in one exchange process are; continuously, weigh the benefits and damages of each exchange process and try to just exchange in interactions which have the maximum benefits for them and the minimum cost. It is worth mentioning here that social exchange is not same as economic exchange. Mainly, the shining character of economic benefits are formal. However, the type of benefits of social exchange is informal. On the contrary, the type of benefits in economic exchange is formal (Blau, 1964). The kind of benefits in each kind of relationship can be totally voluntary and there is no obligation (Nunkoo & Gursoy, 2012). The benefits of exchange process can't be predicted (Nunkoo & Gursoy, 2012). Social exchanges are also characterized by long-term mutual benefits in contrast to short-term benefits that underpins economic exchanges (Blau, 1964). In fact, the kind of interaction between the tourism institutes and tourists can create numerous opportunities for revenue (Nunkoo & Gursoy, 2012).

The economic, social and environmental parts can be affected via the tourism institutes and tourists exchange process and be resulted in tourism development (Nunkoo & Gursoy, 2012).

SET is totally about the way the whole society support tourism. SET is discussing about the advantages and expenses of such a kind of support from society. The main benefit is tourism development. Undoubtedly, each national tourism organization and authority needs a definite amount of public support to keep and develop its main strategies for sustainable development. (Wang & Bramwell, 2012).

2.7 The Task of tourism institutes for tourism development

Literature review has shown that tourism industry improvement can increase job opportunities, more advanced architecture, and facilitated trade system (Nunkoo & Ramkissoon, 2011). Previous studies has shown that the more the tourism institutes believe that economic situation of tourism industry is hopeful in their local era, the more they have great tendency to support national tourism organization (Lee, 1999).

Social culturally, tourism industry can be the more beneficial source of transformation of cultures among the tourist who arrive annually (Lee, 1999). For instance, it can enhance theme parks, seminars, religious and informal festivals (Latkova & Vogt, 2012).

Put it in another way, SET determines that public are eager to cooperate with government tourism policies, strategies and planning (Latkova & Vogt, 2012). Totally, it can be strongly claimed that the stronger beliefs and perceptions of tourism can have the higher level of tourism support. On the contrary, the weaker perception of tourism by public can be resulted in lower level of tourism development.

2.8 Tourism institutions' perception about cost of tourism

Tourism development planning and policies can have some even non compensable demerits like high expense on road construction and infrastructure, and even change

the local characteristics of tourism destination in short period of time (Wang & Bramwell, 2012).

Existing studies also suggest that tourism development often leads to a lack of economic power (Nunkoo & Gursoy, 2012). In fact, tourism development can lead to the lack of authenticity of historical and cultural assets of various tourism destinations (Nunkoo & Gursoy, 2012). Tourism institutes believe that spread of tourism can have several harmful impacts like pollution (Nunkoo & Ramkissoon, 2011). Furthermore, it can increase litter and overpopulation, prostitution, crime (Latkova & Vogt, 2012). It can also threaten the loss of local culture and some sort of forces for tourism institutes to adapt themselves with other cultures (Nunkoo & Ramkissoon, 2011).

2.9 Tourism institutions' beliefs about the efficacy of their participation

Scholars have confirmed that power is the main central concept of SET (Emerson, 1976). Power has been studied since Ancient Greece (Hall, 2010). But, it still requires further research, because there is less consensus about its conceptualization and practice the studies (Doorne, 1998). There is disagreement between sociologists and politicians (Doorne, 1998). For instance, politician believe that power is not same among various sections of society; whereas the sociologists believe that power is centralized in society. So, politicians and sociologists are pluralists and elitists. Wolf (1999) supported an amazing view about power which can show the presence of power in all sections of the society.

Wolf (1999) has defined power as a unit and non-reliant compulsion which can be more powerful and more capable via empowering itself. However, it can go far beyond

giant monster and be felt among the relationship between public with themselves and national tourism organization and public. Wolf (1999) has described power as subtitle of relationship among various levels of society which can be eminent in their behaviors.

Power is omnipresent in all sections of tourism and even governs the whole communication among the tourism planners (Hall, 2010). The whole politician decisions can have direct effect on tourism sustainable development. Furthermore, the nature of national tourism organization involvement and management of tourism can be influenced drastically by politician decisions. For instance, the nature of their engagement with national tourism organization can be fluctuated distinctively (Hall, 2010). Therefore, power and trust are worth to be studies deeply in close future in various contexts. Diversity of arguments have been arisen from power and trust.

- 1: Which organization of the society can benefit the most from public value?
- 2: Which organization can have the most influence on planning policy of national tourism organization and decision-making process?
- 3: Which organization can win the game in decision making process of planning policy?
- 4: Who is the most powerful in this process?

Power between social members is central point of SET (Emerson, 1976). He has mentioned that the main way to describe power in social relationships is enumeration

of the sources which make interactors capable of putting power into practice. So, power in each exchange situation can be distinguished by the interactors' degree of control over sources which the other interactor put value on them. Resources can be property, money, competence, knowledge and various skills which belong to one particular individual in organization and can be felt by others as the tool for surviving their basic human requirement for being alive (Wolf, 1999).

The participant in power is who possess and monitor various sources for exchange with other participant. The more resources, the higher level of power over others can happen.

App (1992) has mentioned that power in social exchanges can't be just from authoritarian legacy but mutual exchanges between participants in exchange process can determine the power. In same vein, Foucault (1980) has mentioned that power is not domination of particular group over others. Power can't be belonged to special group of people in society who orders other people in society; however, power is can be obtained when all groups of society believe and have the mutual benefits from each other in social exchange theory (App, 1992).

Real power happens when all levels of society have shared and same amount of power in planning and policy system (Baldwin, 1978). So, the members of each society effects the tourism development via various ways and they engage with national tourism organization's planning policy systems (Moscardo, 2011). The resources of power can be essential in tourism sustainable development in a society to answer their needs. The resources can be their motivation and capability to participate in an exchange process with tourism participants which can change the perceptions about

tourism effects on society (Moscardo, 2011). Perhaps, tourism institutes can be less powerful than authorities in sustainable tourism development and have unequal power (Nunkoo & Ramkisson, 2011). It can be due to several factors like land, infrastructure to external business, a lack of tourism processes and excessive dependence of on consulting agencies for tourism plans, the lack of organization to explain tourism development and its benefits (App, 1992).

2.10 The effect of National Tourism Organizations on Tourism Development

Trust is non-segmental part of each interaction and social exchanges (Markova, 2008). In fact, trust between tourism institutes and national tourism organizations can be the basis of social exchanges between two sides (Simpson, 2007). Trust is really difficult and perplex concept to describe and put into practice (Simpson, 2007).

Trust is in nature ambiguous and perplex to be defined; however, there is consensus that trust is a kind of feelings and emotions which happen in mind to admit by all means the whole behavior of other actors in exchange process (Luhmann, 1988). The psychological aspects of trust can be found in various definitions by different scholars. For instance, Luhmann (1988) has defined trust as an attitude toward other participants and social system. Other scholars have also asserted that trust can be considered from various perspectives (Kramer, 1999). Some sociologists believe that trust definitions are not sufficient as they are not concrete definition and these definitions didn't address the emotional and social impacts on trust intentions (Kramer, 1999). Totally, trust can be each person's choice of treatment in different dilemma situation (Miller, 1992). This definition can be put in SET and beneficial for practical examinations and theoretical development.

Researches about trust can be classified mainly in two groups. The first one has a person center perspective (Rotter, 1971). The second one described and measured the concept of trust in particular exchange process like interpersonal trust (Rotter, 1971). Several investigations have been carried out in the second classification and they have benefited from SET to determine the members' trust on each other in each exchange process (Rotter, 1971).

Therefore, trust can be described as a psychological condition of each individual to the trustee. Trust aspires the sense of cooperation and it can inspire people to become inspired to maintain their relationship for long period of time (Rotter, 1971). Furthermore, it can decrease the peril of transaction and increase sense of happiness and commitment toward each other (Luhiste, 2006).

Trust can't be confined to just set of positive determination but also the desire to perform and put into practice the whole shared beliefs in social exchanges (Luhiste, 2006). Such a kind of relationship can make strong agreement and unity between national tourism organization and public and be resulted in sustainable tourism development (Luhiste, 2006). So, public trust is area which worth to be studied deeply (Luhiste, 2006).

The central power of trust and its relation with sustainable tourism development; particularly, in North Cyprus area haven't been studied deeply in previous researches (Bramwell and Lane, 2011). The political economy researches in tourism area can be really useful, because they can be the main foundation for have clear picture of national tourism organizations' engagement in tourism and its role in tourism institutes' trust and sustainable tourism development. So, it is worth to have more studies on this era.

Obviously, state's engagement in tourism and discussing sustainable development has been considered in public trust approach (Weaver, 2006). However, national organizations haven't been motivated to spread democracy, equal results, work for society and more aims of sustainable tourism (Bramwell, 2011).

National tourism organizations; almost, have short planning and policies for tourism improvement and they don't even consider the satisfaction of tourism institutes and their involvement with tourism development planning and policies (Madrigal, 1995). In other words, this kind of top-down approach can't be practical and have the most benefits as possible for (Keogh, 1990).

Others have confirmed that national organizations have great tendency toward hiding their plans and policies from public and do not share information with them (Moscardo, 2011). These sorts of doubts can create lack of trust in public and no commitment to national tourism organizations. To have democratic society and sustainable tourism development plans and policy, trust and commitment of public must be enhanced. Trust between public and national tourism organization can make stability in economic activities (Bramwell, 2011). So, trust omnipresence in all sections of society; particularly in tourism institutions is undeniable fact for sustainable tourism development (Bramwell, 2011).

There's great need for having deep investigation about public trust in sustainable tourism development (Hall, 2010). National organizations require trust to have the proper governance and democracy in all process of regulation (Bramwell, 2011).

National organization planning involves the processes of planning and policies for social actions (Bramwell & Lane, 2011). National tourism organization arrange rules and methods (Bevir, 2009). Bramwell (2011) argued that agencies of elected local tourism institutes have considerable influence over governance processes. Marien & Hoogh (2011) have mentioned that if tourism institutes which have strong beliefs that the national tourism organization is not trustworthy, they are reluctant to generate enough sources and cooperate with national tourism organization. In consequence, national tourism organization would be deprived of support of tourism institutes. Undeniably, national tourism organization would confront with isolation and loneliness and lack of support, if they don't participate tourism institutes and don't provide democracy.

Therefore, there are valuable causes to have deep survey about tourism institutes' trust in national tourism organization. Lack of tourism institutes' trust to national tourism organization can be resulted in unsustainable tourism development. But, studies about tourism institutes 'trust to national tourism organization have not been enough in previous studies.

Tourism institutes 'trust to national tourism organization's planning and policies and decision making is totally reliant to the extent of their trust to national tourism organization (Bramwell, 2012). Each tourism entity is dependent on trust in others for decision making about planning and policies (Bronfman, Vazquez, & Dornates, 2009). Even, if the tourism institutes are not conscious about the perplex process of national tourism organization planning and policies, they have broad imagination about the national tourism organization's rules and this kind of imagination can perform as their motifs to support the national tourism organization's planning policy or not (Nunkoo

and Ramkisson, 2012). In other words, if tourism institutes have trust and commitment to national tourism organization, they have attitude toward accept the planning and policies of national tourism organization and if they do not trust, they are reluctant to accept these planning and policies and support them and cooperate with national tourism organization. (Nunkoo and Ramkisson, 2012).

Plenty of researches have been done in political sciences, social psychology and other studies about the impact of trust on public trust to national tourism organization (Nunkoo and Ramkisson, 2012). The role of trust of staff to employer in decision making process have been studied by Simon (1974). The results of study has demonstrated that there is a kind of positive interaction between trusts in national tourism organization policies. Referring to SET, it has been shown that local tourism institutes' trust in tourism institutions can be significantly influenced by their advocating and participation with national tourism organization for sustainable tourism development (Nunkoo and Ramkisson, 2012). Plenty of studies have been carried out about public trust in national tourism organization.

SET clarifies the fact that trust between exchange actors can be produced via organized deletion of all sources of compulsions and via continual development of exchange (Blau, 1964). For instance, the reliability of actors in previous exchange process can ensure further trust and commitment in the following exchanges at the present moment and future in the whole social exchange process (Blau, 1964). It has been proven that even economic development can be the result of the actors' trust to each other and their willingness to maintain the exchange process (Blau, 1964). In political science, it has been proved that accumulation of trust among national tourism organization and publics can be the clue for the degree of public trust in national tourism organization

(Farrell, 2004). He has also confirmed that tourism institutes can design policies in the way that they can satisfy their guests and prohibit cynicism of guests. On the basis of the theoretical assumption of SET and the discussion about various effects of trust, it sound to be logical to study about tourism institutes' trust toward national tourism organization.

2.11 Chapter Summary

This section of thesis described the main previous researches. It has also explained those concepts; during mentioning other elements like the impact of tourism institutes' trust to national tourism organization and their advocating and participating in planning and policy decision making process of national tourism organization.

Chapter3

CONCEPT DEFINITIONS

3.1 Public Trust

Previous literature about SET and its relation to long-run tourism development has been clarified in previous sections. The whole previous studies about trust of public to government has shown how trust in authority can be really vital for tourism development. Considerably, political studies determined that the plenty of elements can be essential in increasing trust among various tourism institutes and their trust to national tourism organization. The majority of scholars have; mainly, argued about two kinds of theories: theory of institution and theory of public trust. Institutional theory determines how tourism institutes' trust is endogenous to the public trust (Wong, 2011).

The institutional theory foundation is the way by which tourism institutes perceive national tourism organization to plan and make decisions properly. Here, the trust of tourism institutes is closely related to the way these institutes perceive and evaluate the national tourism organization's plans and policies (Wong, 2011).

It is worth mentioning that the tourism institutes' trust to national tourism organization can't be absolute and it is relative. It means that whenever national tourism organization does properly, it gender sense of trust in tourism institutes. On the contrary, if the national tourism organization put obligations and force, it can splash

dark points of lack of loyalty and commitment, distrust and cynicism. So, it sounds to be necessary to emphasize on the kind of planning and policy of national tourism organization as the public trust is totally reliant on the authorities' power to possess influential plans and strategies to be outstanding and effective in practice and be obvious for tourism institutes (Wong, 2011).

Conclusively, tourism institutes have absolute trust to national tourism organization; just in the case that they feel that they have essential role in tourism development strategies and plans. Besides, they know that their engagement can be helpful for themselves as members of society rather than top people at the head of authority (Luhiste, 2006). Totally, trust is the perception of tourism institutes to their national tourism organization's policies which have proper plans and policies (Luhiste, 2006). It can be vital for sustainable tourism development that tourism institutes have positive view toward the proper actions of national tourism organization in all steps like: decision making, planning and policy; particularly in democratic societies (Wong, 2011).

3.2 The Significance of Public Trust

Tourism institutions' trust to national tourism organization can have more advantages rather than disadvantages such as: tourism development, popularity. Public trust is vital for social cohesion and well-being of the total tourism institutions and can have considerable impacts empowering the national tourism organization to have the best planning and policies toward sustainable tourism development (Fukuyama, 1995).

Tourism institutes' trust to national tourism organization can even influence the interpersonal trust or individual trust of tourism institutions' staff and managers. This

kind of influence can start from participation in sustainable long run tourism development like well-planned constructions rather than haphazard constructions to participation in eco-tourism and prohibition of air-noise pollution of mass tourism. So, tourism institutes' trust can have enormous merits for the whole societies. Tourism institutions have trust to national tourism organizations. Thus, they try to even neglect short term benefit and have deep perspective and have long-term goals and objectives to participate with national tourism organization to obtain sustainable tourism development (Fukuyama, 1995).

Public trust can reduce the sense of compulsion and pressure of rules for tourism institutions. Obviously, there is no absolute rule or regulation which can be gendered to all cases like taxes or staff salaries or traffic regulations. By public trust to national tourism organizations, tourism institutes consider rules fair enough and they don't feel pressure and even do rules voluntarily (Fukuyama, 1995).

Public trust in the context of tourism institutes' subsectors can aid to enhance the level of confidence in economy by facilitation of economic decision making and bringing prosperity. Trust of tourism institutions and interpersonal trust can decrease the risks of decision making like job mobility or worker hiring and investment. Public interpersonal trust can multiply level of service qualities and the outcome of improved service quality is absolute prosperity (Bouckaert, 2012).

Public trust of tourism institutions to national tourism organization even can be helpful significantly in crisis situation like natural disasters or economic crisis. The more public trust of tourism institutions can bring about the more participation to solve the problem in crisis situations (Bouckaert, 2012).

Trust can be implemented and practiced in authentic world, but it can be lost in one second. So, it sounds to even study about what can be done in the case of loss of trust among tourism institutions and between tourism institutions and national tourism organizations. This kind of destruction can have drastic harmful effects to the economy and tourism sector like lack of enthusiasm toward participation with national tourism organization to reach sustainable tourism development, lack of obeying rules and regulation, increase of mass tourism, increase of short-run beneficial plans and neglecting long-run objectives for tourism institutions.

3.3 Cultural Theory of Public Trust

Cultural theory believes that trust emerges from outside of public domains and it has great roots in beliefs of people in various institutes of societies like tourism institutes and it can be illuminated in cultural norms and values of various institutes of society like tourism institutes (Wong, 2011).

Culturalisms have mentioned that trust in tourism institutes can be different among various cultures and communities (Wong, 2011). For instance, various significant differences in public trust in China and Taiwan have been recorded (Shi, 2001). It has been asserted that tourism institutes' ideas and feelings about financial situation of national tourism organization and their engagement level with it can be culturally considered in detail (Luhiste, 2006).

3.4 Trust in Tourism Institutions

Communication among members of society can be done by people from various background. Here, interpersonal trust can be unseparated fact of modern culture and the foundation for social contribution, peaceful societies and democracy (Delhey, 2011).

Consequently, interpersonal trust has been considered and scholars are curious about (Delhey, 2011). Interpersonal trust which scholars are curious about is termed as institutional trust which can be initiated from family, friends, colleagues and neighbors. Continuously, it will be spread to the political institutions and tourism institutes. Therefore, cultural theories have expressed that the hierarchy of trust from family and interpersonal ones to family can be called socializations. In contrary to above studies, some scholars have discovered that there is no salient relation among interpersonal, public trust of tourism institutes (Kim, 2005).

To sum up, interpersonal trust can be approved to be a clue to trust in national tourism organization; particularly the trust of tourism institutes in national tourism organization.

3.5 Tourism Institutions' public trust and National tourism Organization's Economic Performance

Noteworthy, politicians have great consensus about the impressive effect of economic outcome of national tourism organization on tourism institutes' trust and their commitment to national tourism organization to develop tourism sustainability (Luhiste, 2006). Therefore, tourism institutes' trust can provide conditions for economic development and sustainable tourism development (Bevir, 2009).

It has been also shown in the studies that the economic results can have strong impact on tourism institutes to trust national tourism organization and cooperate with national tourism organization in preservation of environmental and socio-cultural resources (Wang & Bramwell, 2012).

Plenty of studies have discussed about the salient relation between economic performance of national tourism organization and tourism institutes' trust and tourism institutes' trust in national tourism organization. Just as a case in particular, it has been found in China that the perception of tourism institutes can be the result of the economic performance of national tourism organization (Chen, 2000). Wang (20005) discovered the fact that there is strong relation between institutes' judgement of economic situation of national tourism organization and trust of these institutes to national tourism organization. Wong studied 6 Asian countries and discovered the fact that the institutions' perception of economic performance of national tourism organization can be really determined by their trust to national tourism organization (Wong, 2011). Due to previous literature about power and trust and how power can be increased by increasing trust via special planning and policies.

3.6 Tourism Institutes' Public Trust relation with Political Performance of National Tourism Organizations' Actors

The outcome of national tourism organization's plans and policy can be determined via the extent of corruption in all institutes of society which goes far beyond tourism institutes (Wong, 2011). It has been also announced that national tourism organizations' performance can be judged by the tourism institutes via the evaluation of the procedure of production, equality behavior, freedom, flexibility and influential administration (Luhiste, 2006). However, tourism has; seldom, been able to reply to demand of people for its emphasis on national tourism organizations and tourism institutes (Moscardo, 2011). It can be observed that other trades and social institutes take advantage from development which can bring about inequality among all institutes; particularly tourism institutes. These circumstances can decrease of the level

of trust of tourism institutes to national tourism organizations' members and it can't be fair (Luhiste, 2006).

Totally, it can be concluded that trust and commitment of tourism institutes can't occur; except when the national tourism organization can be successful in having real power via real involvement of them in their policies for tourism development (Luhiste, 2006).

3.7 The Beliefs of Tourism Institutions to NTO

The influence of having real bottom up power in democratic society and the relation of power with trust hasn't been considered deeply and simultaneously in previous studies (Luhiste, 2006). The main role of power and trust can be regarded to be important as there is always distinction between national tourism organizations and tourism institutes (Cook, 2005). Besides, the reason behind political decisions of national tourism organization is always ambiguous for tourism institutes (Luhiste, 2006). When tourism institutes trust their national tourism organization, they trust in planning and policies in the way that they don't have any suspicions to national tourism organization practices and programs. In this way, national tourism organization can catch the real power by democracy rather than compulsory rules (Luhiste, 2006). Therefore, power and trust accumulate each other (Luhiste, 2006). Power can be result of trust (Luhiste, 2006). It has been argued in literature, that unequal spread of power in society can be may result in distrust and lack of loyalty of tourism institutes to national tourism organization (Farrell, 2004). It can be really difficult to create trust and commitment in tourism institutes when there is disparity in the whole sections of society; because even tourism institutes cannot trust the secrete part of national tourism organization's plans and policies (Farrell, 2004). Societies in which power has been

shared in various institutions equally have tourism institutes which believe their national tourism organization's plans and policies and have great tendency to cooperate with national tourism organization to have sustainable tourism development (Farrell, 2004).

Chapter 4

NORTH CYPRUS

4.1 North Cyprus Geography and History

Cyprus can be regarded as the third largest island in Mediterranean Sea. Cyprus is approximately 9851km. It is in south of Turkey coast. It has covered 96 west of Syria coast. Interestingly, it is 322 km far from Greece (Alipour & Kilic, 2005). The following figure can demonstrate the map of North Cyprus.

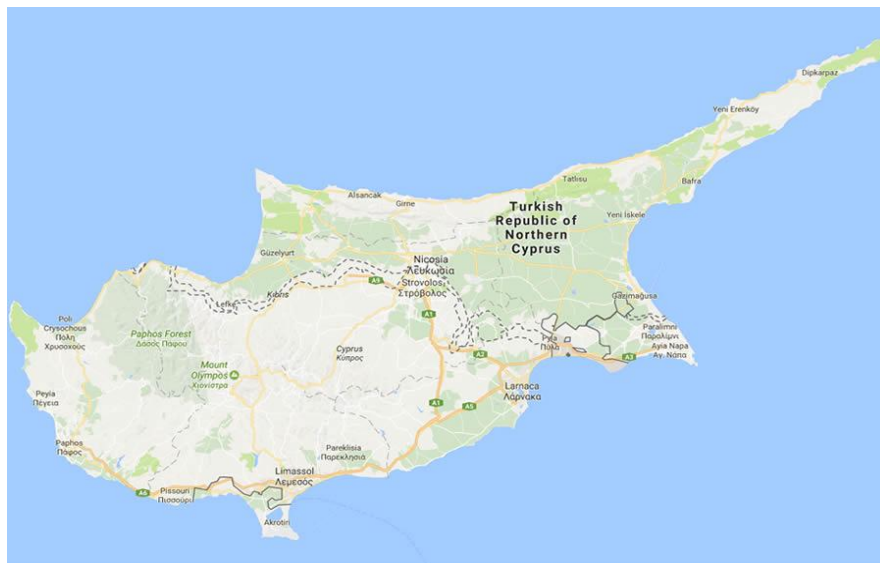


Figure 1: Cyprus map:

During history, different people; particularly from Middle East countries and nationalities have entered this island like: Iranian, Asian people, Achaean, Assyrians, Arabs, Nigerian. Various Arabs, Phoenicians. However, Ottoman divided Cyprus

population into two main groups. The main two groups which have citizenship of Cyprus Island are Turkish Cypriot and Greek.

Cyprus was administered by British government after 1878. Considerably, Ottoman Empire permit them to administer the island. So, Cyprus achieved British wing. Cyprus became independent from England in 1960. A constitutional democracy was made and separate Greek, Turkish and English communities in the region. Since 1960s, these countries have equal public rules, and power (Allipour & Kilic, 2003). There was some struggling issue between Greek side and Turkish side. The main struggling issue is that south Cyprus side is prone to join Greece; whereas the Turkish part prefers to join England or Turkey (Allipour & Kilic, 2003). After arguments, approximately 37% of land of Cyprus was given to the North Cyprus and Turkish side in 1974. The South has war handicaps, empowered, affluent; whereas the North side still suffering from economic problems (Allipour & Kilic, 2003).

North Cyprus (TRNC) is secularly republic which means social logical rules which have been approved in constitution of 1985. Semi-presidential politics can be felt to be prevalent here.

Service deliveries like business, infrastructure, educational tourism, agriculture and having some small factories are the main lever of the economic power of North Cyprus. TRNC is reliant on Turkish army and economy (Allipour & Kilic, 2003). Turkey is monetary funder but European Union help Cyprus and support them.

In spite of several sanctions and limitations on TRNC area, the economy of this area experienced impressive improvement in GDP growth from 5.4% to 10.6% from 2001

to 2005. The real GDP increasing level was 2% in 2007. This growth was the outcome of stability of the Turkish Lira along with impressive increase of international students and educational tourism.

However, trade sector; still suffers from the public situation of the area due to inappropriate pattern of development. There are some planning and strategies for reform these economic dark holes. The focus of these reforms are on public accounting to delete the fiscal lacks, practice social security, and turn to investment expenditure (Allipour & Kilic, 2003).

4.2 Tourism Development in North Cyprus

North Cyprus is prone to top-to-bottom approach for planning and policies of tourism development. After 1993, TRNC recognized tourism as the main factor for success in economy and prosperity of Turkish Cypriot. So, the Ministry of Tourism was established and it was labeled as the State Ministry and Deputy Prime Ministry.

Since separation of Cyprus Island, development occurred in all directions and it was supported by Turkish government (Godfrey, 1996). In fact, the main lever of economic and political power of Cyprus is tourism and particularly educational tourism (Godfrey, 1996).

North Cyprus has provided more than 16947 bed capacities including hotels, start hotels. It has hosted more than 1119240 tourists in total. The majority of these tourists come from Turkey including 741952 which can be 66.3% of total tourists. The other tourists come from various countries England, Germany, Italy and others. It has been confirmed that tourism industry has provided more than 8208 job opportunities and

7% of total employment in 2018. The following bar graph shows the number of tourist arrival from 2018 to 2019.

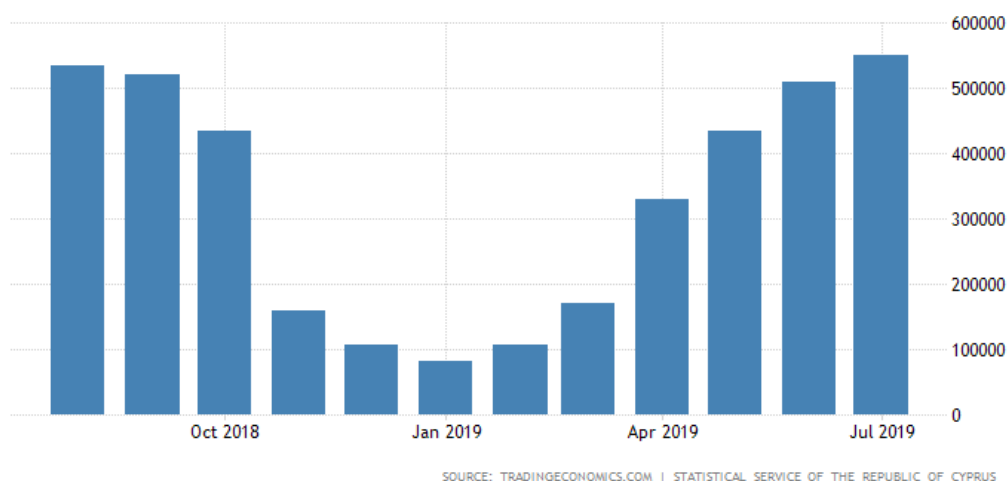


Figure 2: tourist arrival to TRNC from 2018 to 2019

The above bar graph shows that in spite of not having proper planning and policies for sustainable tourism development achievement, the rate of tourist arrival in Cyprus has experienced significant increase from 2.1 percent to 550971, in July 2019. The majority of these tourists are originally from United Kingdom, approximately 33.4%. Secondly, Russian people; with the record of 21% are the main tourists. Israel (8.5) and Sweden (4.3%) are in the third and fourth rows of tourist's arrival to TRNC. As you can see in the graph, the number of Russian (-4.8%) and Swedish tourists (-9.3) has been declined. Tourist arrivals in Cyprus averaged 201192.53 Units from 1990 until 2019, achieving the maximum number of 550971 Units in July of 2019 and a record low of 16748 Units in February of 1991.

Noteworthy, the impact of semi-isolation of island accompanied with other problems like weak marketing system, lack of professional staff, improper models of tourist's arrival, non-direct flights, excessive reliance on Turkish tourists and reduction of the flow of foreign currency have constricted the tourism development (Altinay, 2006).

North Cyprus doesn't suffer from mass tourism like South Cyprus (Altinay, 2006). Its nature hasn't been damaged too much. However, North Cyprus tourism has been fallen off in many ways, due to improper and haphazard planning and policies of government, since 1974. For instance, flora and fauna are in danger of extinction due to pollution and electric deficits.

Table 1: the rate of tourist arrivals from 2018 to 2019.

TOTAL ARRIVALS BY SEA AND DEATHS IN THE MEDITERRANEAN 2018-2019					
	1 JANUARY - 8 MAY 2019		1 - 8 MAY 2019	1 JANUARY - 8 MAY 2018	
Country of Arrival	Arrivals	Deaths	Arrivals	Arrivals	Deaths
Italy	873	257 (Central Med. route)	94	9.789	383 (Central Med. route)
Malta	308		0	N/A	
Greece	7.839	28 (Eastern Med. route)	292	9.447	20 (Eastern Med. route)
Cyprus	778		0	37	
Spain	7.202	158 (Western Med. route)	486	5.219	217 (Western Med. route)
Estimated Total	17.000	443	872	24.492	620
Data on deaths of migrants compiled by IOM's Global Migration Data Analysis Centre. All numbers are minimum estimates. Arrivals based on data from respective governments and IOM field offices.					

To be honest, no sophisticated proper planning and policies for physical plan and master plan exists. Worse than lack of proper plans and policies, excessive bed

capacities has aggravated the tourism industry. So, tourism development in North Cyprus is far from sustainable legislations. In other words, there is no guidelines or principles or specific long-run aims.

Chapter 5

METHODOLOGY

5.1 Method of the Study

In this chapter, the researcher seeks to define and justify every single procedural step taken throughout the different stages of the study.

In recent years, social science investigations has experienced various debates about the appropriate logical and process (Lincoln & Guba, 2000). It sounds necessary to define paradigm here. Paradigm can be described as the collection of beliefs which can direct our all performances (Guba, 1990). There are three main questions which are replied in paradigm which belong to three fields: ontology, epistemology, and methodology. Ontology is about real fact and authenticity while epistemology is about the interaction of the knower and known facts and methodology can be useful for researcher to discover the authentic fact via systematic way (Guba, 1990).

These questions' reply can be called paradigms. These answers can determine the structure of inquiry and the way of inquiry conduction (Guba, 1990). Totally, seven kinds of paradigms have been discovered entailing: positivism, post positivism, interpretivist, critical theory, constructivism, feminism, and post modernism, till now. There are some scholars who have just focused on one particular paradigm and others who prefer to choose multiple methodology to solve the problems and find out remedies to solve the main problems (Schultz & Hatch, 1996).

This study has the positivist paradigm philosophical assumption. The origin of this approach can be termed as rational positivism or rational imperialism (Lee, 1999). The absolute real science is main concept in logical positivism approach (Kolakowski, 1968). Positivism can be determined as silent natural laws.

Major goal of positivists approach can be related to discovery of the authentic absolute nature and how it performs in real world while it can forecast and monitor the natural circumstances (Guba, 1990). In fact, positivist approach has main background in the determination that of those conditions of society can construct the non-reliant reality. Noteworthy, these realities are relatively permanent in various locations and periods (Gall, 1996).-

Positivist investigators are limited to real performance while objectivism is on the basis of the theory that the earth science is constant and it is far beyond the knowledge of the knower and just the scholar can discover the real world (Guba, 1990). In other words, the real world knowledge exist whether there is inspiration to learn and be aware of it or not. Obviously, theories, principles, and rules which have power of controlling our lives exist, whether we testify them or not. Totally, it can be termed as objectivism which believes strongly that knowledge has direct connection with the real fact and truth of world (Pratt, 1998).

To sum up, the positivist approach contains the mixture of theories and rules of formal logic. In other words the scientific description are explained in hypotheses. Besides, the hypothetical deductive logic is the point that scholar requires a distinguished collection of rules by which he/she can connect his/her hypotheses to the reality. Therefore, the theories can be changed, corrected, be logically explained, be survived

while they have rational consistency in the whole process (Lee, 1999). Natural science model of social science is the main title of this sort of research | (Davies, 2003).

Previous studies about tourism institute's ideas about the national tourism organization or government and their main participation in planning and policies of tourism development with national tourism organization and government have put into practice the positive paradigm. Moreover, quantitative methodologies has been applied for discovery of the real fact and theories (Nunkoo & Ramkisson, 2009).

5.2 Research Design

North Cyprus which belongs to Turkish people and has been located in Mediterranean Sea is the context of this research. The north east section of Cyprus Island is TRNC area. International community of the Republic of Cyprus is the main distinction point of North Cyprus.

Sixty nine percent of revenue of tourism industry is the outcome of educational tourism, business and public entertainment. Just as a case in particular, the revenue of educational tourism is estimated 400\$ million in 2011. The population has been estimated to be approximately 200587 in 2006. Eighty two percent of them are original Cypriot and others are Turkish and there are some people who live in North Cyprus temporarily as workers, students.

Economically, North Cyprus has been developed after 2010. Unemployment; surprisingly, have been decreased after 2010. Statistics have confirmed that unemployment in 2015 was at 7.4% down from 8.3% in 2014. The GDP per capital has been recorded to be 15109 \$ in 2014; while unemployment rate is 7.4% in 2015. GDP growth is 4.9% in 2014 and GDP was recorded to be 4039 billion in 2014.

The tourism products of Northern Cyprus has diversity and contains various attractive collections like themed restaurants, sports and/or cultural facilities, hotel accommodations, casinos, an new convention facility, leisure/recreational activities, festivals like retailers, live entertainment, shopping, cultural, eco-tourism, agro-tourism and nature based tourism hand manuals. Plenty of capital projects are dependent on tourism industry; particularly educational tourism. So, it requires the improvement in roads, access and new constructions to host various international students, guests and tourists from all around the world.

Having a glance at present tourism industry situation of North Cyprus, it can be obvious to see that tourism had impressive effect on prosperity of area and socio-cultural transformation toward development. Noteworthy, tourism industry even ameliorate the infrastructure, leisure activity centers, highways and roads. However, there are some reports that tourism industry had some negative consequences, too. Research conducted by Nunkoo & Ramkisson, (2009), has mentioned that local community of Cyprus have confirmed that their place have been influenced by tourism. Local community also expressed that tourism commercial development can provide more job opportunities for various sections like sport centers, shopping centers, entertainment centers. In fact, the result of study showed that tourism; particularly educational tourism, had been resulted in environmental problem like traffic jams, unplanned infrastructures, air and noise pollution.

Planning and policies of tourism industry experienced ups and downs in North Cyprus. Fortunately, it hasn't been stopped and gradually put strong steps toward the main aim of sustainable tourism development. This great expectation of the national tourism

organization and the entire tourism institutes can be observed in various historical steps which can be looked as chapters of life or colander (Choi & Sirakaya, 2005).

There are various methodologies to gain enough knowledge about tourism institutes' development and become conscious about their ideas, beliefs, expectations, their definition about the concept of tourism development, their motivation toward tourism development activities cooperation as team work (Choi & Sirakaya, 2005). To be honest, there aren't ample studies about tourism institutes' perspectives of tourism development and the effect of their perception on their trust and participation with local national tourism organization's actors in tourism development.

Subjects are the owners and managers of North Cyprus hotels and restaurants. The idea from sampling was choosing managers from various hotels, restaurants and travel agencies with various background in various cities of North Cyprus to prohibit any kind of bias. So, the researcher was really prudent about her choice of sample.

Qualitative research samples must have a justified logic and be obtained with regard to special main aim of research. Due to this fact, qualitative research is always called purposive. By purposive sampling, the researcher means the selection of subjects who can give us enough information which can be useful for the main aims of the study (Coyne, 1997). So, the scholar is able to select participants of the study with sufficient knowledge or those who have enough experience and their experiences are not exceptions but typical sample. Then, the business owners; particularly hotel, restaurant and travel agencies' managers with enough experience and knowledge are interviewed (Coyne, 1997).

5.3 The Sample

The content of this study is North Cyprus. The interviews were done between Jun 15 and July 15. 20 interviews have been carried out to get a clear perspective about trust and loyalty of tourism institutes to national tourism organization and its relation with their tendency toward helping in tourism development in long run rather than short run. Besides, how the power of national tourism organization can be increased via democracy rather than slavery system via increasing trust. The main purpose of this interview was to have interaction with hotel managers and business owners to understand their view about their trust and their power to national tourism organization and the effect of these perceptions on their participation with national tourism organization to have sustainable tourism development. The interviewee was fluent in English and Persian and intermediate level of Turkish but she used native Cypriot for asking questions to have in-depth interview and the managers and business owners can give ample useful information in their native language. The focus was not just hotel managers and business owners of Magusa but other cities of Northern Cyprus with four and five star hotels were chosen to have various sample from different part of North Cyprus. The interviewees were between the ages of 38 to 55. Duration of the interviews was flexible to the time of hotel, restaurants and travel agencies' managers and business owners. The sampling method in this study is purposive sampling which is within the non-probability sampling/non-random.

Interviews carried out at the office of hotel, restaurants and travel agencies' managers to have a comfortable and relaxed place to concentrate. The whole interviews were carried out by myself and one native Cypriot to talk with them.

Initially, the interviewer explained to them that these data are collected by just the researcher and supervisor and the results will not be announced by names and will be kept anonymously.

5.4 Data Collection

The effect of tourism institutes' public trust toward tourism ministry has been studied in this study. It was discovered that even their public trust can have impact on their perception of cost of tourism industry. Besides, whenever they feel to be influential and have enough role and dignity to express their ideas and participate with tourism ministry and government, their level of participation with government to reach sustainable tourism development would; enormously, increased.

Moreover, tourist institutes declare that their economic progress is due to Educational tourism and various Universities with thousand international students. This kind of educational tourism had brought net revenue and impressive revenue for the whole region. In the same vein, whenever tourism institutes have positive trust to the influence of tourism ministry and government in economic section and their performance in all segments of the society, their level of trust and participation with tourism ministry to gain sustainable tourism development would increase.

Finally, whenever the whole tourism organizations have positive attitude toward tourism ministry and government, their participation and integration with each other can be doubled and even they participate with each other more and more to create environment, tourism destinations and centers.

5.5 Data analysis and findings

This study shed light to several facts about the relation between the trust of tourism institutes to national tourism organization and the ups and downs of the practical power of national tourism organization; particularly real power of democratic system rather than slavery power. It can be concluded from above discussion that tourism institutes ‘perception of tourism can have different impacts. For instance, some of tourism institutes believe that tourism development creates some perils such as: negative social-cultural and environmental effects and they have strong belief that tourism can be influential in inflation, tourism institutes’ economy, environment (Choi & Sirakaya, 2005). Some researchers argue that one shift in the ideas and beliefs of one sort of influences is likely to transform other sorts of influences; equally. Considerably, the major result is that if tourism institutes believe and have strong faith that merits of sustainable tourism developments overweight its costs and side-effects, it can change their whole perception about tourism development. So, their perception can reduce cost level to the minimum level (Choi & Sirakaya, 2005). For instance, studies have demonstrated the fact that there is opposite relation between tourism perception and cost level. This study; either, revealed that there is interaction between tourism institutes ‘members’ perception of tourism benefits and costs. On the basis of these practical studies and theories, the following hypothesis was suggested:

The results of interview showed that their view about the cost of tourism is pessimistic. Besides, they consider it as a barrier to trust tourism ministry. Moreover, whenever they feel that tourism institutes have no power and no real successful performance, they have negative attitude and less trust to tourism ministries and authorities and they were reluctant to participate with each other and even they were not motivated to care

each other and there is no integrity between tourism institutes themselves and integrity toward the authorities of tourism ministry and government.

Totally, finding of this study confirms that tourism institutes' perceptions of tourism expenses can decrease their level of integration with national tourism organization in planning and policy programs for tourism development in long-run process rather than short-run benefits (Latkova & Vogt, 2012). Noteworthy, some studies have mentioned that the pessimistic view of tourism institutes about the cost have trivial impacts on their integration with national tourism organization and their trust, commitment and their loyalty to national tourism organization (Latkova & Vogt, 2012).

It can be concluded that tourism institutions' perception of the public performance of national tourism organization' authorities can have serious impact on their trust and participation and their own perception of power toward national tourism ministry and authorities.

I interviewed people that they are owner of restaurant or working in the restaurant about role of tourist on economic development.

Respondent 1: the restaurant's owner

RESPONDING: in the past tourism industry was better than now because in the past everything was cheap and lots of people from different countries came to north Cyprus. Government and tourism institute have important role to take people in north Cyprus. In few years tourism is getting decrease because of financial problems. In north Cyprus tourist role is the first. In this year everything is expensive and it effect on hotels, restaurants, shopping malls and universities. Tourism resistance should be comfortable and should have delicious foods so tourist enjoy travel and it effects on tourism

development. Tourism industry is not good and have many problems. The government and tourism institute are weak about tourist. Tourism institute can lead tourists to north Cyprus to improve financial problems and improve other people to come in north Cyprus. Tourists can develop each country and make lots of jobs. I proud my country that tourist come and they are satisfying about their travelling.

Respondent 2

Date: 6/6/2019

RESPONDING: in north Cyprus in ministry of tourism they have to take people with international people with more politely, more generally. And they have to let you that people to comfort in tourism in north Cyprus. They stay here safety. I think tourism department have more challenges to financial problems in north Cyprus and we are all trying good to do best to deal with economic problems. The tourism institutes they are able to deal with unemployment because the people in north Cyprus love tourism and mostly this island belong to the tourism. So, about degree of tourism he/she can find a job easily and tourism department can open the doors for workers. The government authorities they are responsible for tourism department. The residence should be comfortable so they are connected to continue our job. I do not think so there is any corruption in tourism institutes. This people the residence they have power in make simple tourism project and plans because they invest money so they make more shops, more photos for tourism that they cannot take money, they can give work to the people so they are connected to unemployment to deal people. In tourism business the critical influence is a big photo the tourism institute has a big role for tourism. They are doing right to running people in tourism institutes. The tourism department is the most important in north Cyprus. And you can say the tourism is leading this country north

Cyprus because it is tourist country. Tourism continue to have important role in developing this country. It is my honor to be tourist in North Cyprus.

Having contemplated about the records of two voices, I believe that government and tourism institute should have more plans about coming lots of people from different countries to north Cyprus. It is positive effect on improve economic problems, tourists can invest and making job it causes too many people come and it can be useful.

Table 2: The number of responses of each question

THEMES	CODE	SUB-THMESE	FREQUENCY
Overall perception of tourism institutes about barriers of tourism development	TIP & TD	No real permanent interaction between sub-sectors and NTO	15
Tourism Institutions' knowledge about sustainable tourism development	TI & STD	Lack of social media training for the merits of STD	18
Unemployment	U	More employment of females than males for tourism section	8
Fairness of Government in sharing tourism development outcome to local tourism institutes and local people	GF & SH	Not sharing the benefits of tourism development and local tourism institutes must pay all the expenses themselves.	16
The Power of Local Tourism institutes in Tourism Development	P of LTI & TD	Authorities of national tourism organization do not mention the ideas and beliefs of local tourism institutes in their plans and policies	9
Bribery and Corruption	B& C	There is no bribery and corruption in this island except rare cases which can even rumor.	15
The economic and political results of tourism development	E & P of TD	Tourism industry; especially educational tourism has helped the economic progress and political popularity of island at large extent.	12
Trust to National Tourism Organization	T & NTO	When nobody help us to improve the quality of our product and even kitchen materials, so we cannot trust to national tourism organization plans and we don't care.	14
The necessity of National Tourism Organization in Monitoring each local institutes	N of NTO's M	It sounds absolutely necessary to monitor each tourism institutes in all sections even employment of staff and health care system of staff and cleanness of backsides of hotels and restaurants	6
Consideration of Tourism as major industry	T & MI	Educational tourism is the main power of economic power of island.	17
Maximization of tourism development benefits	M of TDB	National tourism organization share the ideas of local tourism institutes more into practice and even have some promotion for some of them	6
Feeling of local people about tourism development	F of LP & TD	Tourism development has caused traffic congestion and pollution; however it has helped us to sell our products and have more customers.	16

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The above table expresses the other related issues which the respondents have discussed about each question of interview. These responses are indirectly related to the relation of trust of tourism institutes' sectors to national tourism organization in TRNC area.

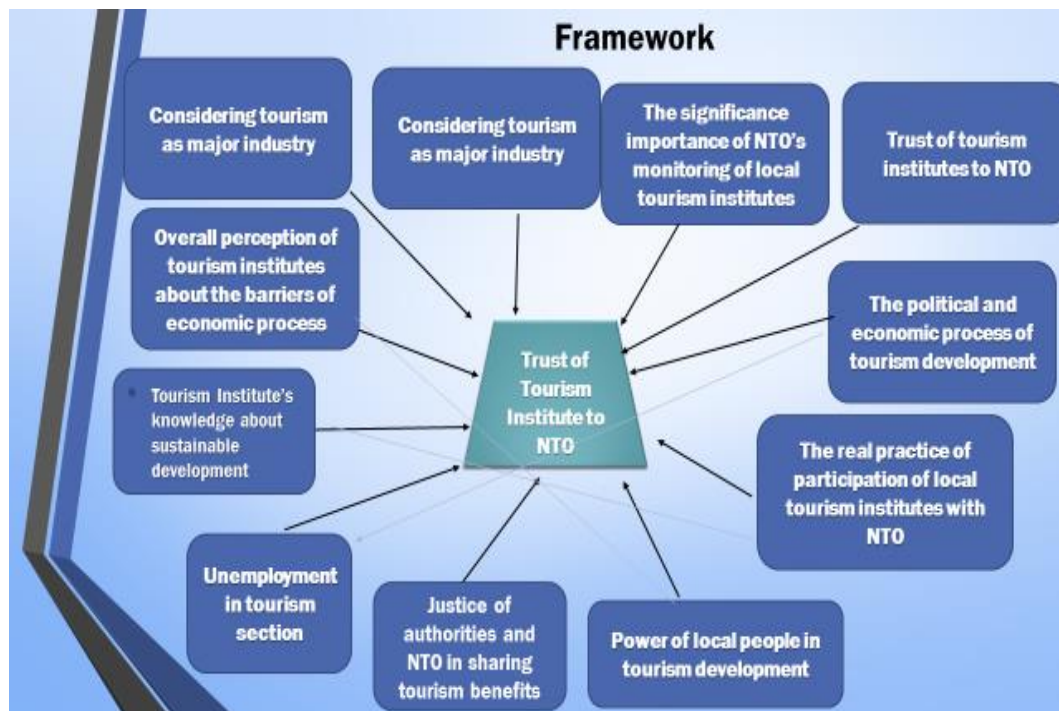


Figure 3: The relation of responses of each interview questions to trust to TRNC

Besides, the relation of each question to trust of tourism institutes sectors to national tourism organization can be observed as the framework in figure three:

Chapter 6

DISCUSSION AND ANALYSIS

6.1 Discussion

Having clear picture about different views of the hotel, restaurant and travel agencies' managers and interpret the results of this interview and the whole research can be regarded as the major aim of this study. Diverse interviews have shown that trust to national tourism organization can strengthen the sense of participation and increase power of tourism entities like hotels, restaurants and travel agencies to help national tourism organizations to obtain the goal of tourism development, sustainably.

Section six highlight rationale of the way tourism institutes trust to national tourism organization can be vital for sustainable development. Furthermore, limitations and further researches which need to be done in this area in close future have been have been provided in this chapter.

As it was mentioned in previous chapters, trust between tourism entities like hotels, restaurants, travel agencies and national tourism organization as government section can strengthen the bond of unity and participation toward tourism development in long-run. Considerably, the more tourism institutes trust the national tourism organization, the more they are powerful and be ready to join tourism development strategies and prohibit mass tourism.

Mass tourism has occurred haphazardly in Northern Cyprus. The majority of these tourists are international students and the rest are those who travel in spring and summer to Northern Cyprus from diverse destinations like: European countries, England, Germany, Russia, and different countries of Middle East. Therefore, tourism can give the government the chance to improve economically.

The majority of hotel, restaurants and travel agencies' owners and managers have confirmed that during recent years, North Cyprus has experienced a deterioration in economic situation which must be solved. They explained that North Cyprus has private and public debts. They believe that government and national tourism organization must be prudent and cautious about these perils of society and they must boost their investment. They believed that government plus national tourism organization must take the influential planning and policies about the recent economic problems. Moreover, they believed that national tourism organization is the most dynamic section of the government which can help economic growth of whole society and brings about various merits for prosperity and even better service quality for local people. However, they have not had 100 percent satisfaction from national tourism organization and they need more creation and making the bond between themselves and national tourism organization more and more tightly. The hotel, restaurant and travel agencies' managers believed that a good tourism destination which can be successful in long run rather than short run attraction of tourists must have safety of the environment and uniqueness of historical and cultural events and attractions which can be just possible with the help of national tourism organization. So, there is essential need for having better planning and policies to increase the bond and be more aware about each section's plans and strategies and there's great need for participation in making decisions between private sectors and public sectors of tourism to prohibit

short run plans like incomplete, non-designed well infrastructures. It is very important that tourism entities like hotels and restaurants have cognitive trust to government to reach certainty, integrity toward long-run plans and policies.

Perhaps; not surprisingly, sole excessive dependence on tourism as the main economic cycle of life can be considered as peril for each destination; particularly in North Cyprus. Considerably, North Cyprus is popular Mediterranean summer sun destination. However, it is too dependent on tourism; particularly educational tourism. Undoubtedly, tourism has grown economic situation rapidly. However, it is not enough and government plus national tourism organizations must have plans and policies to be able to have the maximum benefit and the least loss from tourist arrivals by influential planning and policies and taking care of the needs of private tourism entities and integration of tourism entities with national tourism organization like a bond rather than separate sectors of the society. Just in this way, it can be possible for private tourism entities to have long run plans and mentions sustainable tourism development rather than short or seasonal tourism benefits like trying to not damage the environment, noise pollution and mass tourism.

Tourism institutes believe that North Cyprus has immense opportunities for sustainable tourism development with effective planning and control of national level, wisdom and consolidation and empowerment of existing core markets. They; further, mentioned that it must be some programs for discovering of plans which can prohibit mass tourism, air and noise pollution, best service quality and well-designed constructions which consider long-run success during future history rather than just in next few years. Otherwise, there is lack of efficient wise plans and policies which can't

catch success and sustainable development but rather more drastic problems for the whole community in close future.

6.2 Conclusion

In fact, tourism has become the major section of Cypriot economy in North Cyprus which can contribute to GDP 20% and approximately 40% of all exports and 25% of employment. So, tourist arrival can have direct impact on economic situation and job opportunities. In fact, seasonal jobs can have some problem for local people to be jobless for the rest of year. For instance, mass markets and summer-sun destinations can be attractive in winter. The worse problem is education tourism and students who come from the middle east world and the currency of dollar is increased in recent years and they are reluctant to study in North Cyprus which can decrease the level of educational tourism which can be beneficial for the whole year economy and make different chances for hospitality job opportunities for local community in North Cyprus.

Vitaly, hotels and restaurants are in the vicious circle of increasing the prices, decreasing the staff to minimum, lower service quality and productivity to have the most benefit; while it can be resulted in short run success and loss of sustainable tourism development by loss of the commitment and loyalty of tourists to come back to area.

Moreover, the national tourism organization and authorities were not able to have direct planning to prohibit mass tourism and detrimental environmental and infrastructural consequences. So, there's great need for official policies for making tourist institutions and authorities of national tourism organization to be aware of

balanced tourism development. They believed that present plans and policies cannot have realistic results for prosperity, increase of job opportunities for the close future.

Unfortunately, the interviewees explained that the percentage of corruption and bribing is high in TRNC area. So, they express that the national tourism organization authorities must increase more prudent and conscious policies and legal services and the judiciary to double the penalties and decrease of the level of corruption in this area. They believed that Cyprus numerous sunshine and beaches which can be touristic areas with nice accommodations. Considerably, all these facilities can bring job opportunities and more revenue which can help North Cyprus to get prosperity in the whole sections like economy.

Noteworthy, it has been suggested that in order to have closer relationship and increase trust between residents and authorities, it would be better to decrease the number of municipalities to make local government more efficient and effective.

It has been confirmed that municipalities must have revenue to do the main policies, and distribute sources among tourism entities equally as the main foundation of strategy management.

Noteworthy, municipalities require ample income to perform the plans perfectly. Fair expenditure of sources can be considered as main goal in the whole plans of tourism development. These sort of performance of activities must be in harmony with plans and be monitored continuously with internal and external official and independent audit system. Therefore, the efficiency of plans and policies will be observed clearly.

Due to provision of this conditions, economic development can be successful and reach at the maximum level.

Residents believed that their participation with government can be the main clue to sustainable tourism development. However, they believed that they can't have real participation with national tourism organization like just words of mouth and no real actions. Even, they stated various expectations which had characteristics completely different from national tourism organizations' policy and decision making process.

Interviewees believed that the plans and policies for promotion of public trust and integration in strategies of national tourism organization is not proper and these policies must be improved to have more participation of stakeholders. In the same vein, the gap between local business owners of restaurants and travel agencies or hotel managers' expectation from their role and power in tourism section making decision and their real integration must be solved, by all means. Considerably, the local hotel, restaurants and travel agencies' managers and owners were not enough aware of public participation and their role in decision making process and cooperation with national tourism organization.

The interviewees expressed less trust toward the national tourism organization. However, they expressed that their trust has been improved in recent years. Just four out twenty expressed trust to national tourism organization and twelve of them expressed distrust to national tourism organization and just four of them had neutral stance.

Noteworthy, they mentioned that they trust to government but not satisfied with government performance. They were distrustful to national tourism organization and its performance. Residents express their satisfaction about tourism industry and its effect on economic progress in local era. However, some of them complain the lack of awareness of the environmental cost. They suggested some plans and policies for organization of some programs to aware tourism entities like hotels, restaurants, coffee-shops to make them conscious about the ways to prohibit environmental costs and decrease it to minimum level.

6.3 Implications: Theoretical and Practical

SET, trust of tourism institutes, power are main background theories of this study. In fact, the perception of tourism entities like hotels, restaurants, and travel agencies about the benefits and demerits of tourist can have direct effect on their view about tourism development and their trust to national tourism organization can multiply their attitude toward tourism development (Campbell, 2004).

The present thesis discovers that tourism institutions' trust to national tourism organization and then government authorities can have vital impact of their political support for sustainable tourism development. Demographic and socioeconomic elements can other variables which can be important in tourism development, too. The present study showed the views of tourism institutes about the expenses of tourism as obvious serious element. So it can provide a new theoretical view about public trust of tourism entities and its relation with their participation with national tourism organization's plans and policies.

This research showed the level of tourism institutions' trust in national tourism ministry and its authorities and its effect on their participation in planning and development. Therefore, partial support for SET can be the foundation of trust to national tourism ministry authorities (Campbell, 2004).

To sum up, this research reconfirms that the main role of trust in each social exchange relation can be supporter of exchange theory (Campbell, 2004). So, it is essential for researchers that trust be considered as main variable in their researches. Application of SET and its variable can help us to perceive community support of tourism institutes of tourism development better. In fact, trust of tourism institutes can be a complex mixture of general perceptions about tourism effects and the imagination of tourism institutes' rollers.

Therefore, it sounds a necessity to have more investigations about the performance of national tourism ministry to adopt various theoretical perspectives. It can't be ample to just rely on one theory of political trust to support tourism.

This thesis has discovered and explained how sustainable tourism development with proper planning and policies via clear perception of public support of tourism institutions. Considerably, the perception of tourism institutes' rollers can have direct impact on their engagement with national tourism organization programs (Sirakaya, 2008). This study highlighted the fact that tourism planners must have enough information about tourism development process with regard to specific local area. It sounds necessary to have enough information about the community environment of tourism institutes as the initial point to develop tourism institutes' involvement in

planning and policies of tourism development beside recommendation for mitigation of strategies (Sirkaya, 2008).

Totally, the tourism institutes' participation with national tourism organization have significant relation with their perception of the costs of development. So, it is essential for national tourism organization to aware them about tourism development to reach the peak of success in tourist development. In the way that costs of tourism would be regarded trivial and not be worthy to think about it. Besides, the merits of tourism development can be distributed equally among all tourism institutions and the whole tourism institutes have strong trust to national tourism ministry that they are sharing equal advantages of the benefits of tourism development (Gini, 1914).

The prosperity in economic section can empower national tourism organization authorities to improve the tourism institutes' knowledge about their power in participation to reach tourism development. For instance, education and internal marketing campaigns which generate positive images about tourism can make the costs of tourism less important for tourism institutes and produce positive perceptions about tourism development (Andereck, 2005).

It has been also discovered that tourism institutes' perception of the costs of tourism can have some roots in their trust to national tourism organization. So, it is necessary for national tourism organization to implement plans which mitigate tourism costs and decrease its level in perception of tourism institutes' rollers. Besides, it can be essential to consider that tourism development must consider environmental plans and policies too. Undoubtedly, by implementation of these strategies, the various negative results

of tourism can be reduced and the whole community can benefit from sustainable tourism development merits.

To achieve the maximum benefit from tourism development, it sounds vital to discover which tourism institutes are more eager to be involved in tourism developmental plans and policies and which of them are reluctant and the reason behind their lack of interest to participate with national tourism organization. It has been shown that managers with various socioeconomic and demographic groups showed various reactions toward their participation with national tourism organization in planning and policies of tourism development programs. It sounds to be interesting and worthy to have more research on this era. For instance, the difference between male and female tourism managers of tourism institutes' promotion toward tourism development or the difference between gender of managers and their extent of their motivation in cooperation in tourism developmental plans and policies and the process of decision making. These kinds of data can help national tourism organization to be prudent and conscious about the expectations of tourism institutes' managers and adopt influential strategies to make them more and more courageous to be involved in improving the tourism industry of their location.

Conclusively, tourism institutes who perceive that they have more power, they are more prone to participate with national tourism organization authorizes which can increase the power of national tourism organization in democratic way. Therefore, it is compulsory for national tourism organization to empower the tourism institutes to have the maximum prosperity which comes out tourism development in long run rather than short period time success. This can be obtained just by trust of tourism institutes and make them ensured that their expectations and needs are cared in various process

of tourism development. Training them can be another factor which can make them strongly confident toward participation with national tourism organization authorities (Rothstein, 2000). It has been shown that whenever tourism institutes' managers are aware of their role and their power, they can be more influential in decision making process (Andereck, 2005). National tourism organization must plan a participatory policies for tourism development which have the main goal of making tourism institutes central to tourism development just via their promotion toward voluntarily actions to reach tourism development.

Obviously, the lack of trust can bring the sense of weakness among tourism institutes and make them isolated from each other and toward national tourism organization authorities which can result in their reluctant behavior toward participation with authorities. So, these findings can show how tourism institutes' perception of the performance of national tourism organization authority can affect their trust (Andereck, 2005). Therefore, immerse tourism supervision by national tourism organization plan can be implemented to produce and to focus on the centrality of tourism institutes' empowerment and awareness about the results of tourism development and this can be achieved just by democracy (Andereck, 2005).

National tourism organization must also try to adopt more transparent and fairer tourism plans. Social integration and participation of tourism institutes can be helpful. Besides, national tourism organization must be aware and prudent about tourism corruption and have great attitude toward solving problems of bribery and dishonesty by all means.

Obviously, the lack of trust can bring the sense of weakness among tourism institutes and make them isolated from each other and toward national tourism organization authorities which can be resulted in their reluctant behavior toward participation with authorities. So, these findings can show how tourism institutes' perception of the performance of national tourism organization authority can affect their trust. Perhaps; not surprisingly, tourism institutes trust when they are treated fairly in tourism development (Andereck, 2005). Therefore, it is essential that a high standard of tourism leadership by national tourism organization plan to produce and focus on the centrality of tourism institutes' empowerment and awareness about the results of tourism development and this can be achieved just by democracy (Andereck, 2005). So, it is essential for North Cyprus national tourism organization to redefines its duties in tourism development to confront with future economic challenges. The North Cyprus national tourism ministry can redefine its leadership to support the tourism institutions and involve them as main elements in the whole steps of the process of tourism development.

This aim can be obtained just by North Cyprus national tourism ministry via collaboration with tourism institutions' stakeholders to prohibit any kind of Economic Development Corruption in North Cyprus and implement all tools to the whole tourism institutes fairly. Just by this way, it sounds to be plausible to attain the maximum economic opportunities in tourism and confront with economic challenges in North Cyprus.

It can be also essential for national tourism ministry in North Cyprus to educate the tourism institutes' managers to improve their data about their responsibilities about tourism development and how they can achieve the maximum benefits and minimize

the costs of tourism development. National tourism ministry of North Cyprus can adopt diversity macroeconomic challenges to confront with unemployment and poverty by just wise plans and policies of tourism development.

The most vital fact is that tourism institutes can trust national tourism ministry whenever they observe real performance of national tourism authorities is fair and amazing (Nunkoo, 2012).

6.4 Limitations

As we live in the world that nothing is absolutely perfect, this study can't be enough and perfect and suffers from some limitations which can be considered to be worthy to be mentioned here by researcher. Initially, The study sample was just small representative of the whole tourism institutes in the North Cyprus. Secondly, the survey method was interview and the quantitative methods and questionnaire were not applied in this study. Maybe, other studies can benefit mixed approach.

The number of subjects were not enough which can be the main limitation of this research. Smaller samples can have more risk of unpredictable errors than high number of subjects (Cohen, 2001). Therefore, doing more deep studies with larger samples in North Cyprus sounds to be vital.

The variable of cost and benefits have been regarded in this study; however the way these variables were discussed was not enough and the multi-dimensional impacts of tourism must also be considered and be studied more deeply. It hasn't been shown clearly how the perception of tourism institutions can be changed toward costs and how national tourism organization can limit these costs. This study didn't ask the interviewees opinions about generic measurement of their trust and how they trust

various national tourism organizations in North Cyprus like the ministry, or national tourism organization. The level of trust just toward national tourism ministry was done by interview or qualitative study which can be done about other tourism organizations and other parts of government.

Thus, other studies in close future can focus to analysis of the trust of special tourism institutes to national tourism organization and government and its correlation with the real power of national tourism organization and government in democratic way.

The further research can be done about the relation between perceived cultural benefits and trust to national tourism institution ministry of North Cyprus and trust among tourism institutions in North Cyprus. Therefore, it can be strongly felt that there's need to have more researches about the merits of trust of institutions. By this way, power and trust can be strengthened. There is also great need to do some studies to distinguish various effects of tourism to have clear vision about the clues which can increase the trust of tourism institutions of North Cyprus toward the national tourism ministry.

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APPENDIX

MASTER THESIS TITLE

EXAMINING PUBLIC TRUST IN TOURISM INSTITUTIONS: NORTH CYPRUS

Maryam Jamadi

Supervisor: Prof. Dr. Habib Alipour

The interviewer is the master student. She studies master of tourism and hospitality management at EMU. Examining the trust of tourism institutes toward national tourism organization of North Cyprus is the main aim of this study. Besides, its relation with their integration with national tourism organization's planning and policies and finally the more power of national tourism organization to make transformation toward tourism development sustainably. The main answers of these questions will be gathered and analyzed to discover help national tourism organization to experience tourism development in logical way. Data collection and analysis are used for master thesis. The data analysis can be useful guidance for national tourism organization to know the way to absorb trust of tourism institutes, the rationale behind this attempt. Results from the study will also allow national tourism organization to be aware of the lack of trust or paucity of trust and the main needs of tourism institutes for participation in tourism development. Your interview will take your time just for twenty minutes.

Identities of the interviewees would be remain anonymously.

Passing ethical official permission from the dean of Tourism and hospitality management faculty of EMU has been carried out one week before the initiation of the interviews.

INTERVIEW QUESTIONS

- 1. What is your overall perception of tourism institutions (ministry of tourism) power to find remedies for the barrier of economic process of North Cyprus?**
- 2. Do you think Tourism institutions and organizations (hoteliers, travel agents, tour operators, and museums) are aware of the future economic challenges facing north Cyprus?**
- 3. Do you think Tourism institutions are able to deal with unemployment in north Cyprus?**
- 4. Do you think government authorities are fairly treating residents in tourism development?**
- 5. Do you think residents are truly represented in tourism development?**

- 6. What is your idea about the bribery and corruption in various tourism institutes in North Cyprus?**
- 7. Do residents have any power in decision making about tourism projects and plans?**
- 8. Do they take into consideration the individual views of normal tourism institutes' people in their main planning and policies toward tourism development or they ignore or just listen and not put into practice?**
- 9. What is your idea about the trade of tourism institutes and its political results and its role in planning and policy of national tourism organization and its power to perform serious drastic transformation toward tourism development?**
- 10. Can you trust to national tourism organization's plans and policies of tourism development?**
- 11. Do you believe that the authorities of tourism industry are doing the right job and fairly?**
- 12. Is it necessary for national tourism organization to have supervision over each tourism institutes' performance? To what extent, is it vital that monitoring put into practice?**
- 13. Do you consider tourism as the major industry for North Cyprus?**

14. Do you think tourism sector/industry is leading your country to grow in progressive direction?

15. How can local people maximize the benefits of tourism in close future?

16. What is your own feeling about tourists' arrival to your country?

Yüksek Lisans Tezi

TURİZM KURUMLARINDA KAMU GÜVENİNİN İNCELENMESİ: KUZHEY KIBRIS

Maryam Jamadi

Supervisor: Prof. Dr. Habib Alipour

Doğu Akdeniz Üniversitesi, Turizm ve Otelcilik Yönetimi Bölümü'nde yüksek lisans öğrencisiyim. Araştırmamın amacı halkın görüşlerini, düşüncelerini ve turizm kurumlarına duydukları güveni anlamaya çalışmaktır. Toplanan bilgiler yüksek lisans tezimde kullanılacak ve araştırmalarımından elde edilen bulgular yerel yönetimlerin turizmde daha iyi kararlar almalarına ve turizm sektörünün faydalı bir şekilde gelişimine olanak tanıyacaktır. Çalışmadan elde edilen sonuçlar, hükümetin turizm işletmelerindeki yerel toplulukların ihtiyaçlarına daha duyarlı olmalarını sağlayacaktır. Katılımınız yaklaşık 20 dakika sürecektir.

Katılımcıların kimlik bilgileri bilinmeyecek şekilde veriler derlenecek, gruplandırılacak ve analiz edilecektir. İsim veya tanımlayıcı bilgiler istenmediği için katılım isimsiz şekilde olacaktır.

Bu çalışmanın Doğu Akdeniz Üniversitesi Etik Kurulu tarafından gözden geçirildiğini ve izni aldığınızı belirtmek isteriz.

RÖPORTAJ SORULARI

Algılanan ekonomik performans:

16. Size göre turizm kurumlarının (turizm bakanlığı) Kuzey Kıbrıs'taki mevcut ekonomik zorluklarla başa çıkma kabiliyeti nedir?

17. Turizm kurumlarının ve organizasyonlarının (oteller, seyahat acenteleri, tur operatörleri ve müzeler) Kuzey Kıbrıs'ın gelecekteki ekonomik zorluklarının farkında olduklarını düşünüyor musunuz?

18. Turizm kurumlarının Kuzey Kıbrıs'taki işsizlikle başa çıkabildiğini düşünüyor musunuz?

Algılanan politik performans:

19. Hükümet yetkililerinin turizm gelişiminde, Kuzey Kıbrıs'ta ikamet edenlere adil davrandığını düşünüyor musunuz?

20. Kuzey Kıbrıs'ta ikamet edenler turizm gelişiminde temsil ediliyor mu?

21. Turizm kurumlarında bir dereceye kadar yolsuzluk olduğunu düşünüyor musunuz? Örneğin, rüşvet almak ve taraf tutma.

Kuzey Kıbrıs'ta ikamet edenlerin turizm ile ilgili karar vermedeki gücü:

22. İkamet edenlerin turizm projelerine ve planlarına yönelik karar verme gücü var mı?
23. Topluluk turizmi gelişimi ile ilgili alınan kararlarda ikamet edenlerin bir etkisi var mı?
24. Hangi turizm işletmelerinin karar alma sürecinde siyasi etkileri vardır?

Turizm kurumlarına güven:

1. Genel olarak turizm kurumlarının verdiği kararlara güveniyor musunuz?
2. Genel olarak turizm kurumlarını yönetenlerin doğru karar aldıklarına inanıyor musunuz?
3. Turizm kurumları sürekli olarak kontrol edilmediği halde doğru olanı yapmak için güvenilebilir.

Turizmin gelişmesine politik destek:

1. Turizm ülkeniz için en önemli sektör mü?
2. Turizm sektörünün / endüstrisinin ülkenizin doğru yönde büyümesini sağladığını düşünüyor musunuz?
3. Ülkenizin gelişiminde turizm önemli bir rol oynamaya devam edecek mi?

4. Turistlerin ülkenize gelmesinden gurur duyuyor musunuz?