JOURNAL OF TOURISMOLOGY

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Table of Contents

EDITORIAL

Dear Readers,

We present the first issue of the fourth volume of Journal of Tourismology. This international peer reviewed journal seeks to advance theory in tourism and its recognition as a scientific discipline. Tourismology publishes two issues per year; one in December and the other in June. Tourismology adopts a double blind peer review policy. At least two referees are appointed to each paper that made it through the initial review of the editorial board members. Tourismology is an open access scholarly journal without any publication fees. It is currently indexed by DOAJ and respects open access policies.

The journal targets tourism and travel related papers however inter and multi-disciplinary manuscripts are also welcome. The coverage of Tourismology includes but is not limited to, tourism theory, tourism development, sustainability of tourism, tourism marketing, tourist and traveler behavior, tourism industry, hospitality, gastronomy, transportation, attractions, tourism sociology, technology, tourism planning, leisure studies, organizational aspects and their various implications for tourism industry.

In this first issue, we have four manuscipts;

I. Caber, M. (2018). Customer-Based Market Positions of Domestic Airlines in Turkey. *Journal of Tourismology, 4*(1).

II. Aslan, S., & Dincer, M.Z. (2018). A Conceptual Framework of Visiting Friends and Relatives. *Journal of Tourismology, 4*(1).

III. Acar, A, & Erkan, M. (2018). The Effects of Quality of Work Life on Burnout Syndrome: A Study on Hospitality Industry. *Journal of Tourismology, 4*(1).

IV. Usmanova, S. (2018). Prospects of Intensive Institutional Cooperation on Tourism Development in Central Asia: Case of Uzbekistan. *Journal of Tourismology, 4*(1).

V. Kulakoglu Dilek, N. Kizilirmak, I., Dilek, E.S. (2018). Virtual Reality or Just Reality? A SWOT Analysis of the Tourism Industry. *Journal of Tourismology, 4*(1).

Caber (2018) looked at the market positioning of Turkish Domestic Airlines. Aslan and Dincer (2018) tried to offer a conceptual framework and typologies of VFR. Acar and Erkan (2018) analyzed the impact of quality of work life on

burnout. Surayyo (2018) explored development of tourism in Uzbekhistan and Dilek et al. (2018) examined uses of VR in the tourism industry.

We are proud and excited about this eighth issue of *Tourismology*. We appreciate the effort and time put on this by our editorial board, reviewers and the authors. We very much hope you would enjoy reading.

Sincerely yours,

Prof.Dr. Fusun Istanbullu Dincer – Prof.Dr. Mehmet Erkan
Co-editors - Journal of Tourismology

Journal of Tourismology

RESEARCH ARTICLE

Customer-Based Market Positions of Domestic Airlines in Turkey

Meltem Caber[1]

Abstract

Increasing competition between legacy and low-cost domestic airlines in many countries has made it more important to understand traveler choices, perceptions, preferences, and behavioral intentions. This study aims to assess customer-based market positions of domestic airlines in Turkey. Data obtained from 202 university students were used to generate comparative market positioning maps in order to explore the position of each airline company. The results show that Turkish Airlines had better positions than other airlines in regard to several competitiveness indicators (e.g. quality, price, and favorite travel choice). This finding emphasizes the competitive advantage of legacy domestic airlines as against that of low-cost airlines.

Keywords
Market position • Competitiveness • Domestic aviation • Legacy and low-cost airlines • Customer

In the Airline Competition Report (2014) published by OECD (Organisation for Economic Co-operation and Development), it was noted that passenger trips increased from 4,028 billion in 1980 to 19,125 billion in 2012. Forecasts also show that aviation and related tourism will generate over 56 million jobs worldwide, of which 8.36 million are directly linked to the aviation industry. The growth of the aviation industry and passenger traffic will lead to an increase in competition, not only between international airlines, but also between domestic commercial airlines in many countries (Chang & Yeh, 2002). The airlines industry is recognized as a resource-intensive industry (Low & Lee, 2014), with many factors such as technological and capital investments, specialist personnel, physical assets and good management being individually important for the success and competitiveness of the companies. In addition to these factors, airlines need "to acquire and retain customers in such a highly competitive market and to understand their relative positions in terms of critical elements affecting their competitive advantages" (Chang & Yeh, 2001, p. 405). Therefore, examination of customer perceptions may enable companies to identify their positive and negative elements as against those of their competitors and to enhance their service provision (Walsh, Bartikowski, & Beatty, 2014). In order to gain a competitive advantage and to distinguish themselves from the others, airline companies should give importance to alternative positioning factors (such as price, service quality, and image) which create a unique positioning in the marketplace (Schlie, 1985). With the purpose of clarifying their market positioning, companies should choose a combination of "customer requirements (as facilitated through a market orientation) together with the creation of valued uniqueness in the offer supplied to that target" (Hooley & Greenley, 2005, p. 94). This study aims to compare customer-based market positions of domestic airlines in Turkey. To achieve this objective, a survey was conducted in which university students took part. The following sections include a literature review on company competitiveness in the aviation industry, a summary of the status of the industry in Turkey, a description of research methods used, and the results obtained. The paper concludes with a discussion of the findings and study limitations.

Literature Review on Company Competitiveness in the Aviation Industry

The body of knowledge on the competitiveness of aviation companies and the interest of scholars in this research topic has continued to increase since the 1990s. In one of the early studies, Hamill (1993) examined the competition strategies of leading international airlines, exploring three main strategies mostly being followed, namely the expansion of global route networks, cost control, and strategies aimed at improving service quality and securing brand loyalty. Lawton (1999) investigated the success potential of growing companies in the aviation industry. His findings concluded that customer experiences created by corporate culture and route network were more important for long-term competitiveness than low operating costs and cheap prices. In another study, Wensveen and Leick (2009) identified failures in airline

business planning (such as inability to obtain sustainable, competitive advantage, undercapitalization, and overexpansion), and examined new business models. They suggested that airline companies generate business plans superior to those of any potential competitor in order to maintain business success and sustainable growth.

Oum, Zhang, and Fu (2009), who investigated the impacts of liberalization on the world airlines industry, concluded that the expansion of low-cost carriers increased domestic market competitiveness, while existing regulations hindered the growth of these companies. Wang, Fan, Fu, and Zhou (2014) attempted to explore the productivity, yield, cost competitiveness, input prices and benchmarks of leading Chinese airlines. These authors found out that Chinese airlines generated high yields and low input prices in the domestic market, which has allowed them to increase their profitability in recent years. In a recent study, Delbari, Ng, Aziz, and Ho (2016) attempted to identify the key competitiveness indicators of legacy airlines. By using Delphi and Analytic Hierarchy Process (AHP) techniques, they obtained significantly different results on the main indicators of competitiveness.

Kilinc, Oncu, and Tasgit (2012) conducted a qualitative study to understand the competitiveness strategies of airline companies in Turkey. Interviews with four top company managers indicated that the main strategies followed by airline companies are cost leadership, customer satisfaction and service quality, employees, innovation and technological changes, respectively. In another study, Acar and Karabulak (2015) aimed to assess the competition between legacy and low-cost airlines in the Turkish domestic airline industry.

The Aviation Industry in Turkey

The Turkey Civil Aviation Headquarters 2015 Operational Report shows that domestic passenger traffic in the country increased to 85,41 million in 2014 (a 12.2% increase) compared to 76,14 million in 2013. By serving 53% of the market in 2013, Turkish Airlines, with its co-brand Anadolu Jet, emerged as the dominant company of the industry. Other companies had market shares as follows: Pegasus Airlines 27%; Onur Air 8%; Atlas Global 6%; Sun Express 5%, and Bora Jet 1% (Figure 1). In recent years, the establishment of Anadolu Jet, and operations of Bora Jet at 14 domestic airports, significantly contributed to the growth of the aviation industry in the country.

Most of the domestic flights are operated from Istanbul-Atatürk Airport (22%); Istanbul-Sabiha Gökçen Airport (18%); Ankara-Esenboğa Airport (11%), Izmir-Adnan Menderes Airport (10%), and Antalya Airport (7%). In terms of fleet size, Turkish Airlines with its co-brand Anadolu Jet own the highest number of aircrafts (258) and and boast the greatest seat capacity (50,983), followed by Sun Express and Pegasus Airlines (Table 1).
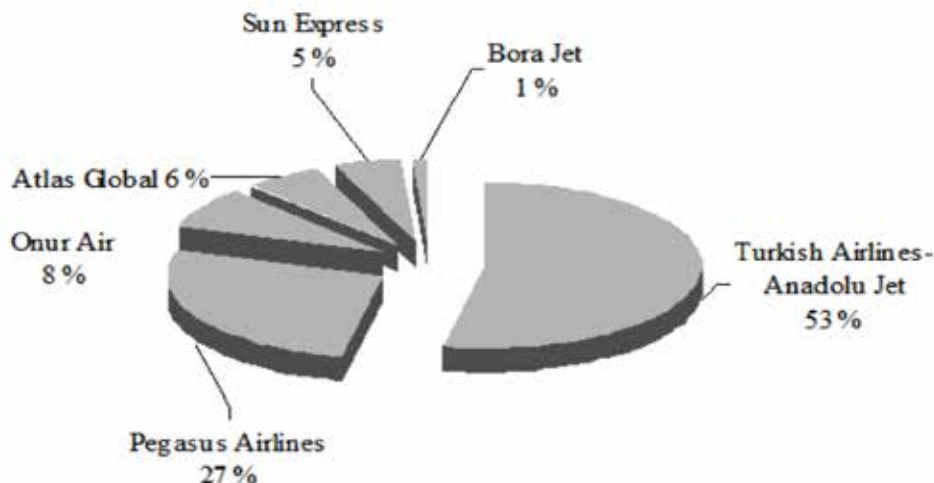
Figure 1. Market share of the companies.

Table 1
Passenger Carrying Domestic Airlines in Turkey (Civil Aviation Headquarters, 2015 Operational Report)

	Nr. of Aircrafts	Seat Capacity	Total Aircrafts (incl. cargo carriers)
Turkish Airlines (including its co-brand Anadolu Jet)	258	50,983	266
Sun Express Airlines	54	10,167	54
Pegasus Airlines	58	10,827	58
Onur Air	28	7,137	28
Atlas Global	20	3,954	20
Bora Jet	14	1,341	14
Touristic (operates only international flights)	*10*	*1,890*	*10*
Freebird (operates only international flights)	*8*	*1,440*	*8*
IHY İzmir (its aircrafts rented by Pegasus)	*7*	*1,302*	*7*
Tailwind (operates only international flights)	*7*	*1,218*	*7*
Total	**464**	**90,259**	**489**

In this study, nine airline companies carrying passengers on domestic routes are studied, namely Turkish Airlines, Anadolu Jet, Sun Express Airlines, Pegasus Airlines, Onur Air, Atlas Global, and Bora Jet. Some of these companies organize both domestic and international flights, such as Turkish Airlines, Sun Express Airlines, and Atlas Global. However, domestic airlines which only carry cargo or only organize international flights are excluded from the content of this study.

Method

Sample and Measure

The survey method was chosen by the author to show the participants' profile and their evaluations. Demographics were identified by six questions, namely gender, age,

study programme, class, average number of flights per year, and airline loyalty card ownership. Criteria such as price-cost and quality (Hannigan, Hamilton, & Mudambi, 2015); frequency of travel per year, and company reputation (Widmann, 2015) have been variables used in the competitive positioning maps of airline companies. Therefore, with the purpose of assessing the customer-based market positions of the airline companies, 5 items with 7 point type semantic differential scales were used in this study, which are structured as follows: cheap/expensive for price; low/high for quality; not favorite/very favorite for favorite travel choice; not frequent/very frequent for travel frequency; and not wanted/very wanted for willingness to travel with).

Those taking part in this research were all Turkish university students currently attending Akdeniz University, Tourism Faculty, in Antalya. Annual student quotas in formal education for each represented programme are: 103 for Gastronomy and Culinary Arts Programme and Tourism Management (which had four classes each), 41 for Tourism Guidance Programme (which had three classes at the time of survey), thus indicating that the population of this study consists of 947 students. As suggested by Yazıcıoglu and Erdogan (2004, p. 50), from a universe of 1000, a minimum of 88 samples may meet the significance level of 0.05 at +/- 0.10 error margin. By using convenience sampling method, Tourism Faculty students were requested to participate in the survey during their course breaks. Volunteer students were given the questionnaire and the completed forms were collected back. The survey took place

Table 2
Participant Demographics

Variables		Frequency (n = 202)	Percent (%)
Gender	Male	121	59.9
	Female	81	40.1
Age	18-20	62	30.7
	21-23	115	56.9
	24 and older	25	12.4
Programme	Tourism Management	154	76.2
	Gastronomy and Culinary Arts	39	19.3
	Tourism Guidance	9	4.5
Grade	1st year student	25	12.4
	2nd year student	49	24.3
	3th year student	68	33.7
	4th year student	60	29.7
Average Number of Airline Travels in a Year	None	13	6.6
	1 time	22	11.2
	2 times	48	24,4
	3 times	12	6,1
	4 times	29	14,7
	5 times and more	78	37,0
Airline Loyalty Card Ownership	Yes	36	17,8
	No	166	82,2

in December 2016 and January 2017. At the end of this period, 202 fully completed forms were obtained from the participants. The rate of response was 21.3%. All the responses were transferred to excel files, and relative market positioning maps were generated by use of general arithmetic means calculated for each criterion.

Results

Demographics of the Participants

The majority of the participants are male students (59.9%), attending the Tourism Management Programme (76.2%). A considerably high percentage of the participants do not have any airline loyalty card (82.2%), and 37% of them travel by air 5 or more times per year (Table 2).

Loyalty Card Ownership

Based on the information about loyalty card ownership, it is obvious that the highest share of the participants chose to be members of the Turkish Airlines' loyalty card system (38.1%), followed by Pegasus Airlines (25.7%), and Sun Express (14.9%). Anadolu Jet and Bora Jet had the lowest share in terms of the number of loyalty card owners (1.5%, for each) (Table 3).

Table 3
Loyalty Card Ownership (n = 202)

	Yes (%)	No (%)
Turkish Airlines	66 (38,1)	125 (61.9)
Pegasus Airlines	52 (25,7)	149 (73.8)
Sun Express	30 (14,9)	168 (83.6)
Atlas Global	17 (8,5)	183 (91.5)
Onur Air	8 (4,0)	191 (95.5)
Anadolu Jet	3 (1,5)	195 (97.5)
Bora Jet	3 (1,5)	196 (98.0)

The "First Preference"-"Frequency of Travel" Relationship

The relationship between the first preferred airline and average times of travel with a subject airline (in a year) is reflected by generating a relative market positioning map as shown in Figure 2. The general arithmetic means for the first preferred airline criteria are as follows: 1.38 for Turkish Airlines; 1.28 for Pegasus Airlines; 1.20 for Sun Express; 1.04 for Anadolu Jet; 1.08 for Atlas Global; 1.07 for Onur Air; and 1.04 for Bora Jet. The general arithmetic means for times of travel with subject airline in a year are as follows: 3.68 for Pegasus Airlines; 3.37 for Turkish Airlines; 3.24 for Sun Express; 2.36 for Atlas Global; 2.33 for Onur Air; 2.18 for Anadolu Jet; and 1.60 for Bora Jet. Although, Turkish Airlines was the first choice by general arithmetic means,

it was in second position in terms of times of travel per year. According to cross examination of both criteria, Pegasus Airlines, Turkish Airlines, and Sun Express share higher positions compared to other companies.
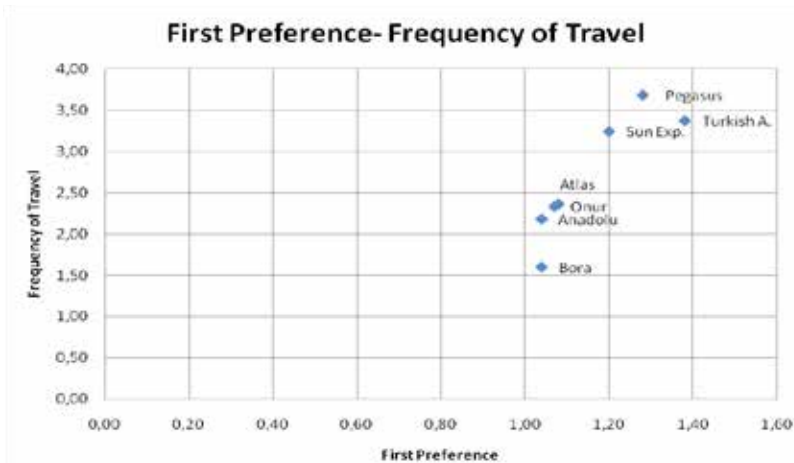
Figure 2. Market positioning map for "first preference"-"frequency of travel".

The "Quality Level"-"Price Level" Relationship

In Figure 3, a relative market positioning map showing the quality-price level relationship is presented. The general arithmetic means pertaining to quality level of the airline companies are: Turkish Airlines (6.65); Pegasus Airlines (4.25); Anadolu Jet (4.06); Atlas Global (4.03); Sun Express (3.94); Onur Air (3.44), and Bora Jet (3.31). The general arithmetic means for price level are: Turkish Airlines (6.02);

Figure 3. Market positioning map for "quality level"-"price level".

Atlas Global (3.65); Anadolu Jet (3.50); Pegasus Airlines (3.18); Onur Air (3.12); Bora Jet (3.02), and Sun Express (2.90). The map indicates that Turkish Airlines have the highest general arithmetic means both for price and quality levels. Its position on the map is far further than other domestic airlines based on these criteria. At the same time, there is a clear competitiveness among the remaining companies, as they are very closely positioned to each other on the map.

The ""Price Level"-"Favorite Airline" Relationship

According to general arithmetic means of price level and favorite airlines, Turkish Airlines is, once more, far more ahead of other domestic airlines (Figure 4). This company is located at the highest point of both the price level and the favorite airline matrix. This finding shows that Turkish Airlines is perceived to be an upper-priced airline, which is also the favorite in the marketplace. The general arithmetic means for price level are: 6.02 for Turkish Airlines; 3.65 for Atlas Global; 3.50 for Anadolu Jet; 3.18 for Pegasus Airlines; 3.12 for Onur Air; 3.02 for Bora Jet; and 2.90 for Sun Express. For the favorite airline, the general arithmetic means are: 5.70 for Turkish Airlines; 4.58 for Pegasus Airlines; 4.02 for Sun Express; 3.41 for Atlas Global; 3.32 for Anadolu Jet; 3.04 for Onur Air; and 2.43 for Bora Jet. Although the remaining domestic airlines are perceived to be at almost the same price level, Pegasus Airlines and Sun Express are greater favorites than the other airlines.
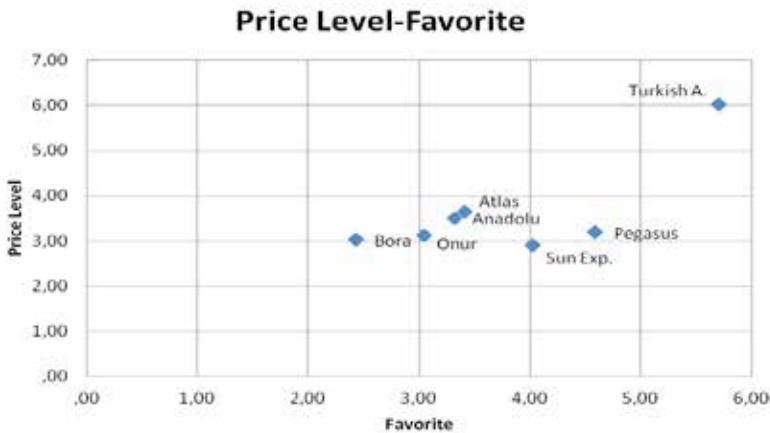
Figure 4. Market positioning map for "price level"-"favorite" airline.

The "Quality Level"-"Willingness to Travel with" Relationship

The general arithmetic means for quality level are as follows: 6.65 for Turkish Airlines; 4.25 for Pegasus Airlines; 4.06 for Anadolu Jet; 4.03 for Atlas Global; 3.94

for Sun Express; 3.44 for Onur Air; and 3.31 for Bora Jet. The difference in means is considerably high between Turkish Airlines and other companies in the quality level evaluation. Accordingly, Turkish Airlines can be regarded as the quality leader of domestic airlines. The participants' general assessment on their willingness to travel with an airline company shows that Turkish Airlines is at the top of the list.
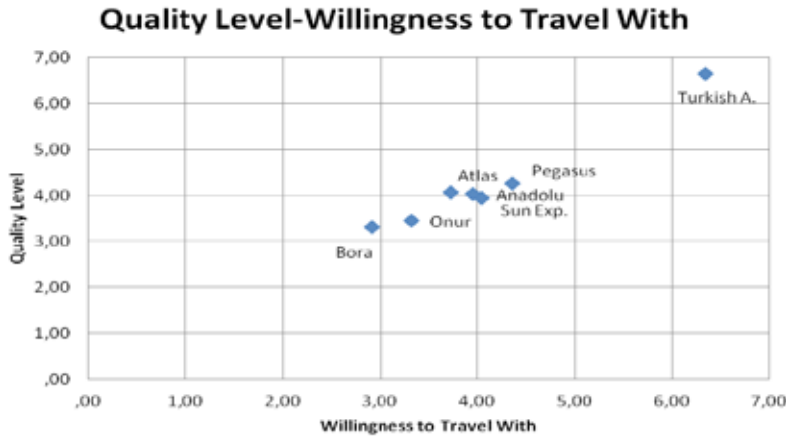
Figure 5. Market positioning map for "quality level"-"willingness to travel with".

The general arithmetic means are as follows: 6.34 for Turkish Airlines; 4.36 for Pegasus Airlines; 4.04 for Sun Express; 3.95 for Atlas Global; 3.73 for Anadolu Jet; 3.32 for Onur Air; and 2.91 for Bora Jet. On this point, the participants share the same opinion that there are actually three types of airline companies in the market; the group leader (Turkish Airlines), middle class followers (e.g. Pegasus Airlines, Sun Express, Atlas Global, and Anadolu Jet), and the bottom liners (e.g. Onur Air and Bora Jet).

Discussion and Conclusions

In keeping with the growth of global competition in the aviation industry, it has become more important both for practitioners and researchers to understand customer perceptions about company brands, their service qualities, price levels, and other issues. In this study, various criteria that reflect the domestic market positions of airline companies in Turkey were measured and compared using dual positioning maps. The results indicated that Turkish Airlines had the differentiating and leading positions at quality level, price level, and most favorite company, while Pegasus Airlines took the lead in first preference and times of travel within a year categories. This finding supports Acar and Karabulak's (2015) study, in which Turkish Airlines is identified as the dominant airline company affecting the development of the aviation industry in the country, while the other companies are operating as low-cost airlines. These researchers also highlighted that both Turkish Airlines and Pegasus Airlines

were growing fast in international passenger numbers compared with domestic. The close competition between Turkish Airlines and Pegasus Airlines, in particular in the domestic market, was also confirmed by the results obtained in the present study.

In addition, the current study shows the remaining airline companies (other than Turkish Airlines and Pegasus Airlines) grouped almost at the same points of the map in all criteria. In general, Bora Jet had the lowest values for many categories (such as first preference, times of travel in a year, quality level, and favorite travel choice). The findings present the competitive capabilities of the airline companies, and show the closest competitors of each. By use of such research results, airline company top managers may identify their advantages and disadvantages as perceived by their customers and attempt to improve their weaknesses.

Globally, an increasing number of legacy airline companies are showing an interest in becoming members of major alliances, such as Star, SkyTeam, and OneWorld. Thus, domestic airlines should be aware of tougher competition conditions in the world aviation industry. They should try to use the advantages of operating specific domestic routes by offering high quality services to their customers and aim to keep their market positions. Rather than competing with global and higher quality airline companies, they need to focus on domestic operations so that they maintain a good market position in terms of competitiveness.

This study's main limitation is how to measure university students' perception when analyzing domestic airline companies' market positions. In future studies, the author recommends using "real" travelers as the sample, so that reliability and validity of the results can be increased. Moreover, in the content of this study, only domestic airline companies in Turkey were examined. In other studies, researchers may compare domestic and international companies or employ additional criteria to identify market positions of the companies.

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Journal of Tourismology

RESEARCH ARTICLE

A Conceptual Framework of Visiting Friends and Relatives

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Abstract

Because of long working hours and the perplexity brought about by city life, individuals have less time to devote to their family and friends. This means that they want to spend their leisure time with them. Individuals visit their friends and relatives as a means of socio-cultural life. As a result, new travel / tourism types such as "Visiting Friends and Relatives" have been formed due to such interactions. Although VFR travel has been known for many years, it is a newly discovered phenomenon. Also, as a category of travel / tourism it is difficult to get enough information about it. Given the fact that there are a significant number of travelers in the world visiting families and friends, it is important, that VFR travel / tourism potential should be taken into consideration. For this purpose, this study will try to draw a comprehensive framework by focusing on VFR travel / tourism concept.

Keywords

Visiting friends and relatives • VFR Travel • Visiting • Hosting • Migration

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During the 20th century, social mobility became more frequent and spatial changes were more visible. When they reach adulthood, children gradually leave their parents and find training or job opportunities in a distant location. In addition, personal property and car ownership have steadily increased, while income has generally risen faster than the cost of running a car. These social changes became an important factor in increasing distances in the 1990s (Cohen & Harris, 1998, pp. 43-44). Tourism is one of the results of these social changes. For most tourists, a tourism activity is a chance to create a feeling of unity for themselves or their family and to establish an authentic relationship (Wang, 1999, p. 364). Briefly, tourism is especially important for family unity, because family members provide an opportunity to spend quality time together (Backer & Lynch, 2017, p. 452).

Thus, a new question arises as to how mobile individuals maintain ties with family, friends and loved ones. The answer is "visiting friends and relatives" (VFR) mobility. The changing parameters and dynamics of these mobility flows have transformed not only the needs and opportunities for VFR travel, but also their meanings (Palovic et al., 2014, p. 265). With global liberalization people travel more in general, and they also visit their friends and relatives more often. Growth in new trip patterns (e.g. the combination of business, leisure, and VFR travel in one trip) has been recognized as yet another source of VFR travel/tourism (Stepchenkova et al., 2015, p. 235). Considering that the ratio of people visiting relatives and friends consists of approximately 37% of total tourism trips in Europe (Eurostat, 2017), more attention should be given to VFR.

VFR-related travel has had a prominent role in tourism literature. Although the excess of VFR travel mobility is not surprising, it is essential to question why it is so important (Hibbert et al., 2013, p. 34).

Conceptual Framework

VFR Travel/Tourism

With the expanding volume of global travel, the characteristics of passengers are also changing. Not just travelling for holiday purposes, people also travel for other reasons, such as VFR. VFR is an important component of family tourism. Families often struggle with the stress of travelling, especially when their children are young. Many families with children at primary school travel to see friends and family as a way of having a break with the support available to ensure some form of leisure can be achieved by the parents (Backer, 2012a, p. 82). In this sense, a family vacation is a unique type of tourism that contributes to the interaction of the family and provides leisure time together (Lehto et al., 2009, p. 463).

Most studies in the tourism and hospitality marketing area have assessed family needs and behavior as if they were the same as for individuals travelling alone and have rarely attempted to understand family travel behavior as a whole (Lehto et al., 2012, p. 837). In the tourism literature, little is known as to which activities are frequently pursued by family vacationers and which vacation activities are perceived as more beneficial for developing healthier family relationships (Lehto et al., 2012, p. 836). In the decision of VFR, it is important to understand the role of family or group interactions. Determining how plans and decisions are made, the roles played by family members, and how conflicts are resolved is significant (Kim et al., 2010, p. 309). The holiday decision-making process can be described in three phases. These include searching for travel and destination information, preparing a holiday plan, and choosing holiday-related facilities (transportation, accommodation, etc.) (Hyde, 2008, p. 713). From a broader perspective Zalatan, (1998, p. 893) states that a holiday trip involves several decision phases. First is an initial trip task: collection of information about the destination, selection and determining the date. Second is financing: arranging financing (e.g., bank loan), purchasing travelers cheques, purchasing services from travel agencies and tour operators, and purchasing tickets. Third is pre-departure: transportation, accommodation, luggage, and other pre-departure tasks arrangements such as medical and insurance. The fourth is the destination: the decisions that tourists take when they are at the destination such as deciding which sites to go, choosing places to spend time and eat at, adjusting the shopping budget, and determining tours and adventures. The decision-making process for a family holiday depends on the interaction of family members. Briefly, mutual interactions between mother, father and children play a decisive role in decision-making (Kozak, 2010, p. 490).

It is important to be able to define VFR travel / tourism in order to understand the decision-making processes of the families and see how it affects tourism activities. With no common description, VFR traveler refers to "first and second-generation immigrants, most commonly ethnically different from the majority population of the country of residence who return to their countries to visit their friends and relatives" (Ma et al., 2015, p. 286). According to Yuan et al. (1995, p. 19) a VFR can be described as one "who reported visiting friends and relatives as the major purpose for the trip". VFRs include immigrants, refugees, asylum seekers, students or displaced persons for any reason (Behrens & Leder, 2012, p. 297). The goal of VFR travelers is to maintain social or cultural ties with the country in which their ancestors are located. It is difficult to determine why VFRs travel. These may be for historical, cultural, or religious reasons, or for the purpose of interactions with people who live in the country of origin for any reason (Fourie & Santana-Gallego, 2013, p. 413). In summary, VFR travelers include people who go to another city or country other than their current citizenship or residence for family reasons or to establish other social

links (Hendel-Paterson & Swanson, 2011, p. 193).

In general, the purpose of the VFR travelers may be to visit their friends or relatives. However, what is not generally considered is that VFR travelers do not necessarily have to stay with friends or relatives. So, it can be stated that there is a small but important group of visitors whose motivation is VFR but who choose to stay in commercial places for various reasons. More explicitly, VFR travelers may choose to stay at the house of a friend or relative but it may not be their friends or relatives who are the main reason for choosing a location. The underlying intention may be to take the holiday, but they are actually VFR travelers (Backer, 2007, p. 369).

Backer & Ritchie (2017, p. 4) state that three different types of VFRs are relevant to understanding potential market categories for destinations. The first is 'pure' VFRs, who are "staying with friends/relatives" and have stated a VFR intention of visit. The second type of VFR traveler is one who stays in commercial accommodation and stated that VFR was their intention of visit. The third VFR type is 'exploitative' VFRs which include those stay with friends/relatives but they do not comment that their intention of visit is VFR. Such VFRs do not classify themselves as VFRs because they often see themselves as being on holiday and are enjoying a break for leisure purposes.

Another issue that should be addressed alongside all of these definitions is whether VFR is a tourism activity or not. According to Backer (2012b, p. 74) it is clear that tourism and travel do not have the same meaning. Although many scientific studies in the field of VFR usually use the term 'VFR tourism', it can be specified that the concept also covers some non-tourist travelers. Some definitions include parameters such as travel distance, duration of stay, or visit intention. For this reason, it is due to the content of the definition to say whether a tourist is a VFR tourist or a traveler.

VFR travel/tourism is one of the most important motivational sources or categories in tourism (Asiedu, 2008, p. 609). Other purposes of travel can be business, convention or meetings, health, education, religion or sport (Chan et al., 2005, p. 459; Tagg & Seaton, 1995, p. 7). As stated by Backer (2007, p. 369) "VFR travel is a form of travel involving a visit whereby either (or both) the purpose of the trip or the type of accommodation involves visiting friends and/or relatives". Along with that according to Josiam & Frazier (2008, p. 39), VFR is not only visiting loved ones who are alive but also visiting those who have died. For this type of tourism, family cemeteries, judicial buildings, libraries, historical societies, newspaper archives, publisher repositories and examples from foreign countries can be given. Additionally, there are five defining features of VFR; "sector, scope, effort, accommodation used, and the focus of the visit" (Pearce & Moscardo, 2006, p. 49):

(i) *Sector:* VFR can be seen as the main reason for tourism travel, or alternatively it can be one of many holiday motives.

(ii) *Scope:* Whether the trip is domestic or international.

(iii) *Effort:* The difference between short and long trips. For small countries, most travel is defined as short travel if it is less than four hours, but it can significantly affect costs of travel between states or regional destinations in major countries.

(iv) *Accommodation:* The difference between AFR (only with your friends and relatives) and NAFR (not only with your friends and relatives), where the second term refers to travelers who spent at least one night in commercial accommodation as part of their travels.

(v) *Focus of Visit:* The difference between visiting relatives or friends. This factor may depend on socio-economic and behavioral criteria, such as the difference between a quiet weekend spent with grandparents or a fun event with school friends.

VFR Travel/Tourism in Literature

The academic interest in VFR is fairly new, even though it is a form of tourism/travel that has been around for a long time (Backer, 2012b, p. 74). With the understanding of the benefits of VFR to many countries (Backer, 2010, p. 336), interest in this issue also increased in the literature towards the mid-2000s (Rogerson, 2015, p. 152). The potential for VFR has been recognized for this reason: research on this area has continued to increase (Duval, 2003, p. 267).

One of the most important issues which has been rarely been considered in the literature about VFR is how to define this category. In many studies, the definition of the VFR traveler is determined by a number of criterion questions. When the question "What was the main purpose of your trip?" is asked; the ones who answer 'to visit a friend or relative' are defined as VFR's (Seaton & Palmer, 1997, p. 353). This causes the definition of VFR to be weaker.

There is limited literature on VFR travel/tourism, but it is possible to state that this type of travel is an important travel market for many countries. Further research and information may help to understand VFR travelers' wishes and needs, which will make sense of VFR tourism's place in international tourism (Yuan et al., 1995, pp. 20-21). Research on VFR has recently focused on the heterogeneity of the market. Determining VFR as a main objective of an activity or travel, accommodation products used by travelers and national or international travel options are the factors which effect segmentation of VFR (Pennington-Gray, 2003, p. 355).

VFR is categorized as a form of travel that allows participants to feel at home while staying in a foreign place and to get away from the conditions that create the feeling of being away (Uriely, 2010, p. 855). In addition, the VFR literature addresses the impact of homeowners on tourism activities and emphasizing the contribution they make to the economic prosperity of the destination visited, when ignoring the prosperity of the hosts (Shani & Uriely, 2012, p. 422).

Many researchers state that VFR travel is the result of family and friendship relationship. Therefore, VFR is conceptualized in an uncertain way. Although this is partially true, obligations related to family and friends should be considered separately (Janta et al., 2015, p. 585).

Why Is It Underestimated?

Although VFR is a subject that has been on the rise in recent years, many tourism operators and marketing practitioners still misunderstand and overlook this area (Backer, 2008, p. 61). The tourism industry generally considers VFR as a low value market due to their use of unpaid accommodations, as well as the assumption that their personal motivations override any influence marketing efforts may have (Griffin & Nunkoo, 2016, p. 90). The point that should be considered is that VFR passengers are not only tourists who visit friends or relatives, they also use the services provided by the tourism industry (Backer, 2008, p. 60).

VFR is generally assumed to be outside the scope of traditional marketing techniques in travel and tourism. Reasons given for this are (Duval, 2003, p. 270):

(i)   VFR is generally placed in the "other" category by national tourism organizations,

(ii) Economic impact of VFR is unimportant

(iii) Social and psychological motivation of VFR travel is not marketable.

A lot of research shows that the VFR market has made an imperative improvement to tourism in many destinations. It has also been noticed that the importance of VFR to Destination Marketing Organizations is increasing (Lee et al., 2005, p. 343).

Although VFR segment of the travel market is not necessarily the most beneficial segment, it provides a strong basis for tourism to be formed within a destination. More importantly, it often leads to the establishment of trade ties that will provide a steady flow of travelers and create other forms of economic development (Ritchie & Crouch, 2011, p. 332). VFR has the capability to atone for the seasonality of other tourism forms and is more resistant during periods of economic recession (Fernandez-Morales et al., 2016, p. 180).

In tourism reports focusing on average daily spending, the economic contribution of VFR travel seems to be minimal. However, since VFR travelers stay in a place for a long time, their spending will take a longer time, so the effect will become more significant (Backer, 2007, p. 374).

Researchers who study in this area have not paid much attention to VFR's since the market is small and difficult to monitor. It is also assumed that VFR travelers stay in the houses of friends or relatives instead of using hotels, restaurants, or visiting tourist areas (Braunlich & Nadkarni, 1995, p. 38). Similarly, Morrison et al., (1995, p. 49) indicate that VFRs' economic impact is not important as travelers do not benefit from accommodation, restaurants, tourist attraction, etc. However, most statistical studies do not include travelers who visit friends or relatives as they pass through visiting friends and relatives on their way to a primary destination. Therefore, the effects of the expenditures of these travelers are also ignored (Meis et al., 1995, p. 34). In the study conducted by Thrane & Farstad (2011, pp. 48-50) VFR is the most popular travel type of Norwegians who spend at least one night away from home during summer holidays. The results show that travelers spend less than other tourists for this purpose.

Since the activities and statistics on behalf of VFR tourism and travel are not clear, tourism operators have also tended to ignore this category (Backer, 2008, p. 61). The VFR travel and tourism categories require attention, when considering the need to develop and sustain marketing links with the country of origin (Ayikoru, 2015, p. 152). The size and significant contribution to domestic tourism activities and revenues make it necessary to better understand this segment. This kind of perspective gives the opportunity for tourism regions and tourism businesses to understand the needs of this segment and increase their revenues from services therein (Backer et al., 2017, p. 56). Tourism operators and DMOs can influence VFR travelers by advertising local attractions and activities to the residents who can then in turn make recommendations to their visiting friends and relatives (Yousuf & Backer, 2015, p. 1). By way of example, Australia's official tourist data divide VFR into two types: purpose of visit and type of accommodation. When the data based on the purpose of the visit is taken into consideration instead of the data based on the accommodation, tourists' overnight rate is decreasing (Backer, 2010, p. 334). Nevertheless, VFR is seen as a suitable opportunity to reduce the major fluctuations in Australia's tourism flow and to maintain market imbalance in tourism shocks. The most important reason for this is the relationship between VFR and migration. Australia's population is expected to grow up to 37.6 million by 2050. This growth is predicted to result from migration rather than increases in the Australian-born population. Tourism flows operate in both directions with VFR coming to Australia and migrants departing Australia for their home countries (Valadkhani et al., 2017, p. 35).

Briefly VFR has been given little attention because of statistical problems and unmeasurable spending. Furthermore, there are no good examples of success in this sector either (Backer, 2007, p. 368). Thus, VFR can be considered as a 'Forgotten' Phenomenon: But Why? Here are the seven major reasons (Backer, 2007, pp. 368-371):

(i) *Absence of a general definition:* There is no clear definition of VFR travel in the literature. Although there are numerous definitions for tourism and subcategories, there is a lack of thought and analysis for VFR phenomenon.

(ii) *Inconsistency with current data:* Accommodation does not have to be the main purpose. Therefore, ratios vary depending on which category the VFR enters.

(iii) *Difficulties with measurement:* Collection of data from accommodation invoices is not efficient. In order to achieve more extensive results, it is important that the hosts and the visiting partners are involved.

(iv) *Lack of lobbying:* Another important reason why VFR travel is neglected is that there is not a real success story in this sector.

(v) *The small economic impact:* The perceived minimal economic impact in this segment.

(vi) *Tourism text books:* Insufficient concern about this subject in tourism books.

(vii) *VFR travelers are difficult to influence:* There is a lack of information about influencing VFR travelers. Since it is not considered in terms of marketing campaigns, it is implemented as a "natural" form of tourism.

In summary, VFR is often considered to be a low-yield market that is immune to marketing and is of less significance to tourism destinations than high-yield pleasure and business tourism. However, there is a growing awareness of the role personal relationships play in tourism decisions, and a discussion is evolving around the marketing opportunities and social development benefits that engaging this group may bring (Griffin, 2013, pp. 783-784).

VFR and Migration

The relationship between tourism and migration plays a pivotal role in conceptual exploration of VFR (Duval, 2003: 269). Migration is commonly defined as "a permanent or long-term change of residence which brings with it a fundamental decoupling of locality, kinship, friendship and way of life" (King & Lulle, 2015, p. 599). The 'visiting friends and relatives' type of travel is assumed to be a connection between tourism and migration, a sort of mobility that binds pleasure with social engagements and an experience that blurs the dichotomy of "home and away" (Unger et al., 2016, p. 143).

Previous researches have suggested that the amount and flow of incoming and outgoing VFR is intensely associated with the immigration past of the country (Hu & Morrison, 2002, p. 204). The stronger the culture of immigration, the larger the international VFR market is (Lehto et al., 2001, p. 202). VFR is a form of migration which has a two-way movement between the new destination and the old. Emigrants go back to old country and/or their relatives and friends come out to see them in the new one (Tagg & Seaton, 1995, p. 7). Some studies suggest that VFR is a journey of migration. The main point here is that temporary or permanent immigration activities mediate the establishment of a new friendship and kinship association, which can be explained in the context of "visit-friend-relationships" (Visser, 2003, p. 386).

The relationship between VFR travel and migration can also be explained by the fact that tourists prefer to go to the regions where the local people, with similar cultural characteristics, live. This preference is defined as "cultural proximity". The reasons for cultural closeness can be various: a common language, the resemblance of architectural structures, the style of food or music, ethnicity etc. (Fourie & Santana-Gallego, 2013, p. 413). It can be seen from this that VFR travel is able to provide tourists with a strong connection with their past (Larsen et al., 2006, p. 272).

Immigrants who establish a new life for themselves in other countries create a two-way interaction when they visit friends or relatives in the country they are separated from. If a large number of immigrants live at a destination, there will be a larger community of friends / relatives living in the source country. This will create more incentives to visit. Immigrants who go to the source countries for VFR can make a "promotion" of the new countries they live in and also they can promote their new countries in the source country (Dwyer et al., 2014, p. 131). Therefore, encouraging VFR can increase immigrant mobility by helping immigrants improve their ability to connect with friends and families living abroad and feel better about the country they currently live in (Humbracht, 2016, p. 651).

Hosting VFR

VFR offers an opportunity to experience elements of familiarity within the hosts' home at the visited destination (Shani, 2013, p. 7). There is a two-way link in VFR travel. However, much research has yet to be done on the causes and effects of this two-way relationship. Generally, familial obligations are the reason for visiting. In addition to this, factors such as socialization, relaxation and cultural interaction can be considered as the reasons (Koppenfels, 2015, p. 613).

Due to the fact that visiting friends and relatives is two-sided (visiting and hosting), it is important to look not just from the visitors' point of view but also from the hosts' side. From the perspective of the host, there are some impacts (costs-benefits) of hosting friends and relatives. These are summarized in the following table.

Table
Costs and Benefits of Hosting Friends and Relatives

Impacts	Costs	Benefits
Spatial Impacts	The restriction of private life, the necessity of sharing some special places in the house with incoming guests such as kitchen and bathroom.	Although it seems like a social necessity to welcome visitors, it is beneficial to be able to establish close relations with these people.
Economic Impacts	Shopping more than needed to serve guests; also spending when going out with guests to dinner or accompanying them to visit tourist attractions.	Expenditures can be an investment that would be financially beneficial when they return the visit.
Socio-psychological Impacts	Feeling the necessity to be "a good host" can be a source of stress and anxiety both before and during the visit. Homeowners may feel that they have been exploited by guests.	The pleasure of being together with friends and relatives
Physical Impacts	Activities such as house cleaning, shopping, food preparation when guests arrive. Activities such as preparing the rooms of incoming guests, Tidying their beds up. The physical tiredness of the hosts after a city tour with guests.	Give more prominence to home cooking and the happiness of being able to eat in the upscale restaurants with the guests

Source: Shani & Uriely, 2012, pp. 428-431.

As can be seen in the table, there are various costs and benefits of being a host. Hosts feel a couple of obligations such as giving information about the places that their guests can visit and the activities they can attend (Young et al., 2007, p. 498). Briefly they are just like a travel guide. The aim is to please the guests as much as possible. The other important problem that hosts experience is the restriction of private life. They have to share their houses with their friends/relatives or hosts have to cancel some of their plans during this visit. A similar situation for the visitor can also be observed. When looking from the perspective of the visitor feeling the need of privacy at "friends and relatives" homes, this privacy is often weaker than in a paid hotel room. Additionally, being a non-commercial guest also involves dependency in the hosts' schedule and certain social obligations that undermine the ability of the VFRs to achieve situational control (Shani, 2013, p. 11).

Conclusion

Spatial changes have become more prominent with the increase of working hours and social mobility in the last century. Many young people are moving away from their family and friends to study or for business purposes. This distance causes the individuals to want to spend their leisure time with their family and friends. All this mobility has created a new concept, namely VFR travel / tourism.

Besides the change of travel features, the characteristics of passengers are also changing. Individuals do not only travel for the holiday purposes such as recreation, entertainment, culture etc. but also for purposes such as visiting family and friends. With this type of tourism / travel, called VFR, individuals have the chance to spend time with their family and friends, and they also realize their tourism activities.

The basis of VFR travel/tourism is family members and friendship associations. So the thoughts of these individuals are important in terms of understanding this type of travel/tourism. But few studies in the literature have evaluated family behavior and attempted to understand this travel pattern.

There are some implicit points about this type of travel/tourism. Firstly, it is hard to say that "it" is exactly a type of tourism. At this point, individual behavior during the visit is important. VFR in the case of a situation involving visiting relatives or friends only is what literature has so far mainly focused on. To consider it as a type of tourism, tourist consumption conditions should be met. It can be assumed that the literature is weak in this regard.

It is clear that VFR is a significant category for many countries, even though it does not take up much space in the literature. When the needs and requirements of VFR are understood, it will be easier to look at economic aspects. However, VFR travel is ignored because tourism reports generally focus on average daily spending.

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RESEARCH ARTICLE

The Effects of Quality of Work Life on Burnout Syndrome: A Study on Hospitality Industry

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Abstract

The purpose of the study is to determine whether the quality of work life of the employees of the hospitality industry is affected by Burnout Syndrome. For this reason, 410 employees who work in 65 independent enterprises awarded 4 and 5 stars, which are members of the Hotel Association of Turkey (TUROB), also a non-governmental organization, operating in the districts of Fatih, Beyoğlu, Şişli, Beşiktaş and Atatürk Airport area of the province of Istanbul, were reached by means of questionnaires and the data were then collected. As a result of the analysis on the obtained data, it was determined that there are various levels of relationship and effects between the work life quality of the hospitality industry employees and their burnout syndromes. It is also achieved that the work life qualities of the employees are moderate, and they experience the burnout in the middle level.

Keywords

Quality of work life • Burnout Syndrome • Hospitality industry

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It is evident that the quality of service provided by the hospitality industries, which are one of the tourism sub-sectors operating in the service sector, is the most important factor that they can use to make a difference in this competitive environment. The inclusion of hospitality services in a labor-intensive production process clearly recognizes the importance of the "human" factor in this sector, and the qualifying employees are considered as an important factor in increasing the quality of the service offered. In this direction, in order to achieve global competitive advantage in the service sector, they should become enterprises that can manage and direct the existing resources with the business intelligence and knowledge and can provide services with the employees who can dominate the technology, transform the inputs into meaningful and high value, which cannot be imitated (making a difference) by their competitors. Therefore, it is necessary for the enterprise to have employees who anticipate and plan the strategic management processes of the enterprise, who plan, organize, operate, coordinate, supervise, create added value and present the products and service outputs produced by these activities to customers with quality. The quality and efficiency of the service provided by the employee affect the level of interest and the satisfaction of the guest in the process from the production stage of the product to the service of the product by the employee. The satisfaction of the guests as well as the quality of the service, both directly and indirectly through the production and product services, is an important factor for the employees' working environment and their satisfaction with their work. Because, if maximization of employee satisfaction is ensured, businesses will be able to offer more efficient and high-quality service and this result will be reflected positively on organizational performance.

Therefore, achieving high levels of productivity, especially in the hospitality industry, is directly linked to employee working conditions and form. In the literature, it is emphasized that related issues are related to organizational productivity, employee job satisfaction and quality of work life. It is thought that working life has an important place in human life, and that even a great majority of people's daily lives are spent planning their work and business-related possibilities and activities, it is unlikely that an employee with a low level of job satisfaction will be able to achieve long-term productivity in the desired business. In addition, the quality of service provided by the employee in order to please the customers coming to the hospitality enterprise is positively related to the ability of the employee's own business to meet their expectations. Because, in this way, job satisfaction and job satisfaction levels can be increased, and the employee can be prevented from feeling burnout. In addition to causing severe consequences for the individual, the burnout component can also cause severe consequences within the organization. In this context, the tendency of employees to burnout is regarded as a serious situation that must be prevented. In this study a questionnaire application was conducted to determine whether employees' quality of work life has an effect on burnout syndrome in 4 and 5 star independent

and chain hotels, who are members of TUROB and operate in Fatih, Beyoğlu, Şişli and Beşiktaş districts as well as the Atatürk Airport area of Istanbul, Turkey's most popular tourist destination.

Quality of Work Life

The concept of quality of work life, in other words humanization of work (Cherns, 1975) involves the working conditions which care for not only physical needs but also for the cognitive, psychological and social needs of the employee (Schulze, 1998). There are different definitions in the literature explaining the concept of quality of work life. Serbest (2000) defines the term quality of work life as the efforts of motivating the employees to work by attaching importance to job satisfaction and the individual desires of the employees in a rational system which adopts a more contemporary administrative approach rather than the traditional methods, puts the dimensions of the staff inside the organization to the forefront, and contains a structuring process.

To give another definition, the quality of a working place is defined as the employees having the right to speak in the administration as well, creating a working environment where individual skills and knowledge are improved, giving responsibilities to the employees for the output as well, preparing suitable conditions for the employees in a way depending on perfect and clear communication and trust among the managers and the employees, informing the employees about the product information and profits, and analyzing the development emerging from the increase in the motivations of the employees (Schilesinger, 1982).

American Institute for Labour identified the main components of QWL in 1980. These components are the interests of the employees in the work and their career goals, the employers' right to have their voice in the decision-making process about the work, the promotion given to the employees in accordance with success, the trust the employees have in the administration, and an adequate salary for the employees. Besides, there are other components needed to be provided such as proper working conditions for the employees, harmony between the employees and the employer, the positive impact of the work life on the individual lives of the employees, as well as the adjustment process among the syndicate and the employers (Cascio, 1989).

QWL is a widespread concept with no clear boundaries, which has essence and order of importance, and perception and definition of which vary by people, regions and countries (Schulze, 1998). These variations may result not only from social life, ideology and goals, but also from the needs and desires of the employees. It has been argued that working and living conditions not only affect working life but also have an important place in the social domain, economic domain and private life. Job satisfaction has a significant impact on both professional and private life (Sirgy at al.,

2001). QWL has an impact on many domains such as health status, family life, social activities, financial status, education, communication and spirituality. The reason for this is that the satisfaction taking place in a part of our lives influences the satisfaction at other times due to the spillover effects (Wilensky, 1960). Therefore, QWL is of importance in terms of meeting the life standards of the individual, and that's why it occupies a significant place in the individual's life. There is a research suggesting that an individual who leads a happy working life is more productive and creative in his/her works, and accordingly he/she is more concentrated and dedicated to work.

QWL is as important for the institution as it is for an individual in professional life. The maintenance of the living and working standards is an indication of the efficiency of the institution. Working and living standards of the employees within the institution should be raised in order to efficiently maintain the sustainability of the institution, to occupy an important position in the sector where it continues to operate, and to retain this position. The concepts of happiness, independence and competence coming from the life standards of the employees should be considered as a whole and combined together. In this way, the quality and efficiency yielded from life and working standards can be increased (Auster, 1996).

Burnout Syndrome

Burnout is one of the most significant problems of today's conditions. Burnout syndrome results from the fact that individuals lose control of the management of their connections with colleagues and the environment in professional life, and as a result, the relationships are broken down. Harbert Freudenberger, who dedicated his life to organizational stress, was the first one to come up with the term in order to draw attention to the problems encountered by the workers in the service sector in the USA in 1970. Freudenberger (1974) defines the term as an emotional burnout which means that employees cannot carry out their responsibilities due to the work overload. Burnout has been the subject much research since the outbreak of the term and as there have been many changes on the definition; the definition of Maslach and Jackson (1981) has been the most well-known.

Maslach and Jackson (1981) define the term as "the emotional burnout and negativeness syndrome which emerges as a reaction to the decline and stress in the work life". Kim et al. (2007) defines burnout as a variance of stress. In brief, the term burnout is a reaction which results from work stress, and it varies in accordance with density and duration of the work (Daley, 1979). Maslach & Leiter (1997) define the term burnout as a syndrome which emerges as the decrease in the individual success of the people working in the same capacity, emotional exhaustion, and depersonalization. Later on, by simplifying the term, they handled it as an individual, chronic and emotional

stress which manifests itself in the work life (Maslach, 2003). In addition, Maslach & Jackson (1981) developed the Maslach Burnout Inventory and handled burnout in 3 dimensions indicating that it emerges from 3 different forms which are emotional exhaustion, depersonalization and lack of personal accomplishment.

Emotional Exhaustion has been considered as the start-up phase, centre and the most significant component of the burnout situation and is generally seen in the people who are employed in the professions requiring face to face communication with others as in the case of the service sector. It is rather a component related to the density of the job stress. Those who have emotional work overload and work in a busy pace, have the tendency to push their limits and are risk to become overwhelmed by the emotional requests of others in order to complete the work. As a reaction to this situation, the individuals experience emotional exhaustion. Besides, the factors including low energy, extreme fatigue, burnout and exhaustion are representatives of the dimension of emotional exhaustion. The emotionally burned-out individuals have the symptoms of encountering an accident, uneasiness, the feeling of tiredness, depression and alcohol abuse. *Depersonalization* is defined as both the uninterested and indifferent manners and attitudes of the employees towards the customers, and their negative approaches to the customers. Depersonalization is also reflected as the derogatory and insulting manners and attitudes of the employee towards the customer, discriminating and disinstantiating the people they serve, and above all ignoring and disregarding the features which ensure the quality of the service or the product (Leiter & Maslach, 2003). This is generally equated with loss of idealism towards the job and an increasing sense of withdrawal. The final burnout dimension addressed in the Maslach Scale is "lack of personal accomplishment". It corresponds to the lack of the individual's feeling self-sufficient and successful. It can be claimed that if the individual's self-assessment is negative, he/she is experiencing lack of success. The employees generally have the idea that they are neither beneficial nor helpful enough to the guests they are to serve, and they feel an ever-growing feeling of inadequacy. These individuals usually blame themselves and tend to think that they are failing to make any progress in their job, that they cannot make their headways, and even that they regress. Later on, the individuals show a tendency to depression by experiencing a decrease in their self-esteem which results from the feelings of guılt, lack of affection and failure.

The empirical research has shown that burnout not only includes high cost for the individual but also leads to cost for the institution which is hard to recoup. Among the costs are the underperformances in professional life, the high turnover rate of the workforce, the decline in the quality of service, the decrease in the level of commitment to the institution, the decrease in the job satisfaction of employees, the decrease in creativity and problem-solving abilities (Halbesleben & Buckely, 2004). Strategies for coping with burnout have been put into action both on the individual

and organizational level in order to cope with these individual and organizational costs, and to deal with the matter. Some of the components helpful to deal with the burnout on the individual level are the demands regarding the job and the improvement of the vision of the employee, the training the employee gets in order to discover their entrepreneurial spirit, the level of efficiency on the individual dimension and the ability to participate in guidance groups, time management, adopting hobbies for leisure time, going on a trip in their spare time and participating in relaxation trainings, reducing the monotony of the routine of the employee and the alternation of the employing institution and the job when necessary (Buunk &Schaufeli ,1993).

The strategies to deal with the burnout on the organizational dimension are more permanent than those on the individual dimension. On the other hand, the strategies on the organizational dimension enable not only the existence of burnout to be acknowledged within the institution, but also the formation of working groups which are more enduring and knowledgeable about the strategies for coping with burnout. Some of these strategies are increasing the opportunities for the individual to decide on his/her own and to participate in the decisions made, enabling the equal distribution of hard work in order to prevent the work load which is always being accumulated on the same people, encouraging team work within the institution and increasing the commitment to the institution, providing career opportunities to the employees for continuous development, providing positive feedback to the employees within a short time, and the humanization of the working hours. In this way, the employees will be provided with job satisfaction in the long run and will consider themselves as a significant part of the institution.

Research Method

The purpose of the study is to measure the effect of work life quality on burnout syndrome for employees who work in 4 and 5 star independent chain hospitality, which operate in the districts of Fatih, Beyoğlu, Şişli, Beşiktaş and Atatürk Airport which are all located in the province of Istanbul and are members of the Hotel Association of Turkey (TUROB), a non-governmental organization. This universe has been chosen because these particular districts of Istanbul, Turkey's most popular tourist destination, show more vitality about tourism and are nourished by a heritage of history and geography. Beside this, the reason why TUROB member hotels selected for sample is that since time and cost constraints make it difficult to reach all of the hotels, the sample has been selected from TUROB member hotels by simple random sampling method. Due to this reason, surveys were sent to hotels by the way of TUROB. Through the survey technique used as a data collection tool for the study, data were gathered and analyzed from 410 employees working in a total of 65 independent chain hotels with 4 and 5 stars.

The questionnaire used in the study composes of 3 parts. In the first part, 14 questions are included in order to identify the demographic features of the participants, and 2 questions are included to determine the features of the management the sample is working for. The 16-item Quality of Work Life Scale (QWLS) is used in the second part of the study, which was developed by Sirgy et al. (2001) to measure the quality of the professional life of the workers. The statements about the quality of work life are designed according to the 5-point Likert Scale (1-Stronly Disagree; 5-Strongly Agree). The Maslach Burnout Scale, which was developed by Christina Maslach and Susan Jackson in 1981, is used in the third part of the study. The scale consists of 22 questions which involve the dimensions of "emotional exhaustion", "depersonalization", and "lack of personal accomplishment". Of 22 questions, 9 items stand for emotional exhaustion, 5 for depersonalization and 8 for lack of personal accomplishment, and the items are designed as 5-point Likert Scale (1-never, 5-always).

In addition, among the research types by purpose, a descriptive research type was used. Descriptive investigations are case-finding studies that seek answers to "what" and "what is happening" (Rosenthal & Rosnow,1991). In other words, descriptive researches are aimed at determining a situation and investigating the current situation in a given context (Knupfer & McLellan,1996). The research model based on the research type is shown in Figure 1. In the research model, quality of work life was predicted as an independent variable and burnout syndrome was predicted as a dependent variable (emotional exhaustion, depersonalization and lack of personal accomplishment).
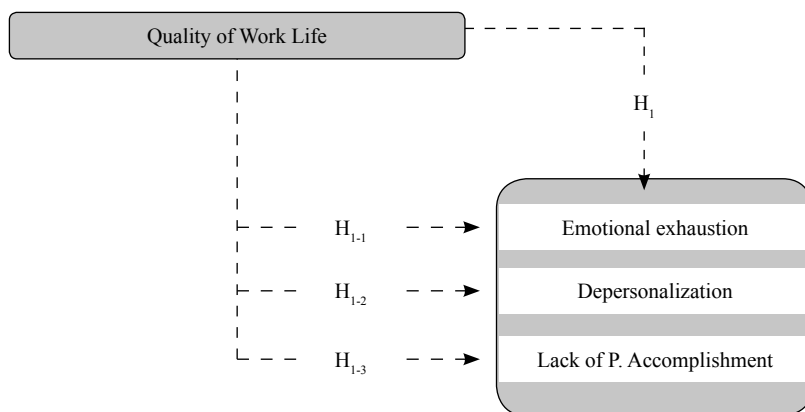
Figure 1. The research model.

A variety of hypotheses were developed in order to reach the goal of the study. These hypotheses are:

(i) H_1: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the burnout syndrome.

(ii) $H_{1-1:}$ The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of emotional exhaustion, which is a sub-dimension of the burnout syndrome.

(iii) $H_{1-2:}$ The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of depersonalization, which is a sub-dimension of the burnout syndrome.

(iv) $H_{1-3:}$ The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, positively affects the dimension of the lack of personal accomplishment, which is a sub-dimension of the burnout syndrome.

The data obtained at the end of the study are analyzed by using the packet software "SPSS 20 for Windows". Within this framework, in the first part, frequency analysis has been conducted to determine the demographic features of the participants. In the second part of the study, values of skewness and kurtosis were examined to determine whether the data are normally distributed or not. And since these values were not between -1.50 and +1.50, it was determined that the data did not show a normal distribution (Tabachnick & Fidell, 2013). Beside this, depending on the test of normality result ($p<0,05$) Spearman's Rho correlation test is conducted, which is a nonparametric test, in order to determine the relationships among the variables. In this context, Spearman (1910) qualified the correlations among the variables as "very weak" for the correlation coefficients ranging from 0.00-0.25; "weak" for 0.26-0.49; "moderate" for 0.50-0.69; "strong" for 0.70-0.89; and "very strong" for 0.90-1.00. Spearman's rho correlation has correlation coefficients ranging between -1 and +1 like Person correlation. When the correlation coefficient is close to +1, there is a strong correlation; when the correlation coefficient is close to -1, there is a weak correlation among the variables. In the final part of the study, regression analysis has been used in order to determine the impact among the variables.

Reliability and Validity Analysis

The reliability analysis of the work life quality of hospitality industry employees, working in the 4 and 5-star hotels operating on the European side of Istanbul, and the burnout syndrome inventory are presented on Table1.

Table1
Findings of the Reliability Analysis

	Number of Questions	Reliability coefficient (α)
Quality of Work Life	**16**	**0,885**
Burnout Syndrome	**22**	**0,817**
Emotional Exhaustion	9	0,901
Depersonalization	5	0,788
Lack of Personal Accomplishment	8	0,873

According to the results of the analysis on Table1, the reliability results of the scales used in order to determine the effect of the quality of work life of hospitality industry employees, working in the 4 and 5-star hotels operating on the European side of Istanbul, on the burnout syndrome showed that the scales are reliable. In this context, the reliability coefficient of the quality of work life is α =0.885 (high reliability). The reliability coefficient of the burnout syndrome (emotional exhaustion α =0.901, depersonalization α =0.788, and lack of personal accomplishment α=0.873) is α =0.817 (high reliability). Since the reliability of the scale is over α=0.70 according to the Cronbach's Alpha coefficients (Cronbach, 1951) it can be claimed that these scales are reliable.

Research Findings and Interpretation

The descriptive information of the sample and the distribution of the findings regarding the hospitality industry they work for are provided in Table2.

Table 2
The Distribution of the Participants according to their Demographic Features and Conditions in the Hospitality Industry

Sex	f	%	Marital status	f	%
Female	227	55,4	Married	158	38,5
Male	183	44,6	Single	252	61,5
Age	**f**	**%**	**Children**	**f**	**%**
18-25 Age	125	30,5	Yes	118	28,8
26-35 Age	186	45,4	No	292	71,2
36-45 Age	85	20,7	**Educational Status**	**f**	**%**
45 Age +	14	3,4	Primary School	16	3,9
Tourism Education Status	**f**	**%**	High School	75	18,3
Yes	311	75,9	Associate Degree	91	22,2
No	99	24,1	Under Graduate and Master's Degree	228	55,6
Status	**f**	**%**	**Department**	**f**	**%**
Qualified Employee	275	67,1	Restaurant and Bar	84	20,5
Manager	135	32,9	Kitchen	78	19,0
Period of Service in the Sector	**f**	**%**	Housekeeping	43	10,5
Less than 1 year	21	5,1	Front Office	111	27,1
1-4 Year	115	28,0	Other	94	22,9
5-10 Year	177	43,2	**Period of Service in the Business**	**f**	**%**
11 Years and Older	97	23,7	Less than 1 year	119	29,0
Weekly working days	**f**	**%**	1-4 Year	226	55,1
Less than 6 days	341	83,2	5-10 Year	55	13,4
7 Days	69	16,8	11 Years and Older	10	2,4
Daily working hour(s)	**f**	**%**	**Monthly Income**	**f**	**%**
Less than 9 hours	291	71,0	Less than £ 1000	15	3,6
10 hours and above	119	29,0	£ 1001-2500	284	69,2
Additional Revenue Opportunities	**f**	**%**	£ 2501-4000	90	21,9
Yes	201	49,0	£ 4001 and above	21	5,1
No	209	51,0	**Business Class**	**f**	**%**
Business Type	**f**	**%**	4 Star	242	59,0
Chain Hotel	220	53,7	5 Star	168	41,0
Independent Hotel	190	46,3	**General Total**	**410**	**100**

Of the persons participating in the survey according to Table 2, 55.42% are women and 61.5% are single. Among the participants, 45.4% are between the ages of 18-25 and 71.2% do not have child. 55, 6% have undergraduate and postgraduate education and 75,9% have received tourism education. 67.1% of them are qualified employees and 27.1% work in the front desk department. 55, 1% works in the enterprise for 1-4 years and the monthly income of 69, 2% is between TL 1001 and TL 2500. 51% have the opportunity to earn additional income, 59% work in 4 star hotels and 53.7% work in chain hotels.

The following table shows the frequency distributions, mean value, and standard deviation values of answers given by the participants in terms of their working life quality.

Table3
Findings Related to Working Life Quality

Questions	Frequency level					$\overline{X}$	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel physically safe in my workplace (n=410).	13	65	26	196	110	3,72	1,10
	3,2	15,9	6,3	47,8	26,8		
My work provides me with health insurance (n=410)	10	35	12	224	129	4,04	0,95
	2,4	8,5	2,9	54,6	31,5		
I do my best to stay healthy and fit (n=410).	12	22	35	130	211	4,23	1,01
	2,9	5,4	8,5	31,7	51,5		
I am satisfied with the salary I get paid for the work I did (n=410).	75	163	28	120	24	2,64	1,23
	18,3	39,8	6,8	29,3	5,9		
I think my work in this workplace is guaranteed throughout my life (n=410).	101	184	48	60	17	2,28	1,11
	24,6	44,9	11,7	14,6	4,1		
My job offers good opportunities for my family (n=410).	91	165	37	101	16	2,47	1,19
	22,2	40,2	9,0	24,6	3,9		
I have good friends in my workplace (n=410).	29	62	45	203	71	3,54	1,15
	7,1	15,1	11,0	49,5	17,3		
I can find enough time to spare for other things in life outside of work (n=410).	52	108	34	183	33	3,09	1,23
	12,7	26,3	8,3	44,6	8,0		
I think I am appreciated in my job at this enterprise (n=410).	27	58	40	203	82	3,62	1,14
	6,6	14,1	9,8	49,5	20		
The people and / or colleagues at this workplace perceive and respect me as a professional and expert in the field (n=410).	20	57	36	164	133	3,81	1,17
	4,9	13,9	8,8	40	32,4		
I think that my work allows me to realize my potential (n=410).	35	88	44	164	79	3,40	1,25
	8,5	21,5	10,7	40	19,3		
I think that I am realizing my potential as an expert in my work branch (n=410).	8	39	32	178	153	4,04	1,03
	2,0	9,5	7,8	43,4	37,3		
I constantly think that I have learned new things that will help make my job better (n=410).	18	88	27	218	59	3,51	1,10
	4,4	21,5	6,6	53,2	14,4		
My job allows me to strengthen my professional skills (n=410).	14	107	34	189	66	3,45	1,14
	3,4	26,1	8,3	46,1	16,1		
My work has many aspects, including creativity (n=410).	15	109	53	171	62	3,38	1,13
	3,7	26,6	41,7	15,1	15,1		
My work helps to improve my creativity outside of work (n=410).	30	124	46	159	51	3,18	1,20
	7,3	30,2	11,2	38,8	12,4		

According to Table 3, the participants had fulfilled the requirements to stay healthy and fit with $\overline{X}$ =4,234 average value and they stated that the work they were doing provided them with health insurance with $\overline{X}$ =4,041 average value. The participants also stated that they feel safe in their enterprises with an average value of $\overline{X}$ =3.79 but they do not feel themselves assured to work all throughout their lives with an average value of $\overline{X}$ =2.287. Participants with an average value of $\overline{X}$ = 4,046 seem to have realized their potential as an expert in their own line of business and, with an average value of $\overline{X}$ = 3,812, the people at work and colleagues perceive themselves as professional and expert in the field. Again, with an average value of $\overline{X}$ = 3,622, it is important for the participants stated that they are appreciated about their job in their workplaces and they are constantly learning new things that will help them do their jobs better with an average value of $\overline{X}$ = 3,517. But they also pointed out that there was an ambiguity about the fact that it helps to develop creativity outside of work with an average value of $\overline{X}$ =3,18.

Findings about Burnout Syndrome

Table 4 shows the mean value, standard deviations, and levels of participation in expressing the dimension of emotional exhaustion, the subscale of burnout syndrome.

According to Table 4, participants with an average value of $\overline{X}$ = 3,075 seem to think of working too hard in their work from time to time and say that working directly with people with an average value of $\overline{X}$ =3,092 sometimes causes them too

Table 4
Findings Related to Emotional Exhaustion Dimension

Questions	Frequency level					$\overline{X}$	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel like I'm getting alienated from my job.	70	133	144	53	10	2,51	0,99
	17,1	32,4	35,1	12,9	2,4		
I feel exhausted at the end of the work day.	67	120	120	86	17	2,67	1,10
	16,3	29,3	29,3	21,0	4,1		
When I get up in the morning, I feel like I cannot do this one more day.	130	137	90	39	14	2,19	1,09
	31,7	33,4	22,0	9,5	3,4		
It's really hard for me to deal with people all day.	30	86	132	116	46	3,15	1,10
	7,3	21,0	32,2	28,3	11,2		
I feel a sense of dread for my job	85	125	122	55	23	2,52	1,12
	20,7	30,5	29,8	13,4	6,5		
I feel that my work restricts me.	51	108	99	114	38	2,95	1,18
	12,4	26,3	24,1	27,8	9,3		
I think I work a lot in my job.	59	82	108	91	70	3,07	1,29
	14,4	20,0	26,3	22,2	17,1		
Working directly with people is causing me a lot of stress.	46	61	160	95	48	3,09	1,13
	11,2	14,9	39,0	23,2	11,7		
I feel like I'm at the end of the road.	141	154	71	38	6	2,05	1,00
	34,4	37,6	17,3	9,3	1,5		

Table 5
Findings Related to The Expression of Depersonalization Dimension

Questions	Frequency level					$\overline{X}$	s.s.
	(1)	(2)	(3)	(4)	(5)		
I feel as if I have been pretending that some people I meet as required by my job, are not human.	140	154	74	32	10	2,06	1,02
	34,1	37,6	18,0	7,8	2,4		
Ever since I started working in this business, I have become harsh with other people	114	168	78	41	9	2,17	1,01
	27,8	41,0	19,0	10,0	2,2		
I am worried that this job is turning me into a harder person.	131	159	80	31	9	2,09	1,00
	32,0	38,8	19,5	7,6	2,2		
I do not care about what happens to the people I meet as required by my job.	107	100	109	53	41	2,56	1,27
	26,1	24,4	26,6	12,9	10		
I feel that the people I meet as required by my job blame me for some of their problems	103	100	100	37	70	2,68	1,38
	25,1	24,4	24,4	9,0	17,1		

much stress. Participants have a feeling of dread for their jobs from time to time with an average value of $\overline{X}$ =2,526 and sometimes think that they are limiting themselves with their jobs with an average value of $\overline{X}$ =2,951.

Table 5 gives the mean value, standard deviations, and levels of participation of the participants in their statements about the dimension of the depersonalization, which is the subscale of the burnout syndrome.

As seen in Table 5, the participants sometimes found themselves blamed for some problems of the people they met at work with $\overline{X}$ = 2,685 average value and that they sometimes did not care about what happens to the people they met at work with the average value of $\overline{X}$ =2,563. Along with that $\overline{X}$ = of 2,068 average value, they

Table 6
Findings Related to the Expression of Lack of Personal Accomplishment Dimension

Questions	Frequency level					$\overline{X}$	s.s.
	(1)	(2)	(3)	(4)	(5)		
As required by my job, I can easily understand what people feel like.	130	137	90	39	14	3,0	0,94
	31,7	33,4	22,0	9,5	3,4		
I solve the problems of the people I meet in the most appropriate way.	22	18	51	191	128	3,9	1,04
	5,4	4,4	12,4	46,6	31,2		
I think that I have positively affected people's lives by doing my job.	114	168	78	41	9	3,3	1,20
	27,8	41,0	19,0	10,0	2,2		
I feel full of energy.	32	57	81	143	97	3,5	1,21
	7,8	13,9	19,8	34,9	23,7		
I can easily create a comfortable environment with people I work with	19	26	64	133	168	3,9	1,11
	4,6	6,3	15,6	32,4	41,0		
When I genuinely care for people, I feel alive.	34	42	95	152	87	3,5	1,17
	8,3	10,2	23,2	37,1	21,2		
I've done a lot of remarkable things in my job.	6	14	46	16,5	179	4,2	0,87
	1,5	3,4	11,2	40,2	43,7		
I approach emotional problems in my job with cold blooded.	20	27	84	105	174	3,9	1,15
	4,9	6,6	20,5	25,6	42,4		

very rarely behave with some people as if they were not human, and with $\overline{X}$ =2,092 average value the participants think that their job toughens them albeit very rarely.

Table 6 gives mean value, standard deviations, and levels of participation of the respondents who expressed the lack of personal accomplishment, the subscale of burnout syndrome.

As seen in Table 6, it can be said that the participants with an average value of $\overline{X}$ = 4,212, often do a lot of work , and the participants with an average value of $\overline{X}$ = 3,941, often approach emotional problems in their work with cold blooded. They also stated that with an average value of $\overline{X}$ = 3,917, it is often very easy to understand how people, whom they meet as required by their jobs, feel and with an average value of $\overline{X}$ =3,939, they often solved the problems of people, whom they meet as required by their jobs, in the most appropriate manner. In addition to this, it can be said that because of the work done with an average value of $\overline{X}$ =3,348 people sometimes influence their lives positively.

Table 7 gives the mean value, standard deviations of answers given by participants to their expressions for quality of working life, burnout syndrome and sub-dimensions.

Table 7
Scores of Sample Scales

	N	$\overline{X}$	SD
Working Life Quality	**410**	**3,408**	**0,705**
Burnout Syndrome	**410**	**2,693**	**0,836**
Emotional Exhaustion	410	2,317	0,848
Depersonalization	410	3,800	0,797
Lack of Personal Accomplishment	410	3,010	0,508

As seen in Table 7, it can be stated that the participants' working life qualities are moderate ($\overline{X}$ = 3,408) and when burnout levels are examined ($\overline{X}$ = 2,693), it can be stated that it shows relatively less burnout. However, it is seen that the emotional exhaustion levels of the participants ($\overline{X}$ = 2,317) are low, the depersonalization levels ($\overline{X}$ = 3,800) and lack of personal accomplishment levels ($\overline{X}$ = 3,010) are in the middle level.

Table 8
The Relationship between Quality of Work Life and the Burnout Syndrome and its Sub-Dimensions

Spearman's rho Korelasyon		**Burnout Syndrome**	Emotional Exhaustion	Depersonalization	Lack of Personal Accomplishment
Quality of Work Life	r	-0,525**	-0,682**	-0,584**	0,491**
	p	0,000	0,000	0,000	0,000

*p<0,05

The results of the correlation analysis regarding the quality of work life and the burnout syndrome and its sub-dimensions are provided in Table 8. According to the results, there is moderate negative correlation between quality of work life and the burnout syndrome

(r=-0.525). There is a moderate negative correlation between quality of work life and emotional exhaustion, a sub-dimension of the burnout syndrome (r=-0.682). There is a moderate negative correlation between quality of work life and depersonalization, a sub-dimension of the burnout syndrome (r=-0.584). Prognosticative, a moderate positive correlation is found between quality of work life and the lack of personal accomplishment, a sub-dimension of the burnout syndrome (r=0.491).

Findings Regarding to the Effect of Work Life Quality on Burnout Syndrome and Subscales

Table 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744[a]	,554	,549	,47374

The results in Table 9 show that the correlation is 74,4%, the coefficient of determination is 55,4%, and the corrected determination coefficient is 54,9. According to regression model, independent variables (Burn out syndrome and its subdimensions) accounted for 54,5 % of the dependent variable of the study (Quality of Work Life)

Table 10
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112,71	4	28,178	125,553	,000[b]
	Residual	90,90	405	,224		
	Total	203,61	409			

Table 10 is an "F" test. The F value is 125.5, and the level of significance of the model as a whole is 0,000. As a result of the analysis, which takes the F value and level of significance into account, a significant relationship between "working quality of life" and "subscale of burnout syndrome, emotional exhaustion, depersonalization and lack of personal accomplishment " is determined. It can be concluded that a significant regression equation was found (F $(4,405)$ =125,55, p<.000), with an R^2 of, 554. According to the analysis results, the regression seems to be reliable.

Table 11
Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	4,024	,160		25,150	,000
Burnout Syndrome	-1,614	,316	-1,163	-1,163	,000
Emotional Exhaustion	-0,216	,149	-0,226	-1,447	,000
Depersonalization	-0,293	,082	-0,356	-3,579	,000
Lack of personal accomplishment	,787	,099	,890	7,971	,000

As can be seen from Table 11, the constant coefficient was 4,024, the t-value was 25,15 and the constant value was found to be statistically significant at p <, 05 level.

The coefficient of the burnout syndrome variable from independent variables is -1, 61, the value of t is -1,163, the coefficient of emotional exhaustion variable is -0,216, the value of t is -1,44, the coefficient of the depersonalization variable is -0,293, the value of t is -0,358 and finally the coefficient of the lack of personal accomplishment variable is 0,787, t value was determined as 7,971. This means that the relationship between the four variables and the Quality of Work Life was statistically significant at the level of $p < 0.05$.

The R^2 value indicates how the independent variable can be explained by the dependent variable. The R^2 value is ensued as 554. As the result of the analysis the existence of a relationship between quality of work life, which is accepted as dependent variable and emotional exhaustion, depersonalization, and lack of personal accomplishment, is understood. The Beta coefficient of the burnout syndrome variable is -1,163, indicating a negative relationship between them. Again, the -0,226 Beta coefficient of the emotional exhaustion dimension and the Beta coefficient -0,356 subtest of the depersonalization sub-dimension show a negative relationship between them but the Beta coefficient value of the lack of personal accomplishment subscale are 0.890, indicating a positive relationship between them.

Within the scope of the analysis, the findings of the research and the acceptance or rejection of the hypotheses are presented in Table 12.

Table 12
The Acceptance or Rejection of the Hypotheses

H₁: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the burnout syndrome	Acceptance
H₁₋₁: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of emotional exhaustion, which is a sub-dimension of the burnout syndrome	Acceptance
H₁₋₂: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, negatively affects the dimension of depersonalization, which is a sub-dimension of the burnout syndrome.	Acceptance
H₁₋₃: The quality of work life of hotel workers, working in the 4 and 5-star hotels operating on the European side of Istanbul, positively affects the dimension of the lack of personal accomplishment, which is a sub-dimension of the burnout syndrome.	Acceptance

Conclusions and Recommendations

In this study where the effect of burnout syndrome on quality of work life was investigated, it is observed that 55.4% of the participants were women, 62% were single, 45% were in the age range of 18-25, 55% of the participants had undergraduate and graduate education and 76% of them are employees with tourism education. Again, it was determined that 27.1% of the employees were working in the front office department, 69.2% of the monthly income was between 1001 TL and 2500 TL, 59% of them working in 4 star hotels and 53.7% working in chain hotels.

In the scope of the study, it was determined that the participants who participated in the research felt that they felt safe in their working life, that the work they were doing provided them with health insurance and that they thought that they fulfilled what they had to do in order to stay healthy and fit. In addition, it was determined that participants were not satisfied with the income they are paid for the work they are doing and their jobs at the workplace do not make them feel assured throughout their lifetimes and do not offer good opportunities for their family members. As a result of the study conducted by the researcher Demir (2011) on hospitality employees, the primary factor affecting employees' quality of work life perceptions coincides with job security provided to the employees by the enterprises.

The participants also expressed that they are appreciated for their job and people and their colleagues at the workplace perceive and respect themselves as professionals and experts in the field. Participants also noted that they thought they were realizing their potential as experts in their own line of business and that they constantly learned new things that would help them do their jobs better. In the research done by Tuncer (2012), the fair and adequate levels of income offered to employees and the opportunity given to improve their skills and abilities are also effective in the employee's perception of working conditions and in the employee's decision to leave or stay in their profession.

Given the answers given by participants to burnout syndrome, it can be said that employees sometimes feel alienated from work and feel exhausted at the end of the work day. Participants rarely think that they will not be able to do their job when they wake up in the morning. Participants sometimes seem to think that dealing with people all day long wears them out, causes them to dread their jobs, to limit themselves, and that they sometimes work too hard. Many participants were dissatisfied with their salary and an equal majority felt that they were not rewarded sufficiently for the amount of work they put in. As these negative feelings contribute to the experience of burnout, it is important that they be taken seriously. It can also be said that working directly with people may sometimes cause too much stress. Kozak's study "A Study on the Burnout Situations of Women Working in the Accommodation Sector in Turkey" (2001) shows that the uncertainty of the future in the sector, the uncertainty of a career, heavy work pace, the attitude of the higher authorities towards employees and the exhaustion of the employees due to their social roles result in burnout emotions.

When the results are evaluated in general terms, it can be stated that the participants' quality of working life is moderate ($\overline{X}$= 3.408) and burnout levels are relatively low when their burnout levels are investigated. ($\overline{X}$= 2.693). However, it is seen that the emotional exhaustion levels of the participants ($\overline{X}$= 2,317) are low, the depersonalization levels ($\overline{X}$= 3,800) and lack of personal accomplishment levels ($\overline{X}$= 3,010) are in the middle level. When other studies done in the literature were examined, Özgen (2007) was

asked to measure the level of burnout in the catering service of Izmir Adnan Menderes airport using Maslach Burnout Questionnaire and consequently it was concluded that the burnout levels of the employees were low. Again, Tepeci and Bildir (2003) made a study called "Burnout Syndrome at Hotel Employees" in Antalya region by using "Maslach Burnout Inventory". The results revealed that hotel employees had a low level of burnout, and also found that burnout affected employee job satisfaction.

As a result of examining the relationship between quality of work life and burnout syndrome and its subscales emotional exhaustion, depersonalization and lack of personal accomplishment dimensions, it was determined the relationship between work quality of life and burnout syndrome was found to be negatively moderate (r = -0.525) and the subscale of burnout syndrome (emotional exhaustion) as a negative moderate level (r=-0,682) and a negative moderate relationship (r = -0.584) between the dimension of depersonalization.

Past research has suggested that employees on nonstandard schedules and excessive workload experience more burnout than those working on standard schedules and standard level workload (Jamal 2004). Other research has found that employees working in bad working conditions such as nonstandard shifts have more difficulties adjusting their professional life to their family and social life, as well as other personal responsibilities. Because of this, employees working in bad working conditions experience significantly higher levels of emotional exhaustion than others (Barton, 1994; Staines & Pleck, 1984, 1986). However, there was a positive moderate (r = 0.491) relationship between the expected quality of life and the lack of personal accomplishment, the subscale of burnout syndrome. The research done by Tepeci & Bildir (2003) is consistent with the results of this study in that the employees' values do not depend on the values of the employee's incompatibility or organization, the excessive workload, the employee does not have the opportunity to make choices and decision-making increases emotional exhaustion and depersonalization. Tepeci and Bildir (2003) used the "Task Burnout Inventory" in order to measure the burnout level of the employees in the Antalya region, in their study called "Burnout Syndrome at Hotel Employees". As the result, they found that hotel employees had low levels of burnout. They also found that burnout, which is caused by working life conditions such as the salary paid by the organization in return of their work, affects employee job satisfaction.

Workers with a high quality of work life have high job satisfaction and high levels of commitment to their organizations because their organizations value and appreciate them and reward their success. The employees who are appreciated for their success and who feel important to their organizations tend to be constantly more successful; they tend to work towards the interests of theır organizations efficiently in order to increase the level of success and not to cause embarrassment to the

organization. However, according to the results of the analysis, this study brings two questions together. Firstly, the employees we surveyed must have experienced problems in their perception of the questions and failed to provide valid answers. Secondly, the employees of the hospitality industry surveyed tend to be unsuccessful even though they are appreciated by the managers or other employees, in the face of the success they have achieved within the institution; they may not want to put their employers and managers in wait for another successful activity after every successful activity, and they may want managers to lower their expectations.

The quality of work life reflects not only the level of satisfaction of employees in their professional and social life, but is also an important indicator of organizational productivity. Because, if an organization operating in the service sector, with a main source of people, wants to maximize its organizational productivity, the satisfaction or dissatisfaction of the employee is of great importance at this point. Employees' satisfaction or dissatisfaction with their job directly affects their individual performance and can cause the quality of work to be affected in this process either positively or negatively. In this respect, it is especially necessary for enterprises operating in the service sector to be aware of the value and importance of the workforce and to consider these factors in the strategic decision-making processes for their businesses. We hope that this literature and application study related to the study of the quality of professional life and burnout syndrome will be a reference for future studies and will provide a perspective on the applied literature for the sector.

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RESEARCH ARTICLE

Prospects of Intensive Institutional Cooperation in Tourism Development in Central Asia: The Case of Uzbekistan

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Abstract

UNWTO's project, the Great Silk Road, plays an important role in the sustainable development of tourism in Central Asia and in Uzbekistan. In this study UNWTO's Silk Road project is analyzed for the sustainable development of tourism in the Central Asia region. A legal assessment has been made of the partnership between the UNWTO and the Republic of Uzbekistan in terms of development of the tourism industry. The bilateral legal norms between UNWTO and Uzbekistan - i.e., the important and last tendencies of the sphere of tourism- are emphasized by the author. It developed conclusions and proposals on strengthening the institutional position of UNWTO in Central Asia. Accordingly, the research puts forward a restructuring of the UNWTO concerning institutional commissions by establishing the Regional Commission for Central Asia under UNWTO and placing its headquarters in Uzbekistan, the heart of the ancient Great Silk Road. Furthermore, this paper discusses facts promoting legal and practical issues for a multi-visa cooperation system in Central Asia region.

Keywords

Great Silk Road • Convention • Central Asia • Tourism • UNWTO (United Nations World Tourism Organization) • Uzbekistan

International tourism is an important component of international economic, social, cultural and humanitarian cooperation. It is the means of establishing mutual understanding between people and getting acquainted with their achievements in various fields. It is known that, within the framework of a state, the development of tourism determines the creation of additional jobs, develops local infrastructure and various services, and generates huge revenues for both the private sector and the state in the form of currency from services rendered and taxes from the tourism industry. This explains why tourism is the most profitable economic sector of developed and developing countries.

The Republic of Uzbekistan, a country located in the center of the ancient Great Silk Road, is characterized today by its high tourist and recreational potential. Currently, the republic, having a rich cultural, historical and natural heritage, and an advantageous geopolitical position, occupies a definite place in the world tourist market and is now attracting considerable interest both from foreign and national tourists (Kantarcı, Basaran and Özyurt, 2015).

UNWTO's Great Silk Roade project plays an important role in the sustainable development of tourism in Uzbekistan and Central Asia and it represents the realization of the existing potential of mutual cooperation in this region. Opportunities for multilateral cooperation with international authorities are needed for further development of integration and this will constitute the research paper. Accordingly, the research puts forward the establishment of the Regional Commission for Central Asia under UNWTO, which leads to the expansion of touristic potential of this region by promoting universal and regional cooperation. Furthermore, the settlement of regional visa issues (Usmanova, 2018), which is present among tourists who want to visit Central Asia, is discussed. In the conclusion, the results of the discussed issues and proposals are shown according to literature and current tourism reforms in Uzbekistan.

Literature Review

The sphere of tourism cannot develop without international relations and cooperation. The main aim of this collaboration is the development of institutional relations with international organizations. The most significant of them is the UNWTO (United Nations World Touristic Organization) (Louis D'amore, 2013), in which Uzbekistan and Central Asian countries have participated since 1993. The theoretical aspects of touristic potential of Central Asian countries are expressed in tourism literature in Central Asia (Kantarci, Uysal and Magnini, 2015); As a country situated in the center of Central Asia, Uzbekistan plays a remarkable role in the region. The features of tourism development in Uzbekistan is written in the literature of national scholars (Abdurakhmanov, 2013; Mirzayev and Aliyeva, 2011). The idea of regional integration and its importance are obvious in order to create a new institution under the UNWTO.

Therefore, regional integration is being studied to evaluate the role of regional organizations in maintaining cooperation among states (Kösler and Zimmek, 2008). Institutional cooperation issues defined in this research are based on international and national legislation. Hence, international-legal norms (Manila Declaration on World Tourism, 1980; Charter of UNWTO, 1970; Agreement between the Government of the Republic of Uzbekistan and the World Tourism Organization concerning the Silk Road Office in Samarkand, 2004), declarations (Samarkand Declaration on Silk Road Tourism form, 1994; Khiva Declaration on tourism and preservation of the cultural heritage, 1999; Bukhara Declaration, 2002) and national acts of Uzbekistan (the Draft Conception of developing tourism in the Republic of Uzbekistan for 2017-2021) are analyzed. In order to evaluate recent developments and the focus of organizations, special reports are analyzed [EU-Uzbekistan Relations: Paving the New Silk Road EIAS Briefing Seminar 12 July 2016 (event report)].

Methods

In order to engage the practicability of this idea, different analysis methods such as content analyses and comparative-legal, normative-legal analyses of international and national legal norms are used. The content of the international legal norms are analyzed and form an integral part of the research. The content of international and national legal acts was also analyzed by the researcher. The statistics relating to tourism development in Uzbekistan was learned by the author during her fellowship in the State Committee for tourism development in Uzbekistan.

Results of data collection

Current statistics and prediction for the tourism industry in Uzbekistan [(Expected results of development of tourism in the Republic of Uzbekistan, expressed in the target indicators) Draft of Conception for tourism Development in the Republic of Uzbekistan for mid-range perspective, 2017)].

Figure 1.

Translation: Investments to main capital of tourism industry is showed in total billions (national currency of Uzbekistan 1 US dollar = 8 051.46 Uzbekistan sum)

Figure 2.

Translation: Growth in number of foreign visitors to the Republic of Uzbekistan (thousands of people, year by year)

Figure 3.

Translation: Export of tourism services is shown and predicted year by year (millions of USD)

Legal aspects of cooperation between UNWTO and the Republic of Uzbekistan

International regional organizations play an important role in maintaining collaboration and partnership among states. Therefore, international-legal cooperation of Uzbekistan in the field of tourism is constructed through both bilateral and multilateral contractual bases. The tourism industry in Uzbekistan not only has great potential in the first instance, but also has unique sources of ecological tourism and a rich cultural-historical heritage. Today by possessing more than 7,000 historical and cultural monuments, Uzbekistan is considered to be one of the world's 10 leading countries in number of historical heritage sites (Abdurakhmanov, 2013). The cities of Samarkand ('Queen of All Cities'), Bukhara ('Princesses Bukhara'), Khiva and Shakhrisabz are included in UNESCO's World Heritage List (Kantarci, Uysal, and Magnini, 2015). "The most unique cultural, historical and socio-economic phenomenon in the history of the world - the Great Silk Road" has just passed through these cities and centers of culture. According to the estimates of the World Tourism and Travel Council for 2016, Uzbekistan ranks 115th among countries in terms of total contribution to the country's GDP formation, 103rd in the use of investments,

69th in terms of the number of people employed in the industry and 150th in tourist arrivals. Moreover, it accounts for 0.2% of the total flow. Thus, having the highest tourist potential (according to expert international estimates), with the available materials and technical base this indicator could reach 2.2% [The Draft of Presidential decree on measures of realization of the Conception for tourism Development in the Republic of Uzbekistan for mid-range perspective, (statistical facts in the first and second paragraphs were taken from the same Conception) viewed 08 April, 2017, https://my.gov.uz/ru/getPublicService/332?item_id=1296&action=view]

The Republic of Uzbekistan has consolidated its presence in the world tourist market but it is too soon to talk about significant progress. This is confirmed by Uzbekistan not being placed in the Competitiveness Rating for countries in tourism (Competitive Rating defines 140 tourist destinations with the highest levels of desirability). At the same time, Kazakhstan ranks 85th in this Ranking, Kyrgyzstan - 116, Tajikistan - 119 (Ibid).

The legal basis of touristic activity in Uzbekistan developed after its independence in 1991. Currently, tourism is a priority for development in Uzbekistan, with plans to increase visitor numbers annually. The country's diverse tourism heritage and potential ensure that there is significant opportunity for growth. Consequently, it was elaborated in a Presidential Decree "On measures to ensure the accelerated development of the tourism industry of the Republic of Uzbekistan" dated 02.12.2016 and Draft of the Conception for tourism development in the Republic of Uzbekistan for 2017-2021 by the Committee for tourism development in Uzbekistan. According to these across-the-board norms (along with other priorities), the main preemptive directions and goals of governmental policy on developing tourism in the Republic of Uzbekistan in 2017-2021 should be:

(i) Accomplishment of the legislation and normative-legal basis in the sphere of touristic activity, which sets favorable facilities for functioning subjects of touristic activity and national and foreign visitors;

(ii) Enlargement of international cooperation in the sphere of touristic activity (Ibid legal norm).

Uzbekistan has continued a fellowship since 1993 and UNWTO initiated a long-term project to organize and promote the Silk Road as a tourism concept. In 1994, representatives from 19 participant nations came together and adopted the historic "Samarkand Declaration on Silk Road Tourism" and approved a specific goal for all the governments, organizations and private sector enterprises involved. The above-mentioned cooperation became stronger after the signing of an agreement between the government of the Republic of Uzbekistan and UNWTO on tourism, the preparation

of specialists and the propulsion of the brand name "Great Silk Road". The next step in the legal promotion of the historical-cultural heritage of Uzbekistan was the signing of the "Khiva Declaration on tourism and preservation of cultural heritage" on the 21st of April,1999 (Mirzayev and Aliyeva, 2011).

Since then, forums and meetings have been held, and in 2002 the participants of the fourth International Meeting on the Silk Road adopted the "Bukhara Declaration on Silk Road Tourism" which stressed the benefits of sustainable tourism and outlined specific steps to stimulate cultural and ecological tourism to Silk Road destinations. The Bukhara Declaration endorsed Uzbekistan's offer to open a Silk Road office in Samarkand in 2004, which at present continues its function in the capital of country - Tashkent. The office functions as part of the organizational structure of the Committee for tourism development in Uzbekistan concerning the agreement signed in 2004 between UNWTO and the Republic of Uzbekistan (Agreement between the Government of the Republic of Uzbekistan and the World Tourism Organization concerning the Silk Road Office in Samarkand, 2004).

In accordance with the agreement on the establishment of this regional organization, its main tasks include:

(i)   Strengthening the links between tourism development among Silk Road countries;

(ii) Providing regional cooperation along the road (Silk Road) and supporting the participation of governments;

(iii) Ensuring the participation of tour operators in the development of tourism within the region;

(iv) E-documentation and surveys on tourist travel destinations along the Silk Road in the participating States;

(v) Providing joint tourism fairs between the Silk Road countries;

(vi) Introduce other initiatives and projects in the field of tourism along the Silk Road (Article 3, Agreement between the Government of the Republic of Uzbekistan and the World Tourism Organization concerning the Silk Road Office in Samarkand).

The opening of a UNWTO regional office in 2004 in Samarkand, which encouraged the coordination of the activities of the national tourist organizations of the Great Silk Road countries, was a milestone event. The uniform information base, which has collected the valuable data on noteworthy places and historical monuments of these states was created there (Abdurakhmanov, 2013).

In October 2010, the next UNWTO international meeting on tourism development was held in the Great Silk Road destination - Uzbekistan. Recognizing Samarkand

as one of the top 50 must-see cities in 2014 (The top 50 cities to see in your lifetime blog updated 06.12.2017. www.huffingtonpost.com/minube/the-top-50-cities-to-see_b_5547308.html) and organizing the 99th session of the UNWTO Executive Council on 2nd October of 2014 were the most successful Uzbekistan achievements. With almost 3,000 years of history, architectural monuments, blue domes, and its unique oriental image, Samarkand city has been attracting the attention of travelers and visitors. In this regard, it should be emphasized that a number of the above mentioned legal agreements have been adopted, thus proving the effectiveness of collaboration between the Republic and UNWTO for the sake of future realization of new projects and reforms.

Touristic potential of Central Asia

Central Asia countries located in the core of Asia contain large and distinctive tourism resources to serve the world tourism market. The five CA countries have some similarities and differences as touristic destinations. These five countries (Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan) form the whole CA region as a tourism product, yet they are competitors with each other as well as individual tourist destinations. These countries offer their unique tourism products on the basis of their common culture and history of the region. In this way, having a unique tourism product might be a determinative factor in order to have a comparative advantage (Kantarci, Basaran and Ozyurt, 2015).

Prospects for tourism development in South-East Asia countries are related to their cooperation. For example, a tour to Thailand could be combined with a visit to Southern China, Malaysia and Singapore. The states of the Pacific region cooperate to develop the sphere of tourism. Consequently, a similar model could be used by the states of Central Asia as a separate and unique region with sufficient touristic potential. For instance, a tour to Uzbekistan could be combined with a visit to the other four countries. We cannot deny that this kind of tour has been organized by some tour operators recently. However, it is time to establish the legal promotion of Central Asian tour activities by developing an institutional and legal basis. One of the options here could be establishing a Regional Commission for Central Asia under UNWTO, which would coordinate the functioning of governments in mutual tourism development among the Central Asian countries.

Moreover, increased tourist attention in the Central Asia region could influence solutions for visa issues for travelers to this destination (travelers from other countries to CA often claim to have visa problems). There isn't a single "Standard" visa for Central Asia similar to the Schengen visa for Europe. And it is time to promote legal and practical issues for a multi-visa cooperation system in the Central Asia region. This could open additional travel possibilities for international tourists who are

interested in the Central Asia region and help increase the flow of tourists, which in turn could increase growth in the states' economy. Here, it should be noted that, according to official reports, two of the five countries in Central Asia - Kazakhstan and Uzbekistan - will sign an agreement on multiple entry visas (See: http://www. kazpravda.kz/en/articles/view/kazakhstan-and-uzbekistan-to-sign-multi-visa--agrt/). The agreement will be signed in the field of tourism cooperation jointly with the Ministry of Foreign Affairs of Central Asian countries. Furthermore, the Council of tourism for the CIS countries discussed the creation of a single visa system of the states of Central Asia for tourists on August 10,2018 in Dushanbe. The committee on tourism of the ministry of culture and sport of Kazakhstan is now working on the creation of a visa called, "The Silk way". It will be the analogue of the Schengen visa [See: https://24tv.ua/ (last seen 20.08.2018)]. Hopefully, this step will be established continuously in the field of uniting the next single visa regimes among Central Asia countries. Consequently, it will influence economic growth and states' income from the tourism industry. Simultaneously, tourists would have an opportunity to visit the unique Central Asia states during their single trip.

Almost all the studies mentioned the fact that the Central Asian countries are unique in that they are exotic and newly emerging destinations, offering a wide variety of rich cultural heritage and possessing natural beauty and great hospitality. However, in some instances they may lack good infrastructure for basic tourism amenities, trained personnel and - more importantly - lack distribution channels and suffer from inaccessibility to some areas other than major cities. Due Thanks to the Silk Road project and their abundance of cultural and natural resources, the Central Asian countries are gaining more attention and heightened interest from potential investors as well as from tour operators and thus visitors. All of this signifies that these countries have tremendous potential for tourism development. However, turning these opportunities and potential into a reality is likely to be the result of a long, expensive, and complicated processes (Uysal and Kantarci, 2015). The Silk Road is a unique joint program with Europe and Asia. However, Central Asia currently needs a separate institutional network such as the Regional Commission for Central Asia which could coordinate the development of tourism collaboration in a certain region. The legal basis and structure of this institution will be organized by comparing operations of six other commissions and whilst simultaneously remembering the peculiarities of the Central Asia region as well.

The need for special cooperation under UNWTO

We argue that we now need a new way of thinking in international law that exhibits a principle of territorial distinction and self-restriction, which is more suitable for both vital dynamic trends towards "regionalism" within international law, relations and politics, and the emergent possibility of a pluralistic multipolar legal order (Delmas-Marty, 1998).

The process of global integration in the sphere of tourism is carried out by the World Tourism Organization (UNWTO) - an intergovernmental organization which was established under the United Nations in 1975 on the basis of the International Union of Official Tourism Organizations for coordinating the actions of the world community to develop tourism. The growing importance of the industry in the global economy means that by 2023, the total contribution will account for 10.0% of GDP and 1 in 10 jobs globally (D'amore, 2013).

The importance of this organization was emphasized in the Manila Declaration which announcing that, international cooperation in the field of tourism is an endeavor in which the characteristics of peoples and basic interests of individual States must be respected. In this field, the central and decisive role of the World Tourism Organization as a conceptualizing and harmonizing body is obvious.

Furthermore, an important international act – the 3rd article of the UNWTO charter - clearly states that the main objective of the Organization is to promote the development of tourism in order to contribute to economic development, international understanding, peace, prosperity, universal respect and observance of human rights and fundamental freedoms for all people without distinction as to race, gender, language or religion. The above mentioned aims could not be realized without integration inside UNWTO. It unites the governmental tourism organizations of more than 100 countries around the world (See: www.unwto.org). Many governmental and non-governmental organizations are considered to be members of UNWTO as observers. It has an extensive network represented by six regional organizations for various continents. These include the following organizations:

(i)   The European Tourism Commission;

(ii) The Arab Tourism Association;

(iii) The American Society of Tourist Agents;

(iv) The Conference of tourist agencies of Latin American countries;

(v) The Association of British Tourist Agencies;

(vi) The Tourist Association of the Pacific Region.

These regional Commissions, established in 1975 as subsidiary organs of the General Assembly, enable member States to maintain contact with one another and with the Secretariat between sessions of the General Assembly, to which they submit their proposals and convey their concerns.

According to UNWTO's agenda, the first issue is the need to concentrate its work on a few, high priority subjects of interest and relevance to most members,

aiming at significant results in those areas, so as to strengthen its position as a global leader on tourism policy issues and to provide more meaningful, strategic services to members. Proposals are made to involve the members more strongly in the definition of priorities for the biennial programs of work, giving the Regional Commissions a new, more substantive role in the identification of regional priorities (CEU/52/3 Madrid, March 2011 UNWTO COMMISSION FOR EUROPE Fifty-second Meeting Katowice, Poland, 14 April 2011 Provisional agenda item 3).

The states of Central Asia participate in the functioning of UNWTO within the European Tourism Commission, which consists of 42 state members. It is known that, Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan and Tajikistan together form the macro destination of Central Asia. In this period of constant change and progress it is time to reform the institutional structure of the UNWTO European Commission by separating one of the regions, namely Central Asia. Central Asian states are not considered to be part of the European region either from a geographical point of view or logically. Moreover, the touristic potential of CA countries should be better organized by institutional structure in order to attract more tourists from various countries of the world. It is necessary for regional cooperation of CA countries for tourism development. Hence, it is time to extend and to specialize the reach of UNWTO's sphere of cooperation by establishing a Regional Commission for Central Asia. Here, it should be emphasized that, this issue was also discussed during a meeting between the Uzbek President Sh. Mirziyoyev and ex-Secretary General of UNWTO Taleb Rifai (Uzbekistan, UNWTO mull co-op prospects, viewed 28 August, 2017, https://www.en.trend.az).

The main role of UNWTO's Regional Commission for Central Asia would be to coordinate tourism issues, such as visa questions, sustainable development of tourism in the region and implement UNWTO's projects alongside Central Asia effectively. Additionally, other aims could be specified according to the demands of the five states (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan). Moreover, each
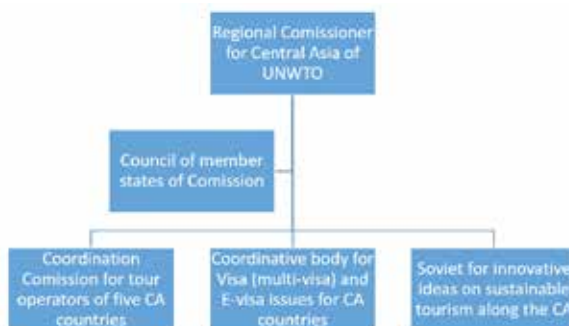

Figure 4.

member state of Central Asia would offer at least one candidate in order to participate in the decision-making process of Regional Commission. The Head of the institution should be elected by the member states and/or it may be organized headed by each state in turn. For instance, every four years the Head should be changed alphabetically (Kazakhstan's official body would be first in this instance).

Conclusion

The analysis, conducted by the mutual touristic relations of Central Asian countries, in particular, the cooperation of Uzbekistan with UNWTO, shows that the regional tourism industry has entered a period of sustainable growth in the volume of travel and excursions associated with an increased competition in this sector of the market. In such conditions one cannot overestimate the role of legal and institutional mechanisms for regulating the diverse relationships of subjects of the tourist market both inside and outside the country. The states, civil societies and organizations involved in the formulation of a strategic development of tourism, improve legislation, provide favorable conditions for collaborative activity of business structures, increase the responsibility of organizations and officials for compliance with the legal rights of consumers of tourism services, and stimulate a system of training qualified personnel for the tourism industry.

It is proposed to reform the structure of the UNWTO concerning regional commissions by establishing the practical implications of current research, i.e. to organize a *Regional Commission for Central Asia under UNWTO* and place its headquarters in Uzbekistan, the heart of the ancient Great Silk Road. Notwithstanding the uniqueness of the Silk Road Project which passes along Central Asia destinations, it is time to reform the structure of the UNWTO by organizing a special institute for Central Asian countries. On one hand, this innovation would centralize touristic activities and sustainability in five regional states, and on the other, UNWTO as a universal intergovernmental organization, would strengthen its position and concentration on tourism development in the aforementioned strategically important region. Furthermore, the theory of establishing a joint visa program in Central Asia by promoting a legal cooperation agreement on this issue would play an important role in increasing the tourist flow to Central Asia. It shouldn't be a competition among these countries, rather collaboration should be encouraged to grow the countries' economy and tourism industry.

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RESEARCH NOTE

Virtual Reality or Just Reality?
A SWOT Analysis of the Tourism Industry

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Abstract

Developments in information and communication technology are increasingly transforming spatial relationships in tourism from a local into a global dimension. The virtual reality (VR) technology developed in this context is an important tool in this transformation. Virtual reality is an interactive environment generated by computers which enables participants to create countless real and unreal simulated experiences. The aim of this study is to describe virtual reality in the context of the tourism industry, to offer an evaluation by summarizing previous studies and conducting a situation analysis of virtual reality applications in terms of tourism via a SWOT analysis. The results of the situation analysis can be used to remark upon the place of VR technology in the tourism industry. In this framework, some suggestions for the tourism industry and future studies are given.

Keywords
Virtual reality • Virtual tourism • Literature review • SWOT analysis

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Virtual reality (VR) has been the subject of speculation for computer programmers, futurists and scientists for many years. Developments in the field of virtual reality have become much more controversial and the term VR became extremely popular at the beginning of 1990s. VR is used for computer-generated 3D environments that allow the user to enter and interact with alternate realities. The VR users are able to immerse themselves in an artificial world which may or may not be a simulation of some form of reality. Nowadays, VR can be found in every industry including tourism and is used in a variety of ways and often in a confusing manner that is extend to different forms of entertainment, education, management and marketing. Tourism is one of the most dynamic industries where new trends in VR development, new products and the potential of VR offer tourism many useful applications which deserve greater attention from tourism researchers and professionals. Since VR in tourism is booming thanks to modern technologies that keep moving it forward, it is absolutely essential in order to understand how the use of VR will impact the tourism industry in the future.

Baudrillard (1994), in his book "Simulacra and Simulation", questioned how we conceptualize what is left when we lose the real world, arguing that we have slowly lost touch with reality in the 21st century. This leads Baudrillard to the development of the concept of hyper-reality, or in other words, simulation. The aim in developing this concept is to argue that the present world is not a real society and that reality / truth can be found in symbols, images and concrete virtual reality (Ritzer, 2010). Virtual reality applications, which began with video games and the entertainment sector, have now entered every aspect of our lives, including bringing significant changes to the tourism industry (Gurau, 2007). The aim of this study is to describe virtual reality in the context of the tourism industry, to offer an evaluation by summarizing previous studies and to conduct a situation analysis of virtual reality applications in terms of tourism via a SWOT analysis. Considering the increasing number of futuristic studies related to tourism being conducted, it is thought that this study will contribute to the literature across various dimensions.

Literature Review

Virtual reality represents an interactive environment generated by computers that enables participants to create countless simulated experiences, both real and unreal (Hobson and Williams, 1995). Virtual reality applications, in which people can experience and become informed about real-world destinations without actually physically going there, are now frequently discussed in tourism studies; (i) as a means of reducing the negative effects of tourism, (ii) as a marketing tool to increase the attractiveness of the destination and, (iii) as a possible threat to the travel industry itself. Cheong (1995) stated that the tourism and travel industry is perfectly suited to the implementation of VR, and predicted that its popularity would increase,

eventually reaching its full potential. Although many of his predictions have been actualised, various studies in the literature have discussed virtual reality and the areas of tourism in which it is used.

According to Williams and Hobson's (1995) research, which aimed to draw attention to the use of VR in the tourism industry and to address the deficiencies in VR technology, there are three main areas in tourism in which VR is used. These areas are; (i) the creation of theme parks (as in the case of Disneyland), (ii) its use as a marketing tool (tour operators offering simulated experiences to consumers) and (iii) the creation of artificial tourism (virtual tours/ontological disappearance of travel).

Sussmann and Vanhegan (2000) asked the question "*Can VR applications be a substitute for tourism products?*" in their study. The findings of their research reveal that virtual vacations are not perceived as sufficient and suitable alternatives to real vacations, but that they have the potential to be a powerful complement to the real vacation experience. However, the research did emphasise how virtual travel can play an important role for disabled or elderly holidaymakers.

In their study, Anwar and Hamilton (2005) looked ahead to the future by focusing on the humanistic, geopolitical, economic, technological and environmental effects of tourism. The study was based on a conceptual based prediction of the future and led to the proposal of a model that included a discussion of the five key factors that would affect the future global tourism industry. One of the most significant factors discussed is the development of technology and VR applications. It is argued that tourism businesses will need new management (planning) and marketing strategies due to the hyper-reality created by the use of VR technology. They emphasize that the touristic products and activities created by the use of reality and virtual reality will be shaped through humanistic, geopolitical, economic, technological and environmental factors.

Other studies have identified six fields in which VR applications have created significant value in the tourism sector, including planning and management, marketing, entertainment, education, accessibility (for the disabled), and the protection of cultural heritage (Guttentag, 2010; Huang et al., 2016; Pengfei et al., 2014; Sambhanthan & Good, 2013; Tussyadiah et al., 2017).

Methodology

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is used to identify the strengths and weaknesses of a process or situation and to identify opportunities and threats that originate from the outside world (Hill & Westbrook, 1997). It helps in the development of strategies to minimize the impact of weaknesses and threats, while focusing on strengths and opportunities (Stacey,

1993, p. 52). By evaluating the results at the end of the analysis (Thomson, 1997); (i) Strengths and opportunities are harmonized, (ii) Strengths are used to take advantage of opportunities, (iii) Strategies are developed to turn weaknesses into strengths, (iv) Threats are transformed into opportunities that can be integrated with strengths.

In this context, a SWOT analysis was carried out using the information from the literature in order to evaluate the information obtained in the study. The purpose of using a SWOT analysis in this study is to investigate the advantages and disadvantages of VR applications in the tourism industry, taking into consideration research and applications related to virtual tourism. A further purpose of the study is to identify both how strengths can be used against threats/opportunities and also how weaknesses can be dealt with in the development of VR applications, thus determining the opportunities and threats that may arise in the future.

Findings and Discussions

This study presents a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis for the field of VR in the tourism industry. The SWOT analysis is a commonly employed framework in the business world for analyzing the factors that influence a company's competitive position in the marketplace with an eye to the future. In this context, it is hoped that this structured examination of the factors relevant to the current and future status of VR in the tourism industry will provide a good overview of the key issues and concerns that are relevant for understanding and advancing this vital application area. The SWOT of VR applications in the tourism industry that were identified by the analysis are given in Table 1.

VR in tourism offers the potential for the creation of substitutional reality experiences from management to entertainment, which can be extremely useful in the protection of cultural and natural heritage sites. On the other hand, VR applications are considered to be one of the greatest technological innovations of the 21st century in terms of being a new distribution channel for tour operators, the differentiation of known theme parks, a solution to the accessibility problem for the disabled and the elderly, the elimination of security and language problems, the elimination of bureaucratic barriers such as visas, and the opportunity to gain knowledge. However, the lack of technological infrastructure in underdeveloped and developing countries, prejudiced attitudes towards technology and the high cost of VR applications for customers means that, although VR offers simulated versions of real experiences, the view that a virtual holiday/travel experience cannot be a substitute for a real holiday/ travel experience should also be taken into consideration.

As can be seen in Table 1, one of the most important VR's strengths in the tourism is, that it enables a unique way of marketing. VR brings value to the sector as people tend to

Table 1
SWOT Analysis of VR Applications in Tourism

Strengths	Weaknesses	Opportunities	Threats
A powerful tool to enhance tourism	Limitations in technology	Protection of cultural and natural heritage sites	The lack of cultural interaction
A powerful promotional tool	Negative first impression	Sustainable tourism and environmental protection	Negative impact on real tourism and travel
Marketing tool for travel agencies/tour operators	Distance from real experience	Accessibility for disabled or elderly visitors	Economic impacts of real tourism in emerging economies or no high-tech destinations
Testing out products before going or purchasing	Lack of resident-tourist interactions	Time travel	Taxation of VR applications in the tourism industry
The ability to provide sensory experiences to customers	High cost for customers	Turning dreams into reality	Contributing to an anti-social process in society
To reduce the negative impacts of tourism	Physical and psychological disorders	Embody another being	Negative effects on other sectors related to tourism
Creating a destination attraction	Ambiguity about tourism policy and planning	Design without limitations	Negative effect on employment in tourism and related sectors
Embody knowledge	Impossibility of souvenir purchasing	Achieve the impossible	Virtual travel/ tourism acceptance and accessibility
Allowing the exploration of each destination in great depth	The lack of definitions for tourists	Be fearless/ removing bureaucratic, security and language problems for visitors	Monopolization or non-competition between tour operators
Positive cost effects for tourism businesses	The lack of a conceptual framework	Alternative tourism experiences such as e-sporting events	Other legal issues

remember better an experience than a traditional commercial. On the other hand, from destinations' point of view, VR plays an important role in attracting potential travellers to destinations, as Graham stated (Graham, 2016). When it comes to VR's weaknesses, it is impossible to replicate the unique physically visited experience in VR. Apart from this, VR offer some opportunities according to table 1. VR can link pre-trip, on-site and post-trip experiences together as the technologies combine all the phases to a unified experience. In addition to that, VR is getting more affordable in the future, thus, anyone can purchase and use it (Adams, 2016; Cavanaugh 2017). Many professionals in the travel and tourism industry are thrilled about the potential of VR, but the size of the consumer market for VR and demand are still low (Kressmann 2017). Therefore, the threat of not achieving is existing (Gaggioli, 2016).

One of the most important technological developments is virtual reality application. VR has given a contribution in the context of video games, architecture and tourism, but the applications are so vast and extend to different forms of entertainment, education or management and to other sectors which enables living experiences with relevance (Guerra et al., 2015). It has been obliged to change meaning of

tourism, travel and tourist definition by virtual reality applications (Hannam et al., 2014). Because these applications effects on visitor/ tourist experiences (Jung et al., 2016; Uriely, 2005) and tourism marketing (Griffin et al., 2017; Huang et al., 2016), planning and management, entertainment, education, accessibility, heritage preservation (Guttentag, 2010), communication and information flow (Schegg & Stangl, 2017), travel types (Pizarro et al., 2015).

The impact of VR technology on the tourism industry will depend not only on how fast and how successfully the technology develops, but also on its cost and acceptability in the community. At this point, one of the most important questions concerning VR applications in the tourism industry emerges; *'Do VR applications deter people from travelling or encourage them to travel?'* Another issue being discussed by tourism researchers, as well as by stakeholders in the tourism industry, is how existing tourism and tourist definitions, which restrict touristic activities to physical movements, may change if VR travel is accepted as real travel (Guttentag, 2010; UNWTO, 2007). The answers to these questions will be the main determinants of the change or transformation of the tourism industry in the future.

Conclusions and Future Research

The use of VR applications, which are created by combining two opposite concepts - virtual and reality - for touristic activities has become increasingly important with the growing influence of globalization and the declining importance of physical boundaries. When also considered in terms of tourism motivations, VR applications in tourism may be handled from different perspectives. In fact, the plethora of tourist motivations are succinctly summarized by Dann (1977) as falling into push-pull factors; (i) push factors - novelty and adventure seeking, escape, cultural experiences, social contact, and (ii) pull factors - destinations' active and passive attractions and activities, ranging from sight-seeing, learning, safari walks, mountain climbing, and art and craft appreciation, among others (Dayour & Adongo, 2015). For people who want to have different experiences, escape from the routine of everyday life, or seek some novelty in the real world, VR applications offer an environment in which such experiences can be had in a simulated world. Therefore, virtual tourism experiences created using simulated reality will be able to take the place of the real experience; this will also lead to differences in the motivations of tourists. This reveals the need to reconsider tourist motivation in the context of virtual tourism activities.

Despite being an important tool in the promotion of the attractiveness and accessibility of the tourist destination, the disadvantages and threats of virtual tourism applications must always be taken into consideration. With the need for new strategies in management and marketing in the tourism sector, where the pace of change is fast,

tourism businesses must keep up-to-date with these changes and implement their policies clearly in the direction of consumer needs and expectations. Failure to do so may put some tourism businesses in danger of folding due to their failure to adapt to the introduction of VR applications.

The most significant limitation of this study is the limited number of articles that were examined. In addition, conference notes, internet surveys, non-tourism-related journals and book chapters have not been included in the study. In future studies, therefore, different findings could be obtained by comparing the findings of studies in different publications. Considering the rapid development of technology, it is estimated that studies of virtual reality and VR applications in tourism may give different results in different places and at different times. For this reason, it is necessary to continually revisit and update the relevant studies.

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Contributors

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2. The articles submitted for publication are first examined by the Journal Manager and Chief Editor in regard to the suitability of their goals, subject, content, presentation style and compliance to the journal's writing rules. Articles that have passed the preliminary evaluation process are sent to two referees that are expert in the specific field of the study. If the views of the referees on the work are conflicting then a third referee is consulted. According to the reports of the referees the Editorial Management either accepts or rejects the article.

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