

# MIDLANDS STATE UNIVERSITY



## FACULTY OF COMMERCE

### DEPARTMENT OF ACCOUNTING

**AN ASSESSMENT OF THE FUNDING GAP IN SERVICE PROVISION AT  
NATIONAL MUSEUMS AND MONUMENTS OF ZIMBABWE [2012-2013]**

**By**

**HAPPYMORE K MUGAYI**

**REGISTRATION NUMBER: R111881A (PDP)**

**SUPERVISOR: MRS. L. MWEDZI**

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
OF THE BACHELOR OF COMMERCE ACCOUNTING HONOURS  
DEGREE**

# MIDLANDS STATE UNIVERSITY

## FACULTY OF COMMERCE

### DEPARTMENT OF ACCOUNTING

#### APPROVAL FORM

The undersigned certify that they have supervised the student Registration Number R111881A dissertations title “*An assessment of funding gap in service provision at National Museums of Zimbabwe*”. Submitted in partial fulfilment of the requirements of the Bachelor of Commerce Accounting Honours Degree.

.....  
Supervisor

.....  
Date

.....  
Chairperson

.....  
Date

.....  
External Examiner

.....  
Date

# MIDLANDS STATE UNIVERSITY

## FACULTY OF COMMERCE

### DEPARTMENT OF ACCOUNTING

#### RELEASE FORM

STUDENT REG NUMBER : R111881A

DISSERTATION TITLE : An Assessment of the funding gap in service delivery at  
National Museums of Zimbabwe

DEGREE TITLE : Bachelor of Commerce Accounting Honours Degree.

YEAR DEGREE GRANTED: 2014

Permission is hereby granted to the Midlands State University Library to produce single copies of this dissertation and to lend such copies for scholarly and research purposes only. The author reserves other publication rights and neither the non-extensive extracts from it may be printed or otherwise reproduced without the author's permission.

SIGNED: ..... DATE: .....

Permanent address: 6106, 78<sup>th</sup> Crescent Glenview 3, Harare.

## **ABSTRACT**

This study was carried out to assess the effects of the existence of the funding gap in service provision at National Museums and Monuments of Zimbabwe (NMMZ). The statement of the problem entails that measured service delivery at NMMZ has been greatly undermined due to the progressive reduction in government grant to support NMMZ operations. Factors such as high labour turnover, lack of maintenance of key museum equipment and infrastructure and the NMMZ current revenue collection system were nominated as persistent in the organisation and these factors are directly attributable to the existence of the funding gap. The research was carried out at NMMZ Head Office in Harare. The research found that high labour turnover and lack of maintenance of the museum equipment and infrastructure significantly affect service provision while the current NMMZ revenue collection system affects service delivery to a lesser extent. The findings of the research were presented in tables and graphs. It was recommended that NMMZ should use strategic business units (SBUs) as revenue generating units and set up sales promotion teams in order to alleviate the funding gap and normalise the organisation's operations.

## **ACKNOWLEDGEMENTS**

All praises to Almighty God alone, the most merciful and the most compassionate. And His Holy Spirit, who is forever touch of guidance and knowledge for the humanity. The work presented in this manuscript was accomplished under the guidance, generous assistance, constructive criticism and enlightened supervision of Mrs. L. Mwedzi. Her efforts towards the inculcation of spirit of constant work and the maintenance of professional integrity besides other invaluable words of advice will always serve as beacon of light throughout the course. I take this humblest opportunity to my deepest sense of gratitude and thankfulness to her.

I also want to thank NMMZ management and staff especially Mrs Mwarewangepo and Mr Muza for allowing me to undertake my research activities and their support through their participation in interviews and questionnaires.

## **DEDICATION**

I dedicate this report to my parents, Luckson and Sophia Mugayi for their unwavering support in all dimensions and to Kudakwashe G. Chasakara for always being on my side during hard times of undertaking this research study.

## TABLE OF CONTENTS

CODE	DETAILS	PAGE
	PRELIMINARIES	
	Approval Form	i
	Release Form	ii
	Abstract	iii
	Acknowledgements	iv
	Dedication	v
	CHAPTER ONE: INTRODUCTION	1
1.0	Background to the Study	1
1.1	Statement of the Problem	3
1.2	Research Objectives	4
1.3	Main Research Question	4
1.4	Sub Research Questions	4
1.5	Justification of the Study	5
1.5.1	To the Student	5
1.5.2	To Midlands State University	5
1.5.3	To NMMZ	5
1.6	Assumptions	5
1.7	Delimitations	5
1.8	Limitations of the Study	6
1.9	Definition of key Terms	6
1.10	Summary	7
	CHAPTER TWO: LITERATURE REVIEW	8
2.1	Introduction	8
2.2	Effects of High Labour Turnover on service delivery	8
2.2.1	Inefficiency in service provision	8
2.2.2	Employee Demoralisation	10
2.2.3	Hire of Temporary Workers	11

2.2.4	The period the vacancy remains unfilled	12
2.2.5	Productivity Losses	12
2.3	The Problems associated with lack of adequate funding in service delivery	13
2.3.1	Lack of Staff Training Programmes	13
2.3.2	Inavailability of Research Fees	14
2.3.3	Poor infrastructure and Maintenance of key museum equipment	15
2.4	Challenges in the current NMMZ revenue collection system	16
2.4.1	Lack of automated systems at revenue collection points	16
2.4.2	Lack of system integration	17
2.5	Contributions of Museums to the development of national economy	17
2.5.1	Employment Creation	17
2.5.2	Tourism Attraction	18
2.5.3	Stimulating the local economy	19
2.6	Strategies to alleviate the funding gap	20
2.6.1	Setting up SBUs	20
2.6.2	Sales Promotion	22
2.6.3	Adherence to Reporting Deadlines	22
2.7	Summary	23
	CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1	Introduction	24
3.2	Research Design	24
3.3	Target Population	25
3.4	Sampling	25
3.5	Research Instruments	26
3.5.1	Questionnaires	28
3.5.2	Interviews	28
3.6	Validity and Reliability	29
3.7	Data Collection Procedures	29
3.8	Data Analysis Procedures	29



3.9	Summary	30
	CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	31
4.1	Introduction	31
4.2	Response rates on Questionnaires	31
4.3	Responses to Questions	32
4.4	Interview Responses	52
4.5	Summary	57
	CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	58
5.1	Introduction	58
5.2	Chapter Summaries	58
5.3	Major Research Findings	59
5.4	Conclusions	60
5.5	Recommendations	61
5.6	Suggested area for further research	62
5.7	Summary	62
	References	63
	Appendices	70

## LIST OF TABLES

<b>TABLE</b>	<b>TITLE</b>	<b>PAGE</b>
1.1	Schedule of the Funding Gap (2012-2013)	1
1.2	Pending Projects at NMMZ Head Office	3
3.1	Details of the target population and sample	26
4.1	Response rates from questionnaires	32
4.2	Inefficiency in the service delivery system	33
4.3	Employee Demoralisation	34
4.4	Time taken when the vacancy remains unfilled	36
4.5	Productivity losses	37
4.6	Factors related to lack of adequate funding	38
4.7	Effects of lack of automated revenue collection system	43
4.8	Employment Creation	45
4.9	Stimulating the economy	48
4.10	Strategies to alleviate the funding gap	49

## LIST OF FIGURES

<b>FIGURE</b>	<b>TITLE</b>	<b>PAGE</b>
4.1	Employment of Temporary workers	35
4.2	Research Programmes	40
4.3	Poor Infrastructure and Lack of Maintenance of key museum equipment	41
4.4	Lack of System Integration	44
4.5	Promotion of Tourism Industry	47
4.6	Adherence to Reporting Deadlines	51

## LIST OF APPENDICES

<b>APPENDIX</b>	<b>APPENDICES</b>	<b>PAGE</b>
APPENDIX A	Research Project Questionnaire	70
APPENDIX B	Research Project Interview Guide	73

## **LIST OF ACCRONYMS**

NMMZ-	National Museums and Monuments of Zimbabwe
P.S.I.Ps-	Public Sector Investment Programs
SBU-	Strategic Business Units

## **CHAPTER 1:**

### **INTRODUCTION**

#### **1.0 Background to the study**

Owing to the government's initiative of trying to reduce fiscal deficit, National Museums and Monuments of Zimbabwe was seen in financial deficit caused by the reduced government grant from 2012 to 2013. (Wynn-Williams 2005) stated that the allocation of scarce resources to public entities by the government is an area ripe for potentially counter-productive tension. Relating to the minutes of the Finance Committee held on 5 July 2013, the Executive Director reported that the year had commenced on a difficult note due to the existence of the funding gap which was currently being experienced by the institution. (Babaita 2001) reported that the extent to which government is able to meet the financial requirement of public entities determines the effectiveness of the functions performed by that entity. Relating to the financial report for the year ended 31 December 2013, an analysis of the funding gap for the institution is shown in Table 1:1

**Table 1:1- Schedule of the funding gap at NMMZ (2012-2013)**

<b>Year</b>	<b>Projects Requirement</b>	<b>Allocated (Blue Book)</b>	<b>Actually Received</b>	<b>Funding Gap</b>	<b>% of the funding gap</b>
2012	\$520 000	\$480 000	\$60 000	\$460 000	88.5%
2013	\$550 000	\$500 000	\$20 000	\$530 000	96.4%

**Source: Financial Report (31 December 2012)**

Table 1:1 shows the amounts which were required to undertake capital projects by the entity as projects requirement, the allocations to the entity by the treasury shown as allocations (blue book), what was actually received from the treasury labelled as actually received, the

variance between what was actually received and the expected amounts for capital projects shown as the funding gap and the relative proportion of the variance expressed as a percentage of the capital budget. In 2012, the organisation required \$520 000.00 for its operations and it only received \$60 000.00 giving rise to a funding gap of \$460 000.00 which represents 88.5% funding gap in relation to the required funding level. In 2013, \$20 000.00 was received out of a targeted \$550 000.00 yielding a funding gap of \$530 000.00. In 2013, the percentage of the funding gap in relation to the capital budget was 96.4%. The disclosed above funding deficits of 88.5% and 96.4% in 2012 and 2013 respectively shows out that an insignificant amount was received from the treasury and to date the planned capital projects were not yet commenced.

Relating to the Executive Director's annual report for the year ended 31 December 2012, the company's financial position was cited as the main reason why skilled officers were leaving the organisation apart from the nation's macro-economic hardships. NMMZ as a research institution on heritage information, Curators are like Lecturers at Universities hence their turnover has a direct effect to the organisation's service delivery. (Pawan et al, 2009) supported the view that increasing turnover of frontline staff in key departments is detrimental to the delivery of services to customers.

Relating to the (Minutes of NMMZ Executive Director, 2012), it is highlighted that the current NMMZ revenue collection system is affecting service delivery and NMMZ has limited funds to computerise its cash collection system. (Jaiswal, 2008) suggests that revenue collection system in museum sector can either positively improve or undermine service provision.

With reference to set standards in the (NMMZ operational framework of 2 August 2002), NMMZ is expected to put up at least four exhibitions which should last for at least 3 months

per exhibition in order to stimulate repeat visits. The following is an extract table showing unfinished projects affected by the funding gap from 2012 to 2013.

**Table 1:2- Pending projects at NMMZ Head Office**

<b>Project Number</b>	<b>Description</b>	<b>Stage of Completion</b>
1	Open habitat museum at the Museum of Human Sciences	40%
2	Replacement of old exhibitions at Museum of Human Sciences	35%
3	Fencing of Ngomakurira National Monument	30%
4	Fencing of Chiremba Balancing Rocks	5%

**Source: NMMZ annual report 2012**

Table1:2 shows projects which were not financed during 2012 and 2013 due to the existence of the funding gap. Project 1 to Project 5 shown above are all below 50% of completion and all of them were launched in 2010. The failure of the organisation to complete these projects was due to the funding deficit. The failure of the organisation to fund these projects was mentioned among other factors as have contributed to the delivery of undermined services to customers. It is against the above discussed background that the research aims at investigating the funding gap in service delivery being faced by NMMZ.

### **1.1 Statement of the problem**

Measured service delivery at NMMZ has been greatly compromised due to the continued existence of a funding deficit to fund its normal operations caused by a progressive reduction in government grant. The existence of a funding gap has resulted in high key staff turnover, lack of maintenance of key museum equipment and infrastructure and failure of the organisation to install automated revenue collection system which the researcher thinks have



undermined service delivery. The research therefore aims to establish ways to alleviate the funding gap at NMMZ and ensure better service delivery.

## **1.2 Research objectives**

The main objectives of the research under study are;

- i. To determine the effects of high labour turnover on service provision at NMMZ
- ii. To determine the problems associated with lack of adequate funding in service delivery
- iii. To identify the challenges in the current NMMZ revenue collection system in service delivery
- iv. To outline the contributions of museums in national economic development
- v. Possible strategies which can be employed to alleviate the funding gap

## **1.3 Main research question**

What is the effect of the funding gap on service delivery at NMMZ?

## **1.4 Sub Research questions**

- i. What are the effects of high labour turnover service delivery?
- ii. What are problems associated with lack of adequate funding in service delivery?
- iii. What are the challenges in the current NMMZ revenue collection system on service delivery
- iv. To what extent does NMMZ contribute to the development of the national economy?
- v. What could NMMZ do in order to bridge the funding gap

## **1.5 Justification of the study**

### **1.5.1 To the student**

The research is submitted to Midlands State University in partial fulfilment of the Bachelor of Commerce Accounting Honours Degree and is important as it enables the student to complete the current studies.

### **1.5.2 To Midlands State University**

The research is primarily a contribution to the literature that may be used by current and future students.

### **1.5.3 To National Museums and Monuments of Zimbabwe**

The research would help NMMZ to utilise the suggested possible solutions to narrow its financial gap. This research gives practical strategies which can be implemented to mitigate the current NMMZ setback.

## **1.6 Assumptions**

1. The chosen sample is a reliable representative of the whole population
2. All the responses are not biased
3. Prevailing conditions at NMMZ head office are the same with those in its subsidiaries
4. Government grant is the main source of revenue at NMMZ

## **1.7 Delimitations**

The research was confined at NMMZ Head office and the effect of the funding gap on its other regional subsidiaries was ignored. The researcher only investigated the existence of the funding gap which affected the entity from 2012 to 2013. Employees from other NMMZ subsidiaries apart from the Head Office were not consulted in bringing up this project. NMMZ is currently facing a multiple of viability problems amongst which the researcher focused only on the existence of the funding gap. All other problems and their effects to the organisation were not considered in this project.

## **1.8 Limitations of the study**

NMMZ being a monument inspector strictly restricts the publication of its political findings so the researcher was to some extent restricted from accessing other political files which might have added value to this research. To mitigate this, the researcher used the interview approach to access all the necessary restricted information. Time has also been a limiting factor since the researcher is a full time student. To mitigate this problem the researcher resorted to utilisation of weekends for gathering data and research.

## **1.9 Definition of key terms**

Museum- (NMMZ Act Chapter 25.11) defines a museum as an ‘established created to record and documents the cultural or natural heritage of a people in order to foster human understanding and/or identity of the concerned culture and its environment’.

Ancient Monument- (NMMZ Act Chapter 25.11) gives the definition of an ancient monument as ‘a building, ruin or structure or remaining portion of a building, ruin or structure or stature, grave, cave, rock shelter, midden, shell mound or other site or thing of a similar kind which is known or believed to have been erected, constructed or used in Zimbabwe before 1<sup>st</sup> of January 1890’.

Relics- (NMMZ Act Chapter 25.11) states relics as ‘fossils of any kind, drawing or painting, weapon, implement, utensil or ornament of historical or other scientific value or any other object which is prescribed as a relics’.

Funding gap- financial deficit that usually arise when the organisation fails to meet the financial needs of the organisation

Government grant- (IAS 20) defines government grant as ‘assistance by government in the form of transfer of resources to an entity in return for past or future compliance with certain conditions relating to the activities of an entity’.

Curator- museum researcher mainly responsible for setting up exhibition

### **Abbreviations**

NMMZ- National Museums and Monuments of Zimbabwe

IAS - International Accounting Standard

### **1.10 Summary**

The chapter covered the background to the study which briefly outlines the instances and circumstances in which the funding gap has affected service delivery at NMMZ. The chapter highlighted the objectives of the research and the questions to be addressed, delimitations and the limitations of the study in scope of NMMZ.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter covered what other authorities have said about the effects of high labour turnover on service delivery, the problems associated with lack of adequate funding in service delivery, the challenges in the current NMMZ revenue collection system in service delivery, the contributions of museums in national economic development and the possible strategies which can be put in place to alleviate the funding gap.

#### **2.2 Effects of high labour turnover in service delivery**

##### **2.2.1 Inefficiency in service provision**

(Pawan et al, 2009) brought forth the view that an accumulative increase of employees' turnover in an organisation is detrimental to service delivery as far as customer satisfaction is concerned. The research carried out showed that a continuous reshuffle of key staff members leaving an organisation, especially those who are directly involved in the main agenda of an entity lead to inefficiency in the services expected by customers. (Wing Lam, 2010) added that if an organisation records high labour turnover rate, this has a direct relationship with the level of inefficiency in service provision. (Julia & Fuest, 2005) suggested that high labour turnover in service providers leads to undermined service provision due to the increased workloads to the remaining workforce carrying on tasks under pressure due to stress. National museums and monuments satisfies its customers through good tour guiding services and when an employer delivers such guides stressed up, service provision will be undermined.

(Roth & Menor, 2003) observed that management should take its time to design properly the service delivery system so as to generate customer satisfaction. In addition, (Mayer et al, 2003) says that a service delivery process results in a customer being either satisfied or dissatisfied with the service experience. (Maull et al, 2007) is indifferent whether service delivery system impacts on the quality of service provision or not.

Unlike in the business of buying and selling consumables, a customer may not be concerned much with identifying the employee in which they will be transacting with and this differs much in a service industry. In the businesses which deals with the provision of services, (Helms & Mayo, 2008) supported that it is of paramount importance for the top management to put in place policies which reduce staff turnover rates as this has a tendency of impacting on the revenue to be received by the entity. (Jaiswal, 2008) added that when a customer is treated badly when acquiring a service, the same customer may choose not to do business again with the same supplier of services. During 2012 and 2013, NMMZ faced a decrease in customer visits the researcher thinks it was caused by the delivery of impaired services.

(Brady, 2003) argued that there are so many factors to be taken on board which can lead to inefficiency in service provision apart from high labour turnover. Cited was incompetence of staff members to act as expected by the customers and lack of enough resources to equate the consideration paid by the customers and the services given by the entity. At NMMZ, some customers ended up informing the organisation in writing that their museum entrance fees were not tallying with the services they are getting from the organisation referring to them as impaired services (NMMZ Financial Report, 2012).

### **2.2.2 Employee demoralisation**

(Briault & Meekings, 2013) put forward the research based view that high labour turnover has residual effects of demotivating the remaining staff in the organisation. It was noted that employees are mostly prone to ill-treat customers when they feel demotivated during the course of carrying out their normal operations. Normal or expected service provision will be distorted through ‘a rush to complete attitude’ when customers are few or abnormal delays when there are long queues awaiting service. (Kleiner et al, 2005) added that employee dissatisfaction results primarily from low quality support services and policies that negatively influence employees to deliver results to customers. (Forret & Love, 2008) supported the above view that success or failure of service provision within an organisation rests in the degree of employees’ motivation of such organisation.

(Manjarrez, 2008) clearly states that undermined service delivery in national museums is usually due to demoralised staff members without certainty about the future of their jobs considering the labour turnover rate of the organisation at that present time. Lack of job security by the remaining workforce was cited as a factor which can demoralise the entire workforce of an entity leading to impaired service delivery (Mahmoud & Reisel, 2014).

(Lovelock, 2000) argued that employee demoralisation has no influence on the quality of service provision to customers basing on a pilot project which showed that provision of services below the expectation was highly evident in an organisation where there was very low labour turnover rate and highly motivated employees. At NMMZ, due to increased pressure of workload and lack of increased incentives, this might have caused employee demoralisation and impacted on the service output.

### **2.2.3 Hire of temporary workers**

(Kelly & Kelly, 2000) postulates that low skills and lack of experience with temporary workers in most cases have a great impact on service provision. From the time a temporary worker is employed to perform the tasks of a senior official in the field and the time they gain reasonable experience, customers are deemed to be suffering from lack of competent services which may not be commensurate with their payments (Gregton, 2009). Usually, temporary workers are employed in the case of emergence when the original employees leave office unexpectedly. (Foote, 2004) added that although the services of temporary workers will be required to replace unscheduled turnover, service provision is highly compromised especially in the first days of recruitment to fill specialised posts. (NMMZ Human Resources Report, 2012) states that some key departments like the Curatorial and Research department which directly interact with customers was highly staffed with temporary workers and service delivery was reported to be distorted due to their lack of experience and sufficient knowledge on national heritage.

In contrast to the above argument, a research carried out by (Erickick et al, 2002) showed that service provision increased during the tenure of temporary and low skilled workers as compared to the period when the entity was fully staffed with well qualified employees. The justification of the increase in service provision was interpreted as had been caused by the spirit of unity amongst temporary workers and the need to create a positive image with an organisation in a bid of seeking promotion (Foote, 2004). The researcher noted a decrease in the quality of service provision during the period when the organisation was highly staffed with temporary workers.



#### **2.2.4 The waiting period in which the vacancy remains unfilled**

(Taylor, 2008) suggested that the waiting period from which employees leave the organisation and the time at which those posts are filled is mostly detrimental than any other impact high labour turnover can ever bring on board as far as efficiency in service provision is concerned. (Townsend, 2007) supported the above notion saying that customers will be more dissatisfied if their requests are not attended to at all than when they are served though below their expectation. (Lucas, 2003) added that customers must be viewed as kings because of the value they bring to the organisation hence, being involved in acts of dissatisfying them will have an accumulative negative effect as they tend to spread the inefficiency observed to other potential customers and the future revenues of an entity will be reduced. At NMMZ, the organisation took at most six months to fill a vacancy and this has caused harm to service delivery since there were no deliberators of duty at the organisation. (Lovelock, 2000) supported the view that high labour turnover can lead the operations of an entity to a standstill.

#### **2.2.5 Productivity losses**

(Akkermans & Voss, 2013) found that a disturbance to meet demand for particular goods or services will lead to a higher degree of customer dissatisfaction. A disturbance in meeting customer demand is another form of compromised service delivery. When there is labour turnover in the departments of those engaged in participating in the relevant activities of an entity, productivity can be put to a halt. Inefficiencies through productivity losses were nominated as drivers of poor service delivery. (Petersen, 2013) argued that reduced productivity which add to poor service delivery is as a result of those not in the workforce. The research undertaken showed that in a public sector organisation, productivity losses are attributed to high labour turnover rates situations which may be worsened when those

vacancies remains unfilled. (Mahmood et al, 2014) established that cost of poor quality services can only be reduced when labour productivity increases.

## **2.3 The problems associated with lack of adequate funding in service delivery**

### **2.3.1 Lack of staff training programmes**

(Sundarajan, 2007) appreciates that the availability of employee training programmes helps to facilitate competencies which include skills, knowledge or behaviours that are critical for job performance. Employee training programmes are pre-requisite to customer satisfaction (Sundarajan, 2007). (NMMZ Annual Executive Director's report, 2012) states that the organisation has put aside employee training programmes considering the financial setback dominating in the organisation currently.

(Rhoden et al, 2008) states that a service industry provides intangible product rather than a physical product output. The research carried out supported the view in context that employee training programmes are essential in organisations which give out services to customers. In museum sector, service delivery is mostly noticed during the touring activities. (Manjarrez, 2008) suggested that because of the fact that Curators who give tutorials about the exhibitions in a museum must have a proper understanding about the nature and history of the artefacts, it is highly recommended for training programmes to be put in place so as to increase the level of knowledge and understanding about museum activities.

(Street, 2000) explains the importance of training programmes as they help to match current customer needs in a dynamic world. (Bryslan & Curry, 2001) suggested that employee training programmes were cited as a critical driver to increase employee satisfaction through quality service delivery. Non trained employees are most likely to increase non value adding costs, only emphasis on short term thinking and they lack vision of where the organisation is going. (Ghosh et al, 2011) argued that the availability of employee staff programmes does not

guarantee better service delivery to the customers. The trainer should be a well equipped on the subject being taught and must have sound communication skills for the training programme to be useful.

### **2.3.2 Inavailability of research fees**

(Smithies, 2011) states that the future of museums totally rests in their ability of undertaking research programmes. New gatherings of artefacts, relics and cultural objects adds value to museums and it was found that, according to the research done by the International Committee of Museums that the viability of a museum rests in its ability to research and teach the public on new findings. (Berger & Ioannidis, 2004) added that the innovativeness emboarded in research stimulates the spirit of making repeat visits especially in the institutions which offer library and museum services. (Goldson, 2009) added that people are always on the lookout for new services and new information hence the cessation by an entity in depriving its employees from undertaking research is detrimental to the future of the organisation and the quality of services offered.

The portion of funds set aside for research fees at NMMZ are provided by the central government through grants. This means that the failure by the government to imburse the research institution has directly affected the gathering of new ideas on hidden Zimbabwean heritage information.(Marsh et al, 2010) added that service delivery in a museum which ignores research work is highly affected since people with high education needs fresh ideas on heritage data. On the other hand,(Babbidge, 2005) argued that only twenty per cent of the museum visitors use museum services for research purposes and the rest use the services other purposes and hence there being not engaged in research activities has a minor effect to service delivery.

### **2.3.3 Poor Infrastructure and maintenance of existing equipment**

(Manjarrez, 2008) states that government grants makes “museums’ projects meet highest standards in the field, adhere to criteria of quality and professionalism” and is the major source of fund for the acquisition of exhibitions. The existence of funding gaps in national museums became source of the exhibition of outdated and obsolete artefacts and museum objects (Reeves, 2002). With reference to the set standards in the (NMMZ operational framework of 2 August 2002), NMMZ is expected to put up at least four exhibitions which should last for at least three months per exhibition in order to stimulate repeat visits. It was reported that NMMZ has failed to put even a single new display with new set of exhibitions in order to comply with the internal statute. Service delivery was affected as supported by a decrease in number of visitors to the organisation due to failure of the organisation to fund for basic capital projects. (Mavalankar et al, 2004) added that the provision of quality services in a museum sector highly depend on the functionality, distribution and quality of infrastructure. A recommendation on the research carried out by (Gill et al, 2004) states that the reforms on infrastructure and the undertaking of continuous improvements on infrastructure ensures the provision of better services to the public. (Freedman et al, 2005) argued that the adoption of cost recovery techniques in the form of levies charged for customers to access infrastructural equipments in a museum sector greatly affects the provision of better services to the customers.

## **2.4 Challenges in the current NMMZ revenue collection system in service delivery**

### **2.4.1 Lack of Automated systems at revenue collection points**

(Sohne, 2003) suggests that the use of non computerised revenue collection systems in national museums has proved to be a strong source for undermined service delivery to customers. The widening of the funding gap currently affecting national museums, basing on researches done was pointed out as attributing to the use of manual revenue collection methods. (Zhou & Madhikeni, 2013) added that the migration of an entity from manual revenue collection techniques into automated systems improves service delivery. The slow processes involved in traditional revenue collection systems results in long customer queues waiting to be served which is recorded as part of undermined service delivery (Manjarrez, 2008).

What dissatisfies international tourists in developing countries is the use of outdated service payment methods (Mikesel, 2011). Most of international tourists prefer to pay for their tours using internet banking before visiting the places of their interest. Carrying huge sums of money consider it as a high risk practice as they may lose that cash whilst in transit. (Frodada, 2011) supported the use of automated computerised services in museums as they saves time rather than the traditional revenue collection system which takes much time involved in processing the payments. Most customers associate undermined service delivery with lack of efficiency in time management. Spending long hours processing payment transactions can result in bad information being spread internationally about a tourist destination (Kastberg, 2013).

(Muzorewa, 2003) argues that the use of computerised services at revenue collection points has to be carefully planned and the benefits critically weighed against the benefits to be gained. Computerised services are very expensive in setting them up and hence they involve

large sums of cash to fund those projects. (Shaw, 2005) criticised internet banking in the museum sector arguing that as it promotes much damage to customer interests especially in the tourism industry as it involves the payment of services before the customer benefits from such paid facilities.

#### **2.4.2 Lack of system integration**

(Jamison et al, 2006) states that system integration in a museum sector helps to refocus an organisation to provide services according to the needs of the public and entails for the provision of quality services. (Travis et al, 2004) suggested that system integration is essential in service provision organisations as it is designed to enable an integrated approach to service provision. The provision of integrated services aids in the provision of better services as it leads to multi-purpose service delivery points. (Clarkson, 2010) added that customers will be more dissatisfied when there is no way in which they can pay for their relatives in other locations to access museum services. The current system at NMMZ requires the customers to produce receipts and confirmation made over the telephone.

(Lloyd & Wait, 2005) argues that the existence of an integrated system in museum sector is not a 'cure' of inadequate resources which are basic for an entity to operate for service provision to be efficient. (Kingham, 2010) added that the use of integrated systems in developing countries can disadvantage the local visitors as they may not be well conversant with the current developments in technology and the system becomes selective.

### **2.5 Contributions of museums to the development of the national economy**

#### **2.5.1 Employment creation**

(Scott, 2003) states that the other main reason why the government might want to be involved in managing the financial affairs of national museums and ensure the continuity of their

existence is the fact that national museums are major players in promoting macro-economic growth through the creation of employment. (Jermyn, 2010) added that national museums create employment for staff and other local contractors. National museums can be involved in big contracts with involves large sums of cash outlays of which if they are triggered, this will help in improving the economic standing of a nation (Morganson, 2009). Museum capital works and projects stimulate employment and investment. For example, in 2013 the National Museums and Monuments of Zimbabwe contracted Carrick and Craig Private Company to exhume graves in Mashonaland Central and this was confirmed that the local people benefited in this project.

(Manjarrez, 2008) stated that another form of employment museums creates is through the upkeep and maintenance of museum buildings. (Mandicene et al, 2013) added that national museums need state of the art equipment and their maintenance and upkeep requires vast amounts of funds in order to carry on their mandates according to the set standards. (Radice, 2008) added that museums in other sense, create employment for its general every day staff. Employment rate is a macro-economic indicator and any activity which promotes to decrease the unemployment rate will be an advanced step in building the economy.

### **2.5.2 Tourism attraction**

(Adeniji & Ekanem, 2013) pointed out that the existence of museums promotes the development of cultural and rural tourism to sustain local people and traditions. Museums are incorporated so that they make use of resources and the environment in an advanced, better and sustainable way with an objective of generating value to the local economy by stimulating economic development (Launnel, 2010).

(Scott & Merritt, 2011) suggested that the presence of a museum in a community results in more spending by tourists on accommodation, food, transport and supplementary items such

as souvenirs. The activities of buying and selling of local commodities by tourists has a direct input in economic growth. The local firms involved in food, accommodation and transport will have an increase in their revenues due to an increase in overseas buyers added to their normal demand from normal customers. (Woodland, 2009) added that an ejection of revenues in local business of a nation from outside customers is more effective in economic building. Museums can be economic lifelines in regional towns where they are the main attraction for visitors.

However, (Pooley, 2003) argued that cultural organisations inclusive of national museums could only be sustainable for tourism activities if those exhibitions and other cultural resources housed there in are efficiently and effectively utilized, managed and maintained with accordance to the International Council of Museums standards. It was added that adequate funding and absence of funding gaps should not be persistent in the operations of a cultural heritage organisation. (Winlaski, 2005) added that should the national museums operates below the expectations of its stakeholders, the objectives of contributing to economic growth may be largely impaired and money contributed by the government in the form of grants to national museums will never yield return.

### **2.5.3 Stimulating the local economy**

(Williams, 2007) brought forth the new dimension that the development of new museums stimulates the development of local infrastructure. Research based results have shown that development of infrastructure is an important ingredient in the development of economic activities within a nation. In stimulating the local economy, national museums more often use local businesses and the presents of major exhibitions can inject additional funds into the local economy. An establishment of a museum also promotes local economy through the purchase of local services and products (Manjarrez, 2008). In addition to the above, museums



extend the trade skills purchased from their own community by requiring them to be applied in a different context. With reference to the (Report for Arts Council England and the National Museums' Directors, 2013), it states that the arts cultural and the museum sector contributes for 0.4 per cent of the Gross Domestic Products is that industry is properly funded in relation to its demands. The 0.4 per cent is reported to rise up to 1 per cent Gross domestic products of the overall economy taking into account the multiplier effect.

## **2.6 Strategies to alleviate the funding gap in the museum sector**

### **2.6.1 Setting up Strategic Business unit (SBU)**

(Fong, 2004) defines a strategic business unit as an overall business division or function that is formed to carry on business concentrating on a different field or relevant activities of the main organisation. The main objective of setting up strategic business units is to generate profit through their activities the revenue of which can be used to address the financial needs of the main organisation. (Michels et al, 2005) argues that the other main purpose of setting up strategic business units is to answer the call for spreading risks associated with operating a single line of business. Funding gaps in the operation of national museums can be addressed when the management choose to implement the strategic business unit policy. (Darwin, 2008) added that because strategic business units are smaller than the parent entities, they can quickly respond to changes in the environment they operate and hence can act as a permanent source of revenue for the parent organisations as the possibility of them failing is very low.

(Aoki & Miyajima, 2012) argues that strategic business units complement the gap between the required funding level and the resources at hand. SBUs are mainly profit making functions and as such, are mostly recommended to be set up by non profit making organisations as they are capable of providing any type of assistance during the recession times entered into by the parent organisations. (Williams, 2007) states that a strategic

business unit is usually set up with a unique operating style and it can be involved with a single product or a multiple of related products. It was argued that the mandate of strategic business units is to boost up the financial resources of the parent company and ensuring that the goals of the parent company are met (Williams, 2010).

Strategic business units enhance operational and strategic control set ups allowing higher level managers to deal with strategic issues (Jonk, 2007). The research based results undertaken showed that the efficiency of functional managers running SBUs is very important as it determines the success or failure of such business. (Sergitsta, 2013) added that SBUs mitigate the problems of resource sharing across functional departments and also focus much on products and services but for this to materialise, there must be an independent management from that one of the parent entity.

(Anthony et al, 2003) strongly argued basing on the results of their research why most companies may not want to set up SBUs as that they result in increases in cash outflows through doubling of operations, employees' salaries and investments. (Hookwits, 2013) suggested that despite the benefits SBUs brings to the parent company, costs of operating SBUs might exceed the revenue generated increasing liquidity problems in the parent organisation. SBUs focus much on short term performance and may lack uniformity with the parent organisation. (Kastberg, 2013) added that dysfunctional opposing forces amongst departments and divisions might detract the normal corporate performance of the parent entity.

### **2.6.2 Sales promotion**

National museums can use the sales promotion strategy in a bid to narrow the funding gap affecting their operations. (Selwood, 2002) defines sales promotion as an initiative which can be put in place with an effect of increasing sales through the spreading of information nationwide about certain products or services. It is believed that when sales increase, revenue also increases proportionately and this can help to mitigate funding problems an organisation might have. (Manjarrez, 2008) added that for promotional exercises to yield meaningful results in a museum sector, the target population must be critically selected. Museums as heritage educators must put much promotional emphasis to school groups especially the primary and secondary groups.

(Lucas, 2003) argues that if management fails to evaluate trade promotional expenditure and engages in poor planning about the promotional criteria, promoting goods or services might be costly to an organisation ending up widening the funding gap. Efficient and effective promotional techniques must be put in place taking into account the impact of the promotional strategy to be used to the stakeholders (Reeves, 2002).

### **2.6.3 Adherence to reporting deadlines**

(Opperman, 2010) clearly stipulates that the other reason why organisations face liquidity problems and reduced government grants in their operations is through their non compliance with financial statutes which governs their financial systems. In Zimbabwe, all statutory bodies should comply with the requirements of the Public finance management act, the Audit office act and the provisions stated in the Constitution of Zimbabwe act.

(IAS 19: Government assistance) clearly states that the reason for the government to grant funds to parastatals is through the degree of compliance which they show up with as far as

accountability and responsibility is concerned. (Brady, 2003) added that national museums in most countries face liquidity crisis due to non compliance with the governing statutes. This shows that National museums must comply with their financial governing legislation for them to receive funding from the government.

## **2.7 Summary**

This chapter focused on reviewing the literature related to the current research. This includes effects of high labour turnover, problems associated with lack of adequate funding in service provision, the challenges associated with the current NMMZ revenue collection system in service provision, contribution of museums to economic development and strategies to alleviate the funding gap in museum sector. The next chapter will discuss the methods that were employed to gather and collect data for analysis.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focused on the research design and methodology. It gave full details on how the research data was gathered and presented for analysis. It includes a description of all the procedures taken during the gathering of research data. It will also focus on research instruments, the data collection procedures as well as data analysis procedures.

#### **3.2 Research Design**

(Smith, 2010) states that to design a research implies putting together the various facets of the research study. To design a research means to plan. It is therefore imperative that a suitable plan be chosen for a particular research depending on the matter being researched. (Gillham, 2007) defines a research design as a layout of conditions for data collection and data analysis in a fashion set to bring relevance to the research in place. The research design selection, therefore, depends on the research topic.

For this research study, the descriptive research design was used. (Flood, 2001) suggests that the researcher's understanding of the research theories is critical as it strongly impacts on the methodology, research design, interpretation of findings and recommendations. This form of design makes description in natural surroundings without experimental manipulation. Data is on a first hand basis and collected from their natural surroundings with a clear focus based on a research question and is done deductively (Voss, 2009). Descriptive research starts off with a question but instead of manipulating the focus of the study, descriptive research aims at describing the study unit in order to learn more about it. The researcher chose to use this design as it opts for approaches that involve fewer subjects. The descriptive research involves

all sorts of statistical calculations which include the calculation of averages and frequencies of the subject under review.

### **3.3 Target Population**

(Kliner, 2004) explains a research population as a total collection of elements the researcher wish to gather data from. The research population should be of varying characteristics so as to eliminate bias in data collection. In this research, the research population is sixty and is taken from the employees from various departments at NMMZ head office which operates in Harare. The departments are the Finance department, Human Resources department, Curatorial and Research department, Information and Technology and Administration.

### **3.4 Sampling**

(Marsh, 2010) defines a sample as a number of people that are chosen from the research population, who presumably are considered to represent the majority of the population to be used for the purposes of gathering information. (Wegner, 2009) suggests that sampling involves the criteria of choosing a representative subset of observations from a research population to establish the characteristics of the variable under study.

In this research, systematic sampling was used and it involves the use of a certain order or pattern in choosing the sample from a research population. As part of its advantages, systematic sampling is quick and errors can be easily identified in the event of something going wrong (Voss, 2009). The researcher has decided to use this sampling technique as it involve large sampling and is mostly preferred to taking random samples.

Systematic sampling was used to select a group of people from the population. Sixty people who constituted the population had their surnames written down and were each numbered according to what number they were on the alphabet for every department. After this was

done the names were then numbered and the first written names on the list following their order were selected as the final sample as follows;

**Table 3.1 Details of the Targeted population and sample size**

<b>Unit</b>	<b>Target Population</b>	<b>Sample Population</b>	<b>Sampled Population (%)</b>
Finance Department	12	8	66.7
Human Resources	14	10	71.4
Curatorial & Research	14	10	71.4
Information Technology	12	8	66.7
Administration	8	4	50
<b>TOTAL</b>	<b>60</b>	<b>40</b>	<b>66.7</b>

(Kelly & Maxwell, 2003) suggested that large samples of over 50% of the total population or observations yields more accurate results as compared to smaller samples as the view of the majority prevails amongst the collected data. The sample was large enough to consider the greater part of the population. From the table above, forty employees were chosen from a total population of sixty. Participants were chosen from all NMMZ departments as an approach to eliminate bias related to a single department. Fifteen out of forty were to be interviewed and the remaining twenty five had questionnaires administered to them.

### **3.5 Research Instruments**

(Glube, 2010) view research instruments as the techniques of gathering information and relevant data required to give solutions to the problems under investigation. Research instruments are the tools that were used to get the required responses in the research. The data was gathered from primary sources of data. This method was used to solicit data from the

respondents. The researcher chose to use primary sources of data as they give rise to accurate data since they constitute firsthand information. The primary sources of data used are questionnaires and structured interviews.

### **3.5.1 Questionnaires**

(Fowler, 2008) defines questionnaires as a personal reporting instrument where by the respondents give their views in answering the printed set of questions on a document. The questionnaire is the most common way researchers use to gather information. The researcher used mostly closed-ended questionnaires and a few questionnaires that solicited for a response of a maximum of four sentences for the purpose of saving time and ensuring that respondents answer the given questions and not deviate into areas not asked. (Rowley, 2014) states that questionnaires should not only be designed to suit the researcher and the research needs, but it should be fashioned in a way that also takes into account the respondents. The questionnaire was made to be short to facilitate full participation of respondents, as long questionnaires tend to solicit for the loss of interest in the respondent to attend to it. The respondents were each requested to put a tick on the correct answer choosing from five options.

Questionnaire has the advantage of anonymity in that it facilitates for the obtaining of honest respondents (Jaiswal, 2008). Apart from the above highlighted advantages this instrument has its weaknesses in that it only works with literate people and thereby eliminating those that cannot read and write. On the other hand, chances of misunderstanding of the required responses are high if the topics involved are less familiar to the respondents. To eliminate bias in the collection of data, the researcher encouraged the respondents to ask for explanations in areas of their misunderstanding for clarity.



### **3.5.2 Interviews**

The researcher decided to use interviews because detailed information is required for a proper assessment of the funding gap and respondents are on one place. There are two types of interviews namely formal and informal (Flood, 2001). The researcher used formal interviews as the interviewees were on one location and the study is focused on service delivery at NMMZ.

Advantages which prompted the researcher to use this research instrument are that unlike questionnaires, in the case of respondent failing to understand the question, the researcher can be able to re-read and rephrase that same statement to facilitate for the full understanding of the questionnaire by the respondent (Mahmoud & Reisel, 2014). In addition, the researcher also has the chance to explain on questions that might seem to be ambiguous to the respondents and hence improving the quality of data being collected. An interview enables the researcher to pay attention to respondents' reactions during the interviews and this helps to apply appropriate interviewing techniques to come up with accurate results.

In spite of the above advantages, interviews have weaknesses when it comes to bias from either side. The human factor can stand in and prevent the releasing of real facts from the respondents. Either the respondent may become uneasy and be suspicious of the reason behind the event or may just develop some dislike over the personality of the interviewer (Ghosh et al, 2004). To prevent bias, the researcher gave the questionnaires to the respondents in their most convenient times and notified them in advance to reduce unnecessary pressure. The interview also lacks anonymity in comparison with a questionnaire and as a result the respondent will tell the interviewer what he/she thinks is what the interviewer wants to hear.

The cost of preparing interviews is another disadvantage. Interviews consume a lot of time to prepare and administer, as it requires money to travel to and from the respondents to contact the interviews. To overcome bias with this challenge, the researcher tried to make the interviews short in the interest of the respondents.

### **3.6 Validity and Reliability**

Reliability is the extent to which an observation, questionnaire or other measurement procedure gives accurate results on more than one repeated trials (Miller, 2010). A sample size of 50 % comprising of key staff members within an organisation guarantees reliability and validity of the results to be obtained (Sunders, 2009). The fact that no manipulation takes place makes this design appropriate for this investigation. The most important of all factors for using this design depends on data collection from the subjects to conduct the research; first hand information collection makes the research relevant to the current situation as the researcher gets current information as to what is happening on the ground.

### **3.7 Data Collection Procedures**

(Sandrijan, 2007) explains that data presentation procedures involve the actual layout in which data is going to be collected from the target population. Forty respondents were chosen from a population of sixty and a questionnaire was administered to twenty five of the forty who constituted the sample. The fifteen remaining people were interviewed. The researcher personally handed the questionnaire to the respondents to ensure that necessary clarifications were made to the respondents. The fifteen who were interviewed were notified at least one week before the day of the interview.

### **3.8 Data Analysis Procedures**

(Rowley, 2014) states that analytical procedures are the ways to be employed by the researcher to arrive at the results of the study. The data collected determined the manner in

which it was presented, interpreted and analysed. The researcher used statistical calculations, tables and graphical presentation when analysing the collected data. Graphs were also used to show the relationship between variables. Discussions ensured the presentation of each item with highlights being made on implications of the results presented.

### **3.9 Summary**

This chapter discussed aspects of research methodology and covered aspects of methodology such as research design, research instruments, and data collection procedures and data analysis.

## **CHAPTER 4**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

The previous chapter discussed Research Design and the Methodology that would be used in collecting data for this research project. In this chapter, the data collected is systematically analysed, presented and discussed. In presenting, analysing and discussing the data emanating from this research, the researcher will be guided by the questionnaire format, whose sequence the presentation will follow. The actual findings of this study will be presented by way of tables, graphs, pie charts and corresponding narrative descriptions based on the two research instruments used, Interviews and questionnaires.

#### **4.2 Response Rates on Questionnaires**

##### **Questionnaires**

To achieve the research project's main objective, which is "the assessment of the funding gap in service provision at NMMZ", a total of 25 questionnaires were administered. Table 4.1 below shows the details of the questionnaire response rates.

**Table 4.1 Response rates for Questionnaires**

Unit	Target Population	Questionnaires Distributed	Questionnaires Responded to	Response Rate (%)
Finance Department	8	7	6	75
Human Resources	5	5	4	80
Curatorial & Research	5	4	3	60
Information Technology	5	4	3	60
Administration	2	2	2	100
<b>Total</b>	<b>25</b>	<b>22</b>	<b>18</b>	<b>72</b>

Table 4.1 above shows that a total of 22 questionnaires were distributed and 18 questionnaires were collected. The average response rate of 72 % was earned of the total population. (Kelley & Maxwell, 2003) supports that response rates above 50 % from the total population gives accurate results of the phenomenon under investigation. It is also evidenced that the response rates from all the departmental units issued with questionnaires were from each above 50 % and the researcher was impressed by this overwhelming response rate. The 28 % withheld questionnaires by the respondents were due to procrastination and pressure of work.

### **4.3 Responses to questions**

#### **Question**

#### **4.3.1 What are the effects of high labour turnover on service delivery?**

##### **4.3.1a Inefficiency in the service delivery system**

**Table 4.2 Inefficiency in the service delivery system**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
9	5	1	0	3
50 %	28 %	6 %	0 %	17 %

Table 4.2 shows that 50% (9/18) of the sampled population indicated strongly that inefficiency in the delivery system strongly undermines service delivery. 28% (5/18) agreed whilst 6% (1/18) were not sure. 0% of the respondents disagreed and 17% (3/18) indicated that they strongly disagree with the view that inefficiency in the delivery system lead to undermined service provision.

In aggregate, 78% of the sampled population on this question support the view that inefficiency in the service delivery system at NMMZ is detrimental to the delivery of better and expected services to customers. (Julia & Fuest, 2005) observed that an efficient delivery system is mandatory for better service provision. In an Indian call industry, (Jaiswal, 2008) suggested that top management should ensure a good delivery system for the customers to enjoy quality services in an organisation. 6% of the people were not sure about how delivery systems affect provision of better services. According to the research carried by (Maull et al, 2007), the author concluded that service delivery system has no impact on the quality and extent of service provision. A total of 17% of the sampled population indicated that they disagree and strongly disagree with the hypothesis that service delivery system contributes to quality service provision. (Brady, 2003) argued that service delivery is affected by other factors apart from the service delivery system such as incompetence of staff employed.

The mean of the data collected is 3.5. The mean of 3.5 is in harmony with the observations of (Wing Lam, 2010) who suggested that inefficiency in the service delivery system has a direct

relationship with the level of inefficiency in service provision. Results from the survey evidences that inefficiency in the service delivery system is to a greater extend a ‘weapon’ which distorts quality service provision and hence significantly contributes to customer dissatisfaction.

#### 4.3.1b Employee Demoralisation

**Table 4.3 Employee Demoralisation**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5	8	0	5	0
28 %	44 %	0 %	28 %	0 %

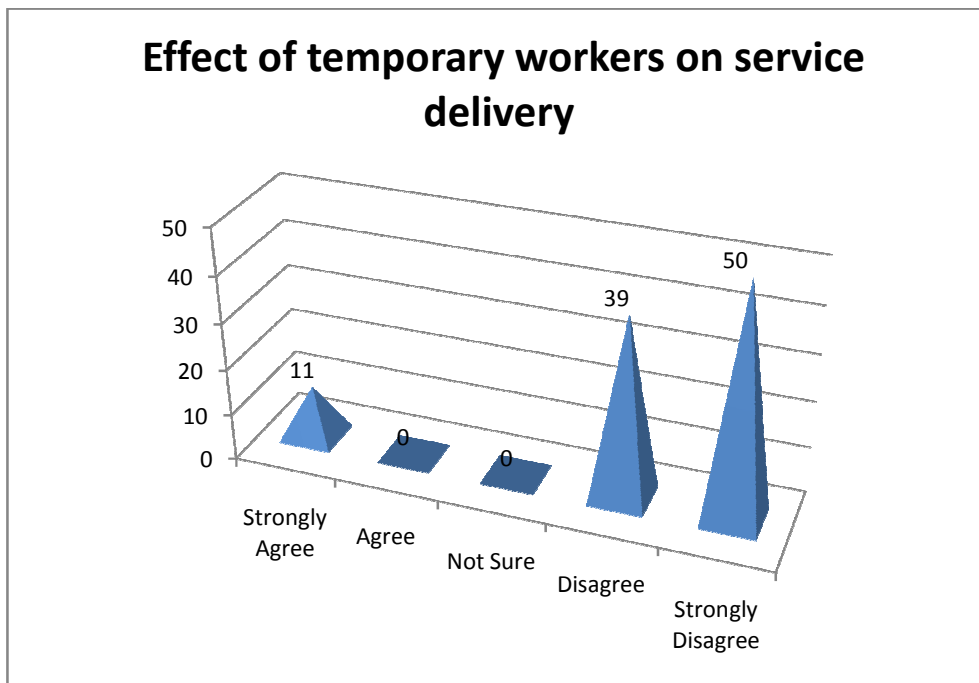
From Table 4.3, it is shown that 5/18 (28%) of the respondents strongly agreed that employee demoralisation negatively impacts on the quality of service delivery. 8/18 (44%) agreed that undermined service delivery at NMMZ is due to demotivated employees whilst 0/18 (0%) of the respondents were not sure about the effect of employee demoralisation to service delivery. A total of 5/18 (28%) of the respondents disagreed that employee demoralisation does not harm service delivery whilst 0/18 (0%) strongly disagreed.

A fraction of 13/18 (72%) are in harmony with (Forret & Love, 2008) who observed that success or failure in service provision within an organisation rests in the degree of employees’ motivation of such an organisation. On the other hand, a total of 5/18 (28%) disagreed that the extent of employee demoralisation has nothing to do with service provision. (Mahmoud & Reisel, 2014) support this view saying that lack of job security by the remaining workforce is the main factor which can demoralise the entire workforce of an entity and that level of demoralisation does not contribute to impaired service provision.

The results from Table 4.3 also clearly shows that a larger proportion of the respondents support the view that employee demoralisation affects negatively service provision but it must not be dismissed that other respondents dismiss the factor as not true.

#### 4.3.1c Employment of temporary workers

**Fig 4.1 Employment of temporary workers**



From Fig 4.1, 11% (2/18) strongly agree, 0% agree, 0% are not sure, 39% (7/18) disagree and 50% (9/18) strongly disagree that employment of temporary workers significantly contributes to undermined service delivery and customer dissatisfaction. The mode (with the highest frequency of 9) of the responses reflected that they strongly disagree that employment of temporary staff cause discrepancies in service provision. This is in line with (Erickick et al, 2002) who suggested that service provision increased during the tenure of temporary and low skilled workers as compared to the period when the entity was fully staffed with well



qualified employees. The total of 89% of the respondents support that temporary workers have proved beyond doubt that their involvement in organisational activities increase productivity.

11% of the sample population responded that the employment of temporary workers reduce the provision of better services and this view is supported by (Foote, 2004) who added that although the services of temporary workers will be required to replace unscheduled labour turnover, service provision is highly compromised especially in the first days of recruitment to fill specialised posts. Fig 4.1 clearly shows the extent in agreement of those who supported and declined on the impact of temporary workers and its clear that the larger portion disagrees that the employment of temporary workers do not affect service delivery.

**4.3.1d Time taken when the vacant remains Unfilled**

**Table 4.4 Time taken when the vacant remains unfilled**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
8	7	3	0	0
44 %	39 %	17 %	0 %	0 %

From the above Table 4.5, 39% (8/18) strongly agreed that the time taken when vacancies are not filled at NMMZ due to unscheduled turnovers generate mostly to customer dissatisfaction and leads to the delivery of undermined services as the operations may be put to a halt completely in that particular function or department. In the same breath, again 39% (7/18) agreed whilst 17% (3/18) were not sure. In aggregate, no respondents disagreed that the duration taken when vacancies remain unfilled impacts negatively to the delivery of better services.

A total of 83% in aggregate who support the view that the time taken when the vacancies are not filled is detrimental to the delivery of better and expected services are in harmony with (Townsend, 2007) who suggested that customers will be more dissatisfied if their requests are not attended to at all than when they are served though below their expectation. No one amongst the surveyed sample disagreed with the negative effects of the time taken the vacancies unfilled as disruptive to normal service provision.

In Table 4.4 above, it is evidenced that the larger portions are composed of those who agreed and strongly agreed that the time taken vacancies not filled strongly impacts service provision. The mean of the data collected is 4.3 which mean that conclusively NMMZ must set up strategies to alleviate extended periods vacancies can take without replacements. The average of 4.3 supported by (Taylor, 2008) who observed that the waiting period from which employees leave the organisation and the time at which those posts are filled is mostly detrimental to normal service delivery than any other impact high labour turnover can ever bring on board as far as efficiency in service provision is concerned.

#### **4.3.1e Productivity losses**

**Table 4.5 Productivity losses**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
2	7	0	7	2
11 %	39 %	0 %	39 %	11 %

Table 4.6 shows the impact of productivity losses on service delivery at NMMZ. 11% (2/18) of the respondents strongly agree that productivity losses negatively impacts service provision. No one was unsure and 39% (7/18) of the respondents agree that productivity

losses at NMMZ affect service delivery in a negative way. 39% (7/18) disagreed and 11% (2/18) felt strongly that productivity losses do not affect service delivery.

The mode of the data collected on this phenomenon is 7 on both the positive and negative extremes about the effects of productivity on service delivery. Since productivity losses affect the ability of an organisation to meet its demand, (Akkermans & Voss, 2013) found that a disturbance to meet demand for particular goods or services will lead to a higher degree of customer dissatisfaction through undermined service delivery. On the negative side in contrast to the hypothetical view, (Petersen, 2013) argued that reduced productivity which add to impaired service delivery is 9 as a result of those not in the workforce and cannot be attributed to productivity losses. The data analysis shows that there is a balanced view basing on the data collected about what people think are the contributions of productivity losses to service provision.

## Question

### 4.3.2 What are problems associated with lack of adequate funding in service delivery?

**Table 4.6 Factors related to lack of adequate funding and their effects on service provision**

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Lack of employee training programmes contributes to undermined service delivery	10	5	0	1	2
Percentage (%)	56 %	28 %	0 %	6 %	11 %

#### **4.3.2a Lack of employee training programmes**

Table 4.6 shows that 56% (10/18) of the respondents felt strongly that the establishment of employee training programmes in an organisation improves significantly the quality of service provision. 28% (5/18) agreed and 0% is unsure about the relevance of employee training programmes in improving service delivery. 11% (2/18) of the respondents strongly disagreed whilst 6% (1/18) disagreed that employee training programmes are not relevant in enhancing NMMZ's service delivery.

In total, it is evidenced that 84 % of the respondents share the same view with (Sundarajan, 2007) who observed that employee training programmes helps to facilitate competencies which include skills, knowledge or behaviours that are critical for job performance. The author added that employee training programmes are pre-requisite to customer satisfaction. No respondents were unsure about the significance of employee training programmes in improving service delivery. An aggregate of 17 % felt that employee training programmes are not relevant in enhancing service delivery and their sentiments are supported by (Ghosh et al, 2011) who argued that the availability of employee training programmes do not guarantee quality service delivery to the customers. The author added that employee training programmes helps to improve the overall productivity of an organisation and its relevance to service delivery is insignificant to be mentioned.

Table 4.6 presents the response rates of the data collected as percentages. It is again shown that the largest proportion (56%) of the respondents strongly felt that the establishment of employee training programmes are very important in improving service delivery. The smallest bar has 0% and this is attributed to those who were unsure about the relevance of employee training programmes to service provision. The bar graph also shows that only 11% strongly disagreed.

The mean of the data is 4.1 which is very close to the extreme positive point of 5. So in general, taking into account the average of 4.1, it is evidenced that employee training programmes are significantly relevant to quality service provision. (Brysland & Curry, 2001) suggested that employee training programmes is a critical driver which helps to increase employee satisfaction through quality service delivery.

#### 4.3.2b Research programmes

Fig 4.2 Research Programmes

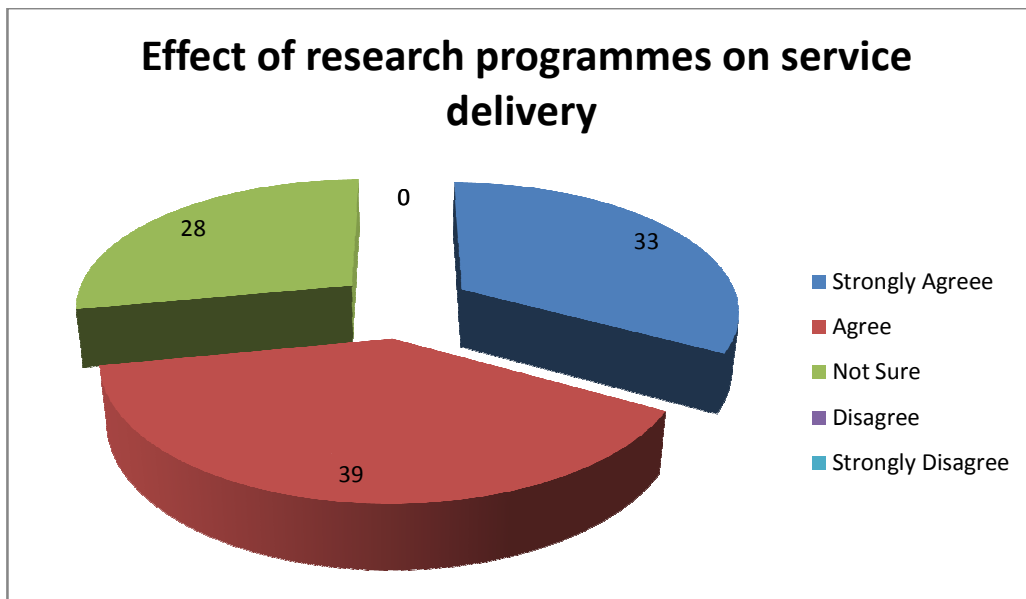


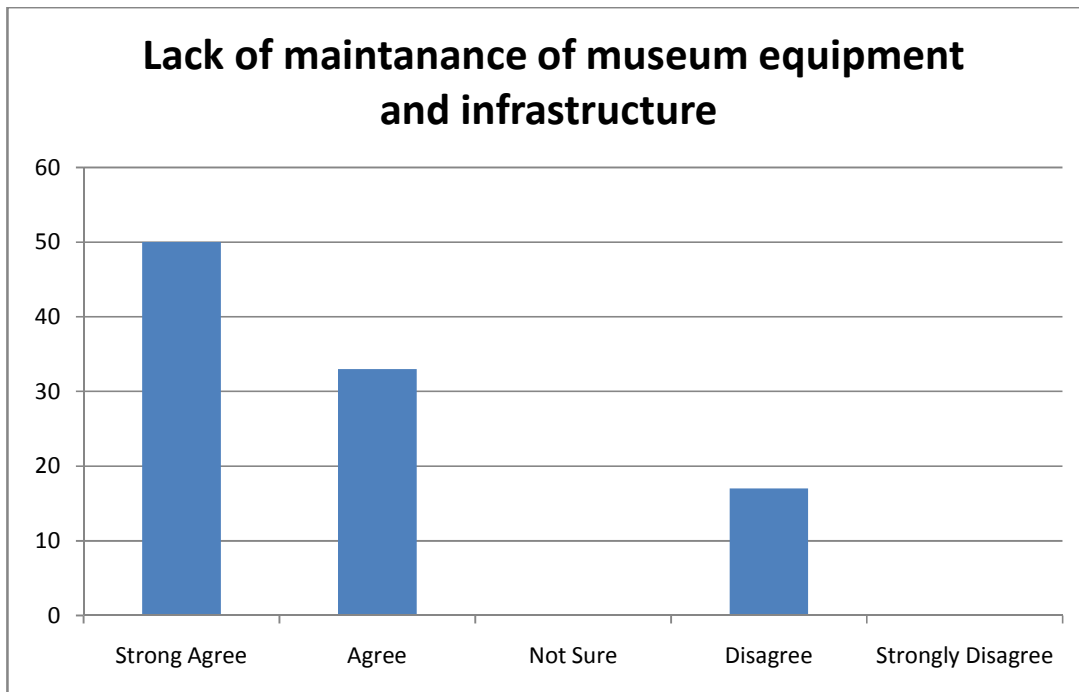
Fig 4.2 indicates that 33% of the respondents strongly agree to the fact that research programmes are significantly important as they tend to improve service provision. 39% agree and 28% of the respondents were not sure about the effects of research programmes to better service delivery. 0% strongly disagrees and disagrees about the impact of the phenomenon under review.

(Goldson, 2009) is in harmony with a total of 72% which represents a fraction of 13/18 respondents as shown in Table 4.7 who observed that people are always on the lookout for new services and new information hence the cessation by an entity in depriving its employees from undertaking research is detrimental to the future of the organisation and the quality of services offered. A total of 0% as shown on Fig 4.2 strong disagree and disagree.

The mode of the data is 7 and this is the highest frequency of the respondents who agrees that research programmes at NMMZ are vital if service provision is to be improved. The mean of the data is 3.5 which still confirm that research programmes aids in better service provision. (Smithies, 2011) states that the future of museums totally rests in their ability to undertake research programmes as the solutions on museum problems can only be solved through gathering of new ideas.

#### 4.3.2c Poor infrastructure and lack of maintenance of museum equipment

**Fig 4.3 Lack of maintenance of museum equipment and infrastructure**



With reference to the information presented in Table 4.6, it is shown that 50% (9/18) of the respondents indicated strongly that lack of maintenance of museum infrastructure and equipment impacts negatively on service delivery. A total of 33% (6/18) agreed whilst 0% was unsure. A total of 17% disagree that maintenance of NMMZ infrastructure and other museum equipment affects the provision of quality services to customers.

Mavalankar et al, 2004) suggested that the provision of quality services in a museum sector highly depend on the functionality, distribution and quality of infrastructure. This is in agreement with a total of 83% of the respondents who strongly felt and agreed that lack of maintenance of NMMZ infrastructure is detrimental to the delivery of normal services. A total of 17% of the respondents disagree that lack of proper maintenance of NMMZ's museum equipment and infrastructure does not affect service delivery. These are in line with (Freedman et al, 2005) who argued that the charges associated with entry into museums and monuments and use of museums' equipments fundamentally excludes most of the customers from accessing museum facilities hence the maintenance thereof is a secondary tool which insignificantly affect service provision.

The mean of the data in Fig 4.3 is 3.5 which evidences that conclusively the respondents felt that lack of maintenance of NMMZ infrastructure and equipment have caused harm to normal service delivery to its customers. This is supported by (Gill et al, 2004) who observed that the reforms on infrastructure and the undertaking of continuous improvements on museum equipments improves service provision to the customers.

## Question

**4.3.3 What are the challenges in the current NMMZ revenue collection system on service delivery?**

**4.3.3a Effect of lack of automated revenue collection system at cash collection points**

**Table 4.7 Response rates on lack of automated collection system on service delivery**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
3	2	0	8	5
17 %	11 %	0 %	44 %	28 %

In Table 4.7, it is indicated that 17% (3/18) strongly agree that lack of automated revenue collection system at NMMZ is negatively contributing to undermined service delivery. 11% (2/18) agree and 0% were not sure. 44% (8/18) disagrees that lack of automated system at NMMZ impacts on service delivery while 28% (5/18) strongly agree.

A total of 28% agrees that the absence of automated revenue collection systems at NMMZ is significantly affecting service provision. (Zhou & Madhikeni, 2013) support the same view when he observed that the migration of an entity from manual revenue collection techniques into automated systems improves service delivery and customer satisfaction. No respondents were not sure and a total of 71% coincides with the sentiments of (Shaw, 2005) who suggested that automated revenue systems in the museum sector promotes much damage to customer interests especially in the tourism industry as it involves the payment of services before the customer benefits from such paid facilities.

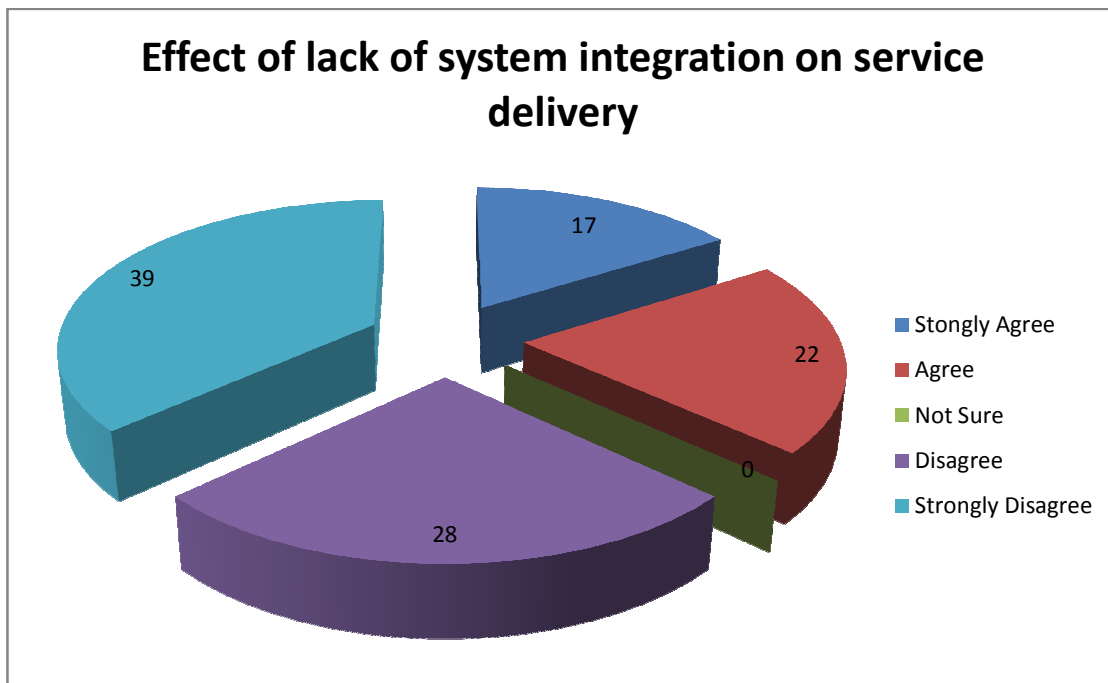
Using the mean (2.4) of the data collected, it can be safely concluded that lack of system integration at NMMZ does not impacts on the quality of service delivery. In addition to the



average, it can also be noticed that the mode of the data shows that 8 respondents disagree that lack of automated systems in museum operations impacts on service provision.

#### 4.3.3b Lack of system integration

Fig 4.4 Lack of system integration



As illustrated in Fig 4.4, it is shown that 17% (2/18) of the respondents strongly agree, 22% (4/18) agree, 0% were not sure, 28% (5/18) disagree and 39% strongly disagree that lack of system integration at NMMZ leads to undermined service delivery.

The mean of the data collected is 2.4 and this is supported by (Lloyd & Wait, 2005) who argues that the existence of an integrated system in museum sector is not a 'cure' of inadequate resources which are basic for an entity to operate for service provision to be

efficient. In the same breath, the view of the respondents adding up to a total of 39% who agree that lack of system integration at NMMZ contributes significantly to impaired service delivery should not be ignored. Their view is supported by (Jamison et al, 2006) who states that system integration in a museum sector helps to refocus an organisation to provide services according to the needs of the public and entails for the provision of quality services.

In summary, it is evidenced that lack of system integration at NMMZ insignificantly contributes to undermined service delivery. This is further supported by the mode of 7(highest frequency of respondents) who indicated that they strongly disagree with the hypothesised view in the questionnaires that lack of integrated revenue collection system reduce efficiency in service provision.

## **Question**

**4.3.4 To what extent does NMMZ contribute to the development of the national economy?**

**4.3.4a Employment creation**

**Table 4.8 Response rates on the contribution of NMMZ to employment creation**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
9	3	0	3	3
50 %	17 %	0 %	17 %	17 %

Table 4.8 shows that 50% (9/18) strongly agree and 17% (3/18) agrees that national museums also contribute significantly in employment creation. 0% were unsure and 17% (3/18)

disagrees whilst 17% (3/18) strongly disagrees that national museums are also players in enhancing employment opportunities within a nation.

In aggregate, a total of 67% agrees with the sentiments of (Scott, 2003) who suggests that the other main reason why the government might want to be involved in managing the financial affairs of national museums and ensure the continuity of their existence is the fact that national museums are major players in promoting macro-economic growth through the creation of employment. No one was unsure and a total of 34% indicated that they disagree that national museums' do not contribute to employment creation. The mean of 3.9 was calculated using the collected data and this average confirms the observation of (Radice, 2008) who wrote that employment rate is a macro-economic indicator and any activity which promotes to decrease the unemployment rate will be an advanced step in building the economy. Conclusively, it can be brought to book that the operation of NMMZ is essential to the development of our local economy as it contributes significantly to employment creation.

#### 4.3.4b Promotes tourism

Fig 4.5 Promotion of the tourism industry

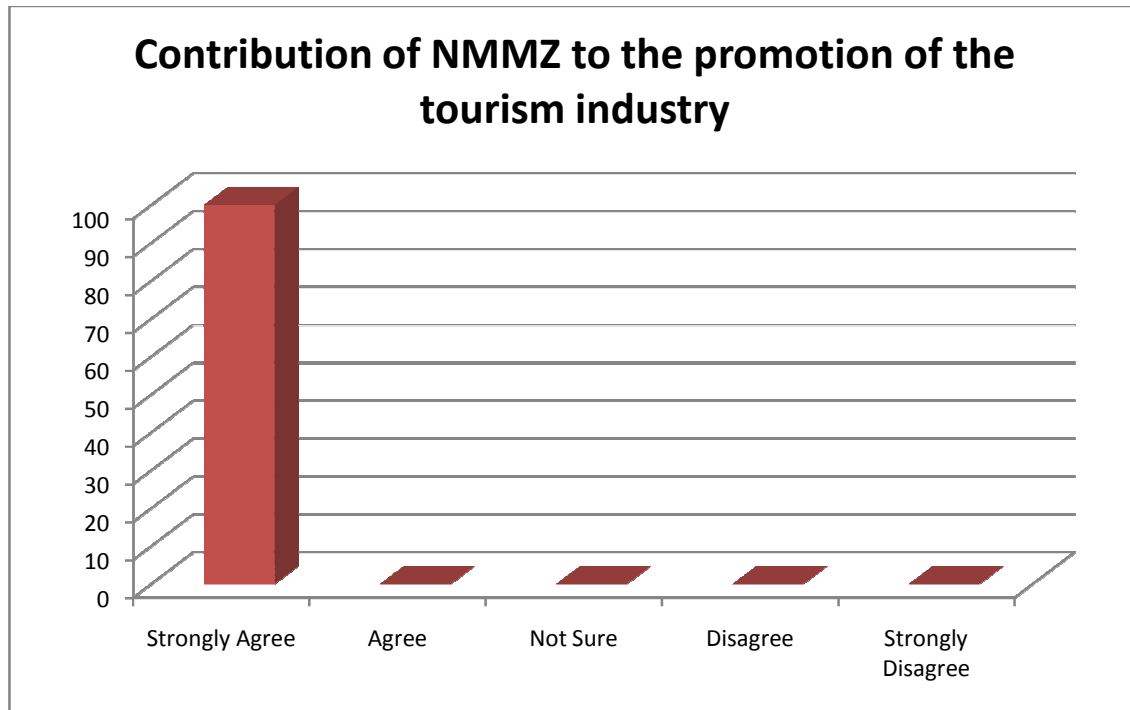


Fig 4.5 shows that 100% (18/18) of the respondents strongly felt that NMMZ is a cornerstone tool in the promotion of local tourism. 0% agree, 0% were not sure, 0% disagree and 0% strongly disagree that NMMZ helps significantly in promoting tourism industry in Zimbabwe.

The mean of the data shown above is 5. (Adeniji & Ekanem, 2013) supported this extreme average saying that the existence of museums promotes the development of cultural and rural tourism to sustain local people and traditions. The mode is 18; all the respondents strongly felt that NMMZ significantly helps to promote the local tourism industry. All the surveyed respondents were in harmony with the sentiments of (Launnel, 2010) who observed that national museums are incorporated so that they make use of resources and the environment in an advanced, better and sustainable way with an objective of generating value to the local

economy by stimulating economic development through the promotion of the tourism industry.

Fig 4.5 clearly presents that all the respondents strongly agree that NMMZ is a key player in promoting the tourism industry.

#### 4.3.4c Stimulating the local economy

**Table 4.9 Stimulating the local economy**

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
7	3	0	5	3
39 %	17 %	0 %	28 %	17 %

From Table 4.9 above, it can be deduced that 39% (7/18) of the respondents strongly agrees that NMMZ helps to improve the local economy in which the museum is situated. 17% (3/18) agrees whilst 0% of the respondents were not sure. 28% (5/18) disagrees whilst 17% (3/18) of the respondents strongly disagrees that NMMZ stimulates the local economy.

A total of 56% agrees with the observation of (Williams, 2007) who brought forth the new dimension that the development of new museums stimulates the development of local infrastructure and hence aids in improving the living standards of the people surrounding national museums. No one to be indifferent and a total of 45% disagrees and (Morganson, 2010) supported the view that lack of financial incentives to the local people surrounding museums' and monuments is depriving the locals from realising the benefits of having museums near them.

The mean of the data presented in Table 4.9 is 3.5 and this can take us to comment that NMMZ helps significantly in promoting the local economies.

**Question**

**4.3.5 What are the strategies being implemented by NMMZ to alleviate the funding gap?**

**Table 4.10 Strategies implemented by NMMZ to alleviate the funding gap**

	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
Setting up Strategic Business Units (SBUs)	4	10	0	3	1
Percentage (%)	22	56	0	17	6
Sales Promotion	18	0	0	0	0
Percentage (%)	100	0	0	0	0
Adherence to reporting Deadlines	13	0	5	0	0
Percentage (%)	72	0	28	0	0

#### **4.3.5a Strategic Business Units**

As shown in Table 4.10, 22% (4/18) of the respondents strongly agree and 56% (10/18) agree that the use of Strategic Business Units improves the liquidity of the NMMZ and helps in narrowing the funding gap. 0% is not sure, 17% (3/18) disagree and 6% (1/18) strongly disagree that the use of strategic business units at NMMZ cannot resolve the organisation's funding challenges.

The mode of the data is 10, the highest number of frequency of the respondents who agree that the setting up of SBUs at NMMZ helps to narrow the funding gap and the setting up of SBUs improves the liquidity position of the organisation. The respondents in line with the suggestion made by (Aoki & Miyajima, 2012), strategic business units complement the gap between the required funding level and the resources at hand. This strategy if adopted can solve NMMZ financial deficit at hand. A total of 23% indicated that the use of strategic business units at NMMZ cannot solve the organisation's widening funding gap. This view was supported by (Anthony et al, 2003) who strongly argued basing on the results of their research that most companies may not want to set up SBUs as they result in increases in cash outflows through doubling of operations, employees' salaries and investments which can increase liquidity problems in an entity.

The mean of the data is 4.2 and it can be deduced that the use of strategic business units can significantly enhance the revenue resources of the entity. (Sergitsta, 2013) supported that SBUs mitigate the problems of resource sharing across functional departments and also focus much on products and services but for this to materialise, there must be an independent management from that one of the parent entity.

### 4.3.5b Sales Promotion

From the Table 4.10, 100% (18/18) strongly agrees, 0% agrees, 0% is not sure, 0% disagrees and 0% strongly disagrees that sales promotion do not help in solving the current NMMZ cash problems.

The results of the survey indicates that 100% of the respondents strongly felt that if NMMZ get engaged in sales promotion of its heritage products, its funding deficit will come to an end. As supported by (Selwood, 2002), sales promotion is an initiative which can be put in place with an effect of increasing sales through the spreading of information nationwide about certain products or services.

The mode of the data is 18 which can be concluded that if NMMZ engages itself in sales promotion and other comprehensive marketing procedures, its funding problems will be solved.

### 4.3.5c Adherence to reporting deadlines

Fig 4.6 Adherence to reporting deadlines

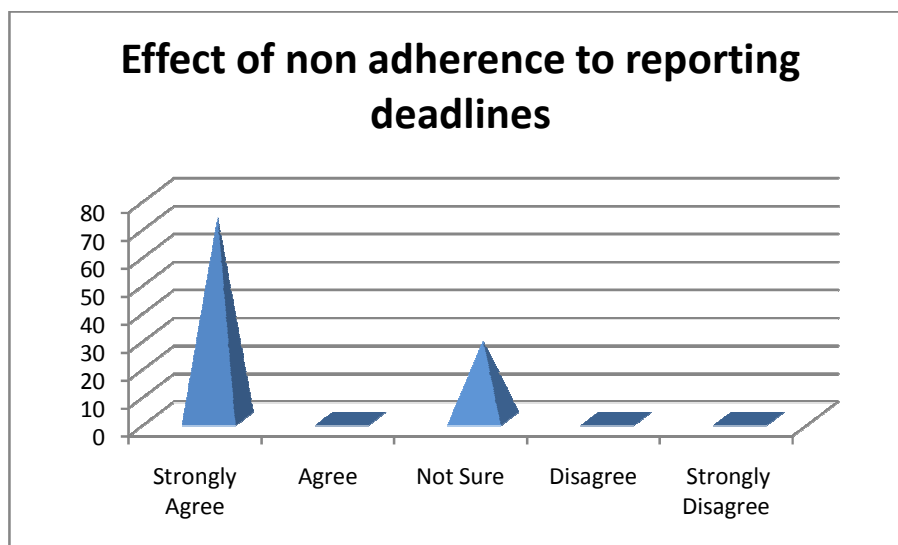




Fig 4.6 shows that 72% of the respondents felt strongly that if NMMZ comply to the deadline of its financial statements, the government can be in a position to unveil an increased percentage of grants to fund its operations. (Opperman, 2010) supported this view stating that the other reason why organisations face liquidity problems and reduced government grants in their operations is through their non compliance with financial statutes which governs their financial systems.

28% of the respondents as shown in Fig 4.6 are not sure about the effect of complying with the reporting deadline to the release of additional funds by the government. Their sentiments were supported by (Brady, 2003) who argues that compliance to reporting deadlines cannot be viewed as a financial source to enhance the liquidity of an entity and the research the author carried out proved that the respondents were indifferent about its impact to financial well being of an organisation.

As the mean of the data presented in Table 4.10 is 4.4, it can be deduced that adherence of NMMZ to reporting deadlines of its financial statements helps significantly to improve its liquidity standing. On a controversial note, the view of the other 28% of the other respondents should not be ignored.

#### **4.4 Interview Responses**

##### **Question**

##### **4.4.1 What are the effects of high labour turnover on service delivery at NMMZ?**

100% (15/15) of the interviewees strongly agreed that there was an ever increasing high labour turnover at NMMZ. All of the respondents agreed that high labour turnover persistent in the organisation was due to the existence of the funding gap and they said that the main cause of the widening of the funding gap is due to a huge decline in government grant the

organisation experienced since 2012. 67% (10/15) of the interviewees felt strongly that high labour turnover undermines service delivery and in some key departments especially the Curatorial and Research department, operations were put to a halt. This in is line with the findings of (Wing Lam, 2010) who suggested that if an organisation records high labour turnover rate, this has a direct relationship with the level of inefficiency in service provision. (Julia & Fuest, 2005) also added that high labour turnover in service providers leads to undermined service provision due to the increased workloads to the remaining workforce carrying on tasks under pressure due to stress. This was evidenced in the Curatorial and Research department at NMMZ.

33% (5/15) of the interviewees said that high labour turnover at NMMZ cannot be directed to the delivery of impaired services to customers. They mentioned that factors like lack of clear organisational goals and reduced staff incentives contribute mostly to undermined service delivery. This view was supported by (Roth & Menor, 2003) who observed that management should take its time to design properly the service delivery system so as to generate customer satisfaction through its current human resources level in the pool.

Finally, the results of this research indicate that high labour turnover significantly affect service delivery but it should be noted that the results from the other 33% who opposed the hypothesised view should not be undermined.

#### **4.4.2 What are the effects of the funding gap in NMMZ operations and service delivery?**

100% of the respondents highlighted that a smooth flow of NMMZ operations is a pre-requisite to efficient service delivery. In other words, they brought out the idea that we cannot talk of service delivery when the operations of an entity are fully ceased. They indicated that a continual decrease in government grant without taking into action recovery strategies can lead to the closure of the entity's main operations.

9% of the interviewees highlighted that the existence of the funding gap has forced the organisation to abandon all its employee training programmes which have resulted in the provision of undermined services to customers. (Street, 2000) explains the importance of training programmes as they help to match current customer needs in a dynamic world. (Brysland & Curry, 2001) suggested that employee training programmes were cited as a critical driver to increase employee satisfaction through quality service delivery.

Another total of 5% highlighted that inadequate funds at NMMZ has contributed to reduced staff incentives and as such this has resulted in demoralised staff members. (Forret & Love, 2008) added that the success or failure in service provision within an organisation rests in the degree of employees' motivation of such organisation.

The other 4% of the interviewees showed that due to the funding gap in the organisation, the entity failed to raise money for the maintenance and replacement of key NMMZ equipment for exhibition of cultural products. It has been suggested that service delivery is significantly being affected due to lack of good equipment for exhibition. This view is supported by (Mavalankar et al, 2004) who highlighted that the provision of quality services in a museum sector highly depend on the functionality, distribution and quality of infrastructure.

Generally, as shown from the interview responses, the widening of the funding gap has reduced efficiency in service provision.

#### **4.4.3 What challenges can be directly associated with the current NMMZ revenue collection method in the provision of efficient services to customers?**

100% of the respondents suggested that the current NMMZ revenue collection system has proved to be significantly affecting service provision in a negative way. The respondents mentioned that there is an ever increasing in number of customer complaints due to changes

in payment methods. 100% of the interviewees also testified that the use of manual and lack of system integration at NMMZ is due to the lack of adequate funds to improve the payment methods. (Sohne, 2003) suggests that the use of non computerised revenue collection systems in national museums has proved to be a strong source for undermined service delivery to customers since the customers can take more hours processing the payments than the time they can spend in a museum.

The results indicated that inefficiency in customer billing methods has significantly affected service provision and the failure by the organisation to improve them is due to inadequate funding resources.

#### **4.4.4 Do you think national museums contribute to the development of national economy?**

100% (15/15) of the respondents strongly highlighted that NMMZ is a key player in the development of both local and national economies. 100% suggested that NMMZ contributes significantly to employment creation and this view is supported by (Jermyn, 2010) who contributed that national museums create employment for staff and other local contractors. The respondents added that the main contribution of museums in economic development is through the promotion of the tourism industry. (Adeniji & Ekanem, 2013) pointed out that the existence of museums promotes the development of cultural and rural tourism to sustain local people and traditions. Highlighted again was the fact that museums are incorporated so that they make use of resources and the environment in an advanced, better and sustainable way with an objective of generating value to the local economy by stimulating economic development (Launel, 2010). The results of this research indicated that NMMZ is a key player in macro economic development since there was a 100% positive response rate on the hypothesised view.

#### **4.4.5 Strategies to be employed or being employed by the organisation to alleviate the funding gap?**

100% of the interviews suggested that the organisation should be set up revenue generating units in order for it to remain in business. Others suggested that within those revenue generating units, NMMZ should diversify its small projects in order to spread risk. (Michels et al, 2005) supported this view saying that the other main purpose of setting up revenue generating units is to answer the call for spreading risks associated with operating a single line of business.

60% of the interviewees further highlighted that NMMZ should be engaged in sales promotion strategies in order for it to increase its internal revenue through an increase in visitorship. (Selwood, 2002) defines sales promotion as an initiative which can be put in place with an effect of increasing sales through the spreading of information nationwide about certain products or services.

The remaining 40% further suggested that there is a greater concern for the organisation to adhere to reporting deadlines as it is impossible for the government to forward a grant to NMMZ without accountability reports in the form of audited financial statements. The interviewees exposed that the entity was not complying with the reporting deadlines and (Opperman, 2010) clearly stipulates that organisations face liquidity problems and reduced government grants in their operations due to their non compliance with financial statutes which governs their financial reporting systems.

As highlighted above, the interviewees suggested that the setting up of revenue generating units, diversification, sales promotion and adherence to reporting deadlines are the strategies NMMZ can adopt to resolve its current financial setback.

#### **4.5 Summary**

This chapter focused on data presentation in the form of tables, graphs, and pie charts. It also covered the description and analysis of data presented and concluded with a discussion and interpretation of the analysed data. The next chapter focuses on conclusions and recommendations on the findings gathered.

## **CHAPTER 5**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter focused on the summary, recommendations and conclusions in relation to the findings of the study.

#### **5.2 Chapter Summaries**

Chapter 1 explained that the continuous reduction in government grant at NMMZ have contributed to high labour turnover of key museum staff members in the organisation. It also further exposed that inadequate funds at NMMZ have affected the completion of key museum equipment and infrastructure for use by customers and also has influenced the current revenue collection system in the organisation.

Chapter 2 was profound to indicate a detailed analysis on the effects of the existence of the funding gap in service provision at NMMZ. It was established (Pawan et al, 2009), (Jaiswal, 2008) and (Briault & Meekings, 2013) focused on the effect of funding gap on organisation's operations. This research study focused on the effect of the finding gap on service provision.

In chapter 3, a descriptive research design was used in gathering the research data. The researcher used questionnaires and interviewees as research instruments and the data collected was analysed and presented on graphs and tables. The target population of 60 was used and this was made up of NMMZ head office key employees. Systematic sampling was used and a total of 18 responded to questionnaires whilst the other 15 were intervieweed.

Chapter 4 was used for presentation and analysis for all the data collected in the field. All the data collected was presented in the form of tables, graphs and calculations of the relative

percentage, mean and modes were used for data analysis. This presentation improved the understandability of the gathered facts.

### **5.3 Major Research Findings**

#### **5.3.1 High labour turnover**

The results of the research have indicated that high labour turnover rate at NMMZ is caused by the reduced government grant which is widening the funding gap. It was also noted that the continuous increase in labour turnover is due to inadequate funds by the entity to meet its human resources needs. It was also brought to book that inefficiency in service delivery can also proportionately be attributed to high labour turnover rate.

#### **5.3.2 Existence of the funding gap**

The funding gap at NMMZ has affected both service delivery and the entity's normal operations. The workforce is unhappy due to reduced employment benefits and this is ultimately affecting the quality of service delivery to the customers. Lack of proper maintenance of the organisation's museum equipment and exhibitions was confirmed to be highly affected by the funding gap. This has been confirmed by a decrease in repeat visits into the museums and monuments. The results also indicated that all the employee training programmes at NMMZ were abandoned due to the financial setback and the organisation has defrayed all the research costs which were meant to improve heritage information on relics, objects and artefacts.

#### **5.3.3 NMMZ current revenue collection method**

The results of the survey indicated that the current NMMZ revenue collection system do not affect service provision. Lack of system integration associated with the current NMMZ revenue collection system insignificantly affects service delivery.



### **5.3.4 National economic development**

The results of the research showed that NMMZ is a key player in macro economic development through the promotion of tourism industry, stimulating the local economy and in employment creation.

### **5.3.5 Ways to alleviate the funding gap**

It was suggested that NMMZ should engage in cost reduction measures and a wise allocation of its scarce resources to the organisation's key departments. NMMZ should open up revenue generating units in order to boost its revenue base.

## **5.4 Conclusions**

The research was a success because all the objectives and the associated research questions were answered. This research pointed out problems associated with lack of adequate funding in service provision at NMMZ. It was suggested that high labour turnover currently in the organisation was due to inadequate funding resources and has significantly affected service delivery. Lack of adequate funds at NMMZ also has hindered the maintenance of museum key equipment and replacement of outdated and old exhibitions so as to enhance service delivery. The abandonment of employee training programmes and the situation where by the organisation is no longer availing funds for undertaking research work was highlighted to be significantly affecting service provision to the public. The current NMMZ revenue collection method was considered to be of no effect to service provision. NMMZ was identified as a key player to macro economic development through the promotion of the tourism industry, employment creation and stimulating the local economy despite the need for strong funding base from the central government.

Conclusively, this research has recommended a number of strategies NMMZ can use to solve its funding deficit and ways to improve service delivery.

### **5.5 Recommendations**

With reference to the results of the research, the following recommendations and comments were made;

1. NMMZ should set up Strategic Business Units (SBUs) which must operate to generate profit. In the case of NMMZ facing liquidity problems, the profits from those revenue generating units should be utilised to bridge the funding deficit and service provision will be enhanced. Amongst those revenue generating units, NMMZ should diversify the operations of its subsidiaries to mitigate risk associated with a single line of product and or service. This will help these profit making entities to cover for each other in the event of the unit realising some losses. This approach will also relieve the parent company from bearing costs or losses for its subsidiaries and what will be treasured in the main organisation will not be pumped out for other uses.
2. NMMZ should organise a sales promotion team which will spread news about the existence of museums and monuments of Zimbabwe and their importance in the lives of Zimbabweans. The research carried out pointed out that an estimate of 40% of the total population of Zimbabwe do not appreciate the existence of national museums and monuments hence if they are taught, revenue base for the organisation will increase through an increase in museum visits and service delivery will be enhanced. NMMZ through the Finance department should work hard to produce audited financial results in time so that whenever funds are ready to be availed by the government, the organisation will not be disadvantaged due to lack of accountability. The research carried out showed

out that NMMZ has not been complying with the reporting deadlines since 2012 and this might be the reason for a continuous reduced government grant from the same year.

### **5.6 Suggested area for further research**

Attention to other researchers should be focused on the effectiveness of the pastel accounting software on the accuracy of NMMZ financial statements.

### **5.7 Summary**

This chapter has focused on the summaries of the chapters in this study, the major research findings, conclusions, recommendations and suggested areas for further research.

## REFERENCES

### BOOKS

1. Akkermans, F & Voss, V (2013) “Reliability of Temporary Workers in Profitability”, 2<sup>nd</sup> Edition, Irishh College: Rome
2. Berger, P & Ioannidis, V (2004) “Importance of Research in Museums”, Luftman Publishers: New Delhi
3. Briault, W & Meekings, K (2013) “Staff Morale Versus Profitability”, 2<sup>nd</sup> Edition, Longman: Cape Town
4. Brysland, B & Curry, K (2001) “Human Resources Management”, 1<sup>st</sup> Edition, Sage Publishers: New Delhi
5. Fowler, F (2008) “Survey Research Methods”, 4<sup>th</sup> Edition, Sage, Thousand Oaks, CA
6. Freedman, L.P, Waldman, R.J, dePinho, H & Wirth Me (2005) “Who’s got the power?”, Sage Publishers: London
7. Frodada, Z (2011) “ Use of Computers in Modern Business World”, 4<sup>th</sup> Edition, Havard: America
8. Erickick, H, David, S & Wedlow, W (2002) “Effect of Employing Relief Staff on Organisational Performance” Prentice Hall: London
9. Goldson, D (2009) “ Importance of Research in Meeting Organisational Goals”, 2<sup>nd</sup> Edition, Greenbook, New Delhi: India
10. Gregton, M (2009) “ Importance of Service Provision in Service Industries”, Sage Publishers: New York

11. Hookwits, J (2013) “Strategic Business Units”, Cocktail Publishers, Kingstels: Namibia
12. Jermyn (2010) “The Arts and Social Exclusion”, Arts Council of London: London
13. Jonk, L (2007) “Use of Strategic Business Units in Improving Organisational Funding” 2<sup>nd</sup> Edition, Sage Publishers: New Delhi
14. Lovelock, C (2000) ‘Services Marketing’, 4<sup>th</sup> Edition, Prentice Hall, New Delhi: India
15. Lloyd, J & Wait, S (2005) “Integrated Care: A Guide for Policymakers”, Sage Publishers: New York.
16. Manjarrez, C, Rosestein, C, Colgan, C & Pastore, E (2008) ‘Exhibiting Public Value’, Londdon : England
17. Mandicine, L, Lloyd, V & Shayne, D (2013) “ Corporate Governance in Museums”, 3<sup>rd</sup> Edition, Longman: Cape Town
18. Marsh, K, et al (2010) “Understanding the Drivers of Engagement in Culture and Sport”, Summary Report, The Arts Council of London: London
19. Mavalankar, D.V, Raman, K.V, Patel, A & Sankar, P (2005) “Building the Infrastructure to Reach and Care for the Poor: Trends, Obstacles & Strategies to overcome them, Temus Publishers: India
20. Mikesel, M (2011) “Museums and Impacts in Economic Development”, Sage Publishers: Denmark
21. Petersen, W (2003) “Effects of productivity on service delivery”, Sage Publishers, New York: America

22. Kelly, A (2000), 'Impact and Values, Assessing the Arts and Creative Industries in the South West'. Bristol: Bristol Cultural Development Fund Partnership
23. Kingham, H (2010) "Significance of National Museums in Heritage Awareness", Vol 6, pp 89-96
24. Radice, G (2008) "Macro-Economic Indicators", Longman: South Africa
25. Roth, L & Menor, S (2003) "Management Approach to Customer Satisfaction", 4<sup>th</sup> Edition, Prentice Hall: New York
26. Scott, C (2003), 'Museums and Impact', Longman, Sydney: Australia
27. Selwood, T (2002) "Sales Promotion of Museum Products", Tynwer Publishers: Pretoria
28. Sohne, S (2003), "How System Integration Improves Accuracy of Financial Statements", 1<sup>st</sup> Edition, Longman: Cape Town
29. Smithies, R (2011) "A Review of Research and Literature on Museums and Libraries", England
30. Taylor, S, (1998) 'Employee Resourcing', Cromwell Press. Wiltshire
31. Williams, G (2010) "Determinants of Macro-Economic Development" 2<sup>nd</sup> Edition, Sage Publishers, New Delhi: India

## **JOURNALS**

1. Adeniji, E & Ekanem, J (2013) "Use of Resource Planning in Meeting Organisational Goals", Vol. 4 Iss. 1, pp 56-89

2. Babaita, I.S (2001) 'Management Problems in Government Parastatals: The Kwara State Experience', Vol. 2 No. 1
3. Brady, J (2003) "Use of Information Technology in Meeting Information Needs", The Journal of Information Technology, Vol. 34 Iss. 10, pp 24-35
4. Clarkson, D (2010) "Dangers of inadequate Cash Controls in Financial Viability of an Organisation", Vol 8, pp 56-78
5. Darwin, M (2008) "How to set up SBUs", Vol. 5 Iss. 2, pp 78-89
6. Fong, M, (2004) 'Chinese Charm School', Wall Street Journal, B1,B6
7. Foote, D. A (2004) "Temporary Workers" Management Decision, Vol. 42 Iss.8, pp 963-973
8. Forret, M & Love, M,S (2008) " Leadership and Organisation Development Journal", Vol 29 Iss 3
9. Ghosh, P, Satyawadi, R, Jooshi, J.P, Ranjan, R & Priya, S (2011) "Evaluating Effectiveness of a Training Programme with Training Programme", Industrial vs Commercial Training, Vol. 43 Iss. 4, pp 247-255
10. Gill, Z & Jil, A (2004) "Implementing Emergency Obsteric Care as Part of the Reproductive Health Agenda, International Journal of Genecology & Obsterics
11. Helms, M M & Mayo, D T, (2008) 'Assessing Poor Quality Service: perceptions of customer service representatives'. Managing service quality: An International Journal, Vol 18 Iss 6, pp610-622

12. Jaiswal, K (2008) "Customer Satisfaction Call Centres and Service Quality Call Centres", *Managing Service Quality*, Vol. 18 Iss. 4, pp 405-416
13. Jamison, N, Loogas, W & Naissamob, W (2006) "Importance of System Integration in coming up with accurate financial statements" Vol. 10 Iss. 3, pp 63-45
14. Julia, F & Fuest, C (2005) "Experience Rating Versus Employment Protection Laws in a model where firm monitor workers", Vol 107 Iss 2, pp 299-313
15. Kastberg, S (2013) "How National Libraries improves Knowledge and Skills", Vol. 1 Iss. 1, pp 36-89
16. Kleiner, R, Webber, M & Tarrington, V (2005) "Human Resources Needs of an Organisation", Vol. 13 Iss. 5, pp80-105
17. Kelley, K & Maxwell, S.E (2003) "Psychological Methods", Vol. 8 Iss. 3, pp 305-321
18. Launnel, L (2010) " Importance of Tourism in Economic Development", *An African Journal of Tourism*, Vol. 8 Iss. 2, pp 355-361
19. Lucas, W (2003) "Increasing Revenue Base for State Owned Institutions", Vol. 10 Iss. 10, pp 41-50
20. Mahmood, S, Ahmed, S.M, Panthi, K.P & Kureshi, N.I (2014) "Determining the Cost of Poor Quality and its Impact on Productivity and Profitability", Vol. 4 Iss. 3, pp 296-311
21. Mahmoud, B & Reisal, W.D (2014) "International Journal of Pharmaceutical & Health Care Marketing", Vol. 8 Iss. 1



22. Maull, R, Davidson, W & Smith, T (2007) "Impact of Service Delivery on Organisation's Revenue", Vol. 3 Iss. 1, pp 45-80
23. Mikel, A (2014) 'Library Journal Sources of Funds', Vol. 1 No. 20
24. Kleiner, B, H & Anh, N, H (2005) "Effective Human Resources Management in the Entertainment Industry", Management Research News, Vol 28 Iss 2/3, pp 100-107
25. Kuria, S, Ondigi, A & Mwangi, P (2012) 'International Journal of Business and Social Science', Vol. 3 No. 15
26. Pawan, S. B, Arup, V & Neeru, M, (2009) 'Insights into the Indian Call Center Industry: Can Internal Marketing Help Tackle High Employee Turnover?', Vol. 23 No. 5, pp 351-356
27. Report for Arts Council England and the National Museums' Directors, 2013:2
28. Rowley, J (2014) "Designing and Using Research Questionnaires", Management Research Review, Vol. 37 Iss. 3, pp 308-330
29. Reeves, K (2002) "Infrastructural Development in Improving Service Delivery", Vol.3 Iss. 2, pp 56-89
30. Sergitsta, H (2013) "Use of SBUs in Improving the Financial System of an organisation", Vol. 2 Iss. 1, pp 9-15
31. Shaw, W (2005) " Use of Internet Payment Systems in Museums", Vol. 1 Iss.1, pp 5-

32. Sundrajan, S (2007) “Employees’ Attitude Towards Training & Development in the Private Sector Industries”, Indian Journal of Training & Development, Vol. Xxxvii Iss. 3, pp 45-50
33. Street, S (200) “Effect of Poor Employee Training Programmes on Organisational Profitability” Vol. 1 Iss. 1, pp 26-78
34. Townsend, S (2007) “Effect of High Turnover of Labour on Service Delivery”, Vol. 1 Iss. 1, pp 87-99
35. Travis, P (2004) “Overcoming Health Systems Constraints to achieve the Millennium Development Goals”, The Lancet, Vol. 34 Iss. 9437, pp 900-906
36. Wing Lam, (2010), "Funding gap, what funding gap? Financial bootstrapping", International Journal of Entrepreneurial Behaviour & Research, Vol. 16 Iss 4 pp. 268 – 29
37. Woodland, S (2009) “Impact of Museums and Libraries in Economic Development”, Vol. 21 Iss. 3, pp 310-320
38. Wynn-Williams, K. L. H (2005) ‘Performance Assessment and Benchmarking in the Public Sector, Vol. 12 No. 2, pp 492
39. Zhou, K & Madhikeni, V (2013) “ Importance of Internet Banking”, Denkin Publishers: Lagos

## APPENDICES

### Appendix A

#### Questionnaire

##### Instructions

- a) Please do not write your name on the questionnaire
- b) Respond by either placing a tick in the appropriate box or by filling in the blank provided.

1. Do you think the following effects of high labour turnover lead to undermined service delivery?

Statement	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
Inefficiency in the service delivery system					
Demoralised employees					
Employment of temporary workers					
The time taken when the vacancy remains unfilled					
Productivity losses					

2. How do you view the following factors associated with lack of adequate funding to service provision?

Statement	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
Employee training programmes help to improve service provision					

Research activities help in addressing the needs of museum visitors.					
Poor infrastructure and lack of maintenance of museum equipment undermine service delivery.					

3. Related to the current NMMZ revenue collection system

Statement	Strongly	Agree	Not Sure	Disagree	Strongly Disagree
The current NMMZ revenue collection system is significantly leading to customer dissatisfaction					
Lack of system integration impacts negatively on the quality of service provision					

4. Do you think national museums contribute to the development of the national economy in the ways stated below?

Statement	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
Employment creation					
Promotes the tourism industry					
Stimulates the local economy					

5. What are the strategies being implemented by NMMZ to alleviate the funding gap?

Statement	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
Setting up Strategic Business Units (SBUs)					
Sales Promotion					
Adherence to reporting Deadlines					

Signed: .....

Date: .....

Stamp

## **Appendix B**

### **Interview questions**

1. What do you think are the effects of high labour turnover rate on service delivery at NMMZ?
2. From your point of view, what can be the effects of the funding gap in NMMZ operations and service delivery?
3. What challenges can be directly associated with the current NMMZ revenue collection method in the provision of efficient services to customers?
4. Do you think national museums contribute to the development of national economy?
5. Are there any strategies to be employed or being employed by the organisation to alleviate the funding gap?