

**ASSESSMENT OF SERVICE QUALITY IN TANZANIA'S MUSEUMS AND
ITS EFFECTS ON CUSTOMER SATISFACTION: A CASE STUDY OF
MKWAWA MEMORIAL MUSEUM IN IRINGA, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE
REQUIREMENTS FOR THE MASTER DEGREE OF BUSINESS
ADMINISTRATION (MBA), IN OPEN UNIVERSITY OF TANZANIA**

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CERTIFICATION

I the undersigned certify that I have read and hereby recommend for acceptance by the Open University of Tanzania a dissertation entitled Assessment of Service Quality in Tanzanian Museums and Its Effect on Visitor Satisfaction: A case of Iringa Region Tanzania, in partial /fulfillment of the requirements for the award of the Master's Degree of Business Administration.

.....

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Signature

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Date

DEDICATION

With plenty of love, I would like to dedicate this research report to my father Angolwisye Kabungo and my mother Tungulileghe Njabili, Also to my brothers Jacob Kabungo, I prize their care, bravery, support and encouragement during the study.

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ABSTRACT

The study examines the determinant factors for the effectiveness of quality service offered towards customer satisfactions in museum centers in Tanzania, taking Mkwawa Memorial Museum Center at Kalenga in Iringa Region as the case study. Four independent variables: responsiveness, professionalism, friendliness and honesty were identified as possible constructs that can influence customer satisfaction and loyalty as dependent variable. Previous studies explored the relationship between some of these constructs and loyalty. But this study examines more constructs. Therefore, the major findings of this research provide insights into the factors determining customer satisfactions in Tanzania. The findings have established that service quality is very important in providing customer satisfaction and loyalty in the traditional industries especially museums in Tanzania. If organization operators strive to improve the service quality for spread of sensitive information to customers, forgiving in case of failure, increasing the reputation (image) of the center, increasing operation of services and advancement in technology can be factors to be used and they will get the benefit of satisfied and loyal customers. Customer service is also found to bring satisfaction and loyalty in the museum market. This is because many of the respondents believe the price they pay now commensurate with service quality.

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ABBREVIATIONS

AAM	The American Association of Museums
AMOS	Analysis Moment Structures
MMM	Mkwawa Memorial Museum
MNRT	Ministry Natural Resources Tanzania
SEM	Structural Equation Model
SERVQUAL	Instrument for measuring Service Quality
SPSS	Statistical Package for Social Sciences
TANAPA	Tanzania National Parks
URT	United Republic of Tanzania

CHAPTER ONE

1.0 INTRODUCTION

.1 An Overview

This Chapter describes background information to the study focusing on how the problem of service quality at Mkwawa Memorial Museum (MMM) emanates and its effects on the Department of Antiquities under the Ministry of Natural Resource and Tourism (MNRT). The Chapter also presents statement of the problem, main objective and its specific objectives, research questions and significant of the study.

1.2 Background Information

Service quality and customer satisfaction are important concepts to practitioners as a means of creating competitive advantages and customers loyalty (Lacobucci et al., 2009). Providing excellent service quality and high customer satisfaction is an important issue and challenge facing the contemporary service industry (Hung, 2010). Service Quality is an important subject in both public and private tourism sectors. Mkwawa Memorial Museum is a public service-oriented tourism sector in Tanzania which demands a high degree of services quality.

According to Njovu (2010) service quality has strong impact on business performance, lower costs, return of investment, customer satisfaction, customer loyalty and higher gains. Hunt (2009) argues that companies that are not capable of offering high quality products or services eventually lose their competitive advantage, which through narrowing their market potentials may lead to economic isolation. In order to be able to remain competitive on today`s market, companies

need to pursue high quality in all respects. Worldwide, museums have changed from being predominantly custodial institutions becoming increasingly focused on audience attraction (Audrey Gilmore et al 2002). This change in the purposes of priorities of museums has impacted upon the nature of museum customer satisfaction. The American Association of Museums (AAM) in 2012 estimated that the number of museum visitors has approximately increased by 500 million people per year worldwide. In countries like Ireland and Europe, management of services quality in museums have changed to be one of the key functions of most national museums and particularly a national historical museum for education, contributes to formulation of sense of the country's national identity and position in the World (Dillon, et al. 2008).

Despite the fact that Tanzania has a vast cultural heritage which is potential for the development of cultural tourism industry, yet little research has been done on services quality - more particularly on Museums. Furthermore, the rapid development and competition of service quality, in both developed and developing countries have made it important for companies to measure and evaluate the quality of service encounters. Additionally, several conceptual models have been developed by different researchers for measuring service quality. Each model uses different determinant of service quality.

Grönroos (1990) describes the quality of service as having two dimensions - a technical or outcome dimension and a functional or process-related dimension. In addition, Grönroos (op.cit) identifies the corporate image dimension of quality. This image will be built up from the functional and technical quality of the services the

organization offers, plus the effects of traditional marketing activities such as advertising, pricing and public relations. Khan (2010) explains the effect of service quality on customer satisfaction by using five-key service quality factors: convenience, efficient operation, security, privacy, reliability and responsiveness.

In spite of Parasuraman *et al.*'s (1988) initial claim that their five service quality dimensions are generic, it is generally agreed that this is not the case, and that the number and definition of the dimensions vary depending on the context. When measuring the quality of accounting firms, Freeman and Dart (2007) conclude that service quality is a seven-dimensional construct. Robinson and Pidd (2008) propose 19 dimensions of service quality in the context of management science projects. In view of these findings, the researcher intends to assess service quality on customer satisfaction in the Tanzania's museums context.

1.3 Statement of the Problem

A study of linking service quality and customer satisfaction revealed that service quality is among variables which influence customer satisfactions (Shahin and Seaman, 2010; Bedi, 2011). In Tanzania, despite the existence of a vast cultural heritage which may attract domestic and international visitors, unfortunately, Tanzanian Museums are less visited by both Tanzanians and Non Tanzanians; hence the values of these important buildings become insignificant (URT, 2012). This is because many determinants of service quality are not clear and yet there is no empirical evidence of factors for quality dimensions on Tanzania Museums. The Consequences of not attracting visitors affect the government revenue as well as drawing the museum services from global competitiveness. It is in this light the

present study intends to assess service quality on customer satisfaction at the Mkwawa Memorial Museum (MMM) so as to come up with possible determinant of services quality to improve customer satisfaction at Mkwawa Memorial Museum.

1.4 The Objectives

1.4.1 Main Objectives

The main objective of the study is to assess the effectiveness of service quality in Tanzania's museums and its effects to visitors' satisfaction.

1.4.2 Specific Objectives

1. To assess the effectiveness of service quality in Tanzanian museums
2. To examine the employees service quality evaluation in Tanzanian museums
3. To investigate the effects of customer satisfaction in Tanzanian museums

1.5 Research Questions

The following are the research questions.

- i. To what extent is service quality in Tanzanian museum effective?
- ii. What are the employee's behaviors in Tanzanian museums?
- iii. What are the effects of customer satisfaction on Tanzanian museums?

1.6 Hypothesis of the Study

H1: Professional dealing is positively influencing customer satisfaction

H2: Responsiveness is positively influencing customer satisfaction

H3: Friendly treatment is positively influencing customer satisfaction

H4: Honest to customer is positively influencing customer satisfaction

1.7 Significance of the Study

The study is expected to provide information to be used in various ways by different stakeholders as follows:

- i. To the policy makers: Will provide information on how best the current policy can be restructured to the new market tourism industry service strategies on Museums management;
- ii. To the government: Information will assist in decision making to create proper environment of the museums to attract visitors;
- iii. To the academicians: Information will broaden their knowledge to call up further investigation or adding up inadequate information as per phenomena being investigated.

1.8 Chapter Summary

This Chapter has discussed, among other things, background of the study, statement of the problem, general objective of the study, specific objectives of the study, research questions of the study, hypothesis of the study and significance.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The Chapter reviews the existing literature on the main concept of the study, it will covers key concept of various definitions of terms such as Service Quality Model, factors influencing customer satisfaction, the conceptual framework derived thereof, relationship between the level of customer satisfaction and service quality. Finally the Chapter will establish the research gap.

2.2 Conceptual Definitions

2.2.1 Service Quality

Service quality is a result of the comparison that customers make between their expectations about service and their perception of the way the service has been performed giving a three dimensional view of service quality (Caruana 2000). The phrase Service Quality varies from one author to another. In particular, consumers prefer service quality when the price and other cost elements are held constant (Turban, 2002). Service quality can be measured in terms of customer perception, customer expectation, customer satisfaction and attitude (Sachdev et al (2004). Ekinici (2003) indicates that the evaluation of service quality leads to customer satisfaction.

2.2.3 Museum

A museum is a complex institution, and defining it is not easy to define. In its simplest form, a museum consists of a building to house collections of objects for inspection, study and enjoyment. Allan (2002) defines Museum as a great potential,

not only as stabilizing, regenerative force in modern society, but as a crusading force for quality and excellence. However, the American Association of Museums (1995) defines a museum as an organized and permanent nonprofit making institution, essentially educational or aesthetic in purpose, professional staff, which owns and utilizes tangible object, care for them and exhibits them to the public on some regular schedule.

2.3 Theoretical Literature Review

2.3.1 Models of Service Quality Gaps

2.3.1.1 Service Quality Gaps Model By Parasuraman

The most well known model is that of Parasuraman et al. (1985) which is widely utilized in the literature. The model attempts to show the salient activities of the service organization that influence the perception of quality. Moreover, the model shows the interaction between these activities and identifies the linkages between the key activities of the service organization or marketer which are pertinent to the delivery of a satisfactory level of service quality. The links are described as gaps or discrepancies: that is to say, a gap represents a significant hurdle to achieving a satisfactory level of service quality.

Parasuraman et al. (op.cit) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. They developed a service quality model based on gap analysis. The gaps include:

Gap 1 Customer expectation-management gap: This gap addresses the difference between consumers' expectations and management's

perceptions of service quality.

Gap 2 Management perception-service quality specifications gap: This gap addresses the difference between management's perceptions of consumer's expectations and service quality specifications, i.e. improper service-quality standards.

Gap 3 Service quality specification-service delivery gap: This gap addresses the difference between service quality specifications and service actually delivered, i.e. the service performance gap.

Gap 4 Service delivery-external communication gap: This gap addresses the difference between service delivery and the communications to consumers about service delivery, i.e. whether promises match delivery.

Gap 5 Expected service-perceived service gap: This gap addresses the difference between consumer's expectation and perceived service. The gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side.

Parasuraman et al. (op.cit) mentioned ten factors for evaluating service quality (including tangible, reliability, responsiveness, courtesy, credibility, security, accessibility, communication and understanding the customer). These ten factors are simplified and collapsed into five factors. The five dimensions are stated as follows:

- i. Tangibles: Physical facilities, equipments and appearance of personnel.
- ii. Reliability: Ability to perform the promised service dependably and accurately.
- iii. Responsiveness: Willingness to help customers and provide prompt service.

iv. Assurance (including competence, courtesy, credibility and security):

Knowledge and courtesy of employees and their ability to inspire trust and confidence.

v. Empathy (including access, communication, understanding the customer):

Caring and individualized attention that the firm provides to its customers.

The other authors used the same model of SERVQUAL are Brooks et al., (1999); Chaston (1994); Edvardson *et al*, (1997); Reynoso and Moore, (1995); Young and Varbe,(1997);Sahney *et al*., (2004). SERVQUAL instrument has been extensive criticized on both theoretical and operational grounds Buttle,(1996) and Asubonteng *et al* (1996).

Besides the above weaknesses, a particular advantage of SERVQUAL is that it is a tried and tested instrument which can be used comparatively for benchmarking purposes Brysland and Curry (2001). This model helped the researcher in assessing the effectiveness of service quality in Tanzanian museums and in examining the employees' service quality evaluation in Tanzanian museums. Furthermore, the models helped the researcher to investigate the effectiveness of customer satisfaction in Tanzanian museums.

2.3.1.2 Internal service quality model by Frost and Kumar

Frost and Kumar (2000) developed an internal service quality model. The model evaluates the Business Management and Strategy dimensions, and their relationships which determine service quality gaps among internal customers (front-line staff) and internal suppliers (support staff) within a large service organization. The gaps are as

follows:

Internal gap 1: Difference in support staff's perception (internal supplier) of front-line staff's expectation (internal customers).

Internal gap 2: Difference between service quality specifications and the service actually delivered resulting in an internal service performance gap.

Internal gap 3: Difference between front-line staff's expectations and perceptions of support staff's (internal supplier) service quality. This is the gap which focuses on the front-line staff (internal customers).

2.3.1.3 Model of Service Quality Gaps by Luk and Layton

Luk and Layton (2002) developed the traditional model of Parasuraman *et al.* (1998) by adding two more gaps. They reflect the differences in the understanding of consumer expectations by manager and front-line service providers and the differences in consumer expectations and service providers' perception of such expectations.

2.4 Empirical Literature Review

The existing theories and empirical evidences suggest that customer expectations are among the factors that influence customer satisfaction (Stanton, 1994; Kotler and Fox, 2007). Moreover, it is said that customer satisfaction is influenced by employee behaviors (Seidman and Johnson, 2010). Additionally, service quality is also considered as one of the predictors of customer satisfaction (Shemwell, *et al.*, 1998;

Martensen, *et al*, 2010). The relationship between customer satisfaction and each of the three factors is elaborated in 2.4.1 and 2.4.2 below.

2.4.1 Customer Expectations

Customer satisfaction is regarded as a function of perceived performance and expectations (Kotler and Fox, 2007). Expectations are considered as beliefs (likelihood or probability) that a product or service (with certain attributes, features or characteristics) will produce certain outcomes (Smith, 2007). These expectations are based on previous affective, cognitive and behavioral experiences.

The concept of customer expectation has been further clarified by Smith (2007) who identified six types of customer expectations: the first one is explicit expectations which are regarded as mental targets for product performance, such as well identified performance standards; the second type is implicit expectations which represent the norms of performance that reflect accepted standards established by business in general, other companies, industries, and even cultures whereas the third type is static performance expectations which address how performance and quality for a specific application are defined, these are the visible part of the iceberg; they are the performance we see.

The fourth type is dynamic performance expectations, these are about how the product or service evolves over time and include the changes in support and product or service enhancement needed to meet future business or use environments; the fifth type is technological expectations whereas the sixth type is interpersonal expectations which involve the relationship between the customer and the product or

service provider.

Generally, satisfaction is determined by how closely a product meets or exceeds customers' expectations (Stanton, 1994). This is also supported by the studies conducted in USA Universities by Palihawadana and Holmes (2006) which show that satisfaction or dissatisfaction results mainly from the confirmation or denial of expectations. Palihawadana and Holmes (2006) further clarified the concept by stating that the theoretical underpinnings of the expectations–performance paradigm imply that levels of student satisfaction are a direct function of the extent to which expectations are realized and that confirmation of expectations occurs if outcomes exceed or at least match the expectation, which leads to student satisfaction. On the other hand, conflicting reports have been found as to the association of customer expectations with customer satisfaction for example study conducted by Martensen *et al*, (2000) revealed that customer expectation has only minor effect.

In short, empirical findings have been inconsistent and somewhat contradictory, thus there is a need of testing the predictive power of customer expectations on the customer satisfaction.

2.4.2 Employee Behaviors

Behavior patterns are defined as regular repeating sequence of actions (Robertson, 1994). In any organization there are sets of behavior patterns known as work style or on the job behaviors which have been shown to be associated with positive organization performance (Robertson, 2011). The behaviors in the work place are influenced by social factors which include individuals' characters, group

characteristics and organizational culture; physical setting factors which include tangible features and working environment; technology factors which include workflow, technical expertise and lastly job content and organization arrangements which include formal goals, strategies, structures and reward system. Sometimes, particularly if there is a strong situation, an organization may find that unintended on job styles which have emerged are negative in terms of customer service (Robertson, 1994).

Employee behavior was revealed to be positively correlated to external customer satisfaction in a case study based on quick service restaurant (Seidman and Johnson, 2010). Likewise, the examination conducted by Hanna, *et al*, (2010) around small engineering enterprises revealed a significant positive correlation between employees' behaviors and customer satisfaction. Taking into account the nature of Mkwawa Museum's operations, it is important to determine the extent to which employees' behaviors such as responsiveness, friendliness, honest, courteous and professionalism influence the level of customer satisfaction.

2.4.3 Service Quality

Service quality and customer satisfaction have, of late, attracted much attention in both organizational behavior and marketing theory. The attraction has been triggered by identification of the links between service quality, customer satisfaction and performance of organizations through various models developed by researchers in organization behaviors and marketing perspectives, for example Shemwell, *et al*, (2008) developed and tested a causal model that portrayed a link between service quality, satisfaction and relationship oriented outcomes such as minimization of

complaints, emotional bonding and an increased inclination to continue the customer service provider relationship. Service quality is characterized by timeliness, courtesy, consistency, accessibility, noise-freeness, accuracy and cleanliness (Kimeme, 1999).

Given the recognition of the importance of service quality towards customer satisfaction and eventually performance improvements, many researchers and quality scholars have recognized the need of developing a valid and distinct measures of service quality, example Gronroos (1984) developed a model of service quality based on three dimensions, viz. (a) functional quality- how the service is performed and delivered, (b) technical quality - what the consumer receives and (c) the image of the service firm. Furthermore, Parasuraman, *et al*, (1988), developed another instrument called SERVQUAL that measured service quality along five dimensions, viz. reliability, responsiveness, assurance, empathy and tangibles.

The SERVQUAL instrument had widespread applications in a variety of organizations but the efficacy of SERVQUAL in measuring service quality has also been severely criticized for various reasons by many researchers such as Babakus and Boller (1992) who criticized it on both theoretical and operational grounds. They commented that SERVQUAL dimensions are questionable in terms of universality and methodological problems with its use.

The existing empirical evidences suggest a significant relationship between service quality and customer satisfaction, for example a study conducted by Martensen, *et al*, (2010) revealed that perceived product quality is the main drive within the field

of internet, cable TV, soft drinks and fast food restaurants. This has been further confirmed by studies conducted by Eskildsen, *et al*, (2004) and Chakraborty, *et al*, (2007). The study conducted by Eskildsen, *et al*, (2004) on a sample of customers from Danish mobile phone companies, banks and supermarkets revealed that service quality is an important aspect in customer satisfaction whereas the study conducted by Chakraborty, *et al*, (2007) indicates three drivers of customer satisfaction - reliability, product-related information, and commercial aspects.

Interestingly enough, the importance of the last two drivers differed depending on the buyer/use primary functional area. For respondents from purchasing and management, commercial aspects were found to be more important than product-related information. For participants from engineering, maintenance and production, product-related information was found to be more important than commercial aspects while reliability emerged as the most important driver for customer satisfaction regardless of the functional association of respondents.

Mkwawa Memorial Museum is a service oriented organization therefore drivers such as reliability, service related information, accessibility, cleanness, promptness are considered to be relevant for customer satisfaction. For the purpose of this study other drivers such as responsiveness and courtesy are discussed under employee behaviors.

To sum up, review of literature suggests that customer satisfaction is influenced by customer expectations and employees' behavior.

2.4.4 Relationship Between the Variables

As the behaviors expressed by employees who are rendering services improve, the level of customer satisfaction is likely to increase i.e. the higher the level of friendliness, courtesy, honest, professionalism and a responsive service expressed by employees, the higher is likely to be the level of satisfaction expressed by the customers whereas improper conduct of employees is likely to decrease the level of customer satisfaction.

Similarly, the higher the degree of service quality, the higher is likely to be the level of customer satisfaction i.e. if the services are provided in clean environment and customers are getting proper information, reliable and accessible services, the level of customer satisfaction is likely to increase. Alternatively, if they are not getting proper information about the services, the services are rendered in dirty environment, services are not reliable and accessible the level of customer satisfaction is likely to decrease. Additionally, as customer expectations increase, the level of customer satisfaction is likely to decrease.

Basing on the aforementioned arguments, it is obvious that there is a positive correlations between the level of customer satisfaction and each of these variables; employee behavior and customer expectation i.e. improvement of these variables would lead to improvement in the customer satisfaction level. Furthermore there is negative correlation between the level of customer satisfaction and customer expectations i.e. increasing customer expectations tends to decrease the level of customer satisfaction.

2.4.5 Conceptual Framework

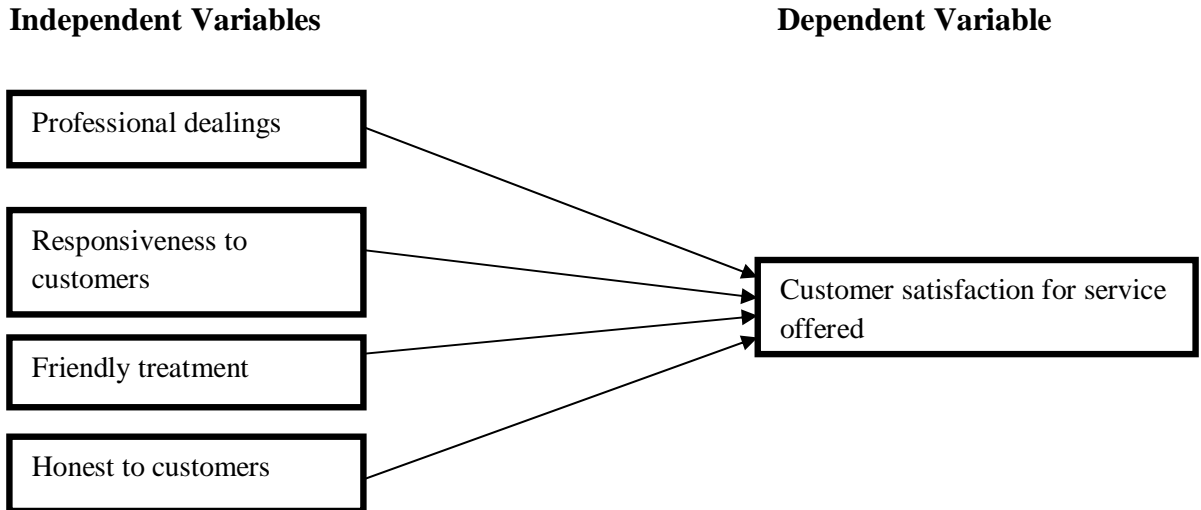


Figure 2.1: Conceptual Framework

Source: Developed by author from literature review

2.5 Research Gaps

Service quality gaps affect service quality delivery, so departmental/organization managers must prevent, detect and eliminate them as early as possible in any service operation. The impact of service quality gaps on strategy formulation and implementation makes it increasingly important for the top management. However, in the afore-mentioned empirical and theoretical implementation of the models, presents some difficulties.

The main problem to implement the SERVQUAL approach comprises the difficulty to measure the traditional five gaps , using only five dimensions of Tangibles, Reliability, Responsiveness, Assurance and Empathy, we needs further investigation. Additionally, it is important to note that even in the traditional models such as

Parasuraman *et al.* (1985), measurement of some of the gaps like Gap 2, Gap 3 and Gap 4 needs development and only a few investigations have been conducted on such subject (e.g. Shahin and Abolhasani, 2008).

Moreover, model of Parasuraman *et al.* (1985) attempts to show the salient activities of the service organization that influence the perception of quality. But again, the model shows the interaction between these activities and identifies the linkages between the key activities of the service organization or marketer which are pertinent to the delivery of a satisfactory level of service quality. The links are described as gaps or discrepancies, that is to say a gap represents a significant hurdle to achieving a satisfactory level of services quality (Ghobadian *et al.* 1994)

2.6 Summary of the Chapter

The Chapter dealt with theoretical and empirical literature review pertaining to factors influencing customer satisfaction, the conceptual framework derived thereof and research hypotheses. Having looked at the literature review and conceptual framework, the next Chapter will deal with the methodology applied in conducting the study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This Chapter describes the methodology which is used in assessing service quality in Tanzania's museums and its effects on visitor's satisfaction. It gives an account of the area of the study, data type and sources, research design, targeted population and sampling design, methods applied in collecting data and their administration, validation of instruments as well as data analysis plan.

3.2 Study Area

The study was conducted at Kalenga in Iringa Region. The area has been selected because it is the hub of tourism in Southern highlands Zone consisting of Mkwawa Memorial Museum which is located approximately 13 kilometers from Iringa town. Also, the Museum is located along the road to Ruaha National Park which is the most popular tourist attraction in the Southern Tourist Zone.

3.3 Research Approach

The study adopted a mixed method approach namely qualitative and quantitative as supported by the following authors (Bordens and Abbott 2002; Omari 2011; Silverman 2011; Walliman 2011). Mixed Method was done sequentially with qualitative approach preceding the quantitative approach in order to discover some practical issues related to visitor's satisfaction resulting from service quality. Qualitative is used in circumstances where relatively little or nothing is known about the research setting or research problems. The qualitative study explores, identifies and can provide clarity about the kinds of variables requiring further investigation

(Gray 2009). The results of a qualitative study will be used to inform the quantitative research phase. Therefore the quantitative study will be used to describe and test the theory. Thus, the structured questionnaire was used to collect quantitative data from customers visiting the Mkwawa Memorial Museum.

3.4 Research Design

Research design is the structure of the research. It is the “glue” that holds all of the elements in a research project together (Tromp 2006). In this study, Exploratory Design and Descriptive Design were used. Exploration is particularly useful when researchers lack a clear idea of the problems they will meet during the study. Through exploration researchers develop concepts more clearly, establish priorities, develop operational definitions, and improve the final research design (Cooper and Schindler 2011). Descriptive design is a systematic description of the characteristics of an event, community or a region providing accurate facts as it is, at the present moment (Goretti 2008).

Qualitative part used exploratory design since the focus is to get insights and feelings on specific quality perception attributes and preferences of visitors’ satisfaction. Exploratory design will assist in getting much information and applying descriptive design in quantitative part to be able to construct questionnaire and obtain information related to who, what, where, how many and how much. Descriptive research will help to measure relationship between variables under study.

A case study design technique is used because it can explore many themes and subjects, but from a much more focused range of people, organizations or contexts

(Gray 2009).

3.5 Population and Sampling Design

3.5.1 Targeted Population

Targeted population refers to the entire group of individual or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is known as the theoretical population (Kothari 2004). The targeted population was the customers visiting MMM and senior staff making a total population of 50 respondents. The population is being targeted due to the fact that senior staffs do supervise all the activities performed within the museum and customers do perceive service quality, thus they can provide the required response.

3.5.2 Sampling Design

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample (Kothari 2004).

3.5.2.1 Sampling Frame

Sampling Frame is a list or other device used to define a researcher's population of interest. Defines a set of elements from which a researcher can select a sample of a target population (Currivan 2004). Due to the nature of this study, the sample frame will not be applicable because the customers that do visit the museum are not known in advance. They are only known once after their arrival and the senior managers are not permanent, they do rotate in different museums around Tanzania.

3.5.2.2 Sampling Technique and Sampling Procedure

A stratified random sampling technique was used to obtain a total of 48 respondents from MMM. The technique involved partitioning of the population into groups called strata and then drawing a sample independently from each stratum (Greener 2008). The technique provides a sample which is more representative, easy to administer and lead to more reliable results (Greener 2008; Saunders, Lewis *et al.* 2009). In view of that, the stratification variable consisted of senior staff and customers. After dividing the population, purposive sampling was used to select respondents for interview and for filling the questionnaire. For Managerial respondents, purposeful sampling was used to select senior staff for interviewing and customers for filling the questionnaire.

Since targeted population was 50, the total sample size was 48; this is according to the calculated sample size table recommendation (McGregor, 1992; Krejcie and Morgan 1970).

Sample in Strata= Strata population/Total population *sample size (S)

Table 3.2: Calculations of Sample Size from Senior Staffs and Customers

Respondents	Mkwawa Memorial Museum	Sample size
Senior staffs	$(2/50)*48$	2
Customers	$(48/50)*48$	42
Total		44

Source: McGregor (1992)

3.5.2.4 Sample Size

According (Kothari 2004) the sample size refers to the number of items to be selected from the universe to constitute a sample. In this study, the sample size that will be used is 44 respondents.

3.6 Data Collection Methods

The qualitative part employed in-depth interviews with the senior staff of MMM. Interview guide containing structured open questions will be used to ensure collection of uniform information. Data collection for the survey part of this research was done using self administered questionnaires. Open ended questionnaire, adopting a descriptive approach was used and given to the customers for response. Also documentation like annual reports and visitors/customer's comment book of the MMM as a secondary data source will be used for the addition of information.

3.7 Research Procedures

The procedures that conducted were:

Pilot Testing - The questionnaires were given to some of the individuals to respond conducting full survey so as to check if the instruments are valid and reliable. The instruments were administered as follows:

Questionnaires – were distributed to the respondents personally instead of drop out and pick.

Interview – Face to face was conducted so as to obtain the feelings and attitudes of the respondents.

Thus, pilot testing and instruments administration helped to clarify issues and questions which were not clear for respondents.

3.8 Validity and Reliability of the Study

Validity refers to the statistical instrument measure what it is intended to measure i.e. accuracy of measurement. Validity can be internal or external. The following are the relevant forms of internal validity ensured in this study;

3.8.1 Content Validity

Content validity occurs when the experiment provides adequate coverage of the subject being studied. This includes measuring the right things as well as having an adequate sample. Samples should be both large enough and be taken for appropriate target groups (Cooper and Schindler 2011). The perfect question gives a complete measure of all aspects of what is being investigated. However in practice this is seldom likely, for example a simple addition does not test the whole of mathematical ability.

Content validity is related very closely to good experimental design. A high content validity question covers more of what is sought. A trick with all questions is to ensure that all of the target content is covered (preferably uniformly). To ensure research instruments content validity, different experts from tourism department at Ruaha National park in Iringa will be requested to examine the questionnaires before distributing them to respondents. Pilot testing of the questionnaires was conducted, questions modified and then distribute to all target respondents for final data collection.

3.8.2 Construct Validity

Construct Validity occurs when the theoretical constructs of cause and effect accurately represent the real-world situations they are intended to model. This is related to how well the experiment is operationalised (Cooper and Schindler 2011).

The following demonstrate construct validity;

3.8.2.1 Convergent Validity

Convergent validity occurs where measures of constructs that are expected to correlate do so. This is similar to concurrent validity (which looks for correlation with other tests).

3.8.2.2 Discriminant Validity

Discriminant validity occurs where constructs that are expected not to relate do not, such that it is possible to discriminate between these constructs. Convergence and discrimination are often demonstrated by correlation of the measures used within constructs.

In order to ensure construct validity a pre-testing study was conducted prior to the survey. Afterward, the study employed the analysis of Cronbach alpha coefficients to test for reliability of scales. After data collection, the convergent validity and discriminant validity of scales for each factor comprising the latent constructs were conducted through factor analysis (Exploratory factor analysis and confirmatory) by using SPSS - Amos software. The analysis exposed relationships among variables suggested in the research model to be concretized after preliminary study.

3.8.3 Reliability

Reliability is the degree to which a test consistently measures whatever it measures. The more reliable a test is, the more confidence we can have that the scores obtained from the administration of the test are essentially the same scores that would be obtained if the test were re-administered (Mills 2011).

Reliability of data collection ensured; the reliability of the research findings, questions were designed in a simple short format, hence not boring with simple sentence language to avoid respondents' confusion. Additionally, a pre-testing of questionnaires was conducted. Questionnaires were distributed to few respondents to test whether they generate sought data. Also pilot questionnaires were modified and then redistribute to all target respondents for final data collect.

3.9 Data Analysis Method

Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences (Kothari 2004). The first step in data analysis is data preparation. This step consists of data editing, coding, and data entry. The second step is preparing a descriptive statistical summary, which is a preliminary step leading to an understanding of the collected data.

In analyzing the data for this study, after having collected the questionnaires data were edited. This involved cleaning the data, detecting errors, omitting and correcting them to make sure the data are accurate, consistent with the intent of the

questions, uniform, complete and well arranged for coding because the data will have to be entered into SPSS software.

Data analysis involved both descriptive and inferential statistics. Descriptive analysis helped to describe, and summarize data in a meaningful way using a combination of tabulated description (i.e., tables), graphical description (i.e., graphs and charts), statistical commentary (i.e., a discussion of the results), age, and gender and education level. Inferential analysis allowed using samples to make generalizations about the populations from which the samples were drawn. Correlation analysis technique and regression analysis were used to predict and describe the variables in terms of magnitude and direction.

3.10 Expected Results

The study is expected to come out with positive/ negative relationship between customers' satisfaction and the three factors of employees' behavior, service quality and customers' expectations.

3.11 Ethical Consideration

Ethics are norms or standards of behavior that guide moral choices about our behavior and our relationships with others. The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities (Cooper and Schindler 2011). In general, research must be designed so that a participant does not suffer physical harm, discomfort, pain, embarrassment, or loss of privacy. The following guidelines were used so as to safeguard the participant:

The benefit of the study was explained to the participant. Whenever direct contact was made with a participant, the researcher discussed study's benefits, while being careful to neither overstate nor understate the benefits. This made the respondent feel at ease (Cooper and Schindler 2011).

The participant rights and protections were explained. This made the participants feel free and secure to give out the required information.

3.11.1 Securing of Privacy

The privacy guarantee is important not only to retain validity of the research but also to protect participants (Cooper and Schindler op. cit). The participant confidentiality was protected as follows:

- i. Obtaining signed nondisclosure documents.
- ii. Restricting access to participant identification.
- iii. Revealing participant information only with written consent.
- iv. Restricting access to data instruments where the participant is identified.
- v. Not disclosing data subset.

3.12 Chapter Summary

The Chapter has explained the research approach that the study has adopted. Mixed method approach namely qualitative and quantitative has been used. The qualitative study explores, identifies and can provide clarity about the kinds of variables requiring further investigation. And qualitative study was used to inform quantitative research phase.

Research designs used are exploratory design and descriptive design. Exploratory employed when researchers lack a clear idea of the problem they meet during the study. Descriptive design provides accurate facts as it is, at the present moment. Qualitative part used exploratory design since the focus was to get insight and feeling on specific quality perception attributes and preferences applying descriptive design in quantitative part to be able to conduct questionnaire.

The sampling design used is non probability and probability. Data collection methods were questionnaire and interview. Procedures conducted were pilot testing, questionnaire being distributed to each respondent and interview was done on face to face basis. The model used in data analysis is Structural Equation Model (SEM) using Analysis of Moment Structural (AMOS) using a tool called SPSS.

Validity and Reliability are ensured by questionnaires being designed in a simple short format, with simple sentence to avoid respondents' confusion. Additionally, a pre-testing of questionnaires was conducted. Also pilot questionnaires modified and then redistributed them to all target respondents for final data collection.

CHAPTER FOUR

4.0 DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter focuses on the analysis of data and results from the analysis on the assessment of the determinants of customer satisfaction in museum industry, the case of Mkwawa Memorial Museum at Kalenga in Iringa Region. The research expectation was that customer satisfaction is nothing but existence of professionalism, representativeness, friendly treatment for customers and honesty to customers are the core determinants of customer satisfaction, and the attainment of customer satisfaction is one way of improving profitability of the organization. All the data gathered were presented and analyzed using software Statistical Package for Social Scientists (SPSS).

4.2 Description of the Data

The data from Mkwawa Museum in Iringa focused on assessing performance of various factors including but not limited to level of education, quality of service, price of services, taking care for customers and good reputation of the corporate.

4.3 Presentation of the Findings

The researcher collected data through structured questionnaire techniques. Structured questionnaires were used in collecting data from employees of Mkwawa Museums – the focus of this study. The questionnaires had the following major sections. Eighty items asking the extent of customer satisfaction Mkwawa museums. A ratings of a 1–5 scale was used where “1= strongly disagree, 2= Disagree, 3= Undecided, 4= Agree and 5= strongly agree”. Other items sought to measure loyalty as the user’s

comfort with positive attitude towards customer satisfaction.

The following is the descriptive statistics analysis of the findings obtained through questionnaires from the respondents.

4.4 Personal Information

Table 4.1: Distribution for Gender in Percentage and Frequency

Items	Frequency	Percent
Male	30	68
Female	14	32
Total	44	100

Source: Data (2013)

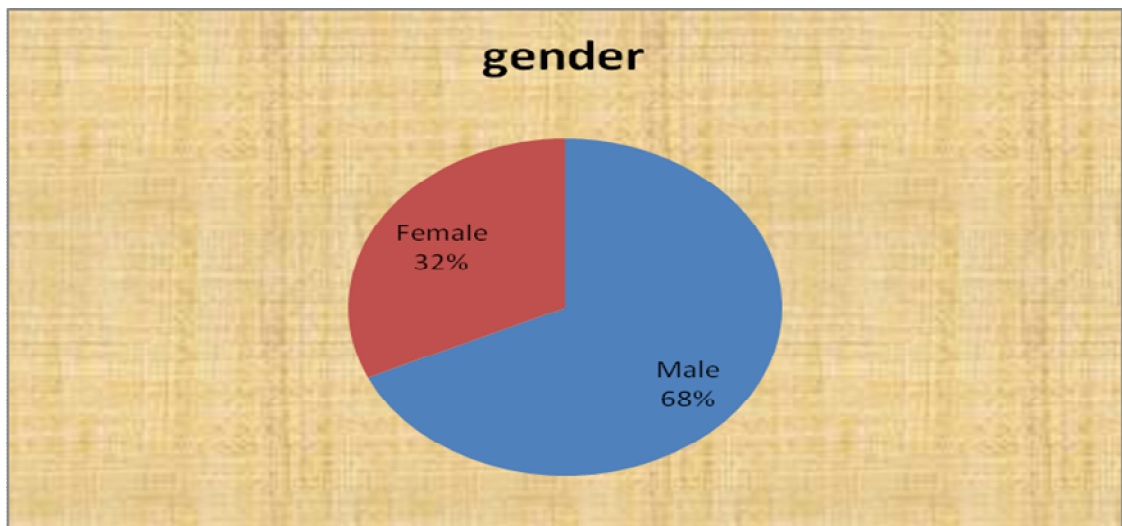


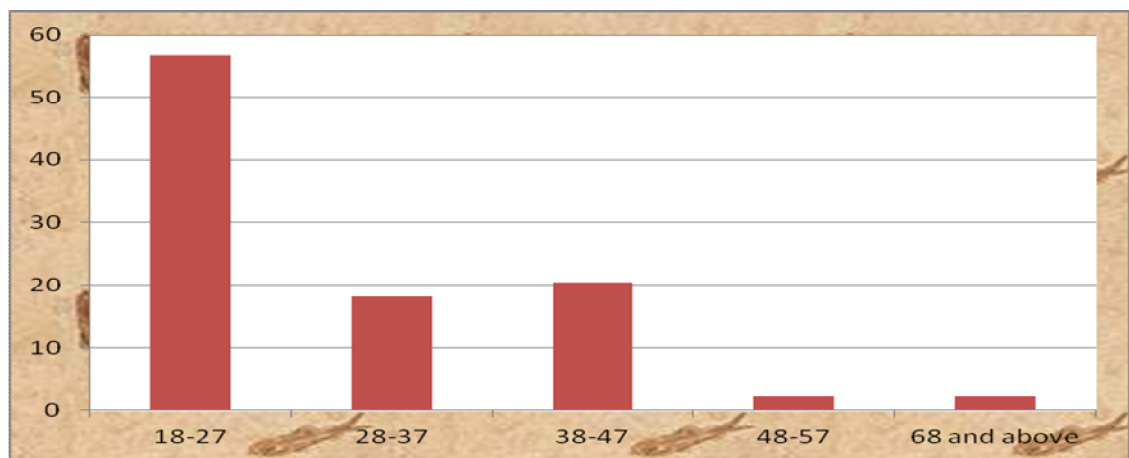
Figure 4.1: Gender of Respondents in Percentage

Table 2 and Figure 2 above it indicate that most of the respondents in this study were males (30 respondents which is equivalent to 68%) followed by females (14 respondents equivalent to 32%). This implies that there were more males visiting MMM.

Table 4.2: Distribution for Age in Percentage and Frequency

Items	Frequency	Percent
18-27	25	57
28-37	8	18
38-47	9	20
48-57	1	2
68 and above	1	2
Total	44	100

Source: Data (2013)

**Figure 4.2: Age of Respondents in Percentage**

Source: Data (2013)

Table 3 and figure 3 above indicate that, most of respondents are in the age of 18-27 years (57%) followed by 9 respondents in the age 38-47 years equivalent to 20% followed by 8 respondents in the age of 28-37 years for 18% while in the age of 48-57 and above 68 years is 1 respondent equivalent to 2% respectively.

Table 3.3: Education Level of Respondents in Percentage and Frequency

Items	Frequency	Percent
Primary level	1	2
Secondary level	17	39
Diploma	11	25
Degree	12	27
Post-graduate	3	7
Total	44	100

Source: Data (2013)

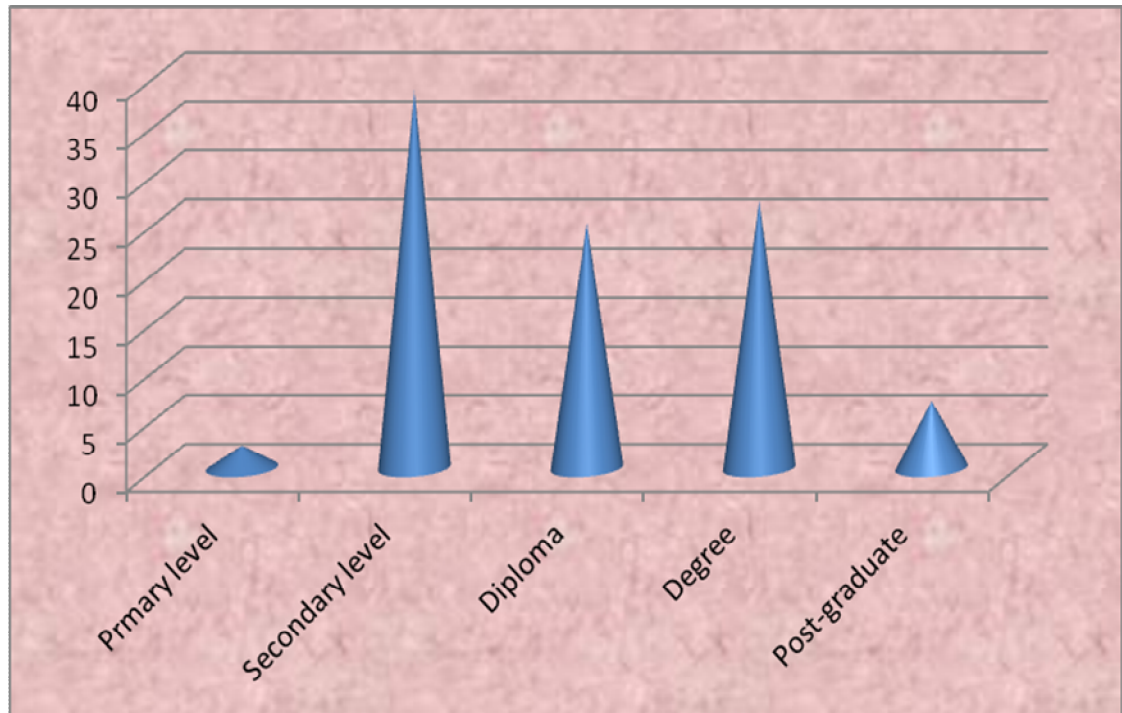


Figure 4.3: Education level of Respondents in Percentage and Frequency

Source: Data (2013)

Table 4.3 and Figure 4 above show level of education of the respondents which is as follows: 17 respondents (equivalent to 39%) had secondary education, followed by 12 respondents with degrees (equivalent to 27%) while 11 respondents had diplomas (equivalent to 25%) and 3 post graduate respondents (7%) and 1 respondent with education. This implies that employees and visitors to the MMM are well versed and knowledgeable about museums.

Table 4.4: Extent of Staff Treating Customers in a Professional Manner

Items	Frequency	Percent
Strongly Disagree	4	9
Disagree	5	11
Undecided	7	16
Agree	16	36
Strongly Agree	12	27
Total	44	100

Source: Data (2013)

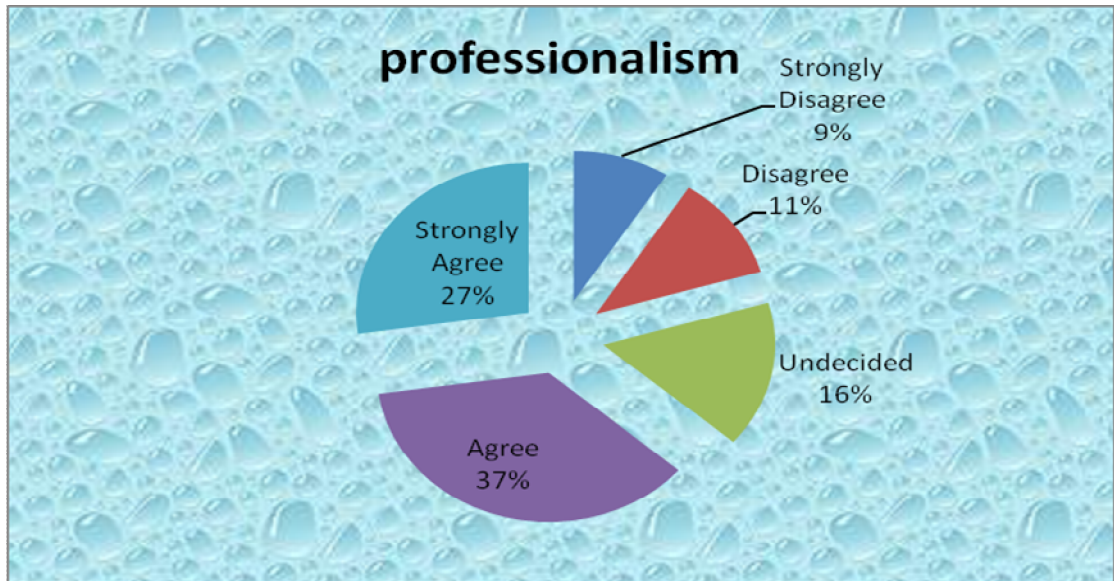


Figure 4.4: Extent of Staff Treating Customers in A Professional Manner

Source: Data (2013)

Table 4.4 and Figure 5 above it indicate that most of the respondents agree that customers are treated in a professional way (37%) followed by 27% of the respondents who strongly agree while 16% (were neutral). On the other hand, the rest of the respondents (11% disagreed and 9% strongly disagreed). This implies that employees at MMM act professionally when performing their daily activities. It therefore implies that professionalism is observed at the MMM.

Table 4.5: Response of MMM Staff Towards Customers

Items	Frequency	Percent
Strongly Disagree	16	36
Disagree	19	44
Undecided	4	9
Agree	4	9
Strongly Agree	1	2
Total	44	100

Source: Data (2013)

Table 4.5 indicates that 44% of the respondents do not agree that staff are positive towards their customers while 36% of the strongly agreed that staff were strongly positive towards their respondents. The rest (20%) were neutral (9%) while respondents who agreed were 9% and only 2% strongly agreed. This now implies visitors to the MMM feel that customers at the MMM do not get much attention from the employees of the Centre.

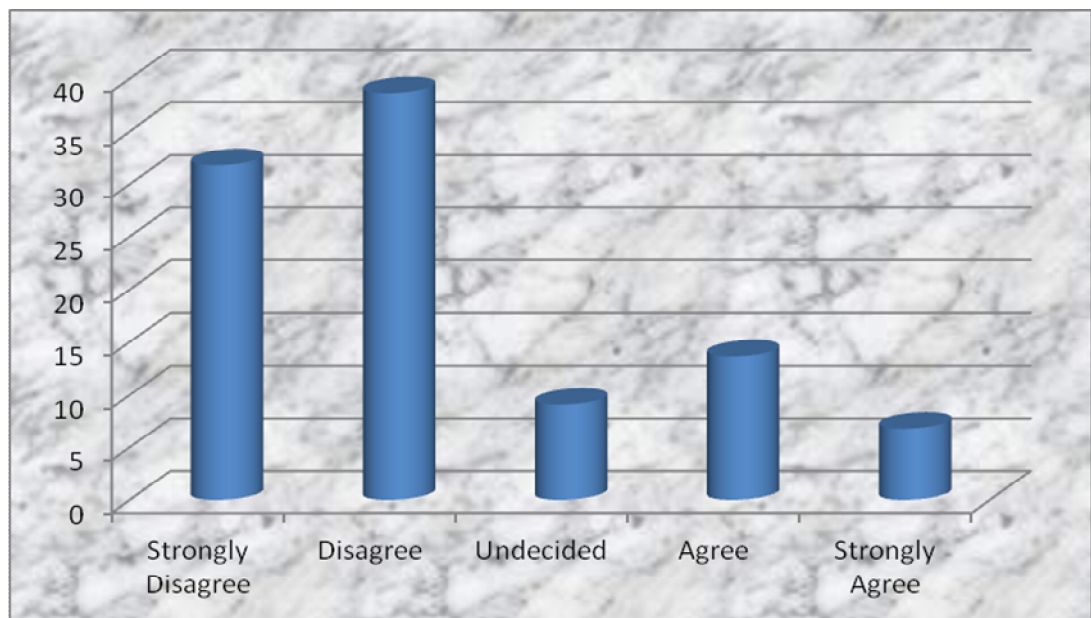


Figure 4.5: Employees' Manner Towards Customers in Percentage

Source: Data (2013)

Figure 6 above indicates that 30% of the respondents who visit MMM strongly disagreed that employees treat customers in a friendly manner when in need of service while 35% disagreed and those who agreed were 15% while 6% were undecided and 4% strongly agreed that customers are treated in a friendly manner. This implies that, there is a need of changing attitude and behaviour of the employees at MMM towards customer satisfaction from services offered at the MMM.

Table 4.6: Extent of staff being honest to their customers

Items	Frequency	Percent
Strongly Disagree	1	2
Disagree	2	5
Undecided	4	9
Agree	14	32
Strongly Agree	23	52
Total	44	100

Source: Data (2013)

Table 4.6 above indicates that, more than half of the respondents 52% strongly agree that staff at the MMM are honest to their customers while 32% agreed. 9% were neutral while 5% disagreed and 2% are strongly disagreed. This implies that staff are honest to their customers.

Table 4.7: Customers Getting Enough Information About MMM

Items	Frequency	Percent
Strongly Disagree	10	23
Disagree	13	30
Undecided	9	20
Agree	7	16
Strongly Agree	5	11
Total	44	100

Source: Data (2013)

Table 4.7 indicates that, 13 of the respondents (30%) do not agree that customers get enough information while visiting MMM, followed by 10 respondents (23%) who strongly disagree while 9 respondents (20%) are undecided but 7 respondents (16%) agree that respondents get enough information and 5 respondents (11%) strongly agree. This implies that customers at the MMM do not get enough information and

this could be among the reasons behind for MMM not to be known to many customers and also generally the reason why most museums do not perform well in Tanzania.

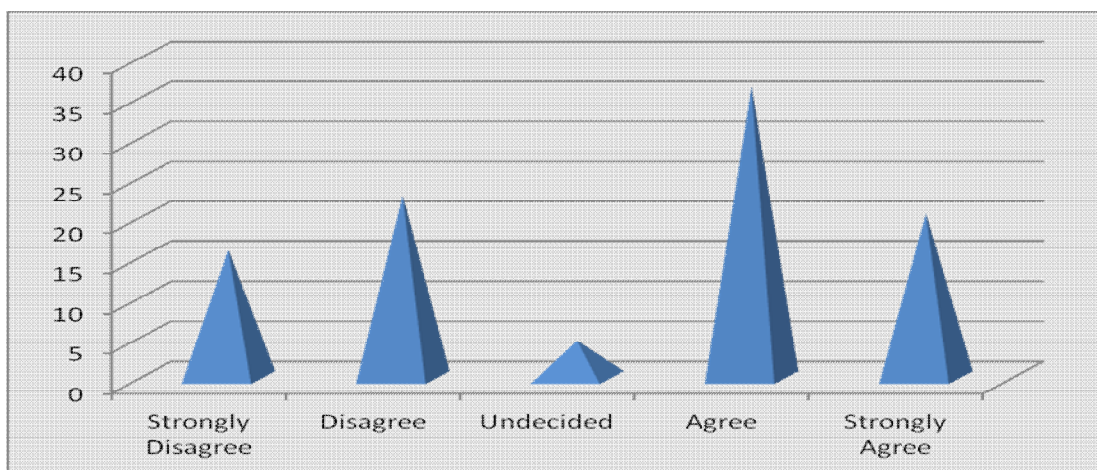


Figure 4.6: Showing Surroundings and Environments are not Clean

Source: Data (2013)

Figure 7 indicates that, most of respondents agree that surroundings of MMM are not well kept. This implies that most of surroundings in many museums in the country are not clean and the environment does not encourage customers to visit museums because they are not attractive.

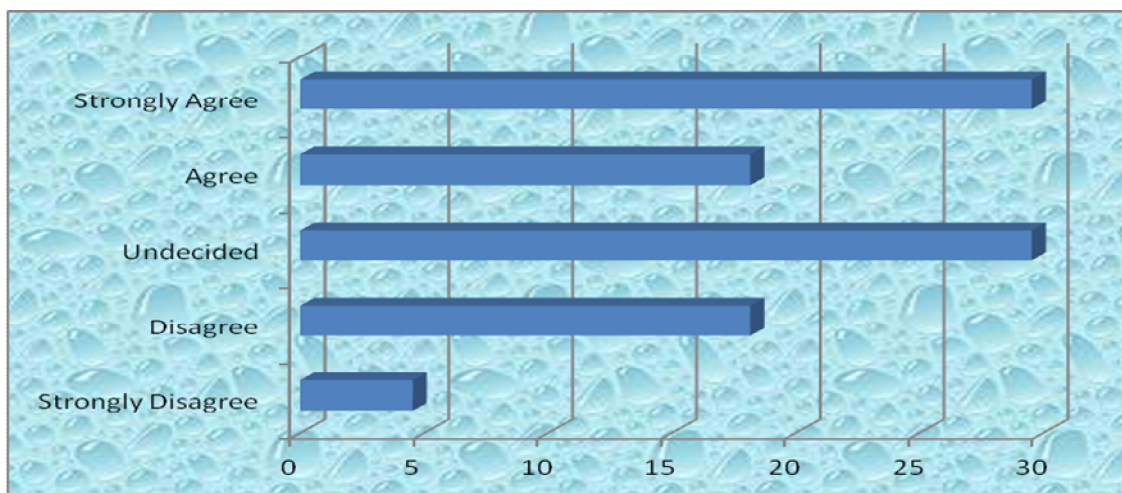


Figure 4.7: Extent of Staff Handling Customer Complaints Promptly

Spource: Data (2013)

Figure 8 indicates that about 30% of the respondents strongly agree that staff handle customer complaints promptly. This implies the fact that, to a very large extent staff take into consideration customer complaints and this can be a factor for the survival of most of the museums in the country.

Table 4.8: Extent of Customer Satisfaction with Quality of Services Offered by MMM

Items	Frequency	Percent
Strongly Disagree	5	11
Disagree	5	11
Undecided	12	27
Agree	12	27
Strongly Agree	10	23
Total	44	100

Source: Data (2013)

Table 4.8 indicates that 23% and 27% of the respondents agree and strongly agree respectively that customers are satisfied with the services offered by staff at the MMM. On the other hand, 11% disagree and strongly disagree with this notion. Another 27% were not sure. This implies that services provided to customers by the MMM are to some extent satisfactory. Generally, this implies that MMM is not giving maximum satisfaction to its customers.

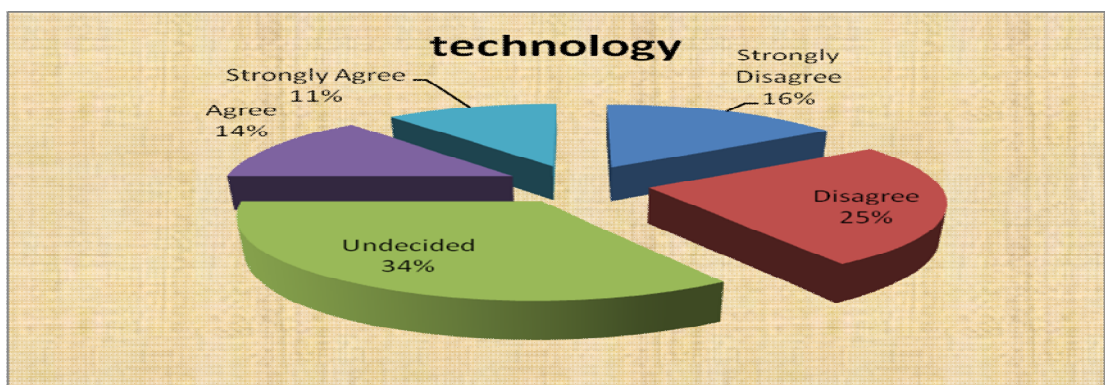


Figure 4.8: Customer Satisfaction with Technological Expectations at the MMM

Source: Data (2013)

Table 4.9: Customer Satisfaction with Technological Expectations at the MMM

Items	Frequency	Percent
Strongly Disagree	7	16
Disagree	11	25
Undecided	15	34
Agree	6	14
Strongly Agree	5	11
Total	44	100

Source: Data (2013)

Findings in Table 4.9 indicate that 34% of the respondents are undecided with the technology available at the MMM concerning preservation of historic objects preserved at the Centre. On the other hand, 25% of the respondents are satisfied with the technological expectations at the MMM. Modern museums are generally supported with some technological equipment such as computers, power point machines to facilitate presentations to the customers about the objects available in the museum. At the MMM these gadgets are not available.

Table 4.10: Customer satisfaction with interpersonal interaction with staff at MMM

Items	Frequency	Percent
Strongly Disagree	2	5
Disagree	1	2
Undecided	3	7
Agree	20	45
Strongly Agree	18	41
Total	44	100

Source: Data (2013)

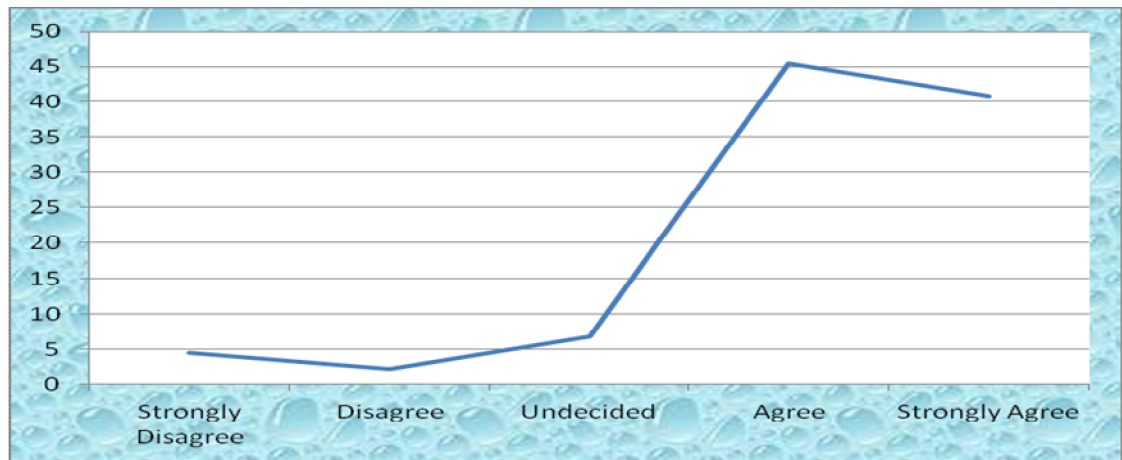


Figure 4.9: Customer Satisfaction with Interpersonal Interaction with Staff at MMM

Source: Data (2013)

Table 4.10 and Figure 10 above indicate that, 45% and 41% of the respondents agree and strongly agree respectively that there is good interpersonal relationship between customers and employees of MMM while only 7% disagree. This implies that inspite of some shortcomings observed in this study, customers are satisfied with the interpersonal interaction during the visit to the MMM.

Table 4.11: Staffs do not Perform to the Expected Performance

Items	Frequency	Percent
Strongly Disagree	2	5
Disagree	1	2
Undecided	3	7
Agree	20	45
Strongly Agree	18	41
Total	44	100

Source: Data (2013)

Table 4.11 indicates that 20 respondents (45%) of the the respondents agree that staff are not performing to expected to performance, followed by 18 respondents (41%) who strongly agree. This shows that 86% of the respondents see staff at the MMM to

perform their duty as expected of them. Only a minority (7%) do not agree and another 7% is undecided.

4.5 Finding Based on the Hypothesis

This study was based on four hypothesis described below:

H1: Professional dealing is positively influencing customer satisfaction

H2: Responsiveness is positively influencing customer satisfaction

H3: Friendly treatment is positively influencing customer satisfaction

H4: Honest to customer is positively influencing customer satisfaction

These hypotheses were analyzed using both correlation and regression as described below:

4.5.1 H1: Professional Dealing is Positively Influencing Customer Satisfaction

A Pearson product-moment correlation was run to determine the relationship and direction of relationship between professional dealing and customer satisfaction in Mkwawa Memorial Museum as it is described in the table below.

Table 4.12: Correlations Table under Profession Towards Customer Satisfaction

Item		Customer satisfaction	Professional dealings
Customer satisfaction	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	178	178
Professional dealings	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Data (2013)

Correlation Table 4.12 a Pearson product-moment correlation output between professional dealing and customer satisfaction revealed that there was a strong, positive correlation between professional dealing and customer satisfaction which was statistically significant ($r = .697, p < .0005$). This indicates that the better the professional dealing positive influence the customer satisfaction. Therefore from this analysis the hypothesis which state that Professional dealing is positively influencing customer satisfaction is accepted.

Further analysis was done using regression method to test the relationship between professional dealing and customer satisfaction as it is described in the three Tables below.

Table 4.13: Model Summary Under Professional Dealings

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.483	.679

a. Predictors: (Constant), Professional dealings

Source: Data (2013)

The first table of interest is the Model Summary table. This table provides the R and R^2 value. The R value is 0.697, which represents the simple correlation. It indicates a high degree of correlation. The R^2 value indicates how much of the dependent variable,

"customer satisfaction", can be explained by the independent variable, "professional dealing". In this case, The R^2 is .48, this means that the independent variables explain 48% of the variation in the dependent variable, which is moderate large.

Table 4.14: ANOVA^a (Regression Model)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.710	1	76.710	166.546	.000 ^b
	Residual	81.065	176	.461		
	Total	157.775	177			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Professional Dealings

Source: Data (2013)

The next table is the ANOVA table. This table indicates that the regression model predicts the outcome variable significantly well. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. That is professional dealing positively influence customer satisfaction.

Table 4.15: Coefficients^a (Customer Satisfaction Vs Professional Dealing)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.515	.225		6.749	.000
	Professional dealings	.641	.050	.697	12.905	.000

a. Dependent Variable: Customer satisfaction

Source: Data (2013)

Coefficients table above provides us with information on the predictor variable. This gives us the information we need to predict customer satisfaction from professional dealing. We can see that both the constant and professional dealing contribute significantly to the model by $p < 0.05$.

4.5.2 Discussion of the Hypothesis

The researcher collected the data to test the hypotheses which state that Professional dealing is positively influencing customer satisfaction. Pearson product-moment correlation was run to test the hypothesis which revealed that there was a strong, positive correlation between professional dealing and customer satisfaction which was statistically significant as it is described in the table above. Further analysis using a multiple regression was run to predict customer satisfaction from professional dealing revealed that professional dealing statistically significantly predicted customer satisfaction. Therefore based on findings it is revealed that professional dealing positively influence customer satisfaction. Hence the hypothesis is accepted. This result supports Model of Service Quality Gaps by Luk and Layton (2002).

4.5.2.1 H2: Responsiveness to Customer Positively Influences Customer Satisfaction

A Pearson product-moment correlation was run to determine the relationship and direction of relationship between responsiveness and customer satisfaction in Mkwawa Museum as it is described in the Table 4.16.

Table 4.16: Correlations Professional Dealings

		Customer satisfaction	Responsiveness
Customer satisfaction	Pearson Correlation	1	.642**
	Sig. (2-tailed)		.000
	N	178	178
Responsiveness	Pearson Correlation	.642**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Data (2013)

Correlation Table 4.16 is a Pearson product-moment correlation output between responsiveness to customer and customer satisfaction revealed that there was a strong, positive correlation between professional dealing and customer satisfaction which was statistically significant ($r = .642$, $p < .0005$). This indicates that the better the responsiveness to customer is, the higher the positive correlation to customer satisfaction. Therefore, from this analysis, the hypothesis which states that Responsiveness to customer is positively influencing customer satisfaction is accepted. Further analysis was done using regression method to test the relationship between responsiveness and customer satisfaction as it is described in the three Tables 4.17.

Table 4.17: Model Summary of Correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.412	.409	.726

a. Predictors: (Constant), Responsiveness

Source: Data (2013)

The first table of interest is the Model Summary table. This table provides the R and R^2 value. The R value is 0.642, which represents the simple correlation. It indicates a high degree of correlation. The R^2 value indicates how much of the dependent variable, "customer satisfaction", can be explained by the independent variable, "responsiveness". In this case, The R^2 is .412, this means that the independent variables explain 41% of the variation in the dependent variable, which is moderate large.

Table 4.18: ANOVA^a (Regression Model)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.075	1	65.075	123.552	.000 ^b
	Residual	92.700	176	.527		
	Total	157.775	177			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Responsiveness

Source: Data (2013)

The next table is the ANOVA table. This table indicates that the regression model predicts the outcome variable significantly well. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. That is responsiveness positively influence customer satisfaction.

Table 4.19: Coefficients^a (Customer Satisfaction Vs Professional Dealing)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.550	.257		6.041	.000
	Responsiveness	.656	.059	.642	11.115	.000

a. Dependent Variable: Customer satisfaction

Source: Data (2013)

Coefficients table above provides us with information on the predictor variable. This gives us the information we need to predict customer satisfaction from responsiveness. We can see that both the constant and responsiveness contribute significantly to the model by $p < 0.005$.

4.5.2 Discussion of the Hypothesis

The researcher collected the data to test the hypothesis which state that responsiveness is positively influencing customer satisfaction. Pearson product-moment correlation was run to test the hypothesis which revealed that there was a strong, positive correlation between responsiveness and customer satisfaction which was statistically significant as it is described in the table above. Further analysis using a multiple regression was run to predict customer satisfaction from responsiveness revealed that responsiveness statistically significantly predicted customer satisfaction. Therefore base on this findings it is revealed that responsiveness positively influence customer satisfaction. Hence the hypothesis is accepted. This results support Model of Service Quality Gaps by Luk and Layton (2002).

4.5.2.1 H3: Friendly treatment positively influences customer satisfaction

A Pearson product-moment correlation was run to determine the relationship and direction of relationship between friendly treatment and customer satisfaction in Mkwawa Memorial Museum as it is described in the Table 4.20.

Table 4.20: Correlations (Friendly Treatment)

		Customer satisfaction	Friendly treatment
Customer satisfaction	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	178	178
Friendly treatment	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Data (2013)

The Table above is a Pearson product-moment correlation output between friendly treatment to customer and customer satisfaction revealed that there was a strong, positive correlation between professional dealing and customer satisfaction which was statistically significant ($r = .625$, $p < .0005$). This indicates that the better the friendly treatment to customer is, highly positively correlated to customer satisfaction. Therefore, from this analysis, the hypothesis which states that friendly treatment to customer positively influences customer satisfaction is accepted. Further analysis was done using regression method to test the relationship between friendly treatment and customer satisfaction as it is described in the three tables 4.21.

Table 4.21: Model Summary of Friendly Treatment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.391	.388	.739

a. Predictors: (Constant), Friendly treatment

Source: Data (2013)

The first table of interest is the Model Summary table. This table provides the R and R^2 value. The R value is 0.625, which represents the simple correlation. It indicates a high degree of correlation. The R^2 value indicates how much of the dependent variable, "customer satisfaction", can be explained by the independent variable, "friendly treatment". In this case, The R^2 is .391, this means that the independent variables explain 39% of the variation in the dependent variable, which is moderate large.

Table 4.22: ANOVAa (Regression Model)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.704	1	61.704	113.041	.000 ^b
	Residual	96.071	176	.546		
	Total	157.775	177			

b. a. Dependent Variable: Customer satisfaction

c. Predictors: (Constant), Friendly treatment

Source: Data (2013)

The next table is the ANOVA table. This table indicates that the regression model predicts the outcome variable significantly well. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. That is friendly treatment positively influence customer satisfaction.

Table 4.23: Customer Satisfaction Vs Friendly Treatment Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.476	.275		5.370	.000
	Friendly treatment	.686	.065	.625	10.632	.000

a. Dependent Variable: Customer satisfaction

Source: Data (2013)

Coefficients table above provides us with information on the predictor variable. This gives us the information we need to predict customer satisfaction from friendly treatment. We can see that both the constant and friendly treatment contribute significantly to the model by $p < 0.005$.

5.5.3 Discussion of the Hypothesis

The researcher collected the data to test the hypothesis which state that friendly treatment is positively influencing customer satisfaction. Pearson product-moment correlation was run to test the hypothesis which revealed that there was a strong, positive correlation between friendly treatment and customer satisfaction which was statistically significant as it is described in the table above. Further analysis using a multiple regression was run to predict customer satisfaction from friendly treatment reveled that friendly treatment statistically significantly predicted customer satisfaction. Therefore base on this finding it is revealed that friendly treatment positively influences customer satisfaction. Hence the hypothesis is accepted. This results support Model of Service Quality Gaps by Luk and Layton (2002).

4.5.3.1 H3: Honest Positively Influences Customer Satisfaction

A Pearson product-moment correlation was run to determine the relationship and direction of relationship between honest and customer satisfaction in Mkwawa Museum as it is described in the Table 4.24.

Table 4.24: Correlations (Honest to Customer)

		Customer satisfaction	Friendly treatment
Customer satisfaction	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	178	178
Friendly treatment	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	178	178

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

Source: Data (2013)

The Table above is a Pearson product-moment correlation output between honest to customer and customer satisfaction revealed that there was a strong, positive correlation between professional dealing and customer satisfaction which was statistically significant ($r = .625, p < .0005$). This indicates that the better the honest to customer is high positive correlated to customer satisfaction. Therefore from this analysis the hypothesis which state that honest to customer is positively influencing customer satisfaction is accepted. Further analysis was done using regression method to test the relationship between honest and customer satisfaction as it is described in the three Tables 4.25.

Table 4.25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.239	.824

a. Predictors: (Constant), Honest to customers

Source: Data (2013)

The first table of interest is the Model Summary table. This table provides the R and R^2 value. The R value is 0.493, which represents the simple correlation. It indicates a high degree of correlation. The R^2 value indicates how much of the dependent variable, "customer satisfaction", can be explained by the independent variable, "honest". In this case, The R^2 is .243, this means that the independent variables explain 24% of the variation in the dependent variable, which is moderate low.

Table 4.26: ANOVA^a (Regression Model)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.315	1	38.315	56.449	.000 ^b
	Residual	119.460	176	.679		
	Total	157.775	177			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Honest to customers

Source: Data (2013)

The next table is the ANOVA table. This table indicates that the regression model predicts the outcome variable significantly well. Here, $p < 0.000$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. That is honest is positively influencing customer satisfaction.

Table 4.27: Coefficients^a (Customer Satisfaction Vs Honest to Customers)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.515	.225		6.749	.000
	Professional dealings	.641	.050	.697	12.905	.000

a. Dependent Variable: Customer satisfaction

Source: Data (2013)

Coefficients table above provides us with information on the predictor variable. This gives us the information we need to predict customer satisfaction from professional dealing. We can see that both the constant and honest contribute significantly to the model by $p < 0.005$.

4.5.4 Discussion of the Hypothesis

The researcher collected the data to test the hypothesis which states that honest positively influences customer satisfaction. Pearson product-moment correlation was run to test the hypothesis which revealed that there was a strong, positive correlation between honest and customer satisfaction which was statistically significant as it is described in the table above. Further analysis using a multiple regression was run to predict customer satisfaction from honest revealed that honest to customer statistically significantly predicted customer satisfaction. Therefore based on this finding it is revealed that honest to customer positively influence customer satisfaction. Hence the hypothesis is accepted. This results support Model of Service Quality Gaps by Luk and Layton (2002).

4.6 Chapter Summary

This Chapter has discussed the descriptive and inferential statistics from the findings obtained through the collected data from the field. The findings have revealed that there is a positive relationship between professionalism of employees and quality of service provided in the organization as hypothesized in the study.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this Chapter, the researcher presents discussion of key findings that were obtained, conclusions and offers recommendations based on the findings. Discussion of the findings is in line with the three key objectives that this research sought to achieve. The Chapter finally presents suggestions for areas for further research. The objectives of the study were to assess the effectiveness of service quality in Tanzanian museum canter towards customer satisfaction taking Mkwawa Museum in Iringa as the case study.

5.2 Discussion of Key Findings

One of the important assumptions in customer satisfaction is the provision of quality services to customers. Significant number of this information comes from marketing perspectives. Marketing studies have to provide realistic and objective picture of realistic business condition of certain organization. In context of consideration of customer satisfaction one must consider that provision of qualitative service is vital so as to attract many customers to yield profitability of the organization.

This study discussed the effectiveness of service quality in Tanzanians museums towards customer (visitors) satisfactions in which Mkwawa Museums was taken as a case study. In this study there are factors for the effectiveness of service quality in return for customer satisfaction in museums in Tanzania whereby professionalism, friendliness to customers; responsiveness and honesty to customers are highly considered. It is undisputed fact that professionalism, responsiveness, friendly

treatment to customers and honesty are among the important factors for the effectiveness of service quality for customer satisfaction.

5.3 Conclusions of the Study

The study examined the determinant factors for the effectiveness of quality service offered for customer satisfactions in museum centers in Tanzania, taking Mkwawa Museum center in Iringa as the case study. Four independent variables: responsiveness, professionalism, friendliness and honesty were identified as possible constructs that can influence customer satisfaction and loyalty as dependent variable. The major findings of this research provide insights into the factors determining customer satisfactions in Tanzania. The findings have also established that service quality is very important in providing customer satisfaction and loyalty in the traditional industry especially museums in Tanzania. If organization operators strive to improve service quality by providing sensitive information to customers, by apologizing in case of failure, by increasing the reputation (image) of the center, by increasing operation of service and advancement in technology they can satisfy customers and make them loyal customers. This is because many of the respondents believe the price they are paying now is commensurate with service quality.

5.4 Recommendations from the Study

The study recommends that Mkwawa Memorial Museum center and other historic or cultural centers in Tanzania should increase efficiency by ensuring that customers are satisfied. For instance they should reduce or eliminate other charges in the organization to commensurate with the quality of the service they get. It is further recommended that museums in Tanzania adopt up to date technology that can

simplify and reduce the queries of customers on things that are available in the museum, this will enable customers to increase their level of satisfactions and become loyal.

5.5 Future of the Study

During the course of conducting this study, the researcher realized that there were various factors affecting the reliability and validity of customer loyalty. These factors included but not limited to the respondents' culture. Future researchers may further investigate how financial statements influence quality investment decisions in museums in Tanzania.

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APPENDICES

Appendix i : Respondents Questionnaire

Introduction

This is a research questionnaire aimed at collecting information about assessment of service quality and its effects on visitor's satisfaction at Mkwawa Memorial Museum (MMM). Customer focus and satisfaction is a driving force for organizations gearing up for surviving or thriving in the twenty – first century. In recognizing the importance of customer satisfaction towards attainment of Mkwawa Memorial Museum strategic goals, the researcher undertakes a study concerning “Factors for customer satisfaction at Mkwawa Memorial Museum”.

Since you are among those who can give a correct information of the factors that influence service quality and its effects on customer' satisfaction when visiting the Mkwawa Memorial Museum, I kindly request you as a customer, to respond to all questions frankly and honestly. Do not indicate your name, as the responses to this questionnaire will be grouped and all individual comments will be kept anonymous.

I greatly appreciate your contribution in furthering this research endeavour. Thank you very much for your time and cooperation.

Your faithfully.

Eva Kabungo Pwelle

MBA Student – The Open University of Tanzania

Part A: For demographic profiling purpose only, please tell us about yourself.

Please put ☒ in the relevant box

1.Gender: Male Female

2.Education level:

Secondary school Ordinary Diploma Advanced Diploma

1st Degree Masters Others (Specify)

3.Age: (Specify)

Part B: Mkwawa Memorial Museum Employees' Behaviors Evaluation

In line with your experience with Mkwawa Memorial services, please rate employees' behaviors by circling appropriate number in each statement.

1=Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5 = Strongly

Agree

Number	Statement	Rankings				
4.1	MMM staffs are dealing with you as a customer in a professional manner.	1	2	3	4	5
4.2	MMM staffs are responsive in meeting your needs as a customer.	1	2	3	4	5
4.3	MMM staffs do treat you as a customer in a friendly manner.	1	2	3	4	5
4.4	Customers are satisfied with behaviors of MMM employees.	1	2	3	4	5

Part C: MMM Service Quality Evaluation

In line with your experience with MMM services, please rate the quality of services offered By MMM by circling appropriate number in each statement

1=Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5 = Strongly Agree

Number	Statement	Rankings				
5.1	As a customer, you are getting enough information on various exhibitions administered by MMM.	1	2	3	4	5
5.2	MMM offices and their surroundings are clean	1	2	3	4	5
5.3	MMM is dealing with your complaints as a customer promptly	1	2	3	4	5
5.4	Overall, as a customer you are satisfied with the quality of services offered by MMM	1	2	3	4	5

Part D: Expectations Evaluation

In line with your experience with MMM services, please rate the extent to which MMM meets your expectations as a customer by circling appropriate number in each statement.

1=Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5 = Strongly Agree

Number	Statement	Rankings				
6.1	As a customer, you are not satisfied with the extent to which MMM meets your technological expectations	1	2	3	4	5
6.2	As a customer, you are satisfied with the extent to which MMM meet your interpersonal (i.e. the relationship between the customer and the service provider) expectations	1	2	3	4	5
6.3	As a customer, you are satisfied with the extent to which TRA meet your general expectations relating to quality of service rendered by MMM.	1	2	3	4	5

Part E

The questions in this questionnaire may not be comprehensive and therefore may not have afforded you an opportunity to report some things you may want to say about factors influencing your satisfaction level as a customer when dealing with MMM. Please make any additional comments needed into the space provided below. (Give comments regarding those factors you feel strongly about)

I sincerely appreciate your time and cooperation. Please check to make sure that you have not skipped any question inadvertently and return the questionnaire to the researcher.

Thank you

Kiambato ii A: Hojaji ya Mteja**Utangulizi**

Hii ni hojaji inayokusudia kukusanya maelezo kuhusu mambo yanayotoa msukumo wa kumridhisha mteja katika Mamlaka ya Makumbuso ya Mtwā Mkwawa. Kumlenga na kumridhisha mteja ndio nguzo muhimu ya taasisi inayokusudia kudumu au kukua katika karne ya ishirini na moja. Kwa kutambua umuhimu wa kumridhisha mteja katika kufanikisha malengo ya MMM, mtafiti anafanya anatafiti kuhusu mambo yanayohusiana na kumridhisha mteja katika taasisi ya Makumbusho ya Mtwā Mkwawa.

Kwa kuwa wewe ni miongoni mwa watu wanaoweza kutoa picha halisi ya mambo yanayotoa msukumo wa kumridhisha mteja anapohudumiwa na MMM, tafadhali unaombwa, kujibu maswali yote kwa uwazi na ukweli. Usionyeshe jina lako, majibu yote yatagawanywa katika vifungu na maoni yako hayatadhihirishwa kwa wengine. Natambua mchango wako katika kuendeleza utafiti huu. Nakushukuru sana kwa muda na ushirikiano wako.

Ahsante,

Eva Kabungo Pwelle

Mwanafunzi wa shahada ya uzamili – Chuo Kikuu Huria cha Tanzania

Sehemu A

Maelezo binafsi

Tafadhali weka alama hii ☒ katika kisanduku husika

Jinsia: Mwanaume Mwanamke

Kiwango cha elimu:

Shule ya sekondari Stashahada Stashahada ya juu

Shahada ya kwanza Shahada ya Uzamili Nyinginezo (Taja)

Umri: (Taja)

Sehemu B: Tathmini ya Tabia ya Wafanyakazi wa MMM

Kulingana na uzoefu wako kwa huduma za MMM, tafadhali fanya tathmini ya tabia za wafanyakazi wa MMM kwa kuzungushia kiduara kwenye tarakimu mwafaka katika kila hoja.

1=Sikubaliani kabisa 2= Sikubaliani 3= Sina hakika 4= Nakubaliana 5 =

Nakubaliana sana

Nambari	Hoja	Msimamo				
B1	Wafanyakazi wa MMM wanakuhudumia wewe kama mteja	1	2	3	4	5
B2	Wafanyakazi wa MMM hawajitumi kwa haraka katika kukidhi mahitaji yako kama mteja.	1	2	3	4	5
B3	Wafanyakazi wa MMM hawakuhudumii wewe kama mteja katika hali ya urafiki.	1	2	3	4	5
B4	Wafanyakazi wa MMM wanakuhudumia wewe kama mteja kwa uadilifu.	1	2	3	4	5
B5	Wafanyakazi wa MMM wana nidhamu wanapokuhudumia wewe kama mteja	1	2	3	4	5
B6	Kwa ujumla, unaridhishwa na tabia ya wafanyakazi wa MMM wanapokuhudumia wewe kama mteja	1	2	3	4	5

Sehemu C: Tathmini ya ubora wa huduma zitolewazo na MMM

Kulingana na uzoefu wako kwa huduma za MMM, tafadhali fanya tathmini ya kiwango cha ubora wa huduma zinazotolewa na MMM kwa kuzungushia kiduara kwenye tarakimu mwafaka katika kila hoja.

1=Sikubaliani kabisa 2= Sikubaliani 3= Sina hakika 4= Nakubaliana 5 =

Nakubaliana sana

Nambari	Hoja	Msimamo				
		1	2	3	4	5
C1	Kama mteja, unaridhishwa na uhakika wa huduma zitolewazo na MMM					
C2	Kama mteja, hupati taarifa za kutosha kuhusu huduma mbalimbali zinazotolewa na MMM					
C3	Ni rahisi kwako kama mteja kuzifikia huduma zitolewazo na MMM.					
C4	Ofisi za MMM na mazingira yanayozizunguka ofisi hizo si safi.					
C5	MMM inashughulikia malalamiko ya wateja kwa haraka					
C6	Kwa ujumla kama mteja unaridhishwa na ubora wa huduma zinazotolewa na MMM.					

Sehemu D: Tathmini ya Matarajio

Kulingana na uzoefu wako kwa huduma za MMM, tafadhali fanya tathmini ya kiwango ambacho MMM inakidhi matarajio yako kama mteja, kwa kuzungushia kiduara kwenye tarakimu mwafaka katika kila hoja.

**1=Sikubaliani kabisa 2= Sikubaliani 3= Sina hakika 4= Nakubaliana 5
= Nakubaliana sana**

Nambari	Hoja	Msimamo				
		1	2	3	4	5
D1	Kama mteja hauridhishwi na kiwango ambacho MMM inakidhi matarajio yako kiteknolojia.	1	2	3	4	5
D2	Kama mteja unaridhishwa na kiwango ambacho MMM inakidhi matarajio yako ya mahusiano kati ya mteja na mtoa huduma.	1	2	3	4	5
D3	Kama mteja unaridhishwa na kiwango ambacho MMM inakidhi matarajio yako kwa ujumla kuhusiana na ubora wa huduma zitolewazo.	1	2	3	4	5
D4	Kama mteja, utoaji wa MMM haujafikia matarajio ya utendaji ulioutarajia wewe.	1	2	3	4	5
D5	Kama mteja, matarajio yako ni muhimu sana katika kupima kiwango cha kuridhishwa kwako unapohudumiwa na MMM.	1	2	3	4	5
D6	Kwa ujumla kama mteja, unaridhishwa na jinsi MMM inavyokidhi matarajio yako.	1	2	3	4	5