

Museums Revitalization through Service Quality Improvement and Customer Satisfaction

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Abstract

Museum is not only a place where objects are preserved but also provide information, education and entertainment but also a symbol of community pride. The Culture and Tourism Ministry of Indonesia launched Visit Museum Campaign in 2009 through 2014. It aimed at increasing public appreciation of the museum as part of the country's heritage as well as drawing more visitors. To attract more visitors, a good service quality of the museums should be created. There has been evidence that when customers' perceptions of service quality are positive, visitors are satisfied and the behavioral intentions are favorable. This paper examines the service quality attributes for evaluating perceived service quality of museums in serving visitors, visitors' satisfaction levels and future intentions to revisit and recommend the museums. Research was conducted in 3 museums in Bandung (Indonesia) with 500 visitors as respondents. The survey questions were organized based on SERVQUAL. The collected data was analyzed by using statistical methods such as correlation analysis. The research findings indicate that service quality and visitor satisfaction has a significant and positive relationship with visitors' behavioral intentions.

Keywords: museum, service quality, customer satisfaction, behavioral intention.

Introduction

Museums are part of a cultural heritage and are important heritage destination as well as a primary tourist attraction to both local and foreign tourist in many destinations (Jansen-Verbek and Rekom, 1996). Stephen (2001) argued that museum, a symbol of community pride, has the primary function of collecting, and preserving objects, which symbolize a significant portion of history in community where it resides. ICOMS (2006) stated that museum is non profit making permanent institution in the service of society and of its development, open to the public, which acquires, conserves, researches, communicates and exhibits, for the purpose of study, education and enjoyment, the tangible and intangible evidence of people and their environment. For these purposes, a museum is not only a place where objects are preserved but also provide information, education and entertainment. Museums are important, popular component of the attraction-based and tourism resource of a tourism destination (Beeho & Prentice, 1995).

In Indonesia, the total museum is as much as 281 museums. These museums are spreading out from Sumatra to Papua (Ministry of Culture and Tourism, 2010). The Culture and Tourism Ministry of Indonesia launched Visit Museum campaign in 2010 to 2014. It aimed at increasing public appreciation of the museum as part of the country's heritage as well as drawing more tourists. Despite its merit and tourist interest, museums are still not attracting many visitors except a few specialist groups. Base on the data from Ministry of Cultural and tourism (2009) museums visitors in Indonesia, are decreasing averagely 8% each year from 2006 to 2008.

Base on this data museum either needed to invest in new marketing strategies and face their competition, or be left behind in the race for the time and attention of the tourist (Prentice, 2001). One of the important factors in marketing strategy of service industry is service quality which can be built as a key differentiating factor for service provider (in this case museum) to improve their performance (Ciptono, 2008). Therefore, evaluating of service quality has become critical important for museum in order to better understand customer needs. There has been evidence that when customers' perception of service quality are positive, the behavioral intention are favorable which strengthen their relationship with the organization (Zaithaml & Bitner, 2003). The objectives of this study are (1) to identify the influence of service quality to customer satisfaction, (2) to measures the influence of customer satisfaction on the future behavioral intention of the museum.

Literature Review

Service Quality

Service quality has been recognized as a key success factor in being competitive and differentiating products to obtain customer loyalty (Kotler, 2008). Various researchers have defined service quality, most of them stated that service quality is the result of an evaluation process where customers compare their expectation about a service with their perception of the service to be received (Ciptono, 2008, Hui Ying & Chao Chien, 2008; Alexandris, Dimitriadis & Markata, 2002). Parasuraman et al, (1995) defined service quality as a function of differences between expectation and

performance along the quality dimensions. Cronin and Taylor (1994) viewed service quality as a form of attitude representing a long run overall evaluation.

Parasuraman, Zeithaml, and Berry (1988) have developed a conceptual model of service quality that identifies the gaps and the possible sources of quality problems which is known as SERVQUAL. In their initial research of service quality determinants, the researchers found ten dimensions of service quality: tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communications, and understanding customers. SERVQUAL was revised later by Parasuraman *etal* (1991) based on the result of an empirical study on five service companies. They noticed that some of the ten dimensions were correlated. They refined it the instrument composed of five dimensions include reliability, responsiveness, assurance, empathy and tangibles.

Reliability refers to an organization's ability to perform the promised service dependably and accurately; assurance refers to employees' knowledge and their ability to convey trust and confidence; tangibles refers to an organization's physical environment, such as facilities, equipment and communication materials; empathy refers to employees' willingness to provide individualized attention to customers; responsiveness refers to employees' willingness to help customers and to provide prompt service (Parasuraman, 1988, Kotler, 2008).

Researchers have shown that the proper implementing and dispensing of the core service quality features may justifiably increase customer satisfaction (Parasuraman *etal*, 1988; Walker *etal*, 2006, Ciptono, 2008).

Consumer Satisfaction

Customer satisfaction is considered to be one of the most important outcomes of all marketing activities and become the most important predictor of future behavioral intention (Ciptono, 2008). In tourism industry, tourist satisfaction is important to successful destination marketing because it influences the choice of destination, the consumption of product or services, and the decision to return (Kozak, and Rimmington, 2000). Kotler (2008) stated that customer satisfaction is the level of perception that is obtained after customer compares the performance he/she has received with his/her expectation. Based on this definition, it indicated that customer satisfaction is post purchase evaluation, where the perception toward the performance of selected alternative goods /services fulfill or even exceeds the expectation.

Various tourism researchers have been interested in measuring tourist overall satisfaction with their experiences in particular destination as well as satisfaction with specific attributes at service encounter as experienced in hotel, in a travel agency or in tourist attraction. In tourism context, satisfaction is referred to as a function of pre-travel expectations and post travel experiences. When experiences compared to expectations result in feeling of gratification the tourist is satisfied (Reisinger & Turner, 2003). When a tourist is satisfied upon tourist destination will have positive attitude toward a destination, or attraction even though they will not be visiting again, will provide positive word of mouth (Shu, Crampton & Wilson, 2002).

Behavioral Intentions

In general, behavior intentions relate to customer retention and customer loyalty (Ying, S.H, 2008). Favorable behavioral intentions frequently represent the purchase intentions, words of mouth, loyalty complaining and price sensitivity (Zeithaml et al, 1996).

Taylor and Baker (1994) indicated that satisfaction appeared to moderate the relationship between service quality and purchase intention in four service industries including health care, recreation (amusement park), transportation and communication.

When customers praise the service company, express preference for the company over others, recommend the company to others, increase the volume of their purchase or agreeably pay a price premium to the company, they indicate behaviorally that they are attached with the company. In many studies, positive words of mouth, willingness to recommend and repurchase intentions are used to measure behavioral intentions (Theodorakis & Alexandris, 2008; Ciptono, 2008; Fu Chen & Shian Chen, 2010).

Service Quality, Customer satisfaction and Behavioral Intentions

A number of studies have theoretically and empirically investigated the relationship between service quality and satisfaction in tourism (Kauthoris and Alexandris, 2005, Crompton, 2003; Foster, Ying .S.H & Chien, C.C, 2008)). Customer satisfaction with an organization's product or service is often perceived as the key to organization's success and long term competitiveness and is highly related to service quality. Bitner (1990) argued that good service quality led to customer satisfaction, and high customer satisfaction increased the evaluation of service quality.

Customer satisfaction is a critical determinant of repeat sales, positive word of mouth, and customer loyalty (Kotler, 2008). Cronin et al. (2000) argued that the quality of service offered, the service itself and the overall satisfaction with the provided service had a direct bearing on the intentions of customers to continue with the current service provider in the future. Zeithamal (2000) stated that customer satisfaction toward service quality has positive influence toward behavioral intention. Behavioral intention can be defined as signals of customers' retentions or defections. Behavioral intentions can be expressed in such way as revisit intentions and positive social communications (Beeho and Prentice, 1997). Repeat visitation displays a certain level of individual satisfaction and attachment to particular location and/or activity. Tourist attractions have been found to rely heavily on loyal, repeat visitors. Customer loyalty (leading to repeat visitation) occurs only when the perceived experience can be considered excellence. Loyal visitors will help promote tourist attractions. They will provide positive word of mouth communication, create business referrals, provide recommendations and serve on advisory boards.

Research Methods

Samples and data collection

Data of this study were gathered from randomly selected 3 museums in Bandung. 500 hundred questionnaire forms were distributed for survey.

Instruments

In this study a questionnaire form was designed to measure the museums visitors' perception of service quality, satisfaction and behavioral intentions. The 22 item SERVQUAL (Parasuraman, 1988), adjusted to the context of museum was used to measure customers' perception of the five dimensions of service quality. The SERVQUAL instrument is accepted as standard for assessing various dimensions in service quality (Buttle, 1994). It is a concise multiple item scale with good reliability and validity that researcher can use to better understand the service expectation and perceptions of consumers and as result, improve service (Parasuraman et al, 1988).

Customer satisfaction was measured using modified instrument developed from the service quality related customer satisfaction (Oliver, 1980, Bitner, 1990, Kouthouris & Alexandris, 2005). Behavioral intentions measured using the modified questionnaire of Theodorakis and Alexandris (2008). All these items are measured using a 5- point Likert scale ranging from "Very strongly disagree (1) to 'Very strongly agree (5).

Empirical Results

The questionnaire survey was conducted at 3 museums in Bandung using a convenience sampling method. Visitors who finished their visitation at the museums were asked their willingness to participate on the research. A total of 500 questionnaires were distributed and all respondents completed the questionnaire.

Demographic profile of respondents

From the findings, 58.6% of 500 respondents are female and 41.4 % are male. 48% of the respondents are in the age of less than 19 years old, 31,3% are between 20 to 30 years old, 18.3% are between 31 to 41 years old and the remaining of 2.2% are older than 42 years.

Occupation background of the respondents can be described as: 45.3% of the respondents are students, 19.6% are public service officers and 35.1% of the respondents are professionals.

Validity and Reliability for Measurements

Validity of the scale

Validity refers to how well the scale measures what is sets out to measure (Nazir, 2006). Construct validity is the most important type of validity. It refers to how well the measure conforms with the theory expectations.

In this study, the validity of the construct was measured by checking the square root of the average variance for each construct. The value of all constructs are above 0.3, those values indicated that the constructs are valid as suggested by Nazir (2006).

Reliability of the scale

Cronbach coefficient alpha is the most common accepted formula for assessing the reliability of measurement scale with multi point item (Sugiono, 2008). The cronbach coefficient measured was 0.944, this value is greater than the minimum of 0.7 required for constructs to be deemed reliable (as suggested by Nazir, 2006), hence the measures are accepted for further analysis.

Descriptive statistics and correlation

The service quality perceptions of the museum visitors related to the dimensions of tangibles, reliability, responsiveness, assurance and empathy are quite high. The mean score of the overall service quality was 4.06 with a standard deviation at 0.25. Among the five dimensions of service quality, the service assurance factor showed the highest mean score of (M = 4.11, SD = 0.39), closely followed by the reliability factor (M = 4.09, SD = 0.33), the tangible factor (M = 4.08, SD = 0.31) and the responsiveness (M = 4.01, SD 0.37) was the same as empathy (M = 4.01, SD = 0.46). The mean score of the visitor satisfaction scale was 4.09 (SD = 0.45) whereas the mean score for the behavioral intention scale was 4.06 (SD = 0.47). The result of descriptive statistics are shown in table 1

Table 1 Mean Score of Quality perception

Measurements	factors	M	SD	Alpha
Service Quality	Tangibles	4.08	0.31	0.096
	Reliability	4.09	0.33	0.107
	Responsiveness	4.01	0.37	0.136
	Assurance	4.11	0.39	0.158
	Empathy	4.01	0.46	0.215
Visitor Satisfaction		4.09	0.45	0.2
Behavioral Intention		4.06	0.47	0.217

The Influence of Service Quality on visitor satisfaction

A multiply regression analysis was performed to examine the relationship among visitor satisfaction and behavioral intention for the visitors in visiting museums.

Correlations

		SQ	CS
SQ	Pearson Correlation	1	.229**
	Sig. (2-tailed)		.000
	N	500	500
CS	Pearson Correlation	.229**	1
	Sig. (2-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level

The above table indicates correlation between service quality and visitor satisfaction was 0.229

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.260	5	1.452	7.761	.000 ^a
	Residual	92.428	494	.187		
	Total	99.688	499			

a. Predictors: (Constant), EMPATHY, RESPONSIVENESS, ASSURANCE, TANGIBLE, RELIABILITY

b. Dependent Variable: SATISFACTION

The results of the regression analysis indicated that the effects of the five service quality factors on the visitor satisfaction was statistically significant because $p < 0.05$ where $p = 0.000$.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 ^a	.073	.063	.43255

a. Predictors: (Constant), EMPATHY, RESPONSIVENESS, ASSURANCE, TANGIBLE, RELIABILITY

The influence of the five service quality factors on visitor satisfaction

Measurements	factors	Beta	t	Sig
Service Quality	Tangibles	0.048	0.976	0.33
	Reliability	-0.039	-0.765	0.445
	Responsiveness	0.095	1.996	0.046
	Assurance	0.147	3.079	0.002
	Empathy	0.136	2.804	0.005

Additionally, a regression coefficient from multiple regression analysis was used identify the influential level that the service quality factors have on the overall visitor satisfaction. The coefficient indicated that the factor of assurance ($\beta = 0.147$, $p = 0.002$), empathy ($\beta = 0.136$, $p = 0.005$), exerted the strongest influence on the overall visitor satisfaction, closely followed by factors of responsiveness ($\beta = 0.095$, $p =$

0.046). The factor of tangible and reliability did not show a statistically significant unique relationship with the visitor satisfaction.

PENGARUH SQ TERHADAP PER-DIMENSI

SQ terhadap BI

The influence of visitor satisfaction on behavioral intention

A multiply regression analysis was performed to examine the relationship among visitor satisfaction and behavioral intention for the students in visiting museums.

Correlations

		CS	BI
CS	Pearson Correlation	1	.231**
	Sig. (2-tailed)		.000
	N	500	500
BI	Pearson Correlation	.231**	1
	Sig. (2-tailed)	.000	
	N	500	500

** . Correlation is significant at the 0.01 level

The above table indicates correlation between service quality and visitor satisfaction was 0.231

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.805	1	5.805	28.146	.000 ^a
	Residual	102.713	498	.206		
	Total	108.518	499			

a. Predictors: (Constant), CS

b. Dependent Variable: BI

The results of the regression analysis indicated that the effects of visitor satisfaction on behavioral intention was statistically significant because $p < 0.05$ where $p = 0.000$.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231 ^a	.053	.052	.45415

a. Predictors: (Constant), CS

A regression coefficient from multiple regression analysis was used identify the influential level that the visitor satisfaction have on the behavioral intention. The coefficient indicated that visitor satisfaction ($\beta = 0.231$, $p = 0.000$) exerted the influence on the behavioral intention.

The Influence of Service Quality on Behavioral intention

To investigate the influential levels of five service quality factors on the overall behavioral intention, the multiple analysis method was also applied.

ANOVA^{ab}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.325	5	1.665	8.209	.000 ^a
	Residual	100.193	494	.203		
	Total	108.518	499			

a. Predictors: (Constant), EMPATHY, RESPONSIVENESS, ASSURANCE, TANGIBLE, RELIABILITY

b. Dependent Variable: INTENTION

This regression model considered behavioral intention to be a dependent variable and the five factors of service quality to be an independent variable was statistically significant because $p < 0.05$ where $p = 0.000$.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.067	.45036

a. Predictors: (Constant), EMPATHY, RESPONSIVENESS, ASSURANCE, TANGIBLE, RELIABILITY

The influence of the five service quality factors on behavioral intention

Measurements	factors	Beta	t	Sig
	Tangibles	0.126	2.55	0.011
Service Quality	Reliability	0.015	0.302	0.763
	Responsiveness	0.142	2.997	0.003
	Assurance	-0.045	-0.941	0.347
	Empathy	0.134	2.787	0.006

The regression coefficients revealed that the factors of responsiveness ($\beta = 0.142$, $p = 0.003$), empathy ($\beta = 0.134$, $p = 0.006$) and tangible ($\beta = 0.126$, $p = 0.011$) indicated statistically significant unique relationship with the overall behavioral intention. The factor of reliability and assurance did not show a statistically significant unique relationship with the overall behavioral intention.

Discussion

This study provides some interesting findings that help us to understand more on visitor behavior in museums. From demography variables it is found that most of the visitors are students. This data indicated that museum visit is not popular program for Indonesian in choosing the tourist destination. Students visit the museum because they have to fulfill their assignments from schools. This condition is in line with the data from Ministry of Culture and Tourism that every year the visitors of museums are decreasing (Ministry of Culture and Tourism, 2009). To overcome this problem, museum managers should then communicate their service to the consumers through their promotional strategies to increase the awareness of the customers about the benefits of museums visit.

The regression analysis suggested that the factors of assurance and empathy were the most influential factors on overall customers' satisfaction. The factors of assurance and empathy are mainly related to the human performance (Ciptono, 2008). Assurance refers to the employees' knowledge and courtesy and ability of the firm and its employees to inspire trust and confidence (Robledo, 2001), while empathy can be describes as caring, individualized attention that the firm provides its customers. In order to increase customer satisfaction, the managers of the museums should provide training for their employees to enhance their knowledge and skills in delivering the services.

The correlation of the service quality dimensions and the behavioral intentions indicated that the factors of responsiveness, empathy and tangibles were identified as the most critical factors in behavioral intentions. According to Kouthouris & Alexandris (2005) tangible aspect of service quality is important factor in customer satisfaction and behavioral intentions. Managers of the museums should put more efforts in providing these elements appropriately. In museums context, the displays, the signs, and the appearances of the employees are factors that can be improve to enhance visitors' satisfaction.

Conclusions

In summary, the result of this study provides the evidence that service quality influence visitor satisfaction and behavioral intentions. Descriptive analysis conducted has shown that the mean score of the overall service quality dimensions was 4.06. Service assurance dimension shown the highest mean (4.11) followed by reliability, tangible and responsiveness.

From the regression analysis, it was indicated that service quality influence visitor satisfaction and behavioral intention. Base on the results, museums managers should improve their service quality, especially regarding assurance and empathy, responsiveness and tangibles because these dimensions influence visitors' satisfaction and behavioral intentions.

Museums managers should also establish promotional strategy to increase customers' awareness and knowledge of the museums visits. From the study it was indicated that museum was not popular tourist destination. By integrating marketing communication and service quality hopefully museums are able to increase their visitors.

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