

Iva Bulatović
Ana Stranjančević¹

Article info:

Received 23.08.2018
Accepted 12.12.2018

UDC – 366.626:338.48
DOI – 10.24874/IJQR13.01-03

TOURIST SATISFACTION MONTENEGRO: DESTINATION MANAGEMENT QUALITY INDICATOR

Abstract: *Contemporary tourists are highly demanding, they look for new experiences and unique sensations, while their satisfaction is an indicator of destination quality. Awareness of the factors of tourist satisfaction is of crucial importance for destination management. This paper examines the satisfaction of tourists on the example of Montenegro. In Montenegro, the tourist satisfaction was not much studied which reflects the originality of this research. Factors of tourist satisfaction represent an indicator of the destination management quality. When critical points of tourist offer are known, it is easier for destination management to create strategic plans and to focus on quality improvements. Research results confirm that the existing resources of Montenegro as a tourist destination are not well designed nor properly exploited and that the tourist offer is incomplete. Authors give recommendations on how to increase the level of tourist satisfaction and how tourist satisfaction can help destination management to ensure quality.*

Keywords: *Satisfaction, Quality, Tourist destination, Management, Resources, Montenegro*

1. Introduction

This paper examines the determinants of tourist satisfaction in Montenegro. Montenegro defined its direction of economic and social development in tourism and develops its tourist offer accordingly. Montenegro, or Wild Beauty as its slogan says, is a destination with an abundance of diversities. With just over 650,000 inhabitants in an incredibly tiny area, you can find sandy beaches, clear sea, wild mountains, ski centres, rich hotel offer. Given the level of diversity of natural, cultural, and supporting resources, this paper aims to determine which segments of tourist offer in

Montenegro need to be improved, what are the elements tourist are particularly satisfied with, and what are not. Although the National Tourism Organization conduct yearly research on this subject, the data available to the public is extremely restricted, and often unavailable and even incomplete. Due to this reason, authors decided to carry out independent and comprehensive research so that both advantages and disadvantages of Montenegro's tourist offer can be defined, as well as the instructions for further research can be given.

Starting from the famous marketing premise that "the guest is the king" (Kotler, 2010), authors aim to identify the opinions of tourists

¹ Corresponding author: Ana Stranjančević
Email: ana.stranjancevic@modul.ac.ae

who visit Montenegro. In order for a destination to be competitive, it must have sufficient high-quality resources, which includes natural, created and supporting resources. In this paper, it will clearly be distinguished between the satisfaction of tourists with natural, supporting and created resources of Montenegro.

In 2017, Montenegro was visited by 2,000,000 tourists, and the total number of overnight stays was 11,953,316. The most visited months of the year were July and August, and the tourist season was reduced to a total of five months, from May to October. The coast of Montenegro was most visited by tourists, and their primary motive for a visit was rest and recreation. The average length of tourist stay in Montenegro was 5.97 days. More than 8,000,000 overnights were realized in individual accommodation (private houses, apartments, rooms). The highest percentages were made by foreign guests from Serbia, Russia, Bosnia and Herzegovina, France, Germany and Ukraine (MONSTAT, 2018). It can be noticed that Montenegro is highly visited, particularly in the summer period, so it is important to determine whether guests are satisfied with the tourist offer of Montenegro, that is, its resources.

The following part of the text provides a review of the literature including the most important pieces of research by other authors about the satisfaction of tourists. Special attention is paid to domestic research, i.e., research that tangles the satisfaction of tourists in Montenegro.

2. Literature Review

Numerous authors examine the determinants of tourist satisfaction, the relation of tourists' satisfaction and the competitiveness of the destination, the relation of tourists' satisfaction and loyalty – the possibility of re-visit. As the most important determinants of the satisfaction or dissatisfaction of tourists, they point out certain natural resources such

as beaches, parks, natural surroundings, including climate features of the destination, cultural heritage, history and tradition. On the other hand, what stands out as determinants of tourist satisfaction is the accessibility to a destination and the conditions for stay (accommodation offers, food and beverage, and restaurants offer, leisure offer for tourists, and offers for various tourist activities at a destination such as entertainment, sport, recreation, education). A particular focus is placed on the management of the tourist destination. How? The ratings of tourist satisfaction point to critical points in the destination management chain and accordingly, give guidance for the management improvement.

Agrawal (2017) found a positive, strong significant relationship between the overall tourist satisfaction and the following factors: aesthetic appeal, accessibility, supporting infrastructure, food & service and health & guide service. The most important elements of tourist satisfaction of a resort destination are food and location; significant factors are friendly/quality services and lodging performance while travel motivation and 'family/friend togetherness' influence the overall tourist satisfaction (Kozak, 2003). When it comes to daily tour services, service attributes such as transportation, tour guide, food and beverage facility, shopping facility, stopover facility, and museums and sites are identified as those that have a significant impact on overall tourist satisfaction (Albayrak, 2018). Additionally, one study found the infrastructure, attention, cleanliness of the establishment and availability of parking; food and fun; ease of finding places and availability of service information; gastronomic and cultural tourism, positive tourism experience, successful choice of destination, fulfilled expectations, repetition of the trip and recommendation of destination as the most important determinants of tourist satisfaction (Castro et al., 2017). Furthermore, Pizam et al. (1978) identified eight factors of tourist satisfaction with a tourist destination area: beach opportunities,

cost, hospitality, eating and drinking facilities, accommodation facilities, environment, and extent of commercialization. According to Danaher and Arweiler (1996), the strongest impact on overall tourist satisfaction with the holiday have the accommodation facilities, outdoor activities, and attractions.

On the other hand, some researchers have analyzed whether tourist nationality affects tourist behaviour and tourist satisfaction (Chand et al., 2016; Kozak, 2002). Another important research question was to determine the relationship between overall tourists' satisfaction and destination resources, attractions and competitiveness (Chen et al., 2016). Additionally, Chi and Qu (2008) concluded that overall tourist satisfaction had a direct and positive impact on destination loyalty.

These results confirm that there are various factors influencing tourist satisfaction while tourist satisfaction significantly influences tourist behaviour, destination competitiveness, and destination loyalty. That is why tourist satisfaction plays an important role in the future tourism development of the destination and is an important research topic for scientists, and destination management and its quality.

Moreover, De Mendes (2010) dealt with relations between tourist satisfaction and loyalty while Chen and Chen (2010) investigated the experienced quality and its relation to tourist satisfaction, tourist intentions and loyalty, as well.

Dmitrović et al. (2008) gave the conceptual model that explained relations between tourist satisfaction, quality, destination image, value, loyalty, complaint behaviour, risks, and costs. They concluded tourist satisfaction was the most important for destination management and destination competitiveness.

Vajčnerová et al. (2014) investigated quality management in the context of a tourist destination. Their research showed that transport accessibility, social and cultural

attractions were the most important factors of tourist satisfaction, their loyalty and consequently of destination management quality. Gnanapala (2015) came to similar results and explained implications for destination management and its quality, as well.

In Montenegro, the tourist satisfaction has not been much explored. There are only a few significant papers which studied the tourist satisfaction in Montenegro. With the insight into the selected research papers, the following conclusions have been made.

Some authors (Ratković, Bulatović, 2013) examined satisfaction only as a tourism sustainability indicator. From the aspect of quality in tourism, the tourist satisfaction was also examined by Perović (2013), Stranjančević and Bulatović (2015). Perović (2013) concludes that the kindness, safety of the destination, and childcare significantly influence tourist satisfaction in Montenegro. Perović (2012) in his research finds that tourist satisfaction in Montenegro depends on demographic features, that is, sex, age, nationality, occupation and personal income.

Bigović (2013) examines the relationship between tourist satisfaction, the quality of services, and the benefits for tourists that arise when consuming a tourism product, and are related to their attributes and the intention of tourists to re-visit the destination. In other words, the study examines the impact of three variables (tourist satisfaction, quality of service and benefits) on the return of tourists. He checks three models and concludes that the most appropriate is the model that includes all possible correlations among variables.

Milošević et al. (2016) also examine the tourist satisfaction in Montenegro with a focus on the impact of satisfaction on the development of a small, family business in tourism. Blagojević-Popović (2016) examines the satisfaction of guests in Montenegrin hotels, while Bulatović et al. (2016) analyze the factors of tourist satisfaction coming from China, and make a

comparison with the same research in Slovenia.

Referring to the above-explained literature review, hypotheses, and model that will be tested are defined.

H1: Core elements of Montenegrin tourist offer have significant impact on total tourists' satisfaction.

H2: Supporting elements of Montenegrin tourist offer have significant impact on total tourists' satisfaction.

H3: Total tourists' satisfaction have significant impact on revisit intention.

The proposed model explains the relation between quality of destination management and tourists' satisfaction and will be tested by Structural Equation Modelling.

Figure 1. Model of quality of destination management illustrates the proposed model.

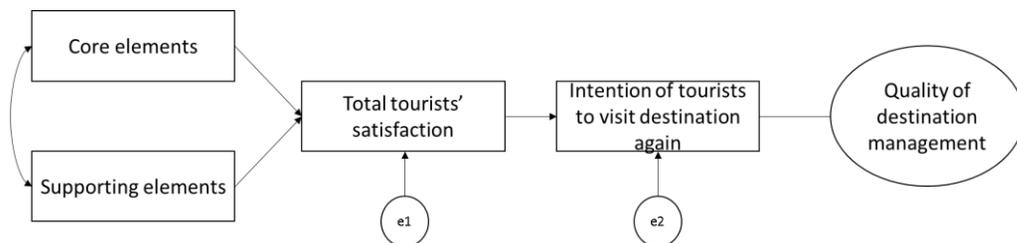


Figure 1. Model of quality of destination management

Rectangle variables – observed variables

Circle variable (Quality of destination management) – unobserved variable

e1 and e2 – error

3. Methodology and Sample

A survey method was used for the purpose of this study. The respondents were asked to assess the level of satisfaction with the offer of Montenegro as a tourist destination. Tourists needed to evaluate the level of their satisfaction with different segments of Montenegrin tourist offer. Based on the literature review and the questionnaire of the National project “Types of sustainable tourism in the National Park Skadar Lake in the function of activating the natural and cultural resources“ (Radović, 2014) 23 elements (factors) of Montenegrin tourist offer were identified and respondents were asked to evaluate those factors. For that purpose, Likert's scale from 1 to 4 was used: 1 - very satisfied; 2 - satisfied; 3 - less satisfied; 4 - dissatisfied. The survey was carried out during the summer season 2018 (from May to September) on the Montenegrin coast (the Municipality of Budva). For the

purpose of this survey, a printed questionnaire was prepared, based on the standardized questionnaire of the National Tourism Organization of Montenegro. A total number of 600 questionnaires was distributed, but just 470 of them were valid for analysis. Reliability of statistics is relevant (Cronbach's Alpha = 0.705). In order to determine the importance of individual factors of tourist offer and to identify the strengths and weaknesses of destination management, mean values are calculated. In addition, a correlation between individual factors and total satisfaction are examined, as well. By usage of ANOVA tests and Eta square values, the most important factors (core elements of tourists offer) are identified and isolated. With the aim to discover the impacts of core factors on total tourists' satisfaction, a confirmatory factorial analysis is used. Next to identification of core tourist offer elements, supporting elements (all others) are grouped in the same way.

Principal Component Analysis is used as an extraction method. Additionally, Oblimin with Kaiser Normalization is used as a rotation method. After the definition of two groups of tourist offer elements (core and supporting), their impacts on total tourist satisfaction are measured.

It must be understood that ANOVA shows if there is a significant difference between the mean values of two variables. In this research, authors studied the relationship between the total tourist satisfaction and tourist satisfaction with certain segments of the tourist offer, to determine which of the independent variables (traffic and road infrastructure, signs and signposts, environmental protection, sanitary facilities, security, emergency services, accommodation, gastronomy, rental services, local travel agents, tour guide services, information for guests, stores, entertainment, events, nightlife, sports, health, wellness and spa offer, the nature-based offer, facilities for children, cultural and historical attractions, national parks, beaches, friendliness of people, tenderness toward children) have the greatest influence on the overall tourist satisfaction with destination offering.

If the value of $p \leq 0.05$ (Tolmy et al., 2011), that means that there is a statistically

significant influence of independent variables on the dependent one. To determine the level of significance of the influence of independent variables on the dependent variable, the authors used Eta square. Eta square is calculated as the quotient of the sum of the squares of different groups and the total sum of squares. Cohen (1988) distinguishes the value of Eta square 0.01 indicating a low influence of the independent variable on the dependent variable, 0.06 - medium influence, and 0.14 - a strong influence. According to the results of the analysis mentioned above, the main conclusion related to Hypothesis 1 is defined. Furthermore, the most critical points of destination management are identified.

In order to investigate the impacts of core and supporting resources on total satisfaction, then the impact of total satisfaction on tourists' intention to visit destination again, Structural Equation Model is designed and examined by AMOS software v.22 (IBM SPSS plugin).

For statistical analysis, the authors used IBM's software Statistical Package for Social Science (SPSS), Version 22. In the following part of the text, the research results are presented. Sample presentation is given in Table 1. Sample structure.

Table 1. Sample structure (Authors)

	Frequency	%
Sex		
Male	288	61.3
Female	182	38.7
Total	470	100.0
Tourist structure		
Domestic	226	48.1
Foreign	244	51.9
Age		
<18	45	9.6
19-30	139	29.6
31-45	215	45.7
46-60	58	12.3
>60	5	1.1
Missing values	8	1.7
Education		
Completed primary education	3	.6
Craft	27	5.7

Table 1. Sample structure (Authors) (Continued)

	Frequency	%
Secondary school/grammar school	115	24.5
Higher education	166	35.3
Faculty/academy	136	28.9
Master's degree	21	4.5
PhD Degree	2	.4
Status		
Independent work/self-employment	87	18.5
Employed in a company	128	27.2
Public officer/functionary	83	17.7
Pensioner	68	14.5
Retiree	65	13.8
Not employed (e.g., managing household)	24	5.1
Other	12	2.6
System	3	.6
Income		
Less than 400 Euro	132	28.08
From 400 to 900 Euro	145	30.85
From 900 to 1.200 Euro	89	18.93
From 1.200 to 2.000 Euro	58	12.34
From 2.000 to 3.000	26	5.53
From 3.000 to 4.000 Euro	16	3.4
From 4.000 to 5.000 Euro	4	0.87

The main research results are shown and explained in the next part of the paper.

4. Results and Discussion

As already explained in the previous section, authors investigated the relationship between independent variables (traffic and road infrastructure, signs and signposts, environmental protection, sanitary facilities, security, emergency services, accommodation, gastronomy, rental services, local travel agents, tour guide services information for guests, stores, entertainment, events, nightlife, sports, health, wellness and spa offer, the nature-based offer, facilities for children, cultural and historical attractions, national parks, beaches, friendliness of people, tenderness toward children) and the dependent variable (the total tourist satisfaction). The results of the analysis are shown in Table 2. Descriptive statistics;

impacts of individual tourist destination elements on total tourists' satisfaction.

Based on the data in the column "p", it is evident that the most important factors of tourists' satisfaction are: cultural and historical heritage, national parks, beaches, rental services, travel agencies, and the offer for children, stores, accommodation, gastronomy, entertainment, events and nightlife. According to the values of Eta square, it comes to the point that no one of these factors individually has a high impact on total satisfaction. That is why these factors are sublimated into one category – core destination elements through factorial analysis. KMO and Bartlett's test show that data is suitable for the application of factorial analysis. KMO = 0.709 which exceeds the proposed value of 0.6 (Kaiser, 1970, 1974), and that Bartlett's spherical test is significant ($p = 0.000 < 0.05$).

Table 2. Descriptive statistics; impacts of individual tourist destination elements on total tourists' satisfaction (Authors)

Tourist destination elements	N	Mean	Std. Deviation	Sum of Squares	Df	Mean Square	F	Sig.	Eta Square
Traffic and road conditions	470	3.22	.89959	3.553	4	.888	1.098	.357	.009
Signs and signposts	470	3.11	.89567	5.328	4	1.332	1.670	.156	.014
Kindness of people	469	1.85	.83494	3.629	4	.907	1.305	.267	.011
Tenderness towards children	470	1.69	.88083	4.054	4	1.013	1.310	.265	.011
Feeling of safety	470	2.07	.86857	4.118	4	1.030	1.369	.244	.012
Sanitary facilities	470	2.90	.96935	7.429	4	1.857	1.993	.094	.017
Gastronomy (restaurants, bars, cafes; in general, in Montenegro)	470	1.76	.82062	7.132	4	1.783	2.686	.031	.023
Accommodation	470	1.88	.84557	9.369	4	2.342	3.341	.010	.028
Nature-based offer	470	1.84	.85687	3.226	4	.807	1.099	.356	.009
Sports offer	470	1.79	.86999	2.357	4	.589	.777	.541	.007
Health, spa and wellness	469	1.81	.69371	1.388	4	.347	.720	.579	.006
Stores	469	1.79	.85570	11.211	4	2.803	3.923	.004	.033
Entertainment, events, nightlife	470	1.90	.88472	11.729	4	2.932	3.837	.004	.032
Offer for children	470	2.58	.97579	11.520	4	2.880	3.078	.016	.026
Tourist information	470	1.82	.88053	12.533	4	3.133	4.150	.003	.034
Local tourist agents (e.g., excursions)	470	1.84	.97699	12.348	4	3.087	3.297	.011	.028
Guide services	470	1.77	.88482	4.472	4	1.118	1.433	.222	.012
Rental services	470	1.78	.89351	12.152	4	3.038	3.899	.004	.032
Emergency conditions services	470	1.65	.81872	3.991	4	.998	1.495	.203	.013
Environment protection	470	2.55	.905998	7.366	4	1.842	2.268	.061	.019
Beaches	470	1.41	.95638	5.024	4	1.256	1.377	.041	.012
National parks	470	1.73	.86337	7.774	4	1.944	2.644	.033	.022
Cultural and historical heritage	470	1.42	.73767	6.326	4	1.581	2.955	.020	.025

Destination elements: environmental protection, emergency conditions services, guide services, health, wellness and spa offer, sports offer, nature-based offer, traffic and road conditions, signs and signposts, a kindness of people, tenderness towards children, safety, sanitary facilities don't impact total tourists' satisfaction ($p > 0.05$). These factors are sublimated into a new category – supporting factors/elements. In

this case, KMO and Bartlett's test also show that data is suitable for the application of factorial analysis. KMO is 0.688 ($KMO > 0.6$, Kaiser, 1970, 1974), and that Bartlett's spherical test is significant ($p = 0.000 < 0.05$). Impacts of the core and supporting resources on total tourist satisfaction are tested by ANOVA analysis. Results are shown in Table 3. Anova Table.

Table 3. Anova Table

ANOVA TABLE						
	Sum of Squares	df	Mean Square	F	p	Eta Squared
CORE ELEMENTS * TOTAL TOURIST SATISFACTION	41.968	4	10.492	11.425	0	0.15
SUPPORTING ELEMENTS * TOTAL TOURIST SATISFACTION	22.468	4	5.617	5.845	0	0.048

Core elements of Montenegrin tourist offer have an impact on total tourist satisfaction ($p = 0.00 < 0.05$) and this impact is strong (Eta squared = 0.15). In the second case, the correlation and impacts of supporting elements of Montenegrin tourist offer exist, but the impact is low ($p = 0.00$; Eta squared = 0.048). In this case, two groups of elements are created. By observing the impacts of elements mentioned above separately, the conclusion is clear, certain elements of Montenegrin tourist offer are not strong enough or not important enough to make an impact on total tourist satisfaction. These results are in line with the results of Agrawal (2017); Albayrak (2018); Alegre, Garau (2010); Armario (2008); Bazazo, et al. (2017); Bsttour (2017); Castro (2017); Chand, et al. (2016); Chen et al. (2016); Chen and Li (2018); Chi and Qu (2008); Danaher and Arweiler (1996); Han, et al. (2017 a, b, c); Hassan (2000); Hsu (2003); Kozak (2002); Kozak (2003) etc. It can be concluded that tourist offer elements such as beaches, national parks, cultural and historical sites, accommodation offers, food and beverage (gastronomy) offer, tourist agencies, etc. are the main sources of tourist satisfaction.

The level of tourist satisfaction caused by independent elements of total Montenegrin tourist offer can be considered as satisfactory. Average values (mean values) range from 1.41 to 3.22. Tourists are the most satisfied with natural resources (beaches and national parks), while the least with traffic and road conditions, signs and environmental protection. It is crucial to emphasize the environmental issue. Clean and protected nature attracts tourist attention, and any sign of potential pollution can impact their satisfaction negatively. It is mostly related to urban destinations because nature-based destinations in Montenegro are still clean and neither polluted nor overcrowded by tourists. These research findings indicate the advantages and disadvantages of destination management and its quality. It can be concluded that the core elements made the greatest impact on tourist satisfaction. Despite the fact that results show a scientifically non-significant impact of supporting elements on total tourist satisfaction, these supporting factors must not be ignored. Traffic, safety, facilities for emergency and other supporting facilities must be improved by destination management. Destinations are not attractive if

there is no guarantee for tourists' safety. Despite the positive results of research in general, slight differences can sometimes be of crucial importance for further tourist destination development.

Using Structural Equation Modelling, the model proposed above is of good predictive fit. Chi-square (χ^2) = 3.849; Degrees of freedom (df) = 2. Ration of χ^2 to df is 1.9245 < 3 (Schreiber, et al., 2006). Parameters such as: Normed fit index NFI = 0.98 \geq 0.95;

Incremental fit index IFI=0.99 \geq 0.95; Tucker–Lewis index TLI = 0.952 \geq 0.95; Comparative fit index CFI = 0.99 \geq 0.95; Root mean square error of approximation RMSEA = 0.04 <0.06 also confirm good model fit (Schreiber, et al., 2006). It can be concluded that proposed model is justified and relevant, so the hypothesis is confirmed. Regression weights and estimates for the proposed model are given in Table 4. Regression weights and estimates.

Table 4. Regression weights and estimates

			Estimate	S.E.	C.R.	P
Total Satisfaction	<---	Supporting elements	.053	.045	1.162	.245
Total Satisfaction	<---	Core elements	.222	.045	4.901	***
Intention to visit destination again	<---	Total Satisfaction	.140	.038	3.691	***

It is evident that there is no significant impact of the destination's supporting elements on total tourists' satisfaction ($p = 0.245 > 0.05$), but without this category (variable) the proposed model would not be relevant. The conclusion is that both supporting and core elements joined together are very important for diagnosis and forecast of tourists' satisfaction and their intention to visit destination again. The proposed model is a reliable basis for further improvement of destination quality, destination development and successful destination management.

In addition, this analysis showed no effect of socio-demographic factors on the overall tourist satisfaction (gender: $p < 0.365$; age: $p < 0.871$; education < 0.397; revenue: $p < 0.638$; interest: $p < 0.073$) which is not in accordance with the research findings of Perović (2012).

4. Conclusion

One of the most important indicators of the destination management quality and the quality of tourist offer is tourist satisfaction. This research analysis shows that tourists in Montenegro are not completely satisfied with all parts of the tourist offer. It was noticed that the kindness of people, gastronomic offer,

accommodation facilities, cultural heritage, nature, etc. had higher ratings than environmental protection, sanitary facilities, offer for children. It can be observed that tourism in Montenegro is characterized by high seasonality and that the majority of guests still visit this destination particularly motivated by rest, relaxation, and recreation. In this regard, the issue of sustainability of tourism at the destination, as well as the efficiency and effectiveness of destination management, has been raised. The development of specific forms of tourism can ensure sustainability and tourist visits to destination throughout the year. Based on this research results, it can be noted that Montenegro has not yet defined or properly positioned the specific products such as shopping tourism, wellness and spa tourism, sports tourism, event tourism. The development of these forms of tourism represents both an opportunity and a threat for Montenegro. It represents an opportunity because it would decrease the seasonality of Montenegrin tourism, enrich the tourist offer, and expand the market. On the other hand, it poses a threat because the question arises: Is Montenegro with its current destination management ready to develop new forms of tourism in accordance with the principles of sustainable development? Not yet. Although

Montenegro is abundant with natural beauty and cultural and historical heritage, it cannot be said that its natural and cultural resources are well-valued. The results of this research confirm this statement. Montenegro must urgently establish a sound basis for ensuring the sustainability of tourism, primarily 3S (sea, sun, sand) tourism. Measuring and evaluating the carrying capacity of a destination and establishing visitor management are essentials for quality assurance. Beaches in Montenegro are overcrowded over the summer, so the amount of garbage and the pollution of water is higher in this period of the year. Although certain zones of old town areas are closed for visitors or admittance fees are charged, authors consider that this is not enough to protect the most important cultural and historical heritage of Montenegro (old towns on the coast). Control of the number of visitors must be promptly established on beaches and in old towns. Since most of the beaches are leased to private owners, it is necessary to define a procedure to see how many sunbeds and sunshades can be placed. In the current situation, 25 to 30 sunbeds are usually placed on 10 square meters of beaches. Such an approach is unacceptable on the one hand, but also understandable on the other. The fees paid to the company "Morsko dobro" are too high, and the return on investment is expected in a short period of time. This kind of business approach of private owners, but also business people and entrepreneurs in tourism in general (hoteliers, owners of private accommodation, owners of restaurants, cafes, bars, clubs, etc.) leads to the conclusion that they are not trained and empowered enough to work in tourism and hotel industry. All these elements are sources of tourists' (di)satisfaction. Consequently, these issues impact tourists' behaviour, intentions to revisit destination and their potential loyalty. Based on the level of tourist satisfaction in Montenegro determined in this research, authors consider that the establishment of visitor management should start from the top-level management, i.e. the initiative should be

top down. It is necessary that the competent authority, in this case, the Ministry of Sustainable Development and Tourism defines the rights and obligations of all participants in the tourism and hospitality industry. In addition, the education of tourists on the destination is also extremely important. Only this way it can be possible to penalize the unauthorized behaviour of participants in tourism and establish the control of tourist traffic in the most attractive destinations. Only then can the developing of recognizable specific forms of tourism be considered. When it comes to educating participants in tourism, a special focus must be placed on training the staff and improving the quality of receptive travel agencies. The problem of the grey market has not been fully regulated yet, but in comparison with the situation from the 90s, the grey market has been minimized to a large extent. Therefore, there is a need to protect the natural and cultural resources of Montenegro but also valorize them.

A particular concern is the National Parks of Montenegro. There are five of them; during the summer season, the most famous being NP Skadar Lake with business entities showing the highest interest for it. It is far from the fact that tourism in National Parks is in line with the concepts of ecotourism development as the only form of tourism that can be developed in national parks. The issue of the overall sustainable development of tourism in these zones arises. In this situation, the fact that the tourist offer of the National Parks is not exceptionally developed and heterogeneous contributes to sustainable development. When it is about the management of visitors, it is necessary to establish this concept as in the case of beaches and old towns. However, visitor management and waste management must be more rigorous in national parks for all touristic system players, including the local population. Until the sustainability of 3S tourism has been ensured, it cannot be counted on the development of ecotourism (tourism in national parks), the development

of health tourism (including wellness and spa tourism), the development of sports tourism and the development of other specific forms of tourism to take the right dimension. Tourists in Montenegro are satisfied with the accommodation facilities and gastronomic offer of Montenegro. However, they are not very satisfied. The ultimate goal of the Montenegrin tourism industry must be not a satisfied tourist, but completely satisfied and delighted tourist. Why is this so important? Because delighted tourists tend to return to the destination, become loyal to the destination, spend more money and promote the destination in a better way.

This research presents a reliable basis for the improvement of destination management and its quality, primarily for the establishment of visitor management, and then for strengthening the management of natural and cultural resources of Montenegro. Authors' recommendation for future research is to examine tourist spending at the destination and find if there is a correlation between the satisfaction of tourists and their spending. Furthermore, certain segments of the tourist offer could be further analyzed in more details, such as the event offer of a destination

including sports events, events in the field of culture, business events (fairs, congresses, and conferences). In addition, in order to get a comprehensive picture of a destination, it is required to determine the attitudes of local society and business people, which was not anticipated within our research. Moreover, the study of the impacts of tourism on the destination would be necessary because, based on the presented results, it can be assumed that tourism in certain destinations in Montenegro, primarily on the coast, has left significant influence reflecting the quality and overall satisfaction of tourists.

The proposed model could be highly valuable for destination managers. By using this model, managers could have a good background for future strategic steps. It could emphasize the critical points/elements of tourist offer that must be improved. Strengths could also be easily identified as well as new tourism products. The model could be improved and expanded by identifying key indicators of destination management quality and measuring the impacts of tourists' satisfaction and their intention to visit destination again.

References:

- Agrawal, S. (2017). Factors affecting Tourist's satisfaction level at religious visit: A study of Brij-Kshetra. *International Journal of Applied Research*, 3(1), 848-852.
- Albayrak, T. (2018). Classifying daily tour service attributes by three-factor theory of customer satisfaction. *Journal of Quality Assurance in Hospitality & Tourism*, 19(1), 112-125.
- Armario, E. M. (2008). Tourist satisfaction: an analysis of its antecedents. In *Universidad, Sociedad y Mercados Globales* (pp. 367-382). Asociación Española de Dirección y Economía de la Empresa (AEDEM).
- Bazazo, I., Elyas, T., Awawdeh, L., Faroun, M., & Qawasmeh, S. (2017). The Impact of Islamic Attributes of Destination on Destination Loyalty via the Mediating Effect of Tourist Satisfaction. *International Journal of Business Administration*, 8(4), 65.
- Castro, J. C., Quisimalin, M., de Pablos, C, Gancino, V., & Jerez, J. (2017). Tourism Marketing: Measuring Tourist Satisfaction. *Journal of Service Science and Management*, 10(3), 280-308.
- Chand, M., Amit, K., & Harpal, K. (2016). Association Between Tourist Satisfaction Dimensions and Nationality: An Empirical Investigation. *International Journal of Hospitality & Tourism Systems*, 9(2), 74-82.

- Chen C.-F., Chen F.-S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists, *Tourism Management*, 31, 29-35.
- Chen, C. M., Chen, S. H., Lee, H. T., & Tsai, T. H. (2016). Exploring destination resources and competitiveness—A comparative analysis of tourists' perceptions and satisfaction toward an island of Taiwan. *Ocean & Coastal Management*, 119, 58-67.
- Chen, Y., & Li, X. (2018). Does a happy destination bring you happiness? Evidence from Swiss inbound tourism. *Tourism Management* 65(C), 256-266.
- Chi, C. G.-Q, & Qu, H. (2008). Examining the structural relationships of the destination image, tourist satisfaction and destination loyalty: An integrated approach. *Tourism Management*, 29(4), 624-636.
- Danaher, P. J., & Arweiler, N. (1996). Customer satisfaction in the tourist industry: A case study of visitors to New Zealand. *Journal of Travel Research*, 35 (1), 89-93.
- Dmitrović, T., Knežević Cvelbar, L., Kolar, T., Makovec Brenčič, M., Ograjenšek, I., & Žabkar, V. (2009). Conceptualizing tourist satisfaction at the destination level. *International Journal of Culture, Tourism and Hospitality Research*, 3(2), 116-126.
- Gnanapala, W. A. (2015). Tourists perception and satisfaction: Implications for destination management. *American Journal of Marketing Research*, 1(1), 7-19.
- Han, H., Meng, B., & Kim, W. (2017a). Bike-traveling as a growing phenomenon: Role of attributes, value, satisfaction, desire, and gender in developing loyalty. *Tourism Management*, 59, 91-103.
- Han, H., Kiatkawsin, K., Kim W.S., & Lee, S.H. (2017b). Investigating customer loyalty formation for wellness spa: Individualism vs. collectivism. *International Journal of Hospitality Management*, 67, 11-23.
- Han, H., Kiatkawsin, Jung, H., & Kim, W. (2017c). The role of wellness spa tourism performance in building destination loyalty: the case of Thailand. *Journal of Travel & Tourism Marketing*, 35(5), 1-16.
- Hassan, S. S. (2000). Determinants of market competitiveness in an environmentally sustainable tourism industry. *Journal of Travel Research*, 38(3), 239-245.
- Hsu, C. H. C. (2003). Mature motorcoach travelers' satisfaction: A preliminary step toward measurement development. *Journal of Hospitality & Tourism Research*, 27(3), 291-309.
- Kozak, M. (2002). Comparative analysis of tourist motivations by nationality and destinations. *Tourism Management*, 23(3), 221-232.
- Kozak, M. (2003). Measuring tourist satisfaction with multiple destination attributes. *Tourism Analysis*, 7(3/4), 229-240.
- Pizam, A., Neumann, Y., & Reichel, A. (1978). Dimensions of tourist satisfaction with a destination area. *Annals of Tourism Research*, 5(3), 314-322.
- Radović, M. (2013). Methodology and institutions for cooperation. In *Types of sustainable tourism in the National Park Skadar Lake in the function of activating the natural and cultural resources*. Unpublished study, Mediterranean University, Podgorica.
- Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. *The Journal of educational research*, 99(6), 323-338.
- Vajčnerová, I., Žičan, P., Ryglová, K., & Andráško, I. (2014). Quality management of the tourist destination in the context of visitors' satisfaction. *Procedia Economics and Finance*, 12, 718-724.

Iva Bulatović

Canadian University Dubai,
Dubai,
United Arab Emirates
iva.bulatovic@tud.ac.ae

Ana Stranjančević

Modul University Dubai,
Dubai,
United Arab Emirates
ana.stranjancevic@modul.ac.ae
