

Valentina Burksiene, Jaroslav Dvorak,  
Lina Valutiene  
*Klaipeda University (Lithuania)*

# Quality Management in the Museums of Lithuania

DOI: 10.30819/cmse.6-2.01

## ABSTRACT

This article analyzes the issues related to quality management in the museums of Lithuania as there is no imperative requirement for them to apply quality systems. Every museum is flexible to decide whether to implement or not any of the models. The questionnaire based on the literature review helped to reveal the reality of quality management and the attitudes of museums toward quality and its management. According to the findings, the majority of the museums do not apply any model for the improvement of quality and customer satisfaction, but all of them implement separate variables of the total quality management system.

## KEY WORDS

Quality, quality management, public services, Lithuania, museums

Paper received: 15 June 2022 • Paper revised: 30 October 2022 • Paper accepted: 14 November 2022

---

**Valentina Burksiene** obtained her MA in Management of Recreation and Tourism from Klaipeda University, Klaipeda, Lithuania, in 2006 and her PhD in Management and Administration (Social Sciences) from Kaunas University of Technology in 2012. Since 2016, she is an associate professor at the Department of Public Administration and Politics, Faculty of Social and Humanitarian Sciences, Klaipeda University. Her areas of research are sustainable development, culture management and marketing, tourism, regional projects, public administration, and organizational learning.

Email: v.burksiene@gmail.com

Prof. Dr. **Jaroslav Dvorak** has done research in the field of cultural institutions (libraries) evaluation. He was an external expert and was hired by M. Mažvydas Lithuanian National Library for the assessment of library scientific output. In addition, together with his colleagues, he has done research on the sustainability marketing issue in the context of the application for the European Capital of Culture and issues of cultural heritage projects. He was a Klaipeda University representative at the Klaipeda Region Development Council and a member of the monitoring committee at the Interreg South Baltic program. He is now a member of the research board at *People Powered*.  
Email: jaroslav.dvorak@ku.lt

**Lina Valutiene** obtained her Bachelor of Public Administration from Klaipeda University, Lithuania. She is currently employed at the Samogitian Art Museum, Plungė, Lithuania.

Email: linavalkon@gmail.com

## References

- Amiri, S., & Sevin, E. (2020), City Diplomacy. Current Trends and Future Prospects, Springer International Publishing.
- Arora, P., & Narula, S. (2018), Linkages between service quality, customer satisfaction and customer loyalty: A literature review, *IUP Journal of Marketing Management*, 17(4): 30.
- Blasco López, M.F., Recuero Virtó, N., & San-Martín, S. (2019), The cornerstones of museum performance. A cross-national analysis, *Museum Management and Curatorship*, 34(2): 211–233.
- Bortkevičiūtė, R. (2017), Lietuvos muziejų valdymas: kelias šiuolaikinio muziejaus link, *Politologija*, 88(4): 36.
- Bouranta, N., Psomas, E., & Suárez-Barraza, M.F. (2019), The key factors of total quality management in the service sector: A cross-cultural study, *Benchmarking: An International Journal*, 26(3): 893–921.
- Burkšienė, V. (2014), Total quality management in municipalities of the Klaipeda region, *Socialiniai Tyrimai*, 3(36): 134–141.
- Burksiene, V., Dvorak, J., & Burbulyte-Tsiskarishvili, G. (2018), Sustainability and sustainability marketing in competing for the title of European Capital of Culture, *Organizacija*, 51(1): 66–78.
- Cabała, A., & Kasperek, A. (2019), Teacher and museum educator on the culture service market. Conditions of cooperation between schools and museums, *Cultural Management: Science and Education*, 3(1): 67–82.
- Carbone, F., Oosterbeek, L., Costa, C., & Ferreira, A.M. (2020), Extending and adapting the concept of quality management for museums and cultural heritage attractions: A comparative study of southern European cultural heritage managers' perceptions, *Tourism Management Perspectives*, 35: 100698.
- Cerquetti, M. (2016), More is better! Current issues and challenges for museum audience development: A literature review, *ENCATC Journal of Cultural Management and Policy*, 6(1): 30–43.
- Chen, H., & Ryan, Ch. (2020), Transforming the museum and meeting visitor requirements: The case of the Shaanxi History Museum, *Journal of Destination Marketing & Management*, 18: 100483.
- Choi, B., & Kim, J. (2021), Changes and challenges in museum management after the COVID-19 pandemic, *Journal of Open Innovation: Technology, Market, and Complexity*, 7(2): 148.
- Černiauskienė, N. (2011), Sisteminis viešojo sektoriaus institucijų veiklos valdymo tobulinimas taikant kokybės vadybos metodus, *Management Theory and Studies for Rural Business and Infrastructure Development*, 3(27): 49–57.
- Elgammal, I., Ferretti, M., Risitano, M., & Sorrentino, A. (2020), Does digital technology improve the visitor experience? A comparative study in the museum context, *International Journal of Tourism Policy*, 10(1): 47–67.
- Greffé, X., Krebs, A., & Pflieger, S. (2017), The future of the museum in the twenty-first century: recent clues from France, *Museum Management and Curatorship*, 32(4): 319–334.
- Gruber, T., Fuß, S., Voss, R., & Glaser-Zikuda, M. (2010), Examining student satisfaction with higher education services using a new measurement tool, *International Journal of Public Sector Management*, 23(2): 105–123.
- Gudžinskienė, V., & Gečienė, J. (2018), Socialinės globos paslaugas teikiančių įstaigų vadovų požiūris į teikiamą paslaugų kokybę, *Socialinis darbas*, 16(2): 165–189.
- Hudson, K. (2004), The museum refuses to stand still, In: *Museum Studies: An Anthology of Contexts* (pp. 85–91), M. C. Bettina (Ed.), Oxford: Blackwell.
- Jabbar, M.N., Hashmi, M.A. & Ashraf, M. (2019), Comparison between public and private secondary schools regarding service quality management and its effect on students' satisfaction in Pakistan, *Bulletin of Education and Research*, 41(2): 27–40.
- Kaiseroglou, N., & Sfakianaki, E. (2020), A review of total quality management applications in schools, *International Journal of Management in Education*, 14(2): 121–134.
- Kupec, V., Lukáć, M., Štarchon, P., & Bartáková, G.P. (2020), Audit of museum marketing communication in the modern management context, *International Journal of Financial Studies*, 8(39): 1–13.
- Lewkowska, A. (n.d.), Quality management system – what is it and why does it matter?, available at: <https://www.qualitywise.pl/quality-management-system/> (accessed 3 August 2022).
- Mills, D., Pudney, S., Pevcin, P., & Dvorak, J. (2021), Evidence-based public policy decision-making in

- smart cities: does extant theory support achievement of city sustainability objectives?, *Sustainability*, 14(1): 3.
- Moon, M. (2020), Retooling for the revolution: framing the future of museum management after COVID-19, *Journal of Cultural Management and Cultural Policy*, 2: 193–219.
- Muziejų plėtros strateginės kryptys 2015–2020 metams (2015), available at: <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/ef6fe420e93a11e4b7b698256c072611> (accessed 3 August 2022).
- Nacionalinė muziejų konцепcija pagal tvaraus vystymosi principus (2018), available at: <https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/b31fbf92d95511e8820ea019e5d9ad04?jfwid=1v5692gvz> (accessed 3 August 2022).
- Nakrošis, V., & Černiūtė, R. (2010), Kokybės vadyba Lietuvos viešajame administravime: svarbiausios iniciatyvos ir jų taikymas, *Viešoji politika ir administravimas*, 31: 63–76.
- Nielsen, J.K. (2017), Museum communication and storytelling: articulating understandings within the museum structure, *Museum Management and Curatorship*, 32(5): 440–455.
- Parasuraman, A.P., Zeithaml, V.A., & Berry, L.L. (1988), SERVQUAL A Multiple-item Scale for Measuring Consumer Perceptions of Service Quality, *Journal of Retailing*, 64(1): 12-40.
- Pauget, B., Tobelem, J.M., & Bootz, J.P. (2021), The future of French museums in 2030, *Technological Forecasting and Social Change*, 162: 120384.
- Plaza, B., & Haarich, S.N. (2015), The Guggenheim Museum Bilbao: between regional embeddedness and global networking, *European Planning Studies*, 23(8): 1456–1475.
- Pop, I.L., & Borza, A. (2016), Quality in museums as a way to increase sustainability, *European Journal of Sustainable Development*, 5(3): 217–218.
- Prnjat, D. (2021), European museums: surviving the COVID-19 pandemic, *Cultural Management: Science and Education*, 5(2): 83–94.
- Radoica, L. (2019), A model of crisis prevention (Based on managing change, quality management and risk management), *Journal of Central Banking Theory and Practice*, 8(2): 33–49.
- Rodgers, B., Antony, J., Edgeman, R., & Cudney, E.A. (2021), Lean Six Sigma in the public sector: yesterday, today and tomorrow, *Total Quality Management & Business Excellence*, 32(5–6): 528–540.
- Sciarelli, M., Gheith, M.H., & Mario Tani, M. (2020), The relationship between soft and hard quality management practices, innovation and organizational performance in higher education, *The TQM Journal*, 32(6): 1349–1372.
- Simone, C., Cerquetti, M., & La Sala, A. (2021), Museums in the Infosphere: reshaping value creation, *Museum Management and Curatorship*, 36(4): 322–341.
- Skarpeta, K., Koemtzi, M., & Aidonis, D. (2020), Measuring internal service quality: the case of the Greek public higher education institutions, *The TQM Journal*, 32(2): 268-287.
- Stankaitis, R., Žoštautienė, V., & Umbrasas, G. (2015), Viešojo valdymo institucijų veiklos kokybė: pažangi patirtis ir inovatyvūs sprendimai, *Viešasis administravimas*, 1(2): 29–39.
- Sucháček, J., Walancík, M., Wróblewski, Ł., Urmanský, J., Drastichová, M., Šotkovský, I. (2018), Management of Municipal Development of Euroregion Beskydy in Poland and Czechia, *Polish Journal of Management Studies*, 18(1): 365–378.
- Wróblewski, Ł., Dziadzia, B., & Dacko-Pikiewicz, Z. (2018), Sustainable management of the offer of cultural institutions in the cross-border market for cultural services—barriers and conditions, *Sustainability*, 10(9): 3253.
- Wróblewski, Ł., & Lis, M. (2021), Marketing mix of cultural institutions on the cross-border market of a city divided by a border—an analysis and evaluation, *Polish Journal of Management Studies*, 23(2): 555–572.
- Xu, L., Peng, X., Pavur, R., & Prybutok, V. (2020), Quality management theory development via meta-analysis, *International Journal of Production Economics*, 229: 107759.