



## Sustainable tourism development in correlations with environmental management: Case study: Model of management in Serbia

Nina Pavićević<sup>1</sup>, Biljana Ilić<sup>2</sup>, Vidoje Stefanović<sup>3</sup>

<sup>1</sup> Doctorial Student, Faculty of management Zajecar, Megatrend University of Belgrade Niš, Serbia, Serbia

<sup>2</sup> Assistant Professor, Faculty of management Zajecar, Megatrend University of Belgrade Niš, Serbia, Serbia

<sup>3</sup> Professor, Faculty of management Zajecar, Megatrend University of Belgrade Niš, Serbia, Serbia

### Abstract

Tourism is an integral part of every modern society. It is the bearer of social functions, but also the business shown in various forms. The man of 21st century is not allowed to neglect ecological issues. While planning the strategy of development of tourism, we should take into consideration threats coming together with development. As a priority of sustainability, it is imposed the need for building-up of ecologic component in a tourist product, aimed to provide development and profitability. The Paper emphasizes well-managing eco-systems as a condition for realization of sustainable development in Serbia. Tourism as an industry i.e. branch that deals with specific products and services subject, must to accept fast business changes. People provide goods and services, to other people in the tourism business. The authors offer a modest contribution in trying to lighting one of the management models of tourism, which can be applied on Serbian tourism.

**Keywords:** tourism, modern society, management model, sustainability, Serbia

### 1. Introduction

In the last few years, there have been more and more proofs pointing to the fact that doing tourism means being highly concerned with sustainability of natural resources. Such statement can be explained by the fact that these resources represent true basis for development of tourism. Moreover, it is undoubtedly tourism to be thanked to for comprehension of general need for sustainable development. On the other hand, the term of sustainable development comes from the term of general development. Sustainable development means the development of tourism which satisfies the needs of modern tourists, tourist destinations and all participants in tourism, involving also preservation and increase of potentials for using up tourist resources in future, without endangering possibilities of future generations to satisfy their needs. Sustainable tourism, as multidimensional phenomenon, has, primarily, an extraordinary economic significance; it represents an important driving force of economic development. Sustainable development, on one side, makes possibilities for including numerous subjects of world economy, while, on the other side, it becomes a factor of development on a national, regional and local level. Since the progress of tourist industry is closely connected to natural resources, the need for a good-quality ecologic management becomes primary activity of ecologic management. Starting from the point that sustainability is a global problem, the main task of ecologic management is to manage the environment. Preserving the environment involves application of world standards, active participation in relevant ecologic actions, and making partnerships with other participants in realization of the aims. Authors of the paper take a point in the chapter two on the main component of modern tourist products – ecological component. In the parts three and four the paper gives an overview of Serbian tourism i.e. on the model of touristic business operations and management models that can be applied in Serbia in a way of

sustainable touristic operations. In the part of discussion authors give their opinions about the sustainable tourism in Serbia.

### 2. One of the main components of tourist product – ecological component

During the 1970s, ecology became the problem for most branches of industry and subject of economics theory and practice. People became seriously worried over rapid exhaustion of non-renewable natural resources, and, at the same time, increasingly greater pollution of the environment <sup>[1]</sup>. Increasingly greater pollution of the environment and neglect of its natural beauties, make ecology, as a science and movement, become a current issue. The word „ecology“ is most frequently used word on the planet, our only common home, which we have to treat with consideration of a good and responsible host, so that we would not lose it. As far as half a century ago, sistematically, however, much earlier, pioneeringly, it was, by wise and responsible people, recorded the need for knowledge on ecology to become an integral part of the ,matrix of general knowledge. Thus, through ecologic education and making people conscious, critical mass of subjects, both individuals and organizations, can be generated on behalf of and in function of ecologic behavior. Sometimes, this term is used as a synonym for the idea of the environment protection, which is not correct, since the environment protection is only one of fields ecology deals with. The most general and widest possible definition of ecology is the following: ecology is the science researching mutual relations between organisms and their environment. The influence of tourism on the environment can be positive (maintaining welfare of population and social progress, creation of new work places, consumption of natural and cultural values, etc.), but also a negative one (pollution of the nature, consumption of natural wealth, construction of structures, loss of biodiversity, violation of local customs and

public structures). Integral approach to tourism planning, based on good quality, would contribute to high level of coordination between tourism and the environment protection. Modern structuring of tourist economy or offer should be directed to strengthening ecologic properties of a tourist product. We should have in mind that on the demand market there are dynamic changes in needs, desires and demands of tourism consumers, with tendency to become deeper and be transformed, aiming to increase the quality. On the market of tourist demand, to which special attention is paid, there are occurring rapid changes referring to the following:

1. Intensifying specific, selected demands of tourists for more efficient protection, by increasing ecologic quality and health functionality of receptive areas;
2. Widening the structure and content of tourist stay based on more direct usage of natural resources, and
3. Permanent increase of ecologic and technical level of services <sup>[2]</sup>.

Starting from the specific influence of tourism on the environment on global level and in Serbia, too, and taking into consideration the area, there is a series of instruments important for successful control of the influence of tourism on the global and local environment. Firstly, it is required an integral approach to tourist planning. Tourism is an open system, so that it is necessary to integrate tourism into context of general economic and socio-cultural development of a certain region (example in Serbia), its specific features and material resources. In that way, the possibilities for conflicts among a greater number of subjects pretending to the same resources in a definite area are decreasing. Secondly, the standards in tourism management, which we should cling to, with the aim that its development does not exceed the capacity of the natural and socio-cultural surroundings, have two components: 1) Standards of the environment protection (standards of the air quality, standards of quality of drinking and bathing water, standards of allowed level of noise) made by legal enactments on the national or international level; 2) Standards of the area per a user of space and 3) Standards of density and appearance of built structures that should be determined by spatially-legal instruments on regional or local level.

If we commit ourselves to preserve the nature and wealth of its resources, we actually, choose a very complex and long-term process in which the whole population from a certain area should act as one. The basic principle of tourism in future involves protection of a man as an economic creature as well as ecologic balance of the nature.

### **3. The concept of sustainable tourism development that can be applied in Serbia**

Since the Serbian economy after the Second World War for several decades was developing in the non-market environment and beyond rational market compliance, the negative consequence of the current management that have not a lot of entrepreneurship and related management concept, is usually out of a feature of the modern world. It is enough to takes a cursory glance at the level of management layers, to notice the fact that acceptance of change is based on the development postulates. A development of whole world is based on the changes. Changes in the long term contribute to the creation of more wealth, higher levels of employment and allow more time for people. A good part of

the Serbian managerial milieu was riddled with paying attention to “how business is done, not what is done” [3]. These results are suppression of free creative work.

Many managers in Serbia do not tend to independence, but they are taught to seek the consent of the elderly, avoiding responsibility and clearly show the inability or unwillingness of creativity and risk. There is no uniquely accepted definition of sustainable tourism including not only involvement of the principle of sustainable development but also ethic changes of all participants in tourism. Sustainable tourism in its original sense means a branch of economy which, minimally, influences the environment and local culture, at the same time, contributing to making profit, new work places and protection of local eco-systems. Actually, it is a responsible tourism which has an amicable approach to the natural and cultural wealth. The simplest definition is that sustainable tourism means each aspect of tourism contributing to the environment protection, social and economic integrity and improvement of the natural, created and cultural values on long-lasting basis [4]. Accordingly, sustainable development of tourism means the right to tourism and freedom of tourist moves, satisfaction of economic, social and esthetic needs, with maintaining characteristics of natural and social surroundings, and cultural and historical inheritance. Therefore, sustainable tourism should:

1. Make optimum the use of the environment resources which make up the key element of tourism development, refluxing essential ecologic processes and helping natural inheritance and biodiversity be preserved;
2. Respect socio-cultural authenticity of tourist destinations, protect their built-up and modern cultural inheritance and traditional values, and contribute to understanding and tolerance among cultures;
3. Provide sustainable long-term business making socio-economic benefits that are distributed fairly to all stakeholders, including stable employment, possibilities for making income and welfare for the host’s community, as well as contributing to reduction of poverty <sup>[5]</sup>.

To operationally the aims of sustainable tourism and enable its implementation widely, it is necessary to respect the basic principles representing the frame and instructions for acting in practice. A great number of researchers point out four main principles based on four mainstays of sustainability: economic, ecologic, cultural and social sustainability.

#### **i) Economic sustainability**

Providing profitability directly and for a long-term period, means:

- Developing inter-sector partnerships in the wholesome chain of offer, from local micro enterprises to multinational companies;
- Using international directions for training and certification;
- Creating products with a span of tourist activities;
- Directing a part of earned income to aid for training;
- Ethical marketing and development of a product;
- Providing financial initiation for enterprises for adopting the principle of sustainability.

#### **ii) Ecologic sustainability**

The development compatible to maintaining basic ecological processes, biologic diversity and biologic resources,

requiring the following:

- To make and respect the Code of Behavior on all levels;
- To establish directions for business operations in tourism, to assess and follow cumulative influences;
- To form the national, regional and local policy in tourism and development strategies which are in accordance with the wholesome aims of sustainable development;
- To organize researching assessment of influence on the environment;
- To urge for designing, planning, development and practical activities, involving principles of sustainability;
- To measure and conduct research on real effects of tourism;
- To identify acceptable behavior among tourists;
- To promote responsible behavior of tourists.

**iii) Cultural sustainability**

The development which is compatible to cultural and traditional value of local communities and which affect on strengthening of their cultural identity which involves the following:

- To initiate developing programs in tourism with widest participation of a local community;
- To establish programmes of education and training for improving and managing cultural heritage and cultural resources;
- To preserve cultural diversity;
- To respect the right to the territory and property of the local population;
- To strenghten, cherish and encourage possibilities of the domestic community in preserving and making use of traditional skills;
- To cooperate actively with local leaders and minorities with the aim to provide acceptable behaviour;
- To train the bearers of tourist industry how to behave and do what is permitted.

**iv) Social sustainability**

Directed to goodness of the local community and making and keeping income and other benefits in those communities:

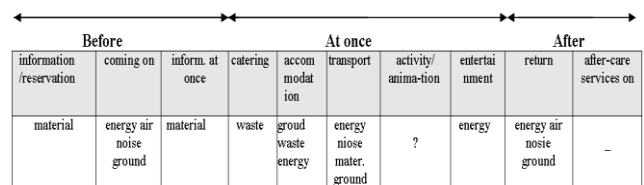
- The community should control the development of tourism;
- Tourism should provide good quality employment of the People living in the community;
- Enterprises should be encouraged to reduce negative effects on the local communities;
- Fair distribution of the financial benefit in the wholesome chain of values should be provided;
- It should be provided financial impulses for local firms to do tourism;
- Capacities of the local human resources should be improved [6].

As a sub-component within sustainable tourism, we point to the eco-tourism which, primarily, represents sustainable version of tourism based on the nature, and involving also both rural and cultural elements of tourism. Ecotourism tends to achieve the results of sustainable development in all forms. However, it is important to clear out that all tourist activities, whether they are closely connected to holidays, business, conferences, congresses or fairs, health, adventure or eco-tourism, should have sustainability as an aim. It means that planning and developing tourist infrastructure, its further business operations and its marketing should be focused on

social, cultural and economic criteria of sustainability.

**3.1 Main tasks of ecologic management of Serbian tourists destinations**

Function of a technology system is a strong factor of influence on existing relations between alive and material world. The changes, occurring mostly at the expense of the world inhabiting that location and a wider area around it can be identified, measured and reduced by taking over definite steps. Preservation and protection of a tourist destination environment in Serbia are in interest of all participants, which requires coordination of actions, with taking into consideration global and local processes. The environment protection management is based on the change of norms of the ISO 14000, as a starting point of introduction of the wholesome system of the environment management and supervision of the environment, known as the EMS (*Environmental Management System*) and the EMAS (*Eco Management and Audit Scheme*). The areas of acting on destination ecologic management in Serbia including this management system are shown by the figure 1 [7].



**Fig 1:** The influence of the chain of services on the environment in Serbia [8]

Ecological projects involve different and complex fields, such as: eco-surroundings, power savings, clean and waste waters, waste management, air and climate. To realize those projects in Serbia, Serbian managers must have good ideas, a responsible approach to evade risks, adequate financial support, and time. Accordingly, the tourist destination management of Serbia in realization of this concept has the task of active involvement in relevant ecological actions relating to protection and saving drinking water, waste water management, protection of air, reducing and separating waste, introduction of clean technologies, substitution of pollutants, etc. Listed and other activities are at the same time the sets of mutual initiatives of the Serbian management team and other participants in the tourist offer of a Serbian destination in solving open issues of improving and protection of the environment. To solve those problems in Serbia, it is emphasized the mission, vision and aims of the ecologic development of a tourist destination, in which particularly significant role is played by public sector (local administration and self-administration units) which have to provide conditions and enable realization of adopted projects in Serbia. It is necessary to make conditions for each participant in the Serbian tourist offer on the level of a tourist destination of Serbia to find his own interest within common activities [9]. Within common development aims of the destination, each participant should also invest certain resources, and take part in the decision-making process.

**4. Some of Management models of touristic business operations that could be apply in Serbia**

Joining the Serbian economy to a market "game" with the developed countries without thoroughly trained managers will be impossible. Serbian managers must be accepted

philosophy that the word "I" must change with the word "we." Creating a layer of management with common characteristics, however, have the ring of the Balkan region, is entirely responsible and hard working. Managers in Serbia will undoubtedly very slightly from managers in developed countries, but these differences should not be significant <sup>[10]</sup>. In contemporary economic systems and its segments, so far (mostly) in business concept of so-called force is establishing triple concept: finance - market - staff. In the centre of this concept is market that determines business policy, technology, and organization of the company. In recent years, it is affirming the concepts of: the Market (marketing) - Management - development amounts of human resources (personnel). This concept is acceptable for Serbian country <sup>[11]</sup>. In this sense a possible model for the management of the tourism industry in Serbia should contain next ten points <sup>[12]</sup>:

- Marketing access to the labor market,
- Conquering the labor market
- Analyzing the lifestyle of all potential users of the product or service, as well as all potential employees
- Allowing everyone to has own style organization of production and services (both users and collaborators),
- Better rewarding work,
- Modern labor organization - the application of principles in the field,
- Better manage with own time - time management,
- New approach to external and internal communication,
- The existence of the so-called new manager.
- Third type participatory management.

One of the possible models of management in Serbia should graduate a well-known fact, that the every error is reflected in the business and behavior of all employees. For efficiency and effectiveness management, it is necessary to know the way out from its collaborators and perpetrators in taking advantage of the maximum of their potential. Therefore, the one of the basic predisposition of each manager is his motivating skills. Specific aspects of these skills are reflected in the division of labor, establishing goals from the top executives, but also in analyzing the application of feedback. According to Isaac Adizes integration means the ability of an individual to produce a decision that will be supported by people in charge, or people who will feel it. Integration transforms individual entrepreneurship into a group <sup>[13]</sup>. If the manager does not integrate all employees and does not breed entrepreneurship group, then, in extreme cases, he will be the only person who knows the purpose of a particular job. Because it takes much more creativity to integrate a group of entrepreneurs, it must be applied the form of an independent entrepreneurial contribution. In the process of integrating the collective, it is necessary to integrate individual creativity and cohesion of the whole group, to accepted group taking risk, and to overcome the sense of individual responsibility in the group. For all that is said, a top-manager must have education, managerial skills, and especially flexibility in work and relationships with his employees. We should not forget the innovative ability and communication quality. So, in order for the manager to be able to deal with people and to manage their abilities, he should clearly set his goals. They, however, should be written down somewhere, that they are clear and unambiguous and, of course, measurable. A successful manager should practice to ask his first associates some questions, like <sup>[14]</sup>:

- What do you intend to do in the next twenty days?

- What are your plans, priorities, hopes?
- How does one intend to achieve?

Therefore, it is obvious that the manager initiates and carries the action, or should be leading in a way that its implementation integrates all human resources. One of the possible elements of the concept of tourism management in Serbia is analyzing the lifestyles of potential users of the product or service, but also analyzing the potential of employees. To be able to manage the company, it is necessary for management structure to know perfectly targets of the company. One of these goals is optimal positioning of the companies in the market. However, a precondition for successful marketing of products and services, is achieving certain profitability, as a good knowledge of desires and needs, achieving the knowledge of lifestyle of the consumers.

From the needs of lifestyle there are emerging strategic business and management decisions in relation to meeting that needs. On the other hand, constant contact with employee's associates, the manager discovers their lifestyle and that can help him to base and to create management strategy and philosophy of management. Better knowing of employees is leading to better results than the employees assume, per se, the ability in achieving good results of each manager. An essential prerequisite for quality management is to enable each organization its own style - as consumers of goods and services, and associates. Modern tourism management will need, more than ever, to respect the fact that no one organization is not unified. This implies a new understanding of organization and new trends in management based on the new division of roles in the modern organization and management positions in it. The future organization will, in all likelihood, set up three levels of management <sup>[15]</sup>:

- The first level would still define goals, made strategic decisions and directed the organization towards the objectives set, in which he would not specify what everyone has to do,
- Second level operational managers would have a role to facilitate the perpetrators that the best way to assume their responsibilities,
- Third level are operating executives who are involved in the production process, or are in contact with consumers of products or services, and consequently their role in the adoption of appropriate decisions for optimal realization of tasks.

## 5. Discussion

Searching for principles of management, it was created a new way as an effort for those who will be preparing for the manager's job. There is not exactly defined list of scientific management principles, but every manager needs to know and to understand some basic concepts, as well as the guiding principles of managerial thinking and acting. Evolution of the management history is based on success and problems that are shown in the following principles:

- Management deals with human beings. Its mission is to enable people to work together to make their strengths effective and their weaknesses irrelevant. This is an organization, and that is why management is the key, decisive factor. From management depend on the livelihood of people. But also, management depends of their ability to contribute to society and to the institutions for which they work (enterprise, institutions, sports clubs,

charities, etc.), as well as their qualifications, commitment and effort. Since the management integration of people engaged in a joint venture, it is an integral part of the culture. The managers in all countries of the world is doing the same but on the ways in which job can be quite different. Because of that it is necessary to find and identify those parts of their own traditions (example of Japan and India)<sup>1</sup>.

- The company must have simple, clear and unique concrete goals. Every company requires a certain amount of commitment to common goals and common values divided. Without such commitment there is no question of the existence of a company. There are just a mass. The first task of management is to consider the detailed and interprets all the goals of the company.

Based on the fact that tourism is very specific in its mode of dealings because it is linked to the provision of certain goods and services that employees in tourism provide to tourists users, there is a need of good and organized management in this sector of the economy. Travel agencies, actually global tourism business requires specific management models in the provision of goods and services. The control model can be tailored to any tourist entity depending on which services or products related to tourism deals. Management therefore must be modeled for them. For this purpose, it is evident to impose certain standards of behavior, communication, relationships with customers and superiors and subordinates in the tourism business. Serbian tourism in recent years was located on the margins of national priorities because unstable economic and political situation in Serbia pushed tourism into the background. This does not mean that there were no attempts at prosperity of this sector of the economy. But it was not enough money that would be raised in Serbian tourism. Serbia has some international investors who invested in certain tourist facilities but these investments were sporadic and tied for individual entrepreneurs. The state of Serbia has not invested enough funds in tourism entities such as spas, mountains, rural tourism and there is a necessity in the modern tourism to introduce a specific driver model, based on scientific methods. Some of the Models of management in tourism, that are highlighted in the paper, can serve as an example for good and organized business in tourism, i.e. for sustainable tourism of Serbia.

## 6. Conclusions

Sustainable tourism is a complex concept that is manifested through several elements relating to the environment protection, from one side, and social responsibility, from the other. Referring to it, sustainable tourism is based on maximizing satisfaction of tourists with simultaneous arising of consciousness on protection and preservation of the natural resources. The fact that the principle of ecology sustainability is one of the basic principles of sustainable development, well-implemented management of ecology systems is a condition to achieve sustainable development. The tasks of the ecology management of a tourist destination such as Serbia are directed to preserving the life ambient of this area, meaning application of world standards, active participation in relevant ecology actions and creation of partnerships with other participants aimed to the aims realization. The

development of tourism on the global level as in Serbia is best if it is planned and based on modern demands of sustainable development which emphasizes the arrangement of the area for needs of tourism that does not violate basic ecology principles. As a result of positive effects, sustainable development of tourism can be regarded as a means for elimination of poverty and increase of the life standard of citizens. Planning which precedes sustainable tourism is positive in contrast to negative sanitation of consequences. Serbia as one of the smaller countries of the world and Europe must adopt sustainable development paths as quickly as possible. Serbia wants to join the European Union and therefore it is very important at all levels to coordinate their policies (business, economic, financial) with the policy of European countries. Adopting certain models of management that the authors of the paper put emphasis, Serbia could comply its tourist operations with international standards in terms of sustainability and tourism economy.

## 7. References

1. Magdalinović N, Magdalinović-Kalinović M, Upravljanje prirodnim resursima, Tercija, Bor, Serbia, 2007.
2. Marić R. Ekološke komponente turističkog proizvoda Srbije, Novi Sad, Serbia, 1997.
3. Stefanović V. Preduzetnički menadžer u tranziciji, Ekonomika, Niš. 1994; 40(3-4):176-178.
4. Ministarstvo zaštite životne sredine. [http:// www. ekologija.gov.rs/](http://www.ekologija.gov.rs/), 2019.
5. World Tourism Organization (WTO), 2019 <http://www2.unwto.org/>. 13
6. 7th European Conference on Sustainable Cities & Towns, 2013, <http://archive.iclei.org/>.
7. Peršić M. Partnerstvo i eko-bilanca turističke destinacije, 2019, [https://bib.irb.hr/datoteka/353880.Eco\\_Bilanca\\_I\\_Partnerstvo\\_Knjiga.pdf](https://bib.irb.hr/datoteka/353880.Eco_Bilanca_I_Partnerstvo_Knjiga.pdf).
8. Müller H, Turizam Ekologija I, Masmedia, Zagreb, Hrvatska, 2004.
9. Andre PM, Afgan NH, Carvalho MG. Management system sustainability, 3. International Quality Conference. <http://www.cqm.rs/2009/3iqc/01.pdf>.
10. Riznić D, Vojnović B. Menadžerska sredstva i alati u funkciji regionalnog razvoja Srbije, Tehnički fakultet, Bor, 2010.
11. Petković M, Jovanović M. Organizaciono ponašanje, Megatrend, Beograd, 2000.
12. Nouks S. The definitive guide to project management – The fast-track the job done on time and on budget, Prentice Hall, Financial Times, London, 2003.
13. Isak A. Upravljanje promenama, Prometej, Novi Sad, 1999, 129-139.
14. Paunović S. Organizacioni trening za potencijalne preduzetnike, Regionalna agencija za razvoj MSP, Kragujevac, 2004.
15. Geribadze A. Strategic Management of Endogene us Regional development Processes, 1989.

<sup>1</sup> The gap between Japan's economic success and the relative backwardness of India can be largely explained by the fact that Japanese managers have

been able to "plant" the imported concepts of management on their cultural background and make them receive.