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**Assessing the effect of customer service on customer satisfaction in Museums in
Ghana. A case study of Manhyia Palace Museum in Kumasi**

By

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DECLARATION

I hereby declare that the submission of this compilation is the true findings of my own researched work presented towards an award of a second degree in the Masters in Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor submitted to any other University or Institution for the award of degree except where due acknowledgement has been made in the text. However, references from the work of others have been clearly stated.

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DEDICATION

This work is dedicated to my parents; Mr. and Mrs. Darkwah, my two daughters, Krista Achiaa Darkwah and Eliana Tiwaa Darkwah, my siblings, for their care, love and support for me throughout my education till this stage.

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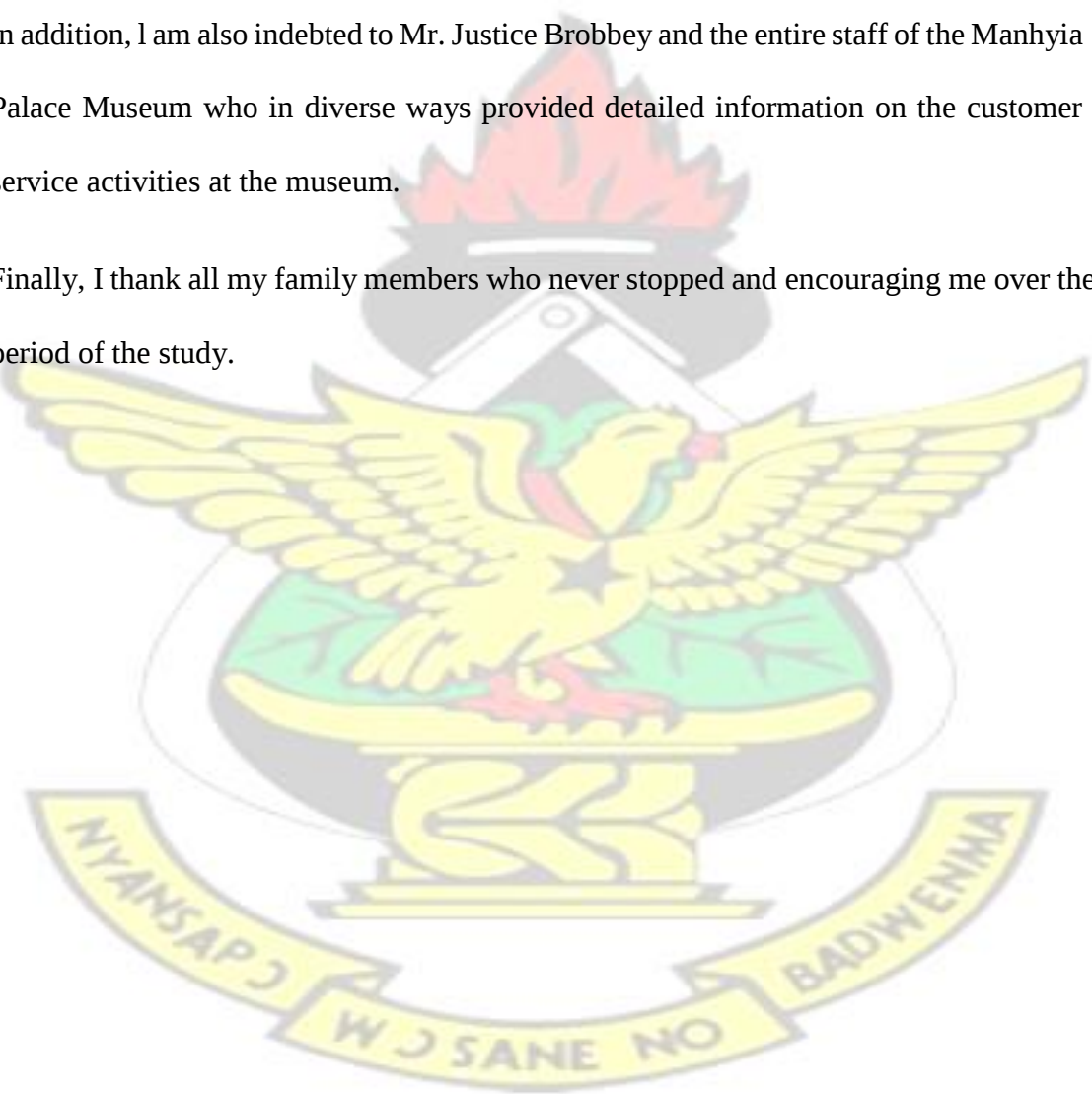
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ABSTRACT

Ghana has numerous tourist sites in various parts of the country, including the Manhyia Palace Museum. Museums can provide a cultural heritage experience, without risking damaging cultural heritage resources. The central goal of the study is to examine the usefulness of customer service in Manhyia Palace Museum and its effects to visitors' satisfaction. The study is descriptive; it assessed the effectiveness of customer service, the level of customer satisfaction and the effects of customer reception on visitor contentment in Manhyia Palace Museum. Museums in Ghana and the Manhyia Palace Museum in particular are thus the population for the research. Currently there are eleven (11) museums in Ghana. Convenience sampling was used to select Manhyia Palace Museum due to easy access to information by the researcher.

The study discovered that the most highly rated customer service variable at Manhyia Palace Museum was the responsiveness of the staff. In relation to the level of satisfaction, the study found out that the respondents were more satisfied with the timeliness and attitude of staff at the Manhyia Palace Museum. The study recommended that among other things, that periodic training on customer service should be done for the staff and also name tag should be provided for all staffs for easy identification.

TABLE OF CONTENT

TITLE	PAGE
DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
TABLE OF CONTENT	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement.....	3
1.3 Study Goals.....	5
1.4 Study Questions	6
1.5 Significance of the Study.....	6
1.6 Scope of the Study	6
1.7 Limitation of the Study	7
1.8 Organization of the Study.....	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 The Concept of Museums	8
2.2 Customer Service.....	11
2.3 Service Quality	12
2.4 Customer Satisfaction.....	13
2.5 Customer Expectations	14
2.6 Dissatisfaction.....	15
2.7 The Effects of Customer Service on Customer Satisfaction	18
2.8 Conceptual Framework.....	22
CHAPTER THREE.....	25
METHODOLOGY AND THE PROFILE OF THE ORGANIZATION	25
3.1 Introduction.....	25
3.2 Research Design	25

3.3 Population	26
3.4 Sampling Technique	26
3.5. Sample Size	27
3.6 Data Collection	28
3.7 Data Analysis.....	28
3.8 Profile of Manhyia Palace Museum	29
CHAPTER FOUR	29
RESULTS AND ANALYSIS	29
4.1 Introduction.....	29
4.2 Demographics of Respondents	30
4.2.1: Gender of Respondents.....	30
4.2.2: Respondents Age	31
4.2.3: Educational level of respondents.....	32
4.2.4: Marital status	32
4.2.5: Occupational status.....	33
4.2.6: Nationality	34
4.3 Effectiveness of Customer Service	34
4.3.1: Effectiveness of Customer Service.....	40
4.4 Level of Customer Satisfaction	40
4.4.1: Level of customer satisfaction.....	49
4.5 The Effects of Customer Service on Customer Satisfaction at Manhyia Palace Museum	49
CHAPTER FIVE	51
FINDINGS, CONCLUSION AND RECOMMENDATION	51
5.1 Introduction.....	51
5.2 Summary of Findings	52
5.3 Conclusion	52
5.4 Recommendation	53
REFERENCES	56
APPENDIX.....	68
QUESTIONNAIRE	68

LIST OF TABLES

Table 4.3.1: Empathy	34
Table 4.3.2: Responsiveness and Assurance	36
Table 4.3.3: Reliability	37
Table 4.3.4: Tangibility	38
Table 4.3.5: Convenience	39
Table 4.4.1: Timeliness - Ability to Deliver Service Timely	41
Table 4.4.2: Reliability	42
Table 4.4.3: Staff Competence	43
Table 4.4.4: Staff Attitude - Politeness and Friendliness	44
Table 4.4.5: Look and Feel - Appearance, Comfort of Environment, Facilities and Staff	46
Table 4.5.1: The Effects of Customer Service on Customer Satisfaction at Manhyia Palace Museum	49

LIST OF FIGURES

Figure 2:1 Measuring Service Quality using SERVQUAL Model	23
Figure 4.2.1: Gender of Respondents	30
Figure 4.2.2: Respondents Age	31
Figure 4.2.3: Educational Backgrounds of Respondents	32
Figure 4.2.4: Marital status	32
Figure 4.2.5: Occupation of Respondents	33
Figure 4.2.6: Nationality	34
Figure 4.3.1: Effectiveness of Customer Service	40

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The era that is adjudged to be museum-conscious is the 21st century (Teng, 2003). There has been estimation by the American Association of Museums stating that the patronage of museums by tourists has risen to about five hundred million visitors every year. Customer satisfaction plays a very important role in their later decisions, either to return for another visit or encourage others to do so. Museums have an extended history dating as far as the third century B.C., the period of the opening of the first renowned museum in Egypt's University of Alexandria. Down the timeline, though, there has been a growth of the tradition of museums to just about every portion around the planet, which has made it rare nowadays to find any territory or settlement without a museum, notwithstanding however tiny it will appear. It suggests how viral the museum tradition has turned out to be around the world and also survived over the years. Museums are known to perform a normal function of consolidating products and items with traditional, non secular and heritable relevance, conserve them, run critical studies on them and deliver them to the general populace to satisfy the purpose and aim of enlightenment as well as entertainment. Museums of the beginning era were moralist, uneventful and distant since they solely inspired the enlightened individuals to visit while the rest of the populace was exempted. Nowadays, such functions appear very slim and unwelcome amidst the present society that is very dynamic with a continuous craving for a lot of directness, practicality and combined participation with regard to addressing problems concerning individuals, societies and civilizations.

The purpose of museums, as recognized establishments, is to relay the account of humans and societies around the globe as to how they have endured and managed their various settings for the past decades. Museum's home items both produced naturally and otherwise, as well as the traditional essence of the state as regarded by the trendy community (They protect the state's traditional world for posterity).

Museums will only maintain their connection and attain relevance to communities in terms of their (the communities) progress when they (museums) put their reserved assets and position to use while being mindful of the pragmatism of the contemporary world in which they are situated. According to Venter (2014), museums have continually been holiday-making attractions and have served as an academic tool for people who wish to learn more. In keeping with Nicolaides (2011), museums ought to be places that motivate interest and play a key role in anchoring modern society and enlightening visitors regarding the past.

The yardstick for evaluating the excellence of a tourist site is a classic performance (Robinson and Godbey, 1997). Thus, the classiness of performance of this sector attains a crucial position in the sustenance of success (Wyllie, 2000). Also, the peculiarity of delivery affects the visitors' status, which in turn influences their perception of the outfit in relation to their expectations before contact (Prabaharan, Arulraj and Rajagopal, 2008).

Customer satisfaction can be defined as satisfaction based on an outcome or a process (Vavra, 1997). The contestable biggest variable of self-made economic ventures that produce excitement to the world around is tourism (Pearce, 2007). Excitement is acutely linked to satisfaction, thus, holistic excitement is dominantly related with satisfaction in the travel and tour division (Glatzer, 2000). Most visitors get different experiences

at various establishments, therefore their opinions are a product of the assessment of one destination against another in terms of infrastructure, appearance and delivery values (Laws, 1995).

Customer satisfaction is described as a position reliant in the result or process of an experience of reception or a situation which stresses the assertive and intuitive mechanism affecting customer satisfaction (Varvara, 1997). This is done at the time of receiving services by the customer. It can also be described as the state of being of the visitor or customer after receiving service or using an acquired product (Um, Chon and Ro, 2006). It is the experience of excitement or otherwise following the assessment of perceived service as against expected service. If the perceived service does not meet the expected service, the visitor tends to be dissatisfied (Kotler, 2008). The customer becomes happy and satisfied when their received service was appealing as compared to what they expected (Choi and Chu, 2001).

Tourism studies postulates that customer satisfaction is the consumer's feeling following their experience (Baker and Crompton, 2000; Sanchez, Callarisa, Rodriguez and Moliner 2006). The sensitivity of customer satisfaction to the progress of the tourism sector has resulted in several researches into various aspects of it (Gursoy, McCleary and Leposito, 2007). By improving customer satisfaction through increased service quality management, museums hope to boost visitors' perceptions and values associated with an enjoyable experience.

1.2 Problem Statement

Ghana has numerous tourist sites in various parts of the country, including the Manhyia Palace Museum. Museums can provide a cultural heritage experience, without risking damaging cultural heritage resources. A link of museums and the larger circle of

tourism reliant on the goals of lasting progress will greatly impact the society, the tourism sector and the traditional identity in a very advantageous way.

The World Tourism and Travel Council (WTTC) forecasted in 2014 that the tourism sector in Ghana will receive 1.19 million international tourist arrivals, up from the 993,600 projected by the government for 2013. This trend has been moving strongly upwards in the past few years. The official Ghana Tourism Authority (GTA) has set a target of 5 million arrivals by 2027, and 2 million in the nearer term.

The problem confronting today's museums is the expectation of the society for them to provide more than they are traditionally expected to do by enlightening and entertaining the public through the museum experience without ignoring the competition from other sectors of the economy. An imminent factor of the problem is the dynamism of the increasing customer base, as well as the possibility of their requirement to influence museum activities as enlightened and technology conscious consumers. Across the globe, museums continuously end up in a challenge with other members of the tourism sector on the market (Falk and Dierking, 2000; Lynch, Burton, Scott, Wilson, and Smith, 2000) of the "experience economy", described to be a selection of presently known entertaining enlightening services (Pine and Gilmore, 1999). Expectations from the "information age" have opened new channels of planning for museums, significantly within the field of admittance and influence (Cameron, 2003, 2006; Freedman, 2000).

On the other hand, to be able to fulfill the new task and to compete in the market place with the different leisure, the museum must capitalize on satisfying its customers. A number of variables on service excellence have been documented.

Grönroos (1984) pushed this idea and describes quality service as a set of perceived judgements resulting from an evaluation process where customers compare their expectations with the service they perceive to have received. A representation that serves requirements as well as perception is the SERVQUAL model created by Parasuraman, Zeithaml and Berry (1985) which deals with the central necessities in providing an outstanding service performance. They came up with five scopes of excellent customer service. These include: reliability, which is the capability of delivering the assured service trustily and correctly; responsiveness, which describes the zeal to assist visitor's and to give timely response; assurance, which entails the competence of employees as well as provision of assurance on matters arising; empathy, which has to do with employees giving inspiring, individualized interest to visitor's; and tangibility, which is the look of tangible amenities, paraphernalia, employees as well as communication materials (Berry and Parasuraman, 1991).

The study therefore assesses the relevance of quality customer service on visitor's satisfaction in Ghana's museums.

1.3 Study Goals

The central goal of the study is to examine the usefulness of customer service in Manhyia Palace Museum and its effects to visitors' satisfaction. The specific objectives are:

1. To assess the nature and the effectiveness of customer service at Manhyia Palace Museum.
2. To examine the level of customer satisfaction at Manhyia Palace Museum.
3. To evaluate the effects of customer service on visitor's satisfaction at Manhyia

Palace Museum.

1.4 Study Questions

1. What are the nature and the effectiveness of customer service at Manhyia Palace Museum?
2. What is the level of customer satisfaction at Manhyia Palace Museum?
3. What are the effects of customer service on visitor's satisfaction at Manhyia Palace Museum?

1.5 Significance of the Study

This will be of great significance to institutions such as Ministry of tourism, administrators of museums in Ghana and tertiary institutions. The findings will afford administrators of museums to fashion out strategies to improve on the quality of service offered to museum visitors to attract more visitors to visit the museums. The findings of the study will also assist the Ministry of Tourism to design policies that will enhance local tourism through the patronage of museums in Ghana. From a theoretical perspective, the study will add to understanding and documents on the topic under research; provide a platform for future study by students, teachers, researchers and consultants concerned with the topics and would like to perform related research into other such subjects.

1.6 Scope of the Study

Due to proximity, financial constraint and limited time, the study will be limited to the Manhyia Palace Museum in Kumasi. The Manhyia Palace Museum is established inside a residence that used to be the seat of the Asante kings Otumfuo Agyeman Prempeh I, the thirteenth king of Asante and Otumfuo Sir Osei Agyeman Prempeh II, the fourteenth king of Asante.

1.7 Limitation of the Study

Every research may have implications and several limitations. These limitations include: time, cost, and quality constraints. This research notwithstanding these limitations also faced its own challenges.

More so, due to the educational background and the language barrier between the research questions and some of the respondents, the researcher had to translate some of the questions into the local dialect (Twi) and other languages for the respondents to understand. This may affect the quality of the information, hence the accuracy of the outcome.

1.8 Organization of the Study

The study employs five chapters with chapter one presenting the introduction section of the study which includes problem statement, study goals, study questions, significance of the study, scope of the study, limitation of the study and finally the organization of the study. Chapter two reviews the relevant literature associated with the study around the world. Chapter three is mainly the research methodology used, which incorporates the research design, population, sampling instruments adopted to collect data, data analysis and profile of the organization. Chapter four discusses the research findings in relation to the objectives in the form of tables, charts, frequencies, etc. The chapter also presents the analysis of data collected. Chapter five concludes the research with recommendations and a summary of findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Concept of Museums

The concept of a “museum” gives different understanding to people. The range of fields of museums, and their “idiosyncratic concerns” also make the task difficult, since the distinctive field informs museums to “orient themselves in temporal area [and to the community] with regard to the past, present and future” (Welsh, 2005, p. 104). In line with Tufts and Milne (1999), the simplest and commonest description of museums is “an establishment that serves to gather, conserves, interprets and exhibit society’s material culture” (p.613). The British Museum Association, in a standardized definition, characterizes a museum as a place that “collects, documents, preserves, exhibits and interprets material proof and associated information for the general public benefit” (Heumann and Gurian, 2002).

The museum is an intricate organization, and its classification is not simple to outline. Concisely, a museum comprises a residence to accommodate arrays of materials for scrutiny, research, as well as pleasure. Allan (2002) defines the museum as an excellent channel, not solely as a steadying, a reproductive entity in current times, rather as an advocating front for ingenuity and authenticity. However, the American Association of Museums (1995) defines a museum as a structured, long lasting, nonprofit-making establishment, basically academically driven, with trained employees, that makes use of visible materials, takes care of them for showcasing to the world on a standard plan. Whereas museums primarily serve as caretakers of the heritage and tradition of regions and countries by preserving and refurbishing traditional objects of a history related to

these societies (Cho, 2013), it equally requires the dissemination of knowledge about and display of their artefacts (Capriotti and Kuklinski, 2012).

The American Association of Museums (AAM) gives additional specifics on the role and dealings, defining a museum as “an organized and permanent non-profit establishment, basically academic or aesthetic in purpose, with professional employees, that owns and utilizes tangible objects, cares for them and exhibits them to the general public on some regulation and on some regular schedule” (Genoways and Ireland, 2003, p. 4). Later in 1995, the classification of museums got amended by the International Council of Museums (ICOM). ICOM’s regulations presently outline the museum as a non-profit, lasting establishment within the management of society and its advancement, accessible to the general populace, that gathers, preserves, examines, transmits and showcases the physical and otherwise culture concerning human existence for enlightenment and entertainment (ICOM, 2008).

ICOM and the AAM jointly regard “non grouping organizations” like science and nature centers, libraries, and archives as museums, within the notion that the first role of a museum is enlightenment (Genoways and Ireland, 2003). Also, the Canadian Museum Association (CMA) adds “institutions that pursue similar objectives and achieve most or a number of a museum’s functions” like zoos, nature parks and archaeological sites (CMA, 2007). CMA additionally stresses customer satisfaction compliments training; however, it expressly debunks profit-making organizations (Heumann and Gurian, 2002).

For over a century, museums have been opened to visits by tourists for a variety of reasons. First, by displaying the artefacts of the past, visitors are informed about that past and therefore how the present has come to be, and second, as a means of revenue

generation as the increasing numbers of tourists help swell the coffers of museums. Additionally, it is worth noting that the ICOM (2007) definition of a museum additionally concludes by stating that it exists for learning purposes as well as entertainment. Museums have become popular attractions for tourists and, in several countries, might represent in terms of numbers of tourists, a number of more visited locations and therefore compete well in what may be seen as a leisure and holidaying market place of specific economic importance (Carey, Davidson and Sahli, 2012). Generally, museum visitation would be seen as part of what has come to be termed heritage and cultural tourism (Johanson and Olsen, 2010), and equally a concern about what determines the satisfaction of the visitor possesses importance.

Adding up to conserving and learning compilations, museums exist for the aim of serving the community. Visitors of tourist centers have proven to economically influence the local tourism business, and continuously remain curious about their concern in the local settlements.

However, managers and curators are questioning the role of museums in a digitally and interconnected society and the way they will interact with visitors drawing out contemporary messages from their museum exhibitions. The mission of a museum is not solely the standard role to gather, preserve, exhibit and encourage appreciation and information of the past. Nowadays, museums are becoming a place able to supply a good range of services that inspire visitors in a more friendly and hospitable setting. Museum services consist of exhibitions as well as other tangible or intangible services and experiences (Chan, 2009) that include organization of courses and seminars, bookshops, restaurants, brochures and other facilities that provide an improved access

and interpretation of information, as well as the attitude and values transmitted to the visitor (De Rojas and Camarero, 2008).

The uprising competition in the tourism sector has made it prudent for curators to look out for factors which may improve and upgrade the appeal of their outfits as well as maintain customers. Studies have clarified the crucial nature of satisfaction to predict or affect a visitors' decision of returning for another visit. Despite this, tourist sites, thus museums, are less moved by the essence of visitor perception. Indeed, Harrison and Shaw (2004, p. 24) give examples where customer satisfaction is deemed to be a 'primary organizational goal' of museums. Such statements, however, raise the debate about a wide selection of considerations regarding tourist satisfaction.

2.2 Customer Service

Customer service is an institution's capacity in providing their clients' requirement. Client reception is the act of giving accommodation to clients prior to procurement, throughout the period as well as the period following procurement. It additionally suggests serving the client, and comprises every communication with the client, either in person or otherwise (thus, attending to criticism documents). Moreover, Jamier (2002) posits that client reception is a chain of actions intentionally created to boost the extent of satisfaction by visitor which creates the sensation of customers' satisfaction of a rendered service. Customer services are often declared in terms of personal and social skills that comprise language, communication skills, gestures and posture, listening skills and telephone techniques. Customer service is also offered by somebody like a sales agent or a computerized system termed self-service (Turban, King, Warkentin and Chung 2002).

Customers have a natural trait of requiring a favourable reception; which may be in a cordial, gentle, hospitable and civil way. Addressing customers' enquires with a show of expertise is additionally seen as a feature of excellent client reception. When a vendor delivers a service as assured in the expected way, assist the visitor with every difficulty that crops up from the process and they are eventually proud of the expertise, it is considered as an excellent client accommodation. An outstanding client accommodation is the guarantee of a delivery of accuracy at all levels to the customer. The central determinant of excellence on the market is the show of constant acceptable and refreshing accommodation to clients (Ibid, 2002).

The tendency of a customer to spread a bad servicing is higher than spreading an excellent reception at an outfit. Hence, it is vital for organizations to do an extra work of searching for an outstanding visitor reception so as to avert the unhealthy name and the implications thereof. Customer service, if employed properly, may be an important tool for organizations and establishments to draw in purchasers.

2.3 Service Quality

This is a product of a scrutiny of customers' expectation of a product and their view on the actual delivery of the product, which gives a three dimensional view of service quality (Caruana 2000). The phrase Service Quality varies from one author to another. Typically, customers would rather appreciate quality service when prices and all monetary values are stabilized (Turban, 2002). Service quality can be evaluated through visitor observation, requirement, contentment, as well as the demeanor of the customer (Sachdev and Verma, 2004). Ekinici (2003) postulates that such assessment as the above produces visitor/client contentment and overall happiness. Letinen and Letinen (1982) projected the phases of service quality as communication, physical, and corporate

quality. Service quality according to visitors' perception is a twodimensional process which includes procedure value and delivery value. Albert et al.

(2000) maintains that the above description is related to Grönroos' (1984). Grönroos stressed two major dimensions of delivery value with the first one as mechanical quality and functional value.

2.4 Customer Satisfaction

According to Maloney (2002), customer satisfaction, quality and perceived values are the three prominent marketing constructs. Strife between organizations in the current economic sector is very tough, thus they try as much as possible to create and maintain authentic client ties (Shapiro and Nieman-Gonder 2006). Customers are the life blood of any organization, no matter the ownership sector they belong to (private or public); this is because client fulfillment or satisfaction is necessary for an organization's lasting existence. In terms of goods, satisfaction involves the ability of the item to perform the expected task, while satisfaction regarding services involves clients' opinion on performance (Nicholls, Gilbert and Roslow 1998). The essence of the existence of companies is to serve customers (Kornik 2006).

An overlook of this fact nullifies the essence of their establishment. Consequently, customer satisfaction is indisputably vital for institutions scattered around world markets whose activities are customer-based (Laroche, Ueltschy, Abe, Cleveland and Yannopoulos 2004). Shapiro and Nieman-Gonder (2006) state in affirmation of Laroche, Ueltschy, Abe, Cleveland and Yannopoulos (2004) that, customer satisfaction greatly affects client maintenance and productivity mostly in aggressive domains. According to Bendall-Lyon and Powers (2003); Nicholls, Gilbert and Roslow, (1998); Maloney (2002) and Tam (2004), customer fulfillment is the comprehensive

satisfaction or otherwise based on their general contact with a organization. It can also refer to an individual's experience of delight or unhappiness as a result of a comparison of a service's actual delivery and their requirements (Kotler 2008). Plainly, satisfaction is the joyful experience obtained by a person from an encounter with a product by another individual or a group; or satisfaction could be the state of excitement with a product or experience. The adage, "One man's meal is another man's poison," describes the situation in detail by establishing that making everybody happy simultaneously or determining satisfaction is quite a complex task at some point. Customer delight, as an indicator of customer satisfaction, continues to be a very important concern of every establishment or institution. Another writer describes customer satisfaction as "the consumer's response to the evaluation of the perceived difference between prior expectations and the actual performance of the product or service as perceived after its consumption" (Tse and Wilton, 1988, p. 204), thus deeming satisfaction as a general aftermath assessment by customers (Fornell, 1992).

2.5 Customer Expectations

Customer satisfaction is regarded as a function of perceived performance and expectations (Kotler 2008). 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 dependent on past sentimental, psychological and behavioral occurrences. 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 considered as mental targets for product performance, such as utmost delivery standards; the next type is implicit expectations which outline the standards created by the general market domain and lifestyles as well; thirdly is static performance expectations which address

how performance and quality for a specific applications are defined, these comprise the tangible aspect of the process as seen by consumers.

The fourth type is dynamic performance, which deals with the evolution of services as time passes and include progressions that upgrade or boost the state of products and services in order to satisfy the requirements of the future market; the fifth type is technological expectations whereas the sixth type is interpersonal expectations which involve the link between the customer and provider of the organization.

Generally, satisfaction is determined by how closely a product meets customers' requirements (Stanton, 1994). This is also supported by the studies conducted in the USA Universities by Palihawadana and Holmes (2006) which show that satisfaction or dissatisfaction comes about mainly as a result of the endorsement or denunciation of requirements. Palihawadana and Holmes (2006) further clarified the concept by stating that the theoretical underpinnings of the expectations-performance paradigm imply that the extents of student satisfaction are direct function of the extent to which expectations are realized and that affirmation of requirements is realized when delivery overshadows or meets requirements which eventually results in student contentment. On the other hand, conflicting reports have been found as to the association of customer expectations with customer satisfaction for example, a study conducted by Grønholdt and Martensen (2003) revealed that customer expectation has only minor effects.

2.6 Dissatisfaction

The conception of customer complaint behavior (CCB) has gained extended concern among experts in the field. Jacoby and Jaccard (1981) outline it as “An action taken by an individual that involves communicating one thing negative concerning a product or service either to the firm producing or promoting that product or service or to some

third-party organizational entity.” In keeping with Mowen (1993), a protest action is any one of a series of directives awakened by perceived discontentedness with an acquisition episode. It is a method that “comprises a set of all possible responses to perceived dissatisfaction around an acquisition episode, during consumption or possession of the products or services” Crie’ (2003 p. 62).

Also, the construct of CCB vehemently related with client discontentment. Several literatures ensure or maintain that discontentment is the central reason behind the protests (Liu and McClure, 2001). This emanates from the expectancy disconfirmation theory (Oliver, 1980), that argues that discontentedness results from a discrepancy between customer expectation and actual service delivery. Once customers’ requirement proves a significant issue informing clients’ analysis of their acquisition experiences (Day, 1977), it is established that customers mostly become discontent once their requirements don't seem to be satisfied by the current delivery of a particular merchandise. As a result, they get discontented and interact with protest. Conversely, customer satisfaction (CS) could also be perceived as transactional or compilations. It becomes transactional- specific when CS is reliant on a one time experience and particular aftermath critical judgment of a transactional experience (Yonggui Wang and Hing-Po Lo, 2002). On the other hand, it is additive when it has to do with a general client analysis of a merchandise based on acquisition and utilization trends within a particular time frame (Fornell, 1992; Johnson and Fornell, 1991). Contentedness/discontentedness from a past transaction may end up in a protest that might successively affect the additive, general contentment evaluation of an organization (Dacin and Davidow, 1997; Kau and Han, 1995). Also the recurrence of protests can affect the general satisfaction of clients with the organization providing the services. Consequently, the paper would particularly assess the connection between past

service discontentedness expertise within protesters and otherwise. Jacoby and Jaccard (1981) relate that discontentedness might not be a required premise for protest since contented customers may want to protest concerning petty problems, notably when the organization is acclaimed to act swiftly and considerately to customer issues (Day and Landon, 1976). It is therefore likely that pleased consumers will complain for better or treatment (Liu, Kang, Bai and Zhang 2006).

Generally, several factors might make consumers protest, like unrealized requirements, problematic merchandise, under standard value of service and several unaccomplished guarantees by suppliers. Mostly, client concerns or protests emanate as a result experienced discontentment with merchandise in terms of features and/or function (Huefner and Hunt, 2000). In the telecommunication domain, consumers might protest concerning some value problems as less coverage clarity, overdue deliveries or unfulfilled guarantees by suppliers, to mention a few. In keeping with this model, discontentedness happens as a result of an inconsistency between client requirement and experienced delivery. Once customers' requirement appears a significant issue that informs their analysis of their acquisition events (Day, 1977), it is clear that they end up discontented in the situation where consumers' requirements don't seem to be realized by the current delivery of service of a location or merchandise. Customers are then displeased and put up a protesting or rebellious behaviour. Meanwhile, contentment is also situational (on the spot, aftermath analysis) or additive (general assessment supported past acquisition experience. Oliver, 1993). General contentment/discontentment can be affected by past delivery pleasure/displeasure expertise (Dacin and Davidow, 1997). It can also be due to the recurrence of client protests or problems. The study evaluates past delivery discontentedness expertise with complaining and non-complaining customers. Other literatures have challenged that

discontentedness might not invariably end in complaints, which yet happy shoppers should complain, particularly once such shoppers understand that complaining is helpful to a service supplier (Liu et al. 2006).

2.7 The Effects of Customer Service on Customer Satisfaction

Sivadas and Baker-Prewitt (2000) adopted an unsystematic phone in study of 542 consumers to look at the connection between delivery value, client contentment, as well as shop truthfulness in the context of the sales division. Among their findings was the fact that delivery value affects comparative behaviour and contentment with division stores. They discovered also that there exists a link between client contentment and delivery value. To support the above, Su, Cooke and Ching (2002) discovered in their survey of client contentment and delivery value that the two models are linked to each other. Conjointly, they stressed that delivery value is more intangible since it might be spotted with notions of quality by individuals' experiences which might generally not appear convincing enough; than client contentment that deals with the consumers' position regarding several contacts with organizations.(Su et al., 2002)

Huo (2009) established that museums comprise an integral position in the tourist business by being the quickest advancing division of the sector. In spite of the increasing demands to get more independent, museums are slow in subscribing to the concept of client orientation (Cossons 1991). So, museum directors are increasingly required to discover the elements which may increase the draw of customers as well as their maintenance. Thus, this research is to analyze the consumers' contentment and destination loyalty. Huh (2002) identified that an evaluation of visitant contentment is very necessary for directors of museums so as to fulfill or meet the requirements of

customers that visit their outfit in order to promote faithfulness, cut down cost and create stability. To provide an excellent visiting environment is an approach of ratifying customers' desires. Contentment with the museum is dependent on delivery, infrastructure and experience.

All the preceding components may have an effect on the customers' contentment with the museum episode. Goulding (2000) examined the determinants of visitor satisfaction with their museum experiences and suggests that scene setting, routing and crowding density levels are very important and note worthy. Ying and Chien (2008) in their study on the National Museum of Prehistory attempted to recognize the value of delivery and visitor contentment of the museum of prehistory via customers' perceptions. The analysis was carried out by focusing six factors associated with museums i.e. academic enjoyment, responsiveness and assurance, reliability, tangibility, convenience, and care. The findings indicated that visitors were very delighted concerning the preceding three things in survey form that consist the general location tidiness, rating method and ventilation. All factors were strictly connected with a maximum of the general gratification of the museum of prehistory. Trinh and Ryan (2013) conducted a study on Cham museum, Danang, Vietnam to spot visitor satisfaction with museum exhibits.

The results of the study showed that interpretation and displays are salient determinants and easily adjuncts to the generation of satisfaction. They further reported that visitor's satisfaction towards Cham museum measured by tourists' disposition to make recommendations to others. Brida and Scuderi (2013) attempted a research on the variables that affect customer gratification at a tourist site like the museum. The research results unveiled the general visitor gratification at a museum was associated with consumers' location, their experience and inspiration. They

additionally highlighted that visitor overall satisfaction is additionally associated with the performance of many alternative factors/attributes of the museum. Huo and Miller (2007) recommended that the general gratification of an encounter with the museum consists of notions concerning every feature of the museum like amenities, services, staff, surroundings of the museum, tolerability (like pricing, parking space, time schedules and others) and experience of originality. Customers assessed every one of the aforementioned variables; independently and also collectively, so as to form their general reflection and contentment of their visit to the museum. It is prudent therefore, that curators of museums carefully consider every variable of the museum encounter so as to attain the optimum income outcomes. Contentment to a museum per Pekarik, Doering and Karns (1999) is dependent on various consumer traits like age, gender, domicile, regularity of visit among others.

Roger (1998) conducted a study on client satisfaction and also the relationships between client satisfaction and demographics of visitors to history museum stores in New Mexico. The end result of analysis disclosed that there is an intense productive link between contentment with the museum, general life satisfaction and satisfaction with the museum store. Huo (2009) measures visitor satisfaction by comparing their expectations and experiences with three museums of Port Elizabeth. The author provided a short summary of the museum encounter and customers' contentment with different museum attributes and functions which may impact client satisfaction. The study is based on eight factors, namely, human interaction, physical evidence, facilities, facility quality, exhibition, entertainment, escape and aestheticism. It was discovered that the satisfaction mean scores were systematically more than the expectation mean scores. This means that the museum customers were glad about their encounter with the

heritage museums at Port Elizabeth. Huo and Miller (2007) determined tourist satisfaction with the Robert Louis Stevenson (RLS) museum in Samoa. A correspondence model was conducted to see the link with contentment and characteristics of the museum and customers' resolution to testify about the place. The results indicate that the customers with high contentment plan to speak well of the places to encourage others to visit as well. Yassamorn and Phokha (2012) examined the link between destination image, tourist satisfaction and destination loyalty at Sirindhorn Museum of Thailand. The outcome of the research affirmed that location appearance positively links to contentment, which in turn links approvingly to location commitment just as Huo and Miller (2007) advised, that the gratification of an encounter with the museum consists of opinions regarding every feature of the museum like amenities, services, staff, surroundings of the museum, tolerability (like pricing, parking space, time schedules and others) and experience of originality (Brida, Pulina and Meleddu, 2012a; Brida, Disegna and Scuderi, 2013a; Brida, Osti and Disegna 2013c). Customers assessed every component, initially on an individual basis and then collectively so as to make their general reflection and contentment of their visit to the museum. It is very necessary therefore, that curators of museums carefully consider every variable of the museum encounter so as to attain the best income. Experimental study has proved that consumers' general contentment is enough cause to determine the value of encounters at various places like parks and wilderness areas (Lee and Kyle, 2010). Moreover, the idea of the extent of contentment may be an individualized assessment related to various feelings. The causative link between the two variables has widely been researched into (Liljander and Strandvik, 1997; Stauss and Neuhaus, 1997; Dubé et al., 1996; Hui and Tse,

1996; Worth, Arnould and Deibler, 1995; Mano and Oliver, 1993; Westbrook and Oliver, 1991; Westbrook, 1987). In the tourist domain, Yü ksel and Yü ksel (2007) have portrayed that sentiment play an essential part in providing customer gratification with acquisition or purchases at a said location. Bigné and Andreu (2004) examined the link between sentiments and tour sites, like museums and theme parks. Madrigal (1995) tried a type of sport fan contentment based on the opinion that feelings affect contentment.

Armario (2008) opined that incentives that influence consumers' decisions are intricately connected to their requirements which mostly create a higher individual gratification. Mittal and Lassar (1998) also discovered a liaison between value of delivery and client contentment. Elnan and Andersen (1999) affirmed the above a study into the transport sector in Norway. Ojo's (2010) research unveiled the same in the telecommunication sector that a progressive link is evident between value of delivery and client contentment. Cook (2008) and Oyeniyi and Abiodun (2008) have also proved the existence of such a link. Fornell et al (1996) related that experienced value as described to be the public's assessment of current service encounter is possible to directly affect the general gratification of clients.

2.8 Conceptual Framework

Several variables of delivery value clarified in the study. Grönroos (1984) promoted it and describes it as a series of opinions with the delivery they believe to have gotten. SERVQUAL is a model which was created by Parasuraman et al. (1985) that caters for the requirements and experienced delivery and outlines the major requisites for a delivery of utmost value to consumers. They discovered five aspects of delivery value and these include: reliability, which is the capability of delivering the assured service

trustily and correctly; responsiveness, which describes the zeal to assist visitor's and to give timely response; assurance, which entails the competence of employees as well as provision of assurance on matters arising; empathy, which has to do with employees giving inspiring, individualized interest to visitor's; and tangibility, which is the look of tangible amenities, paraphernalia, employees as well as communication materials (Berry and Parasuraman, 1991).

The value of delivery is widely described in the study of the subject as the general evaluation of a product by consumers, (Eshghi, Roy and Ganguli, 2008) as well as the level of accomplishment of consumers' requirements by a said product; Asubonteng, McCleary and Swan (1996). Parasuraman et al., (1985) describe service value to be the difference between customers' notion of delivery provided by a said organization and the requirements they have of such outfits. Consumer's judges value as unsatisfactory when their experiences are below what they required. Also they resolve otherwise when the situation is on the other side of the coin. Significant components of the value of delivery discovered are; customers' requirement as described as their opinion of what is expected of service providers which are affected by their individual expectations, recent encounters, testimonies and communication skills of organizations, Parasuraman et al, (1985, p.49).

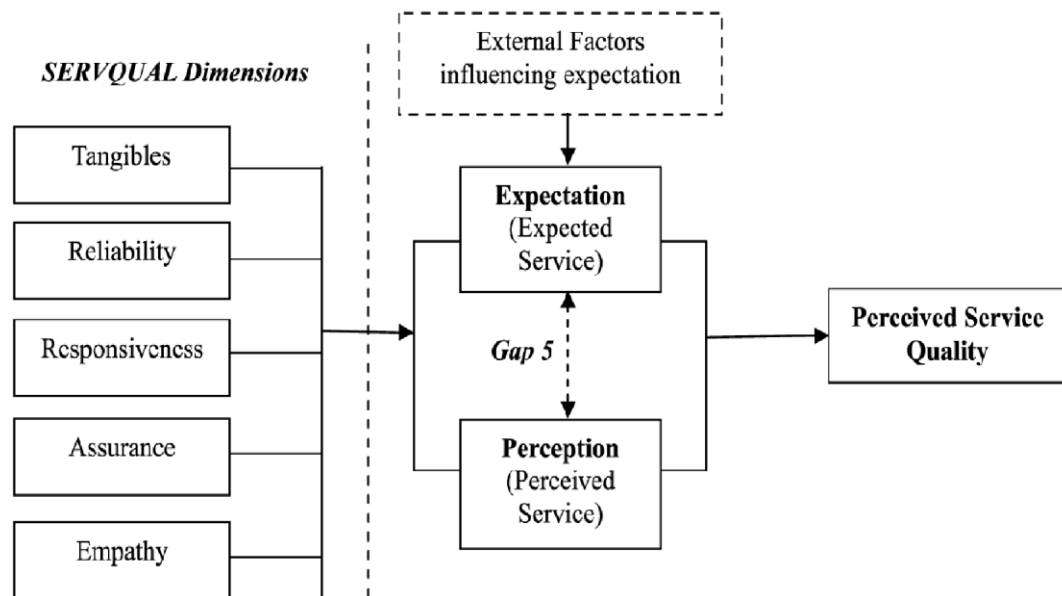


Figure 2:1 Measuring Service Quality using SERVQUAL Model

Source: Kumar et al, (2009)

Considering the definitions of service quality proposed by Parasuraman et al. (1988), museum service quality can be grouped into ten main dimensions: tangible items (e.g. adequate building, artifacts, equipment, staff uniforms); reliability to bring the expected service; receptiveness of staff to help in an effectual manner; capability of staff to execute the service; politeness exhibited by staff; credibility on the overall museum service; security; access to the museum (e.g. road information; transport facilities); communication of the services provided (e.g. use of different languages; customers' information centre); understanding customers in the effort to know and understand their preferences, characteristics and needs . As far as the last dimension is concerned, that is understanding the customer, it is important to analyze visitors' experience, behaviour and their commitment to the cultural site also in the future, bearing in mind that each segment of demand carries different expectations from the services offered at site (Chan, 2009).

CHAPTER THREE

METHODOLOGY AND THE PROFILE OF THE ORGANIZATION

3.1 Introduction

Cormack (2000) describes research methodology as the process employed that comprises a series of steps compatible to a given subject. The chapter describes the steps involved in process employed to gather necessary information for the research. Thus, it addresses the research design, the population, sampling procedure or process, sampling technique, sample size, data collection, data analysis and profiling of the Manhyia Palace Museum.

3.2 Research Design

Collis and Hussey (2003) project that “research design is the science (and art) of scheduling procedures for conducting studies so as to get the most legitimate findings”. The two major systems involved in a study plan are qualitative and quantitative (Krishnaswami and Satyaprasad, 2010). Bryman and Bell (2007) argue that quantitative research is a model that stresses quantification with the acquisition and evaluation of information or data processes, whereas qualitative research adopts variables that do not deal with numbers (Krishnaswami and Satyaprasad, 2010). The quantitative model is the appropriate process for this research. There is an array of methods for the purpose of the study, which Yin (1994) outlines as experiments, surveys, archival analysis, histories and case studies. Yin (1994) further claims that a case study is well used when contemporary events in real life context are investigated, and relies on multiple sources of evidence. Since customer service and satisfaction is a contemporary issue, the case study strategy is adopted. A case study is often associated with descriptive, explanatory or exploratory research (Ghauri and Grønhaug, 2005).

Yin (1994), states that the intention of a study is mostly explanatory, exploratory or descriptive. Saunders, Lewis and Thornhill (2007) state that the exploratory purpose is trying to find out what is happening, to seek and assess new insight on the issue of the research.

According to Ghauri and Grönhaug (2005), exploratory research is well used when the problem is unstructured or when the problem is badly understood. The exploratory research purpose is best when the study conductor has limited information on the subject under study (Hair, Black, Babin, Anderson and Tatham, 2007). In explanatory research, the goal is to explain relationships between variables, which gives it an alternative term as casual study (Saunders et al., 2007). The descriptive purpose tries to provide a picture of varied characteristics of a phenomenon and can sometimes be an extension of an exploratory research (Saunders et al, 2007). The study is descriptive since the study assessed the nature and effectiveness of customers' service, the level of customer satisfaction and the effects of customer service on customer satisfaction at Manhyia Palace Museum.

3.3 Population

Population has been defined as the total collection of elements about which the researcher aims to draw some deductions (Cooper and Schindler, 2001). Museums in Ghana and the Manhyia Palace Museum in particular are thus the population for the research. Currently there are eleven (11) museums in Ghana.

3.4 Sampling Technique

The adopting and implementing an appropriate sampling technique is critical for the success of a research which involves the use of a sample for data collection (Shiu et. al, 2009). Maylor and Blackmon (2005) state that a given sample represents a section of

the study population that will be studied, in order to understand the population from which the sample was drawn. Therefore, Adams et al (2007) states that sampling is the process of selecting study participants for the purpose of classifying a population under study. This study was conducted at Manhyia Palace Museum. This was selected to have a representation of all museums in Ghana. A two-stage sampling technique was employed. Firstly, Convenience sampling was used to select Manhyia Palace Museum from the broad range of Museums in the Kumasi metropolis. This was due to easy access of information by the researcher. A convenience sampling technique is a technique in which data collection from the population members are conveniently available to participate in a study because of their availability or easy access. Secondly, the selection of visitors for the study was done by simple random sampling technique. The simple random sampling technique is a technique in which every member of the population has equal chance (same probability) of being selected as a member of the sample. Only chance determined the selection of the visitors. Data were taken over a five working day period at the museum.

3.5. Sample Size

Sample size refers to the number of variables to be included in a study (Malhotra and Briks, 2005). Normally, it is drawn from the general population for the study. A total of 200 visitors was selected from the Manhyia Palace Museum in the Kumasi metropolis for the study with a confidence interval of 95%.

This number was obtained from the total number of visitors who qualified for the study and was available during the period of the research. It was estimated as follows: $n = N / (1 + N(e)^2)$ [Tara Yamane's formula as recommended by Israel (2009)] Where:

n=sample size N=

accessible population

e = the desired level of confidence (95%)

$$n = 400 / [1 + 400(0.05)^2] = 400 / 2 = 200$$

Thus the calculated sample size was 200 and for the purpose of this research, a sample size of 200 visitors was selected.

3.6 Data Collection

Research comprises two types of data which include secondary or existing data created by a separate entity and primary or actual data gathered in the course of the study (Hair et al., 2007). Primary data are the actual information gathered purposely for the researcher's use, whereas secondary data is information gathered from other individuals for a new cause such as books, journals, articles, and web-based data (Ghauri and Grönhaug, 2005). Both primary and secondary data will be used for this research. Macnee and McCabe (2007) affirm that data gathering is an act of collecting facts from spotting individuals through the study questions in forms of questionnaires, interviews and checklists. In mobilizing the actual or primary information from respondents, questionnaires shall be employed. The questionnaire is a means of gathering information from respondents through a series of questions (Parahoo, 2006).

The questionnaires were self-administered to the respondents by the researcher.

3.7 Data Analysis

Data obtained from respondents shall be analyzed using the Statistical Package for the Social Sciences (SPSS) software programme. The result was presented using

statistical tools such as tables and charts.

3.8 Profile of Manhyia Palace Museum

The Manhyia Palace Museum was established inside a residence that used to be the seat of the Asante kings Otumfuo Agyeman Prempeh I, the thirteenth king of Asante and Otumfuo Sir Osei Agyeman Prempeh II, the fourteenth king of Asante. The historic building which was built in 1925 by the British Colonial Government as the private residence for Asantehene Agyeman Prempeh I, after his return from a twentyeight year exile to the Seychelles Island, was converted into a museum by the late Otumfuo Opoku Ware II, in 1995 to commemorate his silver jubilee of his ascension to the golden stool.

The Manhyia Palace Museum, for its uniqueness in Africa, was created by a single people, the Asante nation to commemorate their own leaders, and to bequeath the riches of their history and culture to the present and future generations.

CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Introduction

Descriptive statistics like central tendency measures; standard deviation; and frequencies and percentages were used for the analysis of the data. Tables of the results are accompanied by figures, bar charts in some cases to present the findings graphically.

4.2 Demographics of Respondents

4.2.1: Gender of Respondents

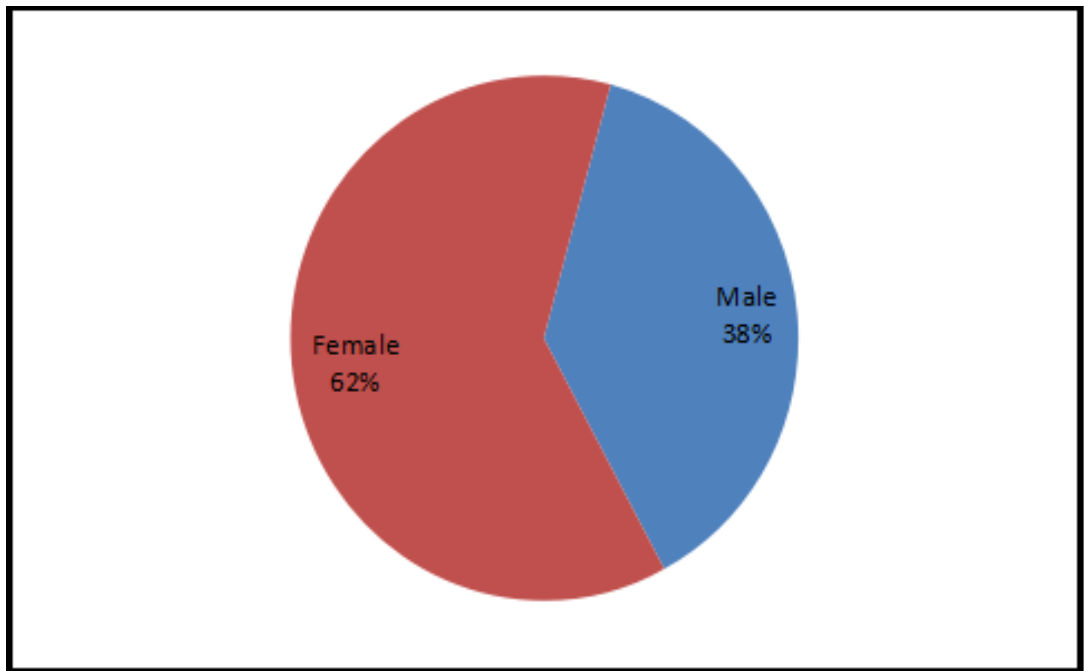


Figure 4.2.1: Gender of Respondents

The sexual characteristic of the respondents as illustrated above indicates that 62 % were females while 38% were males. The results show that the female participation is higher than their male counterparts with concern to this study.

4.2.2: Respondents Age

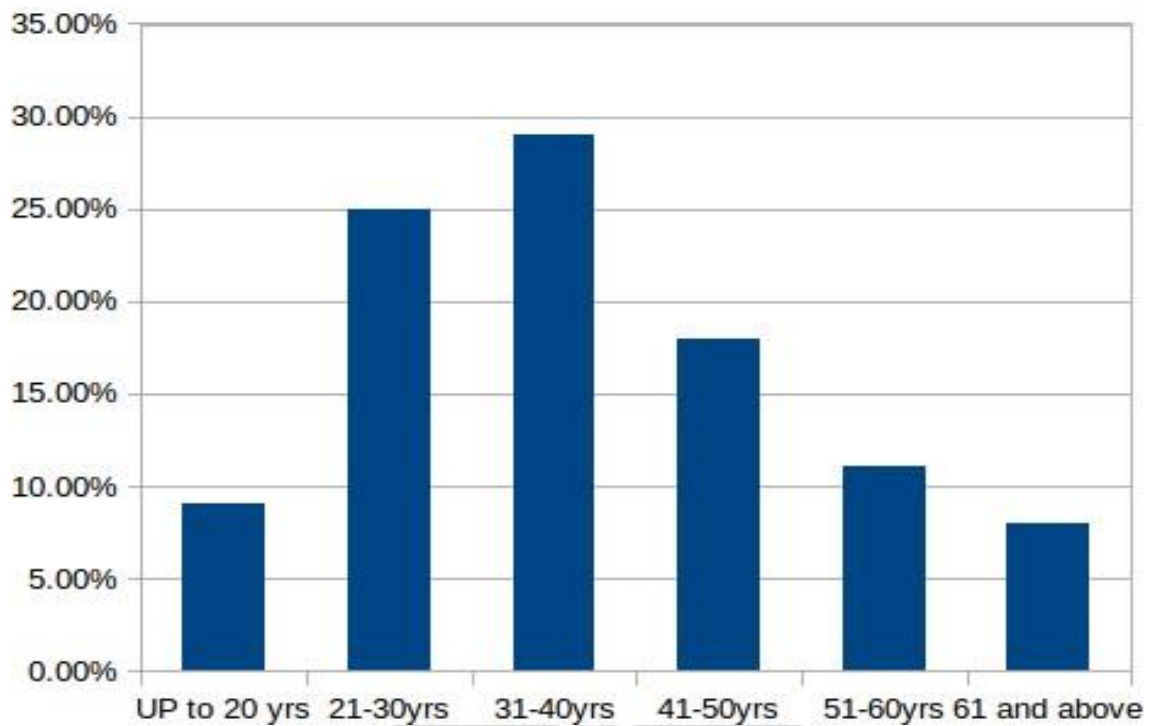


Figure 4.2.2: Respondents Age

The age distribution of respondents shows that majority (63%) of the respondents are mostly less than 40 years. Again 18% and 11% of the total respondents were between 41-50years and 51-60 years respectively. Lastly 8% of the respondents were more than 61 years. The visitor's at Manhyia Palace Museum cut across all ages.

4.2.3: Educational level of respondents

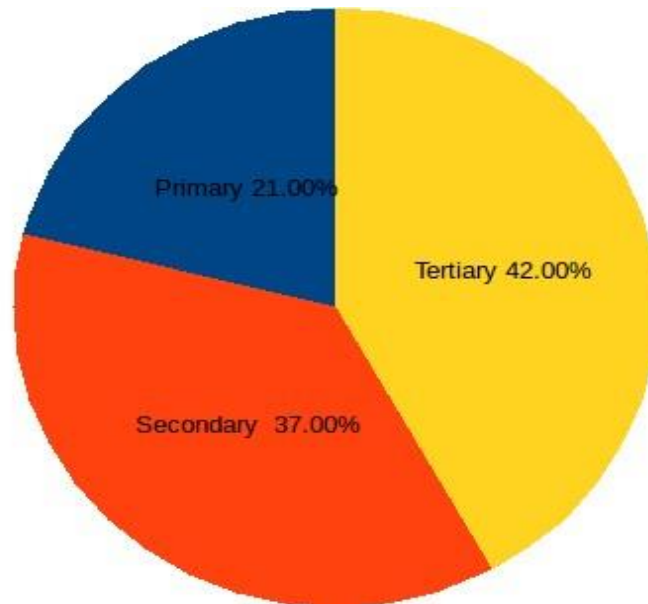


Figure 4.2.3: Educational Backgrounds of Respondents

With reference to education, most (42%) of the respondents have tertiary education while 37% have obtained secondary school education. An additional 21% have primary education. It indicates that the respondents had a certain level of education to answer the questionnaires objectively.

4.2.4: Marital status

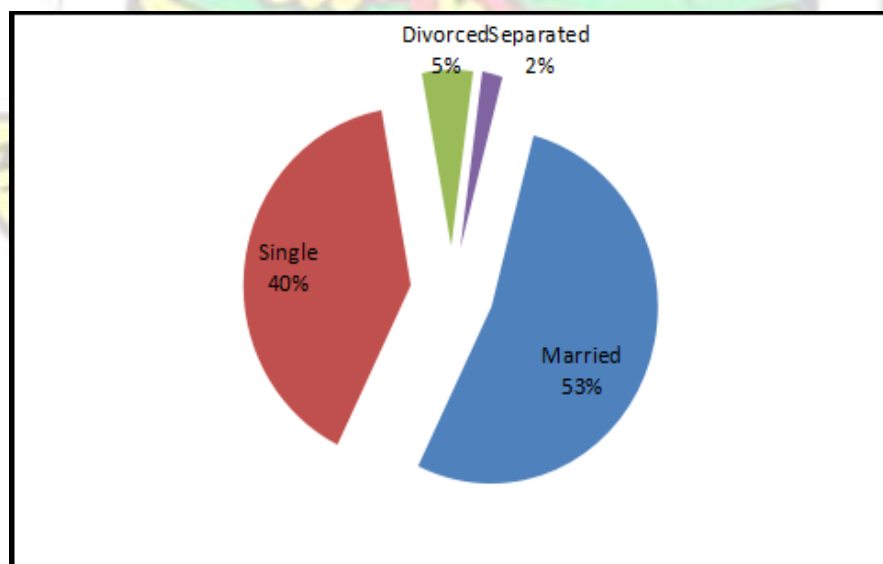


Figure 4.2.4: Marital status

The distribution of the marital status of respondent's indicates that majority of the respondents are mostly married 53% whiles 40 were single. More so, respectively 5% and 2% represent the group of individuals who are divorced and separated.

4.2.5: Occupational status

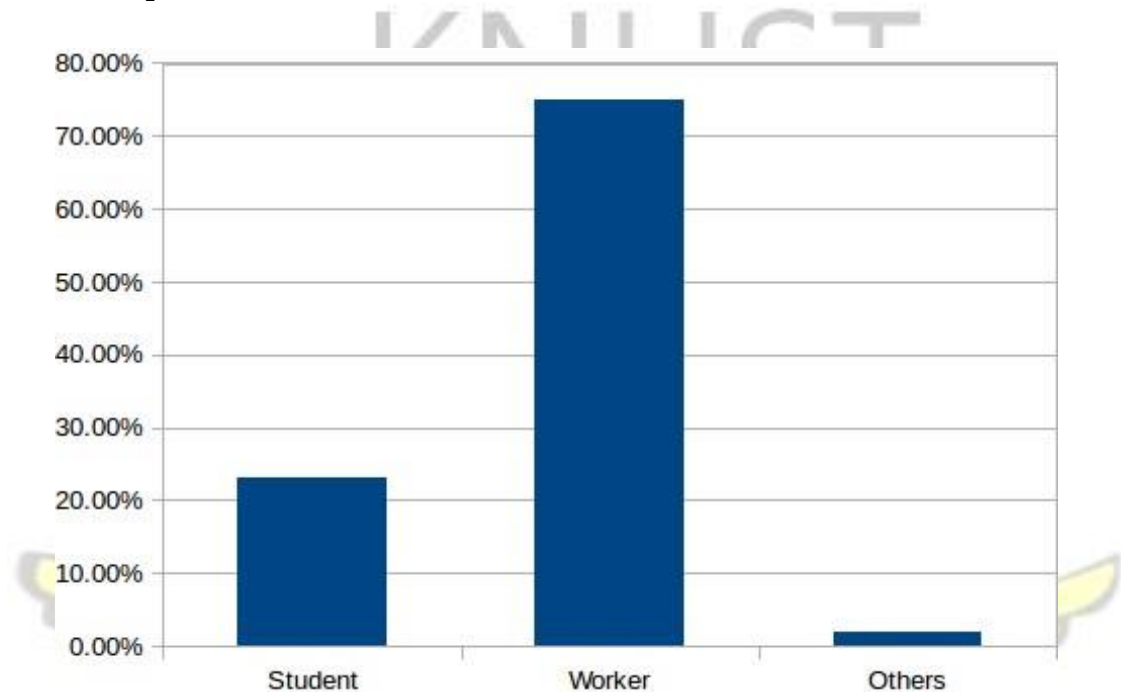


Figure 4.2.5: Occupation of Respondents

In relation to the occupational status of the respondents, the above figure indicates that 75% of the respondents were workers whiles 23% were classified as students. A little of 2% of the respondents had other situations like changing jobs, unemployed and some were also in transition.

4.2.6: Nationality

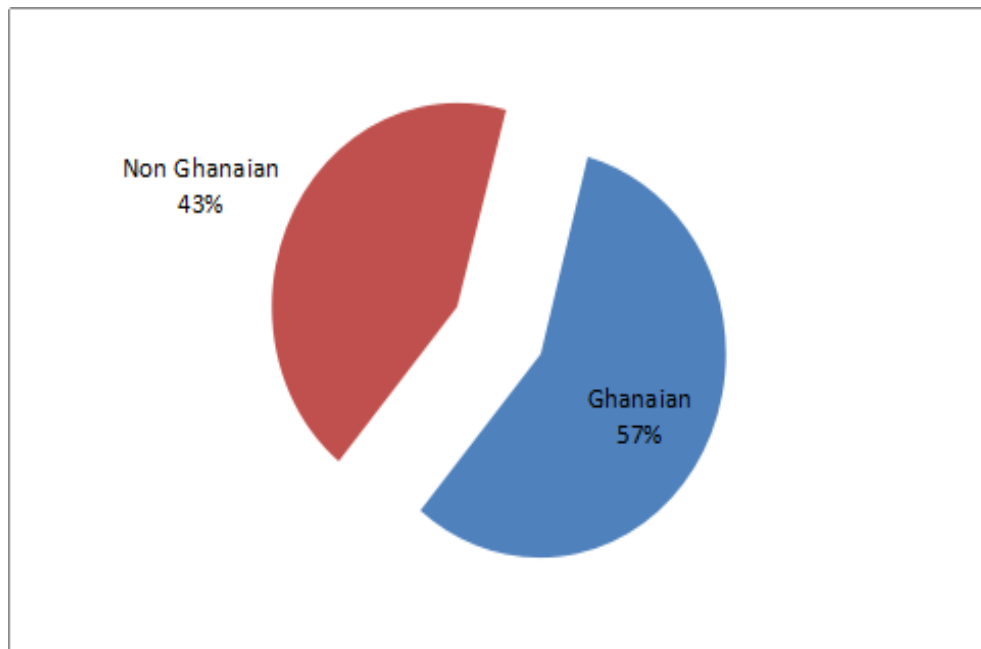


Figure 4.2.6: Nationality

The nationality of the respondents revealed that 57% were Ghanaians while 43% were foreigners. The visitors are a mixture of Ghanaians and Non-Ghanaians.

4.3 Effectiveness of Customer Service

Table 4.3.1: Empathy

Empathy	Mean	Median	Mode	Standard Deviation	Min	Max	Sum	Count
Acquisition of information and location	4.28	5	5	0.99	1	5	651	152
Timely availability of staff	3.91	4	5	1.29	1	5	595	152
Friendliness and cheerfulness of staff throughout	4.20	5	5	1.24	1	5	638	152
Reception and readiness of staff to offer you help	4.16	5	5	1.24	1	5	633	152

In the evaluation of the effectiveness of customer service at Manhyia Palace Museum, the first variable assessed was Empathy. As per the table above, the assertion Acquisition of information and location recorded 4.28 the highest mean with a standard deviation of 0.99. It also had a median and mode of 5 respectively. This indicates that most of the respondents ticked excellent as far as the assertion Acquisition of information and location is concerned. A minimum value of 1 and a maximum value of 5 with the sum total being 651 were recorded for this category. In relation to the claim of “Timely availability of staff”, the least mean value of 3.91 and a standard deviation of 1.29 were recorded as well as a median of 4 and a mode of 5 which shows that majority of the respondents deemed the availability of staff at Manhyia Palace Museum as excellent. It recorded a minimum value of 1 and a maximum value of 5 with a sum total of 595. The third claim under empathy was “Friendliness and cheerfulness of staff in delivering customer service”. A record of mean and standard deviation of 4.2 and 1.24 respectively was made, while a median of 5 and mode of 5 were also recorded. Therefore, most of the respondents strongly agreed to the statement that “Staff was friendly and cheerful throughout”. Lastly, the assertion “Reception and readiness of staff to offer you help” had a mean of 4.16 with a standard deviation of 1.24. It recorded a median and a mode of 5 each which attests that majority of the respondents rated this assertion as excellent. The average mean for empathy was 4.14.

Table 4.3.2: Responsiveness and Assurance

Responsiveness and Assurance	Mean	Mode	Median	Variance	Min	Max	Sum	Count
Pertinence of advice offered by staff	4.28	5	5	0.99	1	5	651	152
Attitude of service staff in treating problems for tourists	3.95	4	4	0.76	1	5	601	152

Staff knowledge of the products/services	4.51	5	5	0.64	1	5	686	152
Courtesy of staff throughout	3.97	5	4	1.79	1	5	603	152
How do you find the consulting services provided by the service desks	4.16	5	5	1.46	1	5	633	152

The next variable in examining the effectiveness of customer service at Manhyia Palace Museum is the responsiveness of staff at the museum. The question of “Staff knowledge of the products and services” recorded 4.51 as the highest mean with a standard deviation of 0.064 and a median and mode of 5 each. This shows that a considerable number of the respondents ranked the knowledge of staff about the service and products as excellent. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 651. This was followed by the statement “Pertinence of advice offered by staff” and it recorded the next highest mean of 4.28 and a standard deviation of 0.99. Next was the assertion “How do you find the consulting services provided by the service desks” which had a mean of 4.16 and standard deviation of 0.981. Again it recorded a median and mode of 5 each. Lastly, the statement “Courteousness of staff throughout” recorded 3.97 as the mean with 1.46 as a standard deviation. On the average, 4.18 was the mean for responsiveness and assurance of staff at Manhyia Palace Museum.

Table 4.3.3: Reliability

Reliability	Mean	Median	Mode	Standard Deviation	Min	Max	Sum	Count

The position of the service desk is prominent and can be easily reached	3.89	4	5	1.31	1	5	591	152
Ability of staff to deliver on time	4.22	5	5	1.20	1	5	641	152
Staff answered your questions	4.25	5	5	1.20	1	5	646	152

Regarding the table above, the variable in line; “The position of the service desk is prominent and can be easily reached” recorded a mean of 3.88 with 1.30 as the standard deviation. Thus the responses were directed towards the rating of good. It had a median of 4 and a mode of 5. It further recorded a minimum value of 1 and a maximum value of 5 with the sum total being 591. In relation to the assertion of “Ability of staff to deliver on time”, there was a mean value of 4.22 and a standard deviation of 1.20. It recorded a median of 5 and a mode of 5 which reveals that most of the respondents saw the availability of staff at Manhyia Palace Museum as excellent. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 641. The third assertion under reliability; “Staff answered your questions” recorded a mean and standard deviation of 4.25 and 1.20 respectively with a median of 5 and a mode of 5. Hence, most of the respondents strongly agreed to the statement that “Staff answered their questions”. The average mean for reliability was 4.12.

Table 4.3.4: Tangibility

Tangibility	Mean	Median	Mode	Standard Deviation	Min	Max	Sum	Count

Usefulness of the communication materials	3.74	4	5	1.34	1	5	568	152
Staff properly dressed	3.48	4	4	1.49	1	5	529	152
Overall, how satisfied are you with customer service experience that you received?	4.16	5	5	1.21	1	5	633	152
Were you satisfied with how your problem was dealt with?	3.51	4	5	1.46	1	5	534	152

As far as tangibility is concerned, the claim of “Usefulness of the communication materials” had a mean of 3.74 with a standard deviation of 1.34. It recorded a median of 4 and a mode of 4. It also recorded a minimum value of 1 and a maximum value of 5 with the sum total being 568. The assertion concerning staff being properly dressed had a mean and standard deviation of 3.48 and 1.49 respectively. Also, the “overall, how satisfied are you with customer service experience that you received” variable had the highest mean of 4.16 with a standard deviation of 1.21. Moreover, it recorded a median and mode of 5 respectively with a minimum value of 1 and 5 as the maximum value. Next, “Were you satisfied with how your problem was dealt with” had a standard deviation of 1.46 with a mean of 3.51. It also recorded a median and a mode of 4 and 5 respectively with a sum total of 534. Thus most of respondents rated this as good. The average mean for tangibility was 3.79.

Table 4.3.5: Convenience

Convenience	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count

Easy accessibility of information	4.17	5	5	1.13	1	5	634	152
How do you rate the delivery on time performance and the commitment to meet the delivery expectation	4.0	5	4	1.33	1	5	608	152
The opening time meets the needs of the tourists	4.32	5	5	1.10	1	5	657	152

As indicated by the table above, “Easy accessibility of information” had a mean of 4.17 with a standard deviation of 1.13. Therefore, the responses were skewed towards the rating of excellent. It again had a median of 5 and a mode of 5 respectively and recorded a minimum value of 1 and a maximum value of 5 with the sum total being 634. In relation to the statement “How do you rate the delivery on time performance and the commitment to meet the delivery expectation”, a mean value of 4.0 and a standard deviation of 1.33 were recorded. It also recorded a median of 4 and a mode of 5 which shows that majority of the respondents regarded the performance and commitment as excellent. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 608. The third assertion under convenience was “The opening time meets the needs of the tourists” which recorded a mean and a standard deviation of 4.32 and 1.10 respectively while it had a median of 5 and a mode of 5.

Due to that, majority of the respondents are said to strongly agree to the claim that “The opening time meets the needs of the tourists”. The average mean for convenience was 4.17.

4.3.1: Effectiveness of Customer Service

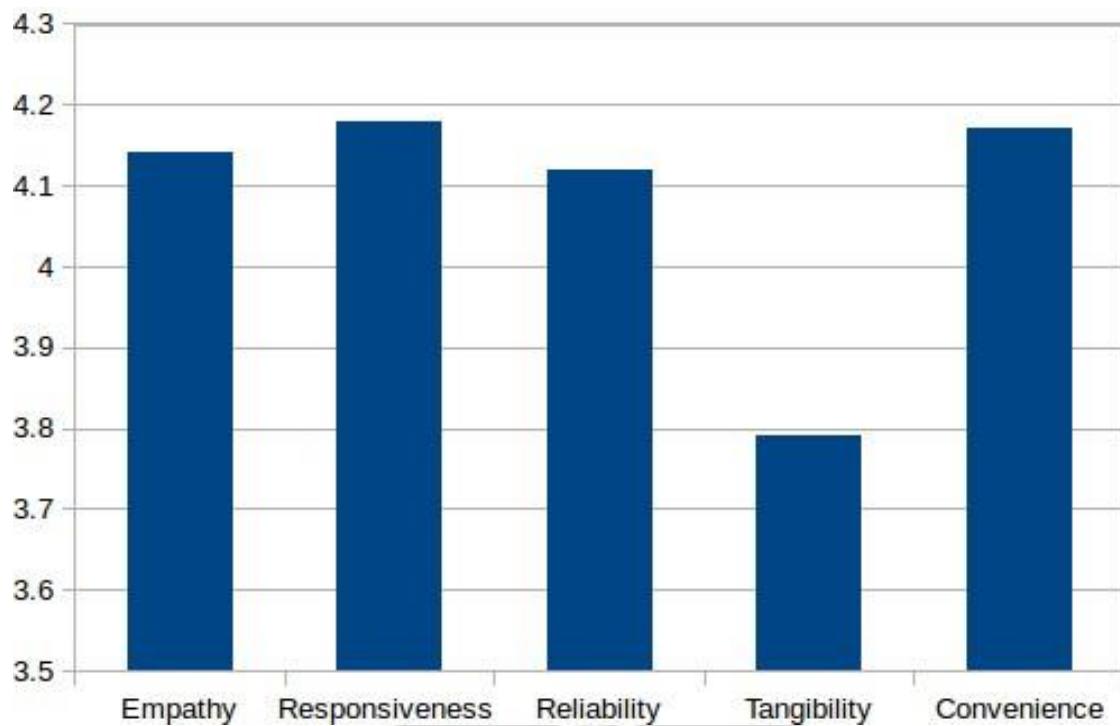


Figure 4.3.1: Effectiveness of Customer Service

A comparison of the mean scores disclosed that the responsiveness of staff at Manhyia Palace Museum was rated the highest with 4.18 as an average mean, next was convenience, with an average mean of 4.17. The third most rated customer service variable was empathy which recorded an average mean of 4.14 and it was closely followed by reliability which also had an average mean of 4.12. The least rated variable was tangibility, which had the lowest average mean of 3.79.

4.4 Level of Customer Satisfaction

In evaluating the level of satisfaction with customer service at Manhyia Palace Museum, five variables were assessed. These variables are: Timeliness, Reliability, Staff competence, Staff attitude and appearance.

Table 4.4.1: Timeliness - Ability to Deliver Service Timely

Timeliness - Ability to deliver service timely	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count
Provision of services by staff at the time they promise to do so	4.16	5	5	1.15	1	5	633	152
Consistent response within promised time frames by staffs	3.89	5	4	1.27	1	5	591	152
Staffs' prompt response to customers' requests	4.30	5	5	1.13	1	5	654	152
Staffs' response with minimal waiting and queuing time	4.11	5	4	1.12	1	5	625	152

The first variable under discussion is timeliness. Under it, four claims were assessed. According to the table above, "Provision of services by staff at the time they promise to do so" recorded a mean and standard deviation of 4.16 and 1.15 respectively while it had a median and mode of 5 each. This made it clear that most of the respondents were satisfied as far as provision of services by staff at the stipulated time is concerned. In relation to the claim of "Consistent response within promised time frames by staffs", it had a mean value of 3.89 and a standard deviation of 1.27. A median of 4 and a mode of 5 were also recorded, indicating the satisfaction of most of the respondents. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 591. Following that was "Staffs' prompt response to customers' requests" which recorded the highest mean of 4.30 and standard deviation of 1.13 with a median of 5 and a mode of 5. This shows that majority of the respondents were very pleased or satisfied with staff response to requests. Lastly, 4.11 was recorded as a mean for "Staffs'

response with minimal waiting and queuing time” and a standard deviation of 1.12. The average mean for timeliness was 4.17.

Table 4.4.2: Reliability

Reliability	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count
Staffs’ consistence in performing services correctly	3.91	5	4	1.28	1	5	594	152
Sincere interest in solving problems by staffs as they occur	3.28	5	4	1.57	1	5	499	152
Consistence of staffs in performing their duties	3.93	5	5	1.38	1	5	598	152

The next variable in assessing the satisfaction of customer service at Manhyia Palace Museum is the reliability of staff at the museum. The assertion that “Staffs’ consistence in performing services correctly” recorded a mean of 3.91 with a standard deviation of 1.28. Again it recorded a median of 4 and mode of 5 each. This reveals that most of the respondents were satisfied with this assertion. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 594. This was followed by the assertion “Sincere interest in solving problems by staffs as they occur”, and this gained a mean and standard deviation of 3.28 and 1.57 respectively. Thirdly was the assertion “Consistence of staffs in performing their duties” which also had a mean and standard deviation of 3.93 and 1.38 respectively. Again it recorded a median and mode of 5 each. In relation to reliability therefore, the respondents were satisfied with the consistency

with which staffs performed their duties at Manhyia Palace Museum and were less satisfied with staffs' sincere interest in solving problems as they occur.

The average mean for reliability was 3.71.

Table 4.4.3: Staff Competence

Staff competence	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count
Accuracy of staffs in providing instructions to customers	3.98	5	4	1.19	1	5	605	152
Staffs' provision of sound advice to customers	3.79	4	4	1.08	1	5	576	152
Staff's apparent commitment to their work	3.53	4	4	1.30	1	5	536	152
Staffs' ability to do a good job	3.87	5	4	1.25	1	5	588	152

From the table above, "Accuracy of staffs in providing instructions to customers" recorded a mean and standard deviation of 3.98 and 1.19 respectively, while it had a mode of 5 and median of 4. This gives the revelation that most of the respondents were very satisfied as far as accuracy of staffs in providing instructions to customers is concerned. In relation to the assertion of "Staffs' provision of sound advice to customers", a mean value of 3.79 and a standard deviation of 1.08 were scored. It recorded a median of 4 and a mode of 4 which shows the satisfaction of most of the respondents. Also, a record of a minimum value of 1 and a maximum value of 5 with the sum total being 576 was acquired. The next statement under staff competence was

“Staff’s apparent commitment to their work”. This recorded a mean of 3.53 and standard deviation of 1.30 as well as a median of 4 and a mode of 1. This projects that a considerable number of the respondents were content with staff commitment and carefulness to their work. Consequently, greater part of the respondents were pleased with the accuracy of staffs in providing instructions to customers as far as competence was concerned while they were most dissatisfied with staff commitment and carefulness to their work. The average mean for staff competence was 3.79.

Table 4.4.4: Staff Attitude - Politeness and Friendliness

Staff attitude - politeness and friendliness	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count
The politeness, respect and propriety shown by customer care services providers	3.96	5	4.5	1.32	1	5	602	152
Personal approachability and cheerfulness of customer care services providers	4.26	5	5	1.13	1	5	648	152
The concern, considerations and patience shown to the customer	4.07	5	4	1.15	1	5	619	152
The extent to which the staff provides help to the customers and willingness to serve	4.22	5	5	1.22	1	5	641	152

The variable in line in examining the satisfaction of customer service at Manhyia

Palace Museum is the staff attitude at the museum. “The politeness, respect and propriety shown by customer care services providers” recorded a mean of 3.96, a standard deviation of 1.32; with a median value of 4.5 and mode of 5. This indicates that most of the respondents were satisfied with this assertion. It recorded a minimum value of 1 and a maximum value of 5 with a sum total of 602. This was followed by “Personal approachability and cheerfulness of customer care service providers” which recorded a mean and standard deviation of 4.26 and 1.13 respectively with the third claim as “The concern, considerations and patience shown to the customer”. This had a mean of 4.07 and standard deviation of 1.15. Again, it recorded a median of 5 and mode of 4. Thus, the respondents were satisfied with the concern, considerations and patience shown to the customer with regard to staff attitude. Lastly, the question of “The extent to which the staff provides help to the customers and willingness to serve” had a mean and standard deviation of 4.22 and 1.22 respectively. The indication therefore is that, in terms of staff attitude, with all four assertions discussed, majority of respondents were impressed at the Personal approachability and cheerfulness of customer care services providers but were unhappy with the politeness, respect and propriety shown by customer care services providers. The average mean for staff attitude was 4.13.

Table 4.4.5: Look and Feel - Appearance, Comfort of Environment, Facilities and Staff

Look and feel - Appearance, comfort of environment, facilities and staff	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count
Ambience of the service environment and staff	3.72	4	4	1.29	1	5	565	152
The physical comfort of the service facilities	3.64	4	4	1.18	1	5	553	152
The personal safety and confidentiality while receiving the service	3.78	4	4	1.32	1	5	574	152
Ease of obtaining product or services	3.74	4	4	1.35	1	5	568	152
The degree of customers' perception of the product or service.	4.01	5	5	1.32	1	5	610	152

46
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The last item in the discussion of the satisfaction of customer service at Manhyia Palace Museum is appearance. The “Ambience of the service environment and staff” recorded a mean of 3.72 with a standard deviation of 1.29. Again, a score value of 4 was recorded for median and mode respectively. This shows that majority of the respondents were satisfied with this statement. It recorded a minimum value of 1 and a maximum value of 5 with the sum total being 565. This was followed by “The physical comfort of the service facilities” which recorded a mean and standard deviation of 3.64 and 1.18 respectively. Next was “The personal safety and confidentiality while receiving the service”. It also had 3.78 and 1.32 respectively for a mean and standard deviation. Again, it recorded a median of 4 and mode of 4. The fourth and last item was “Ease of obtaining product or services” which documented a mean and standard deviation of 3.74 and 1.35 respectively. For appearance therefore, with all the four statements discussed, majority of respondents were impressed at the personal safety and confidentiality while receiving the service. However, they were displeased with the physical comfort of the service facilities. The average mean for appearance was 3.71.

4.4.1: Level of customer satisfaction

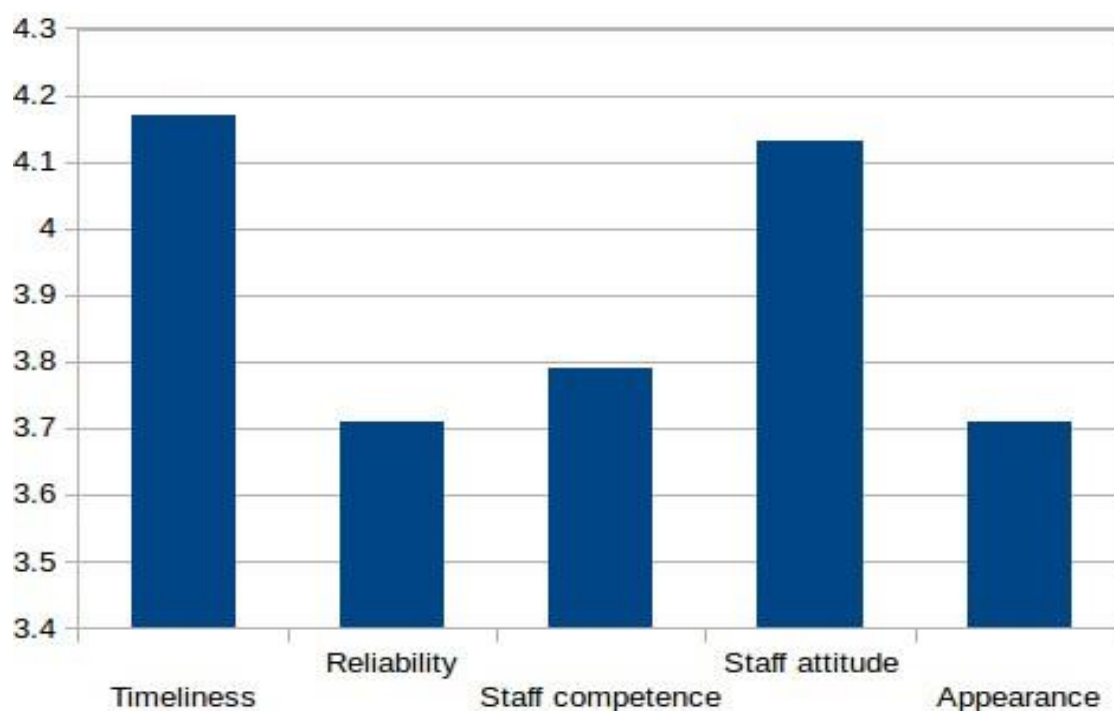


Figure 4.4.1: Level of Customer Satisfaction

In dealing with the level of satisfaction with customer service variables, as evident in the chart above, the average mean analysis revealed that the respondents were more satisfied with the timeliness and attitude of staff at Manhyia Palace museum with an average mean of 4.17 and 4.13 respectively. However, the respondents were not content with the reliability and appearance of the Manhyia Palace Museum. This had an average score of 3.71 with 3.79 for staff competence.

4.5 The Effects of Customer Service on Customer Satisfaction at Manhyia Palace Museum.

Table 4.5.1: The Effects of Customer Service on Customer Satisfaction at Manhyia Palace Museum

	Mean	Mode	Median	Standard Deviation	Min	Max	Sum	Count

I will encourage my friends and relatives to visit Manhyia Palace Museum	4.17	4	4	0.68	1	5	634	152
I will never visit Manhyia Palace Museum	1.49	1	1	0.91	1	5	226	152
I will speak good about Manhyia Palace Museum	4.22	5	4	1.07	1	5	642	152
I am confident of giving positive word of mouth testimonies to others about Manhyia Palace Museum	4.59	5	5	0.78	1	5	698	152

The descriptive statistics in the above table indicates that the question of whether or not “customers will encourage their friends and relatives to visit Manhyia Museum” recorded a mean and standard deviation of 4.17 and 0.67 respectively whiles the median and mode was also 4 each. This signifies that a good number of the respondents were satisfied to the extent that they will encourage their friends and relatives to visit Manhyia Palace Museum. “I will never visit Manhyia Palace Museum” recorded the lowest mean of 1.49 and standard deviation of 0.91 and it indicates that majority of the respondents strongly disagree to that statement. In other words, they have the intention of visiting the museum again in the future due to their level of satisfaction. The claim that customers will speak positively about the museum had a mean of 4.2 and a standard deviation of 1.07 whiles it had a median and mode of 4 and 5 respectively. Following

this, the respondents intend to speak good about the museum due to their satisfaction. Lastly the assertion that customers will give positive word of mouth testimonies recorded a mean and standard deviation of 4.6 and 0.78 respectively. These findings concurring with Fen and Lian, (2005), also stated that both customer service and customer satisfaction have a co-relation on clients' revisitation intentions showing that both customer service and customer satisfaction have an imperative responsibility to play within the achievement and continued existence of any business in the competitive market. This study proved a detailed link between customer service and customer satisfaction. Again, Su et al., (2002 as cited in Agyapong 2010), conducted a study to seek out the relationship between service quality and customer satisfaction. Based on the study, they concluded that, there exist an outstanding reliance between both constructs and that an increase in one is probably going to guide to an increase in another. The findings further agree with others like Sivadas and Baker-Prewitt (2000), Huo (2009), Goulding (2000), Ying and Chien (2008) who all found positive linkages between customer service and customer satisfaction.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The previous chapter provided the analysis and interpretation of the result obtained from the respondents. This chapter presents summaries of the study findings as per the study objectives, conclusions based on those findings and recommendations which are based on both findings and other relevant literature considered necessary for the study.

5.2 Summary of Findings

The study discovered that the most highly rated customer service variable at Manhyia Palace Museum was the responsiveness of the staff. Therefore, majority of the respondents rated the following statements as excellent: Pertinence of advice offered by staff, Attitude of service staff in treating problems for tourists, Staff knowledge of the products/services, Courtesy of staff throughout and the consulting services provided by the service desks. Again, the second most rated customer variable was convenience which had the following claims: Easy accessibility of information, the opening time meets the needs of the tourists and how tourists rate the delivery on time performance and the commitment to meet the delivery expectation. The third most rated customer service variable was empathy which had assertions like: Acquisition of information and location, Timely availability of staff, Friendliness and cheerfulness of staff throughout, Reception and readiness of staff to offer you help recorded an average mean of 4.14 and it was closely followed by reliability which also had an average mean of 4.12. The least rated variable was tangibility which included the following: Usefulness of the communication materials and staff properly dressed.

In relation to the level of satisfaction, the study found out that the respondents were more satisfied with the timeliness and attitude of staff at Manhyia Palace Museum with the average mean of 4.17 and 4.13 respectively. However, the respondents were discontent with the reliability and appearance of the museum staff.

5.3 Conclusion

Based on the findings, it can be deduced that customer service plays a major role in attracting and retaining customers in the service industry. Hence, the level of customer satisfaction and the susceptibility of encouraging contented customers to tell positive

things about the Manhyia Palace Museum and also to encourage their friends to patronize the recommended services are highly anticipated. Through word of mouth, satisfied customers are able to win more customers to the organization. However dissatisfied customers will also say negative things about the organization and discourage friends and relatives from patronizing such services. Due to that, Curators of the Manhyia Palace Museum must always be on the look out to enhance customer service in every arena of the organization in order to reap the full benefits of satisfied customers.

5.4 Recommendation

The result of the findings indicates variation in the customer satisfaction based on different attributes. Below are the recommendations:

1. Staff Knowledge and Relationship

Several approaches that be able to help improve the level of customer satisfaction in the Manhyia Palace Museum may include an upgrade in the knowledge of the staff especially frontline staff, step up the explanation methods through internal marketing, setting up of the service desks in strategic locations, quick response to customers query and a more opening time.

The service desk should be properly managed by employing qualified staff with adequate knowledge about customer service, museum and its objects.

Moreover, periodic training on customer service should be done for the staff and also name tag should be provided for all staffs for easy identification.

Customers believe that the moment of truth ensuing on the acquisition of information on the activities, meeting and fulfillment of customer expectations, provision of basic amenities for customers such as event organizing, ignorance

on the needs of its clients, provision of consulting services, the products provided by the retail stores, convenience, staff responsiveness and assurance, reliability, tangibility and timeliness; exhibition space, provision of sufficient chairs goes a long way to address the expected service of the customer and in order to increase patronage and visitation.

2. Marketing Channel

It is recommended that as most of the customers learned about the Manhyia Palace Museum predominantly from the media; both electronic and the print; event organizing, and also from friends and relatives. It is prudent for the Curator or management to embark on good publicity on educational programs; advertisement and encourage e-commerce on its webpage to educate the populace about the existence of the museum in order to increase patronage. And to make this viable, management should provide publicity materials such as flyers at some selected hotels, airports, tour operators, Ghana Tourism Authority. Erecting of billboards on vintage points for entry and exist into the region and also on the principal streets to increase awareness and patronage.

In addition, outreach programs should be encouraged and the objects taking to schools, social clubs, churches so as to educate the masses on the need to know their lost identity and history. This will encourage domestic tourism and ensures repeat visits.

It is further recommended that museums in Ghana should adopt up to date technology that can simplify and reduce that queries of customers on things that

are available in the museum, this will enable customers to increase their level of satisfactions and become loyal.

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APPENDIX

QUESTIONNAIRE

The purpose of this questionnaire is to collect data from Manhyia Palace Museum customers in Kumasi to be used for academic purpose only. This data will not be shared for any other purpose and will be confidentially treated. May you please provide your time and cooperation to give valuable data.

Section A: Respondent's Characteristics (Please tick where applicable)

1. Gender: i. Male () ii. Female ()
2. Age: i. Up to 20 years () ii. 21-30 years () iii. 31-40 years () iv. 41-50 years () v. 51-60 years () vi. 61 and above ()
3. Education level: i. Primary () ii. Secondary () iii. Tertiary ()
4. Marital status: i. Married () ii. Divorced () iii. Single () iv. Separated ()
5. Occupation : i. Student () ii. Worker () iii. Others (specify)
6. Nationality: i. Non Ghanaian () ii. Ghanaian ()
7. Country of residence

Section B: The Effectiveness of Customer Service in Manhyia Palace Museum

In line with your experience with Manhyia Palace Museum services, please rate the quality of services offered by Manhyia Palace Museum by ticking the appropriate number in each statement.

1=Excellent, 2= Good, 3= Average, 4= Fair and 5 = Poor

	1	2	3	4	5
Empathy					
Easy acquisition of information and location					
Staff was available in a timely manner					

Staff was friendly and cheerful throughout					
Staff greeted you and offered to help you					
Overall, how would you rate our customer service?					
Responsiveness and assurance					
Staff offered pertinent advice					
The service staff has good attitude in treating problems for tourists					
Staff showed knowledge of the products/services					
Staff was courteous throughout					
The service desks provides good consulting services					
How do you rate the responsiveness and professionalism in dealing with you					
Reliability					
The position of the service desk is prominent and can be easily reached					
Staff was able to deliver on time					
Staff answered your questions					
Tangibility					
The communication materials useful					
Staff properly dressed					
Overall, how satisfied are you with customer service experience that you received					
Were you satisfied with how your problem was dealt with?					
Convenience					
The information easily accessible?					
How do you rate the delivery on time performance and the commitment to meet the delivery expectation					
The opening time meets the needs of the tourists					

Section C: Indicate your Level of Satisfaction with Regard to the following Service

Satisfaction Indicators;

In line with your experience with Manhyia Palace Museum services, please rate the quality of services offered by Manhyia Palace Museum by ticking the appropriate number in each statement.

1=Very Dissatisfied, 2= Dissatisfied, 3= Neither satisfied Nor dissatisfied, 4= Satisfied and 5 = Very satisfied

	1	2	3	4	5
Timeliness - Ability to deliver service timely					
Provision of services by staff at the time they promise to do so					
Consistent response within promised time frames by staffs					
Staffs' prompt response to customers' requests					
Staffs' response with minimal waiting and queuing time					
Reliability					
Staffs' consistence in performing services correctly					
Sincere interest in solving problems by staffs as they occur					
Consistence of staffs in performing their duties					
Staff competence					
Accuracy of staffs in providing instructions to customers					
Staffs' provision of sound advice to customers					
Staff's apparent commitment to their work					
Staffs' ability to do a good job					
Staff attitude - politeness and friendliness					
The politeness, respect and propriety shown by customer care services providers					
Personal approachability and cheerfulness of customer care services providers					
The concern, considerations and patience shown to the customer					
The extent to which the staff provides help to the customers and willingness to serve					
Look and feel - Appearance, comfort of environment, facilities and staff					
Ambience of the service environment and staff					
The physical comfort of the service facilities					
The personal safety and confidentiality while receiving the service					
Ease of obtaining product or services					
The degree of customers' perception of the product or					

service.

Section D: The Effects of Customer Service on Customer Satisfaction in Manhyia Palace Museum.

In line with your experience with Manhyia Palace Museum services, please rate the effect of the customer service you received by ticking the appropriate number in each statement.

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

	1	2	3	4	5
I will encourage my friends and relatives to visit Manhyia Palace Museum					
I will never visit Manhyia Palace Museum					
I will speak good about Manhyia Palace Museum					
I am confident of giving positive word of mouth testimonies to others about Manhyia Palace Museum					

