



Measuring the quality of the ING SC HR Contact and Services: Scale development and survey results

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Management summary

Cause and research goal

ING established an HR Shared Service Centre in 2003. This was done from a desire for economies of scale and the creation of a uniform HR-department. Over the years initiatives were taken to reduce costs and improve the quality of services. These were initiated from the internal perspective of the service centre. After the recent reorganization there was a need to analyse the service centre from literature. Running initiatives like the KTO (customer satisfaction survey) and the talent assignment were not sufficient to solve this problem. The customer satisfaction survey was focussed on the entire HR department and thus lacked detail for the SC HR Contact and Service. The talent assignment focussed on ways to involve the customer in different stages of projects. Actual perceptions of the customer were not mapped. Service quality and shared service centre literature did not provide an instrument to measure the service quality of the HR service centre.

This study has two goals. The first goal is to develop an instrument to measure the quality of services of the service centre and provide insight in the effect of service quality on several outcomes. The second goal is to assess the quality of the ING SC HR Contact and Services with the developed instrument. Some recommendations for improvement will flow from this assessment.

Results

The theoretical exploration identified three enablers of HR success and three outcomes of HR work. The enablers are service quality, characteristics of HR-systems and the contract agreement. The outcomes are professionalization, customer satisfaction and productivity. The relationships between the enablers and outcomes were hypothesized. The analysis of the hypotheses showed the following main results. Firstly results in relationship to the instrument are shown. These are then applied to the situation at ING.

- Service Quality has a strong positive influence on professionalization. This means that the higher the perceived service quality is, the higher the perceived professionalization will be.
- Service Quality has a strong positive influence on customer satisfaction. This means that the higher the perceived service quality is, the higher the customer satisfaction is.
- Contract agreement has a small negative influence on customer satisfaction. This means that the higher contract agreement is scored, a lower customer satisfaction score is expected. This can be explained by the current composition of the SLA. Currently the SLA is only composed of time elements. The more is formalized in the SLA, the stronger the focus on time elements. Rushing tasks is expected to have a negative influence on the service quality, which results in a lower customer satisfaction.

The expected relationships between the HR-systems and outcomes of HR-work were not found. Customers of the service centre may see the HR-systems as a separate entity as the service centre. This is an interesting finding, because in fact the HR-systems are the electronic porch of the services of the service centre.

The dimension which looks into the “productivity” of the service centre changed during the factor analysis phase. After removal of the economic items, items concerning the degree of customization remained. During the interview phase respondents indicated that the degree of

customization had a central role in the service centre. The original hypothesis which concerns the “productivity” was rejected, because of the change of the content. In the discussion a strong potential role for the degree of customization is shown.

In general the different groups in the organization judge the service centre similarly. Some distinctions can be made between groups. The business lines Whole Sale Banking and OIB are more critical than the other business lines concerning the service quality. Wholesale banking is also more critical on the professionalization dimension. HR-managers and mid-office employees are more positive concerning the service quality of the service centre. The more positive attitude of the HR-managers can be explained by the fact that HR-managers have their own specialized contact in the contact centre. This has a positive influence on the overall perception of the service quality of the service centre. The more positive attitude of the mid-office employees can be explained by the closer relationship between the service centre and the mid-office in comparison to the other stakeholders.

Conclusion and recommendations

The instrument shows an important role of the service quality and the contract agreement on the outcomes customer satisfaction and professionalization as perceived by the customer. Exploratory regression analysis shows a strong potential role for the degree of customization. For a service centre it is thus essential to think about the degree of customization and focus on the service quality. This is in line with the findings of Van Balen (2008) and Janssen (2004) that a focus on cost reductions is not sufficient to attain success for the service centre.

1. The service centre tried to focus on reducing costs and providing qualitative services. It proves difficult to focus on both reducing costs and on improving the quality.

The focus of the service centre should be reassessed. The focus should shift towards improving the service quality, which leads to improved customer satisfaction. The focus can be shifted by changing the targets of the service centre and the management of the service centre. Adding quality characteristics in the SLA is a good way to shift the targets of the service centre.

2. In the service centre a trend can be seen in which the headcount in the service centre is reduced and the headcount in the mid-office increases. The mid-office is a decentralized HR department located in the business line. This increases the influence of the business on HR. This development is in contradiction to the way the service centre was designed as tasks move away from the line management.
3. As noted above there is a development in which less employees are employed in the service centre and more employees are employed in the mid-office. The costs of the service centre thus decrease, but it is questionable whether the overall costs for personnel administrative HR tasks are reduced. As the attainment of cost reductions is one of the main foci this is an interesting finding. This finding is also in line with Van Balen (2008) and Janssen (2004) that a strong focus on cost reductions is not sufficient to attain success for the service centre.

Costs for personnel administrative HR services should be measured in the bigger picture. The cost effects of certain changes can only then be understood for ING.

Elaborate conclusions and recommendations can be found in chapter 5.

Preface

During my Industrial Engineering and Management bachelor my interest for quality management grew in different ways. During a previous internship I worked on the application and internal audit of a Quality Awards. During my work within a small management consultancy firm this knowledge seemed very useful. I used these methodologies in depth, which further increased my interest for quality management.

Pondering about an ideal final internship to finish the master of business administration I thought of a situation in which I could do something with quality management and HR. When I found the project at ING this was exactly what I was looking for. The project at ING came very close to the assignment I envisioned.

The entire internship process was instructive on different aspects. Academically I learned to work more methodologically and to write the thesis from the perspective of the reader. Personally I learned to manoeuvre through the organisation and to get different stakeholders on the same path.

Furthermore I would like to thank several people for the help, guidance and fun during this assignment. I would like to thank ING for giving me the opportunity to do the assignment. From the side of ING I would like to thank Bart Rabou for introducing me to several people, helping me during the project and the valuable feedback. I would also like to thank Frouke Hennink for the valuable feedback. Of course I would also like to thank all the colleagues at ING who helped me out and gave me a good time.

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1. Introduction

1.1. ING

ING had different reasons to establish the Human Resource Shared Services Centre (HR SSC): economies of scale were required because of rough economic times and different mergers resulted in 21 different HR divisions. The establishment of the ING SSC in 2003 sought to solve these issues. The different HR entities, dispersed over the country, dealing with the personnel administration were combined in the ING Service Centre HR Contact and Services (for the entire history see appendix 1.1.).

ING SC HR

The ING HR SSC knows three units: Business Support, Finance and Contact & Services. Business Support targets to improve the processes related to HR-systems. Finance maintains the general ledger of ING HR Netherlands and does the salary payment. SC HR Contact and Services is partly a front office (HR Contact) and partly a back-office (HR Services). The front-office mostly deals with questions related to HR. The back-office is more specialized and deals with the more difficult questions which are forwarded by the front-office. The main task of Services is to process mutation requests of employees and managers. The recent reorganization and the limited timeframe of the research, focuses the scope of this research on the SC HR Contact and Services (for a description of ING see appendix 1.2.).

ING SC HR Contact and Services

The “SC HR Contact & Services” has 105 full time employees and provides service to around 30.000 employees. The service centre has a so called front-office and a back-office. The front-office is the contact centre. An employee or a manager calls the contact centre with a question. The contact centre has two phone lines, one for line-managers and one for employees. The phone line for line-managers has more expertise. The contact centre is supposed to answer most of the questions. More specific questions are forwarded to the back office. 80% of the questions should be answered in the front-office and 20% in the back-office. These can be either the expert centres, business support or in this case the services back-office. The back-office consists of several account teams, which are subdivided into a specialist and a generalist part. There are 5 account teams; 1 generalist and one specialist team in Amsterdam, 2 generalist account teams in Rotterdam and 1 generalist account team in Arnhem. The specialists handle the less frequent problems which desire an advanced knowledge level. For an organogram of the SC HR Contact and Services see appendix 1.3.

Within the back office each account team has made an agreement that one person answers the phone and the other people can work without being disturbed. This person is in contact with the customer when questions are forwarded from the contact centre. If the question is easily answerable, the answer is directly provided. If the question is more difficult the back-office formulates a reply and communicates this back to the customer. The task of answering the phone in the back-office is rotated between the different back-office employees. For an exact overview of the processes of the SC HR Contact and Services see appendix 1.4.

Services

The services which the SSC provides have to do with the calculations of salaries and everything that has to do with the personnel administration. The services range from provision of information, the actual salary administration with all characteristics like bonuses & stock options & shares & lease plan, provision of HR related letters (in, door, uitstroom werkgevers verklaringen).

These services are provided via telephone, on paper and through the HR-systems. There are several HR-systems. The two HR systems: Work@ing, Selserv@ing are related to the services of the service centre. Work@ing provides information about HR-services and the ING SC HR Contact and Services. Selfserv@ing is a self-service portal. Employees are supposed to fill in their mutation requests in the system. Some changes are done automatically, others are processed manually by the service centre.

Customers

The SC HR Contact and Services provides these services to all employees of ING Netherlands. Agreements have been made what the characteristics of these services should be (see appendix 1.5.). All the customers make use of the same services of the service centre. Therefore the groups are combined in the statistical analysis. A distinction between customers is made dependant on function and on business line to see whether there is a difference between sub-groups. It is interesting to see whether there is a difference between the perceptions of groups. The employees can be differentiated in the following groups:

- Different business lines are:
 - Insurance Europe
 - Operations & IT Banking
 - Retail
 - Wholesale Banking
 - Staven
 - ING Direct
- Different functions:
 - The line-manager manages several employees in the business.
 - Employee from the business.
 - Secretary from the business.
 - Mid-office employees. The HR mid-office is a small department which is located close to the customer. The mid-office works for the business. Administrative tasks are done by the mid-office. These concern tasks the line-management was supposed to do via the HR system Selfserv@ing.
 - Human Resource Consultants. In comparison to mid-office employees HR consultants have a role which is more of an advisor in relationship to the customer.

Cause of the research

A big reorganisation took place recently, which was organised through ideas of the management and employees of the SC HR Contact and Services (an internal perspective). The reorganization had the focus to decrease the workforce, but in the meanwhile improve efficiencies and the service quality. The reorganization knew four tracks (See table 14 in Appendix 1.1. for an elaborate explanation):

1. Revision of the front and back office: A clearer division between the contact centre (front office) and services (back office).
2. Generalism & Specialism: Form 4 account teams and one specialty team. The division of tasks allows teams to specialize more in their field.
3. Operational Management: automation of processes, simplification of activities, regulation and a different management style.
4. A new team is formed, called “product and process support”. This team improves the work instructions of the SC HR Contact and Services.

Some projects were initiated to improve the service quality, but in general the service quality has been underexposed. From this situation the question emerged to investigate the quality of the SC HR Contact and Services from the literature. There is a desire for an instrument that measures the quality of the SC HR Contact and Services in its broadest sense. It should provide insight in the current quality levels and causal effects of certain quality characteristics on certain outcomes of these enablers. The customer should be central in this approach.

Different projects are performed to further improve the SC HR Contact and Services. The desires of the customers were mapped through a customer satisfaction survey. Another project called the “talent assignment”, searched for the best ways to get to know the desires of customers in different phases of new projects. The disadvantage of the Customer Satisfaction Survey is that it focused on the entire ING HR-group. Therefore some of the elements of the SC HR Contact and Services are missed out and the elements which are analyzed lack depth. Furthermore it is unclear what the causal relations are in relationship to customer satisfaction. It does not clarify the most important influence factors on customer satisfaction. The “talent assignment” gave a good image of the methods that can be used to get to know the needs of the customer in different phases of new projects. This does however not provide an image of the desires of the customer in relationship to services of the SC HR Contact and services.

The current initiatives are not sufficient to get to know the needs of the customer. Therefore an instrument is needed that investigates the service quality of the service centre.

1.2. Academic cause

Exploration of the quality management literature and HR SSC literature provide the following image. Analysis of quality management literature also stresses the importance of looking at the perception of the quality from the perspective of the customer. The customer determines the criteria on which the quality is assessed. (e.g. Berry 1980, Van der Bij 2006). The literature provides different models to assess the quality and improve the quality of an organisation. However, the quality of the organisation should first be assessed before improvements can be made. Different models to assess the quality of a service organisation are known (e.g. Parasuraman 1991, Sureshchandar 2002, Teas 1993, Cronin & Taylor 1992). These models might be used to assess a part of the quality of the SSC concept, but are not sufficient to measure the quality of the service centre.

Within SSC literature service quality is also discussed. Subjects which are discussed in SSC literature are related to establishment of the SSC: motives, forms, success factors and risks (Van Balen 2008). Motives as mentioned by literature are quality improvement of the service, customer satisfaction and costs. Risks as power play, over-standardization, de-personalization are identified. The different forms that are mentioned are the so-called selfservice, administrative SSC and expert centre (e.g. Albertson 1999, Janssen 2005, Ulrich 1995). These subjects have mainly been studied via explorative studies and have not yet been operationalized. Within SSC literature an instrument that combines the different theories is not yet available.

1.3. Research goal

Both the quality management literature and the SSC literature do not provide sufficient basis to assess the quality of the SC HR Contact and Services. This leads to the following two goals:

1. The first goal is to develop an instrument to measure the quality of the HR SSC and investigate the causal relations related to quality.
2. The second goal of this research is to assess the quality of ING SC HR Contact and Services.

Development of an instrument provides insight in the quality of services and provides insight in the effect of quality on certain outcomes in the HR SSC context. For ING the information concerning the causal relationships is connected to findings concerning the quality of the SC HR Contact and Services to show where improvements could be made. The recommendations flow from the conclusions.

1.4. Approach

The development of the instrument knows three phases. Development of the instrument is based on a literature analysis (Chapter 2). At the same time the ING SC HR Contact and Service is analyzed through entry-interviews and document-analysis (Chapter 3.1.). Both the practical and academic point of view lead to the initial instrument.

The scale is validated by a researcher at the University of Twente who is considered to be an expert on the field of HR SSC's. Interviews are held with different stakeholder groups in the organisation. Both led to further improvement of the instrument (Chapter 3.2.).

Finally the scale which has been developed and improved in the first phases is used in a pilot-study. The results are used for different statistical tests: factor analysis and Cronbach alpha analysis (Chapter 3.3.). The final instrument is shown in 3.4. The final model is drawn based on a correlation and regression analysis (Chapter 4.3).

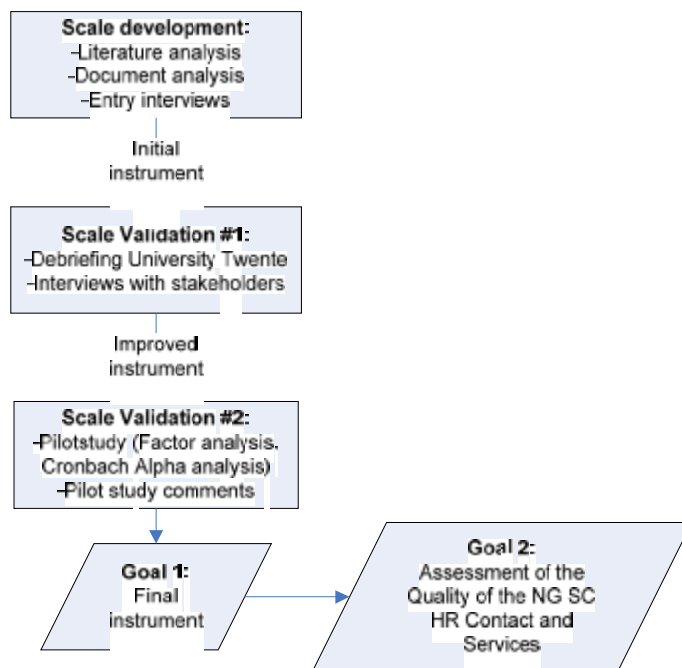
In order to evaluate the quality of the SC HR Contact and Services various steps are taken. The entry interviews and documents analysis provide a view of the ING SC HR Contact and Services. The interviews with stakeholder groups, open comments in the pilot study and

statistical analysis of the results provide a view of ING, based on the dimensions of the developed instrument (Chapter 5).

The results of the different analyses come together in the conclusion. In the conclusion the final model and the quality of the ING SC HR Contact and Services are discussed (Chapter 5). The conclusions lead to recommendations (Chapter 6).

The steps to reach the research goals are shown in the figure 1.

Figure 1. Steps of the research



2. Theoretical framework: Success of the SC HR

The introduction led to two goals. The theoretical framework analyzes literature to provide a body for the instrument. Firstly the Human Resources Shared Services Centre (HR SSC) is analyzed to get to know the success factors and outcomes of the HR SSC. This leads to the identification of certain enablers of HR SSC success and outcomes of HR work. The structure of this chapter follows from this analysis. Firstly the enablers of HR SSC success and then the outcomes of HR SSC work are discussed. Finally the initial research model is drawn.

2.1. HR SSC characteristics

Authors in the field of shared services have several definitions of SSCs. The definition of Strikwerda (2004) covers the load:

The SSC is an internal accountable unit of an organization, governmental agency or non-profit institution, that delivers specific services (e.g. administration, HR processes, IT, purchasing, etc) to operational units of that corporation (e.g. Business Units, Divisions or Partnerships), on the basis of a service level agreement". Strikwerda (2004)

The following items are of interest in the above definitions: Certain services are centralized. These services are provided by an internal service provider. The SSC has internal accountability in which the transaction agreements are agreed upon in the Service Level Agreements (SLA).

Within the research in the field of Shared Service Centres different perspectives have been taken. As a starting point the meta-analysis of the professional SSC literature by Van Balen (2008) is taken. He selected 8 journals in cooperation with researchers of the University Twente. A search process on certain keywords led to the selection of 78 articles. Based on 4 criteria the selection was brought down to 34 articles. These criteria were: the paper has to do with HR SSC, language should be either English or Dutch, it should be published between 1998 & 2008 and the information is traceable and trustworthy. Based on the Grounded Theory (GT) 6 categories were developed: implementation phase, motivation for initiation, risk, form, impact and success. The motives, risks and forms as identified by Van Balen (2008) are shown below as these might be enablers or outcomes of success of the HR SSC.

Motives

- Brand development (Albertson 1999)
- Strategic organisational (Albertson 1999, Cooke 2006, Griffiths 2007, Janssen 2005, Ulrich 1995)
- Service improvement/ Quality improvement (Albertson 1999, Cooke 2006, Janssen 2005, Redman et al. 2007, Ulrich 1995)
- Economical (Albertson 1999, Cooke 2006, Griffiths 2007, Janssen 2005, Redman et al. 2007, Ulrich 1995)

Risks

- Power play (Griffiths 2007, Janssen 2005)
- Over standardization (Ulrich 1995)
- De-personalization (Albertson 1999, Ulrich 1995)

Forms

- Administrative / call centre (Albertson 1999, Redman et al. 2007, Ulrich 1995)
- Self service (Albertson 1999)
- Centre of expertise (Redman et al. 2007, Ulrich 1995)

He further analyzed these categories. This led to the key findings that ‘service improvement’ motivations for adopting a HR SSC led to more positive impacts and a higher success rate. Solely ‘Economical’ motivations were not enough to attain added value.

The SSC is known in different forms. Often more configurations of the SSC are apparent in one organisation. In the case in which there is both a physical service and an electronic service one should think about the definition of “improve services”. This is split up into an electronic part and element focussing on the physical element. These are distinctly called “service quality” and “characteristics of HR systems” in the theoretical exploration.

The different risks that are mentioned all have to do with a certain relationship between the SSC and the customer. Also the definition of the SSC mentions the relationship between the SSC and the customer in terms of the SLA. In the exploration this item is called the contract agreement.

Van Balen (2008) stated that a mere economic reason is insufficient to achieve success of the SSC. However, economic value is of interest in judging the success of the SSC. The term productivity is broader than mere economic value. Therefore the term “productivity of the HR service” is explored as an outcome of HR SSC work.

The strategical and organisational motives have also been identified. In the literature a lot of focus has been put on the strategical importance of the HR organisation. Partly this is done through making a division between the different HR services. One part, often the expert centre, gets closer to the top of the organisation and often participates in the strategical decision making. The administrative SSC is as the name implies occupied with administrative duties (Ulrich 1995). The latter function also wants to develop further to add value. It is not possible to move closer to the top of the organisation, but it is possible to become a professional in that specific field. This development is therefore called professionalization. The term professionalization is added as an outcome construct in the theoretical exploration.

Professional SSC literature seems to lack a focus on the customer (Van Balen 2008). Literature shows strong relationships between various enablers and customer satisfaction. These have customer satisfaction as a main outcome. The following points show the relevance of adding customer satisfaction. This research is a fusion between service quality literature and SSC literature. Main emphasis in service quality literature is on the customer. The customer is the one who determines the criteria for assessment of the quality (many authors, some of which Berry 1980, Van der Bij 2006, Schneider & Brown 1995, Sureshchandar 2001). The customer should therefore be of prime focus when aspiring improved quality. In the SSC literature customer satisfaction is also mentioned by e.g. Cooke (2006).

2.2. Enablers of SC HR success

There are various enablers of SC HR success. Van Balen (2009) identified service quality as a success factor for the SSC. The service quality element is split into an electronic element and a physical element. The relationship between the customer and the service provider seems at risk according to Van Balen (2009).

2.2.1. Service quality

Different experts have their own definitions of quality. Juran defines quality as: “fitness for use” as described by the customer. Feigenbaum defines quality as: “Quality means best for certain customer conditions” (Van der Bij 2006). The central role of the customer in defining the “quality” is of interest. The above definitions are definitions of Service Quality in manufacturing. In service quality management production and consumption are inseparable. According to many authors this even further stresses the importance of a strong customer focus. The following quotes show this focus:

The prime focus on service quality improvement effort should be targeted on customers. There must be a paradigm shift from what is “best” produced to what the customer “wants” (Schneider & Brown 1995).

Customer satisfaction should be made the goal and the ultimate measure of service quality (Milakovich 1995).

The real gains of a quality revolution come only from customer delight (Sureshchandar 2001).

These definitions lead to the definition of quality used in this research:
Service quality is the degree to which the service meets the expectations of customers.

Quality of objects can be measured objectively. The quality of a service is less tangible. It differs from objective quality (Garvin 1983). It is a form of an attitude, related but not equivalent to satisfaction, and results from a comparison of expectations with perceptions of

performance. The attitude towards the product is an overall evaluation of the service. Different authors define quality as the difference between the expectation and perception of the service (Gronroos 1982). Different authors have used this definition in order to develop a model to measure the service quality level.

Several authors (Parasuraman 1991, Teas 1993, Cronin & Taylor 1992, Sureshandar et al. 2001b) have formulated models to measure the quality as perceived by the customer. Parasuraman et al. (1991) created the “SERVQUAL” instrument for measuring customer perception of service quality. This was the first attempt to create a model to measure the service quality. He followed 11 steps in order to develop the scale.

He firstly defined service quality as the discrepancy between the customers’ perceptions of services offered by a particular firm and their expectations about firms offering such services. He defined 10 dimensions, with 97 items, representing this domain. A pilot study with 200 respondents was used to apply factor analysis and Cronbach analysis until the scale was purified. The scale was slimmed down to 34 items and 7 dimensions. Another pilot study was done with statistical analysis, which resulted in the final 22-item SERVQUAL scale.

SERVQUAL was positively used by for e.g. Crompton & Mackmay (1989) and Babakus and Boller (1991) tested on reliability & validity and reconfirmed the high validity & reliability found by Parasuraman (1991). Other authors provided critique and created their own models (Cronin and Taylor 1992, Teas 1993, Sureshandar et al. 2001b).

Parasuraman (1991) reassessed the SERVQUAL scale. A total of 1936 customers of 5 organisations were questioned. Minor wording changes were made in this process. Also questions which were negatively worded were all changed to a positive format. The cohesiveness was improved, as every alpha value obtained was higher. Face validity shows that SERVQUAL appears to be appropriate for assessing service quality in a variety of settings. At a general level the SERVQUAL scale is still meaningful for assessing service quality as perceived by the customer.

Sureshandar et al. (2001b) has the main point of critique relevant to this research. He states that the SERVQUAL model is mainly focussed on components of Human interaction/intervention in the service delivery and the rest of the tangibles facets of the service. There is too little focus on the service product or the core service, systematization of service delivery in order to establish the seamlessness in service (Sureshandar et al. 2001b).

In reaction Sureshandar et al. (2001b) developed a model in which the tangibles item and the service delivery were retained. The items, core service, systemization of service delivery and social responsibility were added.

In case of this research there is a strong focus on the human interaction. In the service exchange between the service provider and the customer, the employees play a crucial role in the provision of the service. The dimensions of Sureshandar et al. (2001b) that could be relevant for this research are “the core services” and “systemization of service delivery”. The core service is fixed. The way the service is brought to the customer through employees of the

SC HR is of relevance for this research. Due to these reasons the model developed by Parasuraman (1988) is considered most relevant to this research. As the customer does not physically visit the SC HR, the tangibles construct is removed. This construct has been replaced for the dimension Characteristics of HR systems. This dimension can be seen as the digital “tangibles” of the SC HR.

2.2.2. Characteristics of HR Systems

The IT characteristics of an e-HRM system are all issues which are purely related to the information system. Information systems have seen positive outcomes, however, user acceptance has been a major roadblock to the success of information system efforts (Davis 1987, 1989). These characteristics can be defined in physical and in perceived characteristics. Davis (1987) describes the following characteristics and outcomes: system design features, perceived usefulness, perceived ease of use, attitude towards using and actual usage behaviour. User acceptance is often the pivotal factor determining the success or failure of an information system project.

Various models exist to measure the success of information systems based on user perceptions. These models are TAM, TAM2 (Venkatesh 2003) and TRA (Theory of Reasoned Action) (Ajzen & Fishbein 1980). Davis (1987) developed the TAM (Technology Acceptance model) in which he shows the effect of “perceived usefulness” & “perceived ease of use” on the behaviour towards using. TAM2 is an elaborate model to measure information system success, which is too elaborate for this research. TRA is more generally focussed on social behaviour. TAM is focussed more specifically on information systems and shows higher correlations in the information-system-context (Davis et al. 1987). Success of the electronic systems of the SC HR can thus be analysed based on the TAM.

TAM integrates variables and relationships from three different fields; MIS attitude research, MIS laboratory research and Human computer interaction research. A combination of these fields leads to a more complete picture. This leads to the research model in which “system design features” cause “perceived usefulness” & “perceived ease of use”, which cause the “attitude towards using”, which leads to the “actual system usage”. Davis (1987) defines perceived usefulness and perceived ease of use as follows. Perceived usefulness refers to the degree to which a person believes that using a particular information system would enhance his job performance. Perceived ease of use is defined as the degree to which the prospective user expects the information system to be free of effort.

The different theories which were combined showed high reliability, validity and correlation (Davis 1987). Davis (1987) tested the model in a population of 120 users. The attitude towards using, perceived usefulness and perceived ease of use had high reliabilities with respective Cronbach alpha's of .96, .97 and .91. “Perceived usefulness” had a strong direct and indirect, through attitude, positive correlation on actual usage (0.58). The effect of perceived usefulness on attitude towards using is four times as high as the effect of perceived ease of use on attitude towards using (0.65 vs 0.13). However, ease of use also has an indirect

effect on attitude towards using through perceived usefulness. In sum perceived usefulness was 50% more influential than ease of use in determining actual usage.

In a longitudinal study Davis, Bagozzi and Warshaw (1989) tested the TAM. 107 users were tested on the effect of perceived usefulness and perceived ease of use on people's intentions to use an information system and thereby the actual usage. This research showed lower reliability, but still high Cronbach alphas. These findings reconfirm the findings of Davis (1987).

Kwon and Chidambaram (2000) reconfirm TAM as a useful model in the context of technological acceptance in cellular phone usage. Karanhanna, et al. (1999) show that perceived usefulness is an adequate expectation of the actual usage. Legris et al. (2003) conclude that TAM is a useful model, but pledge for a more elaborated model.

2.2.3. Contract agreement

The relationship between the service provider and the customer has often been formalized into contracts, so called Service Level Agreements (SLA). The SLA defines the properties and guarantees of the service.

Initially the SLA was a formal contract. The purpose of a SLA has recently shifted from being a financial contract towards an instrument for the management of the customer's expectations. Managing customer's expectations is based on the definition of services, the specification of service levels agreements and the design and implementation of service processes (Boumans et al.).

The relationship between the service provider and the customer has been shown to impact the customer satisfaction and efficiency outcomes (Biemans 1999, Janssen 2004, 2005, Ullrich 1995). In the context of the SC HR Janssen (2004) analyzed the relationship between the service provider and the customer. Janssen (2004) applied a research of an explorative-descriptive nature. Based on a theoretical analysis Janssen (2004) formulated six dimensions which found to be crucial in the SC HR. On basis of a half year period in 2003 documents were analysed and interviews were held in the Dutch Ministry of justice. This study led to an improved model. One of the dimensions in the model is "contract".

The contract dimension is about the promise(s) that are legally enforceable and binding for the duration of the contractual relationship. Janssen (2004) describes three elements which comprise the contract dimension. The first element is "the promise", which involves the expected and required exchanges in the relationship. The second element is the "non-promissory accompaniments", which are defined as the degree of completeness of the contract or Service Level Agreement (SLA). The third element is the 'presentation', which is the degree to which future elements are imbedded in the present contract.

The latter definition of the contract relationship provides a good base to analyse the SLA-agreement between the service provider and the customer. This definition can be used when the constructs are translated into items.

2.3. Outcomes of HR SSC work

There are several outcome of HR work. Van Balen (2009) identified “professionalization of the HR function” and “productivity” as important outcomes in the SSC context. Customer satisfaction is underexposed in the professional literature concerning the SSC. Quality management literature shows that customer satisfaction is crucial in the analysis of the service quality.

2.3.1. Professionalization of the HR function

Professionalization literature discusses ways on improving what a group of jobs does. Different schools are known in the professionalization research. The trait approach focuses on the traits a job should have as a yardstick to determine the degree of professionalization. The functionalistic approach focuses on the role of the job in the society as yardstick to determine the degree of professionalization.

Trait approach

According to Wilensky (1964) professional jobs have the following traits:

- Exclusive expertise and skills
- A strong amount of autonomy
- Pursue the service delivery ideal
- Connection to specific (professional) norms and values
- External legitimacy is the legitimacy external parties provide to the job

The higher a job scores on these traits, the higher the degree of professionalization.

Functionalistic approach

Morgan (1980) and Wagner & Berger (1985) are some of the researchers of the functionalistic approach. The function of the job in the society is central in this approach. Essential to the functional traits is that the systematic knowledge and skills are used in favour of attaining the central value of the society.

The trait approach provides a more specific definition of professionalization (Wilensky 1964). The functionalistic approach takes the point of view of the effect of the transformation of the job in the society (Morgan 1980, Wagner & Berger 1985).

An important restriction of both approaches is that a job or occupational group is treated in such a way. One does not look at the functioning of the occupational group in the organisation. The context of the job in the organisation is bypassed. Finally the relationship between the customer and the service provider is neglected.

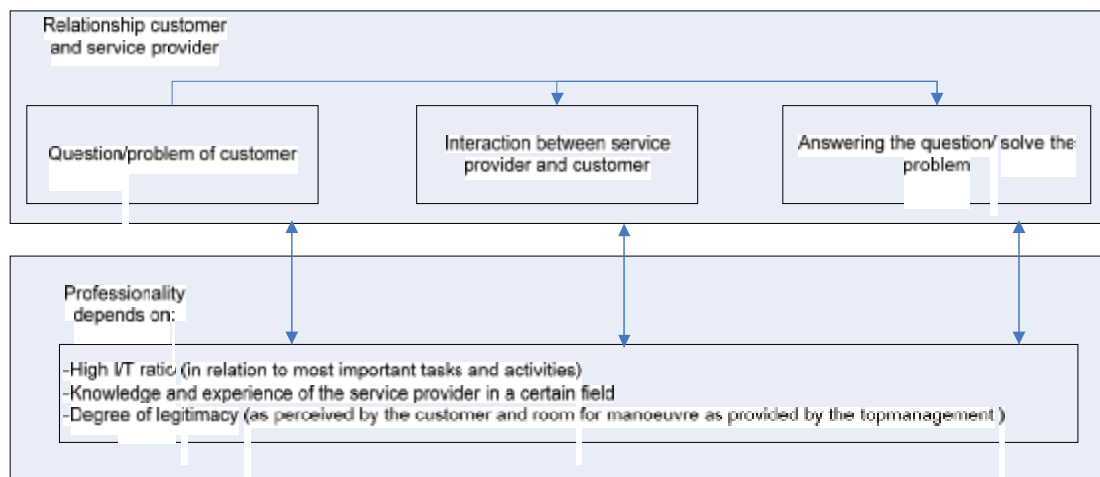
In specific the trait approach does not reach consensus in the traits, their content and the threshold each element needs to reach for an individual or occupational group to become a professional (Biemans, 1999). The functionalistic approach focuses on the society, whilst the function of the HR department in the organisation is more important than the function of the job in the society (Biemans, 1999).

Biemans (1999) tried to overcome the incompetences of these models and created a model in the HR context. Biemans (1999) developed a model to analyse the professionalization of the HR function.

Biemans (1999) combines the definitions of functionalism and the trait approach. Besides that she uses the theories of Perrow (1970), Mintzberg (1979) and Jamous & Peloille (1979) on professional work. She combined the different theories into a conceptual model of the “professionalization of the HR function”. 20 Organisations participated and a total of 340 people filled in the survey. A total of 181 people were interviewed. The model proved useful in the analysis of the professionalization of the 20 organisations.

The model developed to measure the professionalization of the HR function can be seen in figure 2.

Figure 2. Professional work (Biemans 1999, p. 40)



Especially the lower part of the model is of interest in defining the degree of professionalization in the organisation. The elements of the lower section are further defined in the table 1. Biemans (1999) did not use quantitative research to assess these elements. Definitions of the elements are thus important in the phase in which the constructs are further defined into items.

Table 1. Description of the elements of professional work in HR Context

Elements	Description
Activities have a high I/T Ratio (of important tasks and activities)	The ratio of tasks that are bounded to rules and procedures to the tasks that are bounded to creativity and autonomy.
Knowledge and experience of the service provider in a certain area	Specific knowledge in the field of salary administration
Degree of legitimization by the customer	Legitimacy of the HR department in the organisation as assessed by the customer. This concerns the way the customers judge the services of the service providers. Wright (2008) found that the

	question whether HR is value added determines the degree of professionalization in the eyes of the customer.
Degree of legitimization by the top management	<p>Legitimacy of the HR department in the organisation as shown by actions of the top management. Legitimacy is shown by the following actions:</p> <ul style="list-style-type: none"> • Promote the HR department wherever possible • Provide relevant information when available • Show the rest of the organisation to have trust in the professional

The elements of Biemans (1999) seem most relevant as these have been developed in the HR context.

2.3.2. Customer Satisfaction

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is an ambiguous concept which varies from person to person. Different approaches are known, depending on the context (Berry, 1998). Essential in the definitions is that the customer satisfaction is an indication of meeting the expectations of the customer.

Customer satisfaction is associated with several positive outcomes. These outcomes are described to show the relevance of adding customer satisfaction as an outcome of HR work which one should pursue.

1. According to Ittner et al (1998) non-financial indicators of investments in "intangible" assets may be better predictors of future financial (i.e., accounting or stock price) performance than historical accounting measures, and should supplement financial measures in internal accounting systems. Customer satisfaction level tests provide evidence on the fundamental assumption that future-period retention and revenues are higher for more satisfied customers, making customer satisfaction measures leading indicators of accounting performance. Lambert (1998) and Kaplan et al. 1992) support these findings.
2. Churchill et al. (1982) state that profits are generated through the satisfaction of consumer needs and wants. Thus, the hypothesis that customer satisfaction influences behavioural intention to purchase a service from the same service provider is implied by the marketing concept. Woodside et al. (1989) report empirical evidence that supports the hypothesis that customer satisfaction will lead to a behavioural intention.

In the context of the SC HR the first bullet shows that customer satisfaction can be used as a performance indicator. The second bullet states that a satisfied customer will repurchase the services. In the case of the SC HR a satisfied customer will re-use the HR system (Selfserv@ing). This will relieve the work of the front-office of the service centre. Besides this argument, a satisfied customer is a happy employee and is more productive. Kaplan & Norton (1996) see a direct relationship between employee satisfaction and retention rate. A

happy employee will work with your organisation for a longer period. Higher customer satisfaction in the case of the SC HR will thus partly result in a lower retention rate of the internal customer, the employee.

As indicated above actual indicators of customer satisfaction differ from situation to situation. Hayes (1992) came up with the following indicators which he formulated in the relation to quality: completeness, professionalism, satisfaction with support & overall satisfaction of the total service. Within this research professionalism is analyzed in a separate dimension. Therefore the constructs completeness, satisfaction with support & overall satisfaction with the total service are useful.

2.3.3. Productivity of SC HR

Definitions of productivity range from:

How much of an output can be produced in a specific period of time. This is the amount of output produced relative to the amount of resources (time and money) that go into production (Taylor, 1911).

Productivity in economics refers to metrics and measures of output from production processes, per unit of input. Labor productivity, for example, is typically measured as a ratio of output per labor-hour, an input. Productivity may be conceived of as a metrics of the technical or engineering efficiency of production (Pineda 1990).

These factors mainly have to do with the way the production process is executed. The efficiency of the process is of importance. Therefore different aspects of the production process determine the productivity of the process. Different aspects that influence the productivity can be the degree of standardization and the consistency of services.

Several authors (e.g. Albertson 1999, Cooke 2006) see economical reasons behind the establishment of the service centre. Janssen (2004) has analyzed the productivity concept in the context of the SSC. He also took costs into account when defining efficiency in the context of the SSC. He made the term broader than the mere costs. Janssen (2004) applied a research of an explorative-descriptive nature. Based on a theoretical analysis Janssen (2004) formulated six aspects of the service centre which found to be crucial in the SC HR. On basis of a half year period in 2003 documents were analysed and interviews were held in the Dutch Ministry of justice. This study led to a change of the research model. He identified productivity in its broad sense to be an outcome of the service centre.

He defined productivity as:

1. Transaction costs involve the efficiency. Production is organized in an efficient manner.
2. Customization, also called specificity, is the degree to which investments in an exchange relationship can be used for alternative purposes. The degree of customization or standardization is the way in which productivity can be achieved.

3. Uncertainty reduction is about the variability and the degree of stability.
4. Satisfaction is defined as the satisfaction with the vendors' performance.

This definition of performance is of interest when looking at the productivity of the SC HR Contact and services. The definition of Janssen (2004) seems a useful definition in the context of the service centre to measure the output of the service centre.

2.4. Research model: Success of the SC HR & Development of hypothesis

Service quality is the degree to which services meet the expectations of customers, concerning the subjects' reliability, responsiveness, assurance and empathy. Characteristics of the HR systems are typified by the perceived ease of use and the perceived usefulness of the systems as perceived by the users. The contract agreement concerns the SLA agreement between the services provider and the customer. The domain is made up of the content of the SLA and the way it deals with future changes. Professionalization of the HR function is characterized by the type of activities performed, the perceived knowledge of the employees of the SSC, the degree of legitimization of the customer and the degree of legitimization by the HR top management. Customer satisfaction encompasses the satisfaction of the customer concerning the completeness of the service, support during the service process and the overall service. Productivity concerns the degree of customization, the variability of service and the transaction costs of the services. Figure 3 shows the research model which results from the analysis of the theoretical framework. The dimension names are indicated in **bold** and the construct names in *italic*.

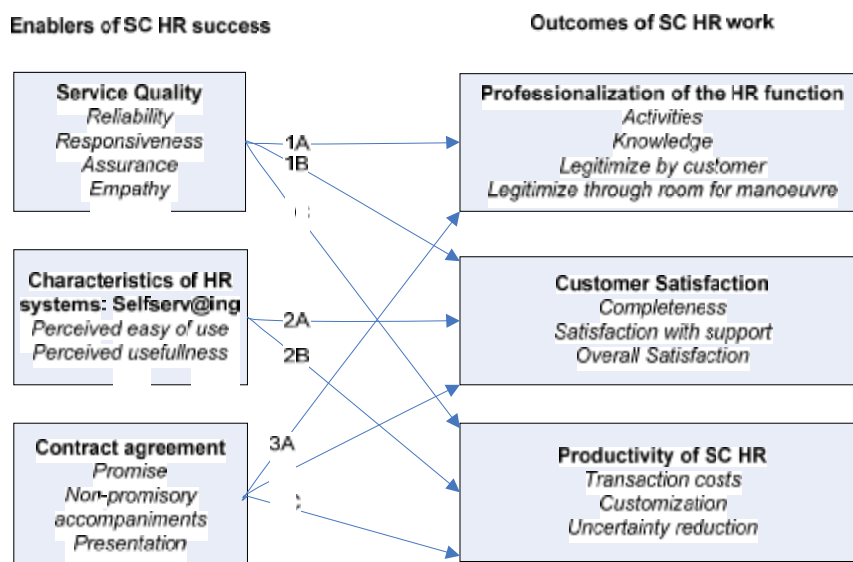


Figure 3. Research model

Dimension and construct definitions

The dimensions and constructs are firstly defined in the following tables. The theoretical framework has resulted in a research model with the dimensions & constructs shown in table 2.

Enablers of HR SC Success

Table 2. Definitions

Service Quality: the degree to which the service meets the expectations of customers		
Construct	Definition	Author for a scale
Reliability	The degree in which the services are provided right the first time in the agreed timeframe	Adapted from Parasuraman et al, (1985)
Responsiveness	The degree to which HR is willing to help its customers and provide prompt service	Adapted from Parasuraman et al, (1985)
Assurance	Trust in the knowledge and proficiency in the service contact	Adapted from Parasuraman et al, (1985)
Empathy	The degree to which HR is able to perceive and understand the feelings of different groups of customers, to learn about their specific needs and wishes, and to pay individual attention	Adapted from Parasuraman et al, (1985)
Characteristics of HR-portal: self-serving: all issues which are purely related to the information system		
Perceived ease of use	The perceived ease of use of the E-HRM system.	Adapted from Venkatesh et al (2003)
Perceived usefulness	The perceived usefulness of the use of the E-HRM system.	Adapted from Venkatesh et al (2003)
Contract agreement: the relationship between the service provider and the customer which is formalized into contracts, so called Service Level Agreements (SLA)		
Promise	The expected items which are not mentioned in the SLA are known to the service provider and the required items are mentioned in the SLA.	Constructs adapted from Janssen (2004), items self constructed
Non-Promissory accompaniments	The degree of completeness of the SLA in terms of detail, completeness and flexibility.	Constructs adapted from Janssen (2004), items self constructed
Presentation	Presentation is the degree to which future elements are imbedded in the present contract	Constructs adapted from Janssen (2004), items self constructed
Outcomes of HR SC work		
Productivity: a combination between the degree in which value is added, services are standardized and services are provided consistently		
Transaction costs	Aspects related to the transaction costs of the service.	Constructs adapted from Janssen (2004), items self constructed
Customization	The degree to which services are customized to the needs of the customer.	Constructs adapted from Janssen (2004), items self constructed
Uncertainty reduction	Uncertainty reduction is about the variability and the degree of stability of the provided services.	Constructs adapted from Janssen (2004), items self constructed

Customer Satisfaction: <i>The degree to which services meet or surpass customer expectations</i>		
Completeness	The degree to which the provided services are perceived as complete.	Adapted from Hayes (1992)
Satisfaction with support	Satisfaction with the treatment of the employees of the SSC.	Adapted from Hayes (1992)
Overall satisfaction with end service	Satisfaction with the overall service	Adapted from Hayes (1992)
Professionalization: <i>The degree to which the SSC is valued as professional by the customers and employees of the SSC</i>		
Activities	The amount of tasks that require rules & procedures in contrast to tasks that require creativity & talent.	Constructs adapted from Petra Biemans (1999) items self constructed
Knowledge	Specific knowledge in the field of Personnel Administration	Constructs adapted from Petra Biemans (1999) items self constructed
Legitimize by the customer	Legitimacy of the HR department in the organisation as assessed by the customer	Constructs adapted from Petra Biemans (1999) items self constructed
Legitimize through room for manoeuvre	The degree to which top-management provides room to the SSC to solve problems and the degree to which the top-management shows trust in the SSC to the rest of the organisation.	Constructs adapted from Petra Biemans (1999) items self constructed

Hypotheses:

Within the theoretical framework a distinction was made between the “Enablers of SC HR Success” and “Outcomes of SC HR Work”. Some relations are expected between the enablers and outcomes. These relationships are hypothesised in the following hypotheses.

1.A. Service Quality -> Professionalization

In professionalization literature an increased standard and increased entry qualifications (Wiki 2008d) are characteristics of professionalization. The trait approach talks about pursuing the service delivery ideal. Biemans (1999) states that service quality as defined by Parasuraman (1991) serves these needs. She debates that increased quality leads to increased standards and qualifications of the professional body.

“Service Quality” is expected to have a positive influence on “Professionalization”.

1.B. Service Quality -> Customer Satisfaction

Smith and Houston (1983), as well as Kotler (1988), have linked service quality and consumer satisfaction. They predicted that overall customer satisfaction with a service would be positive and substantial when the consumer perceives "high service quality".

Service quality literature emphasizes on the role of the customer (many authors, some of which Berry 1980, Van der Bij 2006, Schneider & Brown 1995, Sureshchandar 2001). An example of an explicit focus on the relationship between service quality and customer

satisfaction is of Milakovich (1995): “Customer satisfaction should be made the goal and the ultimate measure of service quality”.

“Service Quality” is expected to have a positive influence on “Customer Satisfaction”.

1.C. Service Quality -> Productivity

Among others, Rust (1995) states that customer satisfaction and service quality have a measurable impact on customer retention, market share, and profitability. Rust (1993) states that improving customer satisfaction & service quality is not necessarily an expenditure of funds, but a change in the way the firm does business. When a lot has already been done in the field of quality management, further improvement of the quality will cost significantly. The first quality improvements yield the highest returns.

“Service Quality” is expected to have a positive influence on “Productivity”.

2.A. Characteristics of HR-Systems -> Customer Satisfaction

Literature about both “characteristics of HR-systems” and “Customer Satisfaction” leads to a behavioural intention to re-use the service. Churchill et al. (1982) debate that customer satisfaction leads to a behavioural intention to re-use or re-buy the service. The TAM (Davis 1987) predicts that the characteristics of the HR system, which are defined by the “perceived ease of use” and the “perceived usefulness”, predict the behavioural intention to re-use the HR system. This behavioural intention may be due to the satisfaction of the customer based on the “ease of use” and “usefulness” of the HR systems.

“Characteristics of HR systems” is expected to have a positive influence on “Customer Satisfaction”.

2.B. Characteristics of HR-Systems -> Productivity

TAM (Davis 1987) predicts increased usage of the HR-system through “perceived ease of use” and “perceived usefulness” of HR-systems. Increased usage of the system is a form of increased productivity. Increased usage of the system can also be associated to the perception of increased value of the service provider.

“Characteristics of HR systems” is expected to have a positive influence on “Productivity”.

3.A. Contract agreement -> Professionalization

A better relationship between the customer and the service provider can have a positive influence on the degree of legitimization by the customer.

Therefore “Contract agreement” is expected to have a positive influence on professionalization.

3.B. Contract agreement -> Customer satisfaction

The relationship between the service provider and the customer have been shown to impact the customer satisfaction (Biemans 1999, Janssen 2004, 2005, Ullrich 1995). In the theoretical framework 2.2.3 the relationship between the service provider and the customer was defined as the contractual relationship between the service provider and the customer.

“Contract agreement” is expected to have a positive influence on “customer satisfaction”.

3.C. Contract agreement -> Productivity

The better the relationship between the service provider and the customer, the better different parties can work.

“Contract agreement” is thus expected to have a positive influence on “productivity”.

3. Methodology

The theoretical framework provided the body for the instrument to measure the quality of the SC HR Contact and Services. The methodology chapter shows how the instrument is further developed and validated.

Parasuraman (1991) uses several steps to develop an instrument. The core process of 5 steps is repeated twice. He defined the subject and then defined 10 dimensions and 97 items which make up the domain (Scale Development Phase). He then did a pilot study with 200 respondents. He applied factor analysis and Cronbach Alpha study to clean the instrument (Validation of the sale). The steps of Parasuraman (1999) are followed, but an extra phase is added.

Scale development is done through a literature study, document analysis in the organization and entry interviews. These steps were performed in the same time frame. These steps led to the initial instrument.

Scale validation was done in two steps. A step was added to the approach of Parasuraman (1999). In scale validation #1, the instrument was validated by academia and the practice at ING. The validation with academia is called “debriefing with the University of Twente”. The validation with practice is done through second round interviews with stakeholders of the ING SC HR Contact and Services. This leads to the first validated scale, which is used in “scale validation 2”. In scale validation #2 a pilot study is done. Cronbach alpha analysis and Cronbach alpha tests are done to clean the scale.

Figure 4 shows the different methodological steps.

Figure 4. Process to develop the instrument



3.1. Scale development

Many authors have stressed the importance of looking at the customer when defining quality (some of which Berry 1980, Van der Bij 2006, Schneider & Brown 1995, Parasuraman 1988, Sureshchandar 2001). Literature provides a basic understanding of

Scale development:

- Literature analysis
- Document analysis
- Entry interviews
- Backtranslation

the needs & desires of customers, so literature is the starting point. In parallel the service provider at ING was analysed in order to get a grip on the quality as seen in practise. The literature analysis, entry interviews and document analysis lead to the conceptualization of the initial scales. The results of the literature review can be seen in chapter 2.

3.1.1. Entry interviews

Entry interviews were held from the period of 04/2008 till 09/2008. The entry interviews were held with managers, team managers and employees of the ING SC HR. Within the organisation it was not possible to approach the customer at the start of the research. Entry interviews within the SC HR prepared for actual customer contact. In total 16 interviews of an hour each were held. In this way the initial instrument was developed which was most likely very close to the views of the customer. This increases the initial validation before having talked to the customer. The entry interviews were held in parallel with the literature analysis in order to create a set of constructs.

The entry interviews had the following intentions:

- Create understanding of the current situation at the SC HR. Understanding of the SC HR was improved in this step.
- Extract relevant items for refinement of the constructs. This led to several items which constructed the quality in the ING SC HR.
- Check whether theoretical definitions match practice.

The observations that were made in the entry interviews and the effect this had on the scale are shown in table 3.

Table 3. Observation and effect on the scale after the entry interviews

Observation	Effect on the scale
The management shows willingness to focus on the quality.	This is a reconfirmation of the fact that the quality is of importance in judging the SC HR.
The management shows willingness to focus on customer satisfaction.	This is a reconfirmation of the fact that customer satisfaction is of importance in judging the SC HR.
The SLA agreement is important to judge the interactions with the customer.	This is a reconfirmation of the prominent role the SLA takes.
A constant dilemma between the focus on standardizing & centralization of services and focus on the customer & customization of services is apparent.	The productivity dimension investigates the balance between cost reduction and providing customized services.
Mid-offices were and are being initiated at different business lines. These customer groups do not want to be occupied with administrative tasks.	This might be related to the quality of the services which might not be as desired by the customer and the customer is willing to pay for the mid office solution. Constructs

discussing the price, quality and willingness to pay more for the tailored services are therefore added in the “productivity” dimension.

3.1.2. Document analysis

Document analysis was done between 8/2008 & 10/2008. The document phase was held to gain more insight in the organisation and adjust the instrument to the SC HR Contact and Services. The documents were selected based on several criteria. The intranet sites were used to obtain relevant documents.

The criteria on which the documents were selected were the following:

- History related
 - Reorganisation of the SC HR
 - Benchmark data
- Composition of the SC HR
- Customer satisfaction
- Services of the SC HR
- Quality in the SC HR
- SLA agreements with the customer
- HR-Systems

For the specified list of used internal documents see the internal sources in the reference list. The interviews and the document analysis have provided specific insights into ING, which can be found in chapter 4. The observations that were made in document analysis and the effect this had on the scale are shown in table 4.

Table 4. Observation and effect on the scale of the document analysis

Observation	Effect on the scale
Achieving an SLA agreement is a true negotiation between the customer and the service provider. The customer shows his desires and the SC HR tries not to give in too much. The SLA is of great importance for the interaction with the customer.	This stresses the relevance of adding the SLA in the “contract agreement” dimension.
The way the SLA is negotiated can be explained by the dilemma between focussing on standardization & cost reduction and a customer focus & tailored services.	This stresses the relevance of adding costs and customization in the “productivity” dimension.
From the initiation of the SC HR till now there has been a tendency from standardization & centralization to more decentralization & customization. The focus on quality fits into this tendency as service quality has a stronger focus on the customer.	This stresses the relevance of adding “service quality” and “customer satisfaction” as dimensions in the model.

3.1.3. Back translation

The original scales were in English. Since most of the interviewees are Dutch, the survey should be translated into Dutch. This method is called back translation. This is done to discover interpretation problems which might have arisen due to the translation. This step was taken to maintain high reliability and validity (Usunier 1998, in Saunders et al, 2007). Translation was done in the period between 25th October and 29th October 2008. The step taken by three translators is believed to have a good outcome.

This step led to the identification of the following main points (for an elaborate result of the translation see appendix 1.):

1. The main difference in the translation is a mere difference between the formulation of sentences in which the content stays the same.
2. The second majority of the differences are minor differences in translation which are relevant for the nuance of the question. Different examples are:
 - a. “Needs” translated as “wensen”, “verlangens”, “behoefte”
 - b. “Required” translated as “vereiste” & “benodigde”
 - c. “Useful” translated as “bruikbaar” & “nuttig”
 - d. “Conveniënt” translated as “handig”, “gemakkelijk”, “gunstig”
3. There was one example in which one translator interpreted the question in a more global sense. This sentence is:
 - a. Question 3 in which “time it promises” was seen as “beloftes” and as actual promises concerning time agreements
4. Other observations not relevant to the translation:
 - a. Question had a strong overlap with the previous question (46 & 48)
 - b. Question is too technical for a lay-man (53)

These observations led to several adjustments of the scale. In the case of #1 the clearest formulation was selected and an informal voice was used in selection & creation of the item. In the case of #2 the majority rule was applied. When two translations were alike, these were chosen. In the case of #2.a. the most extreme case was chosen. In case of #3 the majority rule was applied. In case #4.a. the items were negatively worded (reverse-scored) to reduce and control for response biases (Nunnally, 1978). In the case of #4.b. the question was reformulated into understandable terms.

3.1.4. Initial scale

The initial instrument was developed based on the literature analysis, the entry-interviews and the document analysis. The exact changes of each step can be seen in the previous sub-sections. In line with the metaphor “Standing on the shoulders of giants” of Bernard of Chartres (Wiki 2008) existing scales were predominantly used. This was done to create high initial validity. In half of the dimensions both the construct and the item could be extracted from existing scales (service quality, characteristics of HR-portal: Selfserv@ing, customer satisfaction). These items were adjusted to fit the SC HR context. The items used were tested on reliability and factor loadings. In the other cases the construct was deducted from existing

research and the items were self constructed based on input from the entry interviews, document analysis and literature study (contract agreement, productivity and professionalization). In the latter cases the definition of the authors were followed when defining the items. The reliability and factor loadings of these items have not yet been tested.

The items for service quality were adapted from Parasuraman et al. (1988, 1991). The item “tangibles” was removed. This item is of low relevance as the customer does not visit the SC HR. The “Tangible” construct was exchanged for the dimension “characteristics of HR-systems: self-serving” as this is the “e-tangible” section which the customer sees of the SC HR. The items and constructs of the dimension “characteristics of the HR-systems: self-serving” were adapted from Venkatesh et al (2003). Customer satisfaction was adapted from Hayes (1992). We self-developed items for the dimension “contract agreement” based on the dimension definition of Janssen (2004). The dimension “productivity” was also constructed in a similar manner based on the definition of Janssen (2004). The Professionalization dimension, the constructs and the items were based on the works of Petra Biemans (1999).

Advice from Cronbach & Meehl (1995) that a construct should be measured by as few items as possible, but by at least three items has mostly been followed. This resulted in 65 items and 19 constructs.

The 65 items were incorporated in a digital survey in Net-Q. The questions were entry forced. The items are presented without their construct. The dimension names are known to the respondents. A Likert scale was used ranging from 1 (entirely agree) to 5 (entirely disagree). In addition to the items developed based on the research model, several items concerning the demographics were included.

The initial instrument can be found in appendix 3.

3.2. Scale validation #1

Debriefing with researchers of the University of Twente and second round interviews were held simultaneously. The instrument as can be seen in appendix 3 was the input for both phases. The comments from both phases led to the first improvements. The improved instrument based on these improvements was the input for the pilot study. The pilot study resulted in the second and final improvements of the instrument, which led to the verified instrument.

Scale Validation #1: -Debriefing University Twente -Second round interviews
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3.2.1. Debriefing with researchers of the University of Twente

Debriefing with researchers of the University of Twente took place between 3rd and 7th November 2008. Debriefing was held, because a concern in item generation is to ensure content validity. This is the extent to which a specific set of items reflect a content domain (DeVellis, 2003). An expert in the fields of HR and the SSC is asked to look into the instrument. The main purpose is to enhance the clarity and the relevance of the items. The expert's advice was used to review the item content as well as to add or delete items.

The extended comment and change log can be found in appendix 4. In short the comments of the university are shown in table 5.

Table 5. Comments and adjustments de briefing University Twente

Categories	Adjustments
Sentences are unclear: #32,33,35,38,61	Sentences are clarified
Words are not clear: #11	The unclear word is exchanged for a more understandable word
Questions don not feel personal and are thus difficult to answer by the respondent: #14,16,17,18,39	All questions are placed in active sense and made identifiable: "je/u" changed into "me/mijn"
The respondent does not have the information to answer this question: #36,37,57,62	Questions are removed
Methodological comment on the item being addressed in the question: #43	The question is reframed, so the item is closer to the construct

3.2.2. Second round interviews

The goal of this round is to customize the instrument and to check its comprehensiveness. 20 Interviews of each one hour were held between the 15th and 29th of November 2008. Due to an overwhelming amount of surveys in ING, it was quite a hurdle to convince the management of the SC HR to do a pilot study. The management agreed to only sending the instrument to employees who had indicated that they were willing to participate in the interviews. Therefore the group of interviewed customers was not random, but was reached through the social network of the SC HR Contact and Services. This group was very committed to the services of the service centre. Within these sessions the instrument of appendix 3 was discussed. The interview script as shown in appendix 4 shows the followed procedure to guarantee a likewise approach in the different meetings. To summarize the interviews, the following issues are asked: are certain questions unclear; are certain questions irrelevant, should certain questions be added?

Quality management literature stresses the importance of including the customer in the process of defining the quality (some of which Berry 1980, Van der Bij 2006, Schneider & Brown 1995, Parasuraman 1988, Sureshchandar 2001). The service providers should not determine the criteria on which the quality is analyzed, but the customers determine the criteria on which quality is assessed. This interview phase further adjusts the instrument to the customer and the context at ING. Because of this reason different stakeholder groups are asked what they think of the current instrument. The following stakeholders of the SC HR are

included in the interviews: customers from the business (12 participants), mid-office employees (3 participants), human resource consultants (3 participants) and employees & management of the SC HR Contact and Services (5 participants).

Most of the comments addressed by the “empirical validation through interviews” phase could be improved by changing a few words. The comments and changes have been categorized in table 6. The elaborate comment and change log can be found in appendix 5.

The interviews resulted in improvements of the instrument. The following remarkable comments per group were identified:

- Mid-office employees & Human Resource Consultants
 - Add a no opinion option as not every respondents may be able to answer all questions
- Customers of the SC HR Contact and Services
 - Add the function of secretary as the secretaries do the HR work which the line manager is supposed to do for their team. Adding this as a function might lead to interesting findings.
- Employees/ management of the SC HR Contact and Services
 - Make a subdivision between the different functions within the SC HR Contact and Services as these have different interactions with the customer.

Table 6. Categories of comments and adjustments made in the "empirical validation through interview phase"

Categories	Adjustments
Sentences are unclear: #3,4,16,19,26,28,32,33,35,45,46,61	Sentences are clarified
Words are not clear: #8,9,11,19-26,27,,60,63,64-67	The unclear word is exchanged for a more understandable word
Questions do not feel personal and are thus difficult to answer by the respondent: #14,15,17,18,23,48-54	All questions are placed in active sense and made identifiable: “je/u” changed into “me/mijn”
The respondent does not have the information to answer this question: #36,37,57,62	Questions are removed
Question is only relevant for employees of the SC HR Contact and Services	The questions are only to be answered by employees of the SC HR Contact and Services

Besides this several general comments to adjust the instrument were provided and advice for adding questions and components was posed (See appendix 6).

The improvements of this phase led to the survey with constructs as shown in appendix 7. Finally a few questions were shuffled, so negative questions and questions which are alike are mixed with other questions. The shuffled instrument without construct names can be found in appendix 8.

3.3. Scale validation #2

The scale which was improved in the scale validation 1 was used as input for scale validation 2. A pilot study was done to statistically improve the instrument.

Scale Validation #2:
-Pilotstudy (Factor analysis,
Cronbach Alpha analysis)

3.3.1. Pilot study

The pilot-study was executed after the empirical validation through interviews and the debriefing with the UT. The pilot study was held between 2nd and the 17th of December 2008. The names of participants were gathered through connections at ING. The interviews were used to gain a larger sample of participants. Each participant was personally asked via a personalized email whether he or she wanted to participate. This approach was used, because the organisation wanted to prevent survey fatigue. On the 2nd of December the survey was sent to 167 employees who had personally indicated to the researcher that they wanted to participate. Some of these participants said they forwarded the instrument towards colleagues who wanted to fill in the instrument, so the actual group of participants who received the instrument is above 167. A total of 120 responses were received. This is a response rate of approximately 72%.

The way of selecting the respondents led to participants with the following characteristics. The participants want to share their opinion about the service centre. They can thus be seen as either positively or negatively critical. A large part of the respondents was provided by people in the service centre. They were in active contact with the service centre. These people provided more contact persons who made use of the services of the service centre. Therefore it can be assumed that the participants were active users of the service centre, people who care about the services of the service centre.

The sample had the characteristics as shown in the following tables. The majority of the respondents is between 25 and 55 years old (92.5%). The business lines are evenly represented. Overall the functions are evenly distributed, however the SC HR Contact & Services and employees from the business are under-represented. More Women(63%), than men (37%) participated. The overall mark, which is given to the SC HR Contact and Services is 6,2. The results of the survey can thus be interpreted for active users of the service centre.

Age	Percent
Younger than 25	1.7
26 tot 35	33.3
35 tot 45	30.8
45 tot 55	26.7
55 or older	7.5

Gender	Percent
Man	37
Woman	63

Business line	Percent
Insurance Europe	11.7
Operations & IT Banking	27.5
Retail	14.2
Wholesale Banking	31.7
Staven	15

Function	Percent
Employee Business	7.5
Manager Business	20.8
Secretary Business	15.8
HR consultant	45.8
Mid-office employee	10

These steps led to improvement on the scale. The interviews have improved the focus on the customer and the academic input has increased the expected content validity of the instrument. The scale as it has been used in the pilot study can be seen in appendix 8 and the un-shuffled survey with construct names can be found in appendix 7. The scale was further analysed in the pilot study to check the validity and the reliability. The pilot study improves the validity and reliability of the instrument.

Analysis of the Cronbach alpha (α) and the factor analysis test two things (appendix 9 explains the different statistical terms). Firstly the definitions of both methods are shown and then the results of both analyses are shown. Factor analysis is a statistical method used to explain variability among observed variables. The observed variables are modeled as linear combinations of the factors, plus "error" terms. The information gained about the interdependencies can later be used to reduce the set of variables in a dataset. The validity of the instrument is improved through the factor analysis. Before the factor analysis is done, the Kaiser-Meyer-Olkin is checked. If the Kaiser-Meyer-Olkin value is higher than 0.4, it is useful to do a factor analysis. Factor loadings higher than 0,4 are retained.

The reliability analysis analyses the Cronbach alpha's per construct. This is a measure of internal consistency of the scale. The least consistent items should be removed from the scale if the internal consistency seems to be low. The Cronbach Alpha scores measures how well a set of variables or items measures a single, uni-dimensional latent construct. Cronbach alpha's should have score higher than 0.6 for them to be accepted in the scale.

The results of the Kaiser Meyer Olkin test, factor analysis, the Cronbach alpha test and the changes made can be seen in appendix 10. In general only a few changes were made.

The following changes were made due to the factor and Cronbach alpha analysis:

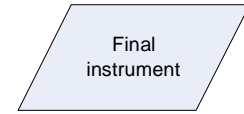
- The dimension "productivity" changed due to the factor analysis. All the economical factors were extracted. Only factors discussing the customization/ standardization remained. Therefore the dimension was renamed to "customization/ standardization".
- In total 8 constructs were combined in new constructs. An example of this is the "intrinsic data-quality" and "extrinsic data-quality" which are combined in "data-quality".
- Three constructs were removed. An example of this is the "activity" construct of the "professionalization" dimension.

Appendix 10 shows the exact modifications due to the factor and Cronbach alpha analysis.

The Cronbach alpha analysis and the factor analysis show high reliability for the dimensions (0,731- 0,91) and most of the constructs (around 0,8).

3.4. Verified instrument

The instrument was developed through literature analysis, entry interviews, a document analysis and back-translation. The instrument was further improved in two phases. The first phase was the debriefing with the University of Twente and the second round of interviews. In the second improvement round statistical methods were used in the pilot study to improve the questionnaire. This led to the final questionnaire, which can be found in appendix 11.



4. Results

The methodology section showed the evolution of the instrument. The instrument was improved. Chapter 4 provided an analysis of ING. The ING SC HR Contact and Services is firstly analyzed based on the dimensions of the research model. Scores on each dimension are analyzed together with the results of the different phases which concerned the SC HR Contact and Services. Secondly the demographic results and significant differences between groups are discussed. Finally a correlation and regression analysis is done to test the hypothesis, which leads to the final model.

4.1. Results per dimension

The results are mentioned per dimension. This is a combination of the quantitative and qualitative methods. Firstly the quantitative results are shown and then the main qualitative results are added to the quantitative results. Table 7 shows an overview of the mean-scores of the different constructs and dimensions. A mean score of 5 is high and a mean score of 1 is low.

Quantitative Input:
-Pilot study

Qualitative Input:
-Document analysis
-Entry interviews
-Second round interviews
-Comment section of the pilotstudy

Table 7. Mean scores of dimension and constructs

Name	Mean
<i>Dimension: Service Quality</i>	3.1
Construct: General Quality	3.1
Construct: Opening times	3.1
<i>Dimension: HRsystems</i>	2.4
Construct: Data Quality Work@ing	2.3
Construct: Ease Selfserv@ing	2.8
Construct: Usage Selfserv@ing	1.5
Construct: Usage Work@ing	1.8
Construct: Useable Selfserv@ing	2.8
Construct: Useful Selfserv@ing	2.5
<i>Dimension: Contract agreement</i>	3.0
Construct: Content	3.0
Construct: Presentation	3.1
<i>Dimension: Customization/ Standardization</i>	3.3
Construct: Customization	3.2
Construct: Transparency	3.8
Construct: Uncertainty reduction	3.4
Construct: Willingness to pay	2.6
<i>Dimension: Customer Satisfaction</i>	2.9
Satisfaction Overall	3.1
Satisfaction with Support	2.8
<i>Dimension: Professionalization</i>	
Construct: Legitimize by customer	2.6
Construct: Room for manoeuvre	3.1

On a scale from one to ten, in which 10 is high, customers judge the service centre with a 6,2. This can be seen in the distribution of scores in table 8.

Table 8. Score distribution service centre

Overall Mark	Percent
2	.8
3	.8
4	4.2
5	18.3
6	29.2
7	40
8	6.7
Mean	6,2

Service Quality

The mean scores of the service quality dimension and the constructs show reactions which are neutral to slightly unhappy (around 3,1). Some general comments can be made which are the result of the quantitative phases. These quotes are thus perceptions of different stakeholders.

Even though the mean scores show that respondents are slightly unhappy about the service quality of the service centre, some positive comments were received:

- The treatment of employees is correct
- In general the colleagues of the SC HR are helpful and friendly

The mean scores show that the service quality is not perfect. Quotes from the quantitative analysis phase can help to identify improvement areas.

- Customers perceived that the SC HR Contact and Services moved away further from the customer since the recent physical move and reorganization. Most of the respondents are located in Amsterdam. Therefore this comment is relevant for the SC HR Contact and Services in Amsterdam. The SC HR Contact and Services is also emotionally located further away from the customer and thus lacks individual attention. The distance between the HR consultants & mid-offices and the SC HR Contact and Services is seen as big. Understanding is perceived as low.
- The customer does not have the feeling of having a contact person.
- Employees of the SC HR Contact and Service are not courteous.
- Several respondents indicate that the opening hours of the Service Centre are different than the opening hours of the customers. For example some customers work until later than 18:00, other customers work on Thursday evenings and on Saturdays. Some customers indicate to prefer extended opening hours. This can also be seen in the score of the opening times, which is slightly unhappy.
- Mutation requests which have been filled in incorrectly by the customer are sent back to the customer. This takes excessive time and the customer feels low personal attention as it is often unclear what was wrong about the form.
- The majority of participants of the interview indicated that often the services of the SC HR Contact and Services are not right the first time. Some critical customers had the feeling they only being helped when shouting fire.

HR Systems

In general the respondents are positive about the HR-systems. Respondents are happy about Work@ing. Both systems are frequently used (usage 1,5 and 1,8). The perceived usefulness and ease of use of Selfserv@ing are judged close to good.

- During the interview phase respondents indicated that they were quite happy with the usefulness of in particular Work@ing. Even though several respondents had comments on the HR-systems, the HR systems were judged quite positive.

Even though comments and mean scores for the HR systems are quite positive in general, there are improvement areas. The following comments from the interview phase show improvement areas for the HR systems.

- Several respondents indicated that Selfserv@ing has a negative image on the job floor (mean ease of use = 2,8 and mean usefulness = 2,5). When a new employee joins the force, Selfserv@ing is presented as a cumbersome program. However after some time of use, the system seems useful. Customers indicate that they find it hard to find clear work instructions for the use of Selfserv@ing.
- Some specific aspects of the HR-systems cause irritations:
 - It is difficult to print documents from Selfserv@ing.
 - The tab-button often gets stuck. This makes it hard to enter data beneath each other.
 - The data on Work@ing is not always up to date.
 - The search-engine on Work@ing does not work that well which makes it hard to find the right documents.
 - Both Work@ing and Selfserv@ing are not accessible from home.
 - Some data of Selfserv@ing is not changeable. An example of this is the name of the partner, which can not be removed after a divorce.
 - The system does not have a spelling check.

Contract Agreement

37,5% of the respondents was aware of the SLA of the SC HR Contact and Services. The pool of respondents has intensive contact with the SC HR Contact. The actual percentage of customers who are aware of the SLA is expected to be lower as the participants are fairly active users of the services of the service centre. Customers from the business indicated that the SLA was not communicated. Some customers indicated that it was hard to find the SLA. When customers found the SLA, it was out of date. The customers who knew the SLA of the SC HR were neutral to slightly positive about the content. As most of the customers do not know the SLA, they don't know what they can expect from the service centre.

The discussions around defining the SLA are a true negotiation. The customer wants a higher quality standard, but the SC HR focuses on cost reductions. As costs of the SC HR Contact and Services are not transparent, the customer has the feeling that more should be possible for the same budget.

The SLA is defined in terms of “time”. Services have to be processed in a certain time frame. An extreme example is that at this point the SC HR Contact and Services can handle all the mutations and questions directly, but incorrect. The customer indicates that “quality elements” should be incorporated into the SLA agreement. The customer is interested in the total time needed to correctly answer a question or process a mutation.

Customization/ standardization

Customers desire increased flexibility and customization, which is shown by the mean of 3,2. Formally the service centre has a focus on reducing costs and on increasing quality and customer satisfaction. In practice it is hard to combine the economic and customer focus. The headcount of the SC HR Contact and Services is further reduced and more tasks are transferred to the business. Customers indicate to be willing to pay more for customized services (mean 2,6). At the moment the costs of the service centre are not perceived as transparent (mean 3,8), so the customer is not aware of what the cost of the current service is and what the cost would be for improved quality. In sum the customer says he or she is willing to pay for improved services if the costs are more transparent. The customer can then focus more on its core competences.

Standardized letters and email templates have been formulated by the SC HR Contact and Services. These letters have been checked on its judicial content. From team to team the degree to which the standardized letters and templates are used differs. The reasons for changes in the letters range from the desire for changes by the customer to employees who believe their design of the letter or template is better. The quality of the letters is therefore not assured.

Customers indicate that there is an inconsistency in the use of forms and systems. The “Uitstroom” and “door” stroom process uses paper forms, “in-stroom” is processed through the HR-system Selfserv@ing. Therefore it is sometimes difficult to know where to look for forms.

Customer Satisfaction/ Professionalization/ Productivity

These three outcomes are only shortly analyzed. The outcomes are a result of the various enablers. The content of these three dimensions are therefore understood by the elaborate analysis of the enablers.

Customer satisfaction of the support is slightly positive and the customer satisfaction with the overall service is slightly negative. As customer satisfaction is an outcome of other

dimensions, the reasons for the magnitude of the scores should be sought in the enabling dimensions.

The customer values the professionalization of the SC HR slightly positive (mean 2,64). This is based on the knowledge of the employees and the degree to which the SC HR is perceived to add value. Employees of the SC HR indicate that there is not so much room for manoeuvre as provided by support from the top-management (mean 3,1).

General

The interviews also led to some general comments. These comments are thus perceptions of different stakeholders.

1. Customers indicate that communication of the SC HR Contact and Services often does not reach them. Most of the participants of the interviews did not know that reorganization took place in the SC HR Contact and Services. This makes it unclear what the role of the SC HR Contact and Services is which roles are supposed to be executed by SC HR Contact and Services, the mid-office, the HR consultant and finally what the role of the customer is.
2. When looking at HR from a holistic point of view, Human Resource Consultants do activities of the SC HR Contact and Services and vice versa. Questions which should be posed to the SC HR Contact should be posed there. Questions which should be posed to the HRC's should be posed to the HRC's. This would improve the quality and the costs of both roles.

4.2. Differences between groups

The difference between the means of the various groups is tested through a one-way Anova test. This is done for “role in the organization” and “business line”. At the moment there is no difference between the treatment of different groups. The type of business line or function might be interesting differentiators between customers.

Role in the organisation

The mean scores and significance of the differences between roles in the organisation are shown in table 9.

Table 9. Mean scores and significant differences per role

	Medewerker Business	Manager Business	Secretaresse Business	HR consultant	Mid office medewerker	Significance
Service Quality	3.2	2.7	3.1	3.2	2.9	0,02
Contract Agreement	3.9	2.9	2.7	3.1	2.6	0,19
HR Systems	2.4	2.4	2.4	2.4	2.3	0,87
Customization	3.5	3.3	3.2	3.4	3.1	0,345
Standardization						
Customer Satisfaction	3.0	2.6	2.9	3.1	.	0,13
Professionalization	2.7	2.4	2.6	2.7	.	0,19
Customer Professionalization	3.1	0,8
Room for manoeuvre						

The one way Anova table shows a significant difference in the service quality dimension. Managers from the business and mid-office employees rate the quality of services significantly higher (significance = 0,02). They rate the services with a 2,9 and 2,7 which corresponds with an opinion between neutral and happy. This means that these groups are happier with the services than the other groups. The other groups, employee business, secretary business & HR consultants, score the quality of the services with 3,1 – 3,2.

The higher scores of the managers can be explained by the fact that managers have their own helpline. More experienced employees of the service centre answer these questions. This result could thus show that the extra experience of the employees answering questions to managers is significantly better in comparison to the other employees. Mid-office employees are more in direct and more often in contact with the service centre. This can give a closer feeling between both parties and thus has a positive influence on the opinion of employees.

Business line

The mean scores and significance of the differences between business lines are shown in table 10.

Table 10. Mean scores and significant differences per business line

	Insurance Europe	Operations & IT Banking	Retail	Wholesale Banking	Staven	Significance
Service Quality	2.9	3.1	2.8	3.3	2.8	0,01
Contract Agreement	2.6	3.1		2.9	3.0	0,39
HR Systems	2.4	2.4	2.4	2.4	2.4	0,95
Customization	3.3	3.5	3.1	3.4	3.2	0,27
Standardization						
Customer Satisfaction	2.6	3.0	2.8	3.1	2.6	0,09
Professionalization	2.3	2.5	2.5	3.0	2.6	0,01

There is a significant difference for the service quality dimension (significance = 0,01). The business lines Wholesale Banking and Operations and IT Banking rate the service quality significantly lower with the scores 3.1 & 3,3. This corresponds with neutral to “niet eens”, which means that these groups are slightly unhappy. The other business lines score the service quality with scores of 2.8 and 2.9, which corresponds with slightly happy.

There is a significant difference for the service professionalization dimension (significance = 0.01). The business line Wholesale Banking scores the professionalization significantly lower with a mean score of 3.0. This corresponds with neutral. The other business lines score professionalization with scores of 2.5 – 2.6, which corresponds to neutral.

The results in the service quality and professionalization dimension are in line with the idea that exists on the job-floor of the service centre that the business lines Wholesale Banking and Operations and IT-banking are more critical.

4.3. Correlation and hypothesis testing

A correlation analysis is done to analyze the relationships between the different dimensions. After that a regression analysis is done to analyze the strength of the influence of certain dimensions on other dimensions. Table 11 shows the correlation between dimensions. Table 12 shows the regression analysis.

Correlation analysis

The correlation is an indication of the strength of a linear relationship. Different opinions exist when a correlation is weak. In this correlation table a correlation between 0,3 – 0,5 is seen as weak and 0,5 – 1,0 is seen as strong. A significance smaller than 0,01 is very big and a significance smaller than 0,05 is big.

Table 11. Correlation table

Service Quality	Service Quality	Contract Agreement	IIR Systems	Customization Standardization	Customer Satisfaction	Professionalization
Service Quality	1					
Contract Agreement	.519*** .001 .36	1				
IIR Systems	.122 .214 .105	.411* .013 .39	1			
Customization Standardization	.638*** .000 .95	.703*** .000 .140 210 .98		1		
Customer Satisfaction	.864*** .000 .60	.470*** .007 .32	.089 .392 .94	.645*** .000 .85	1	
Professionalization	.721*** .000 .64	.265*** .007 .33	.192 .060 .97	.426*** .000 .87	.676*** .000 .102	1

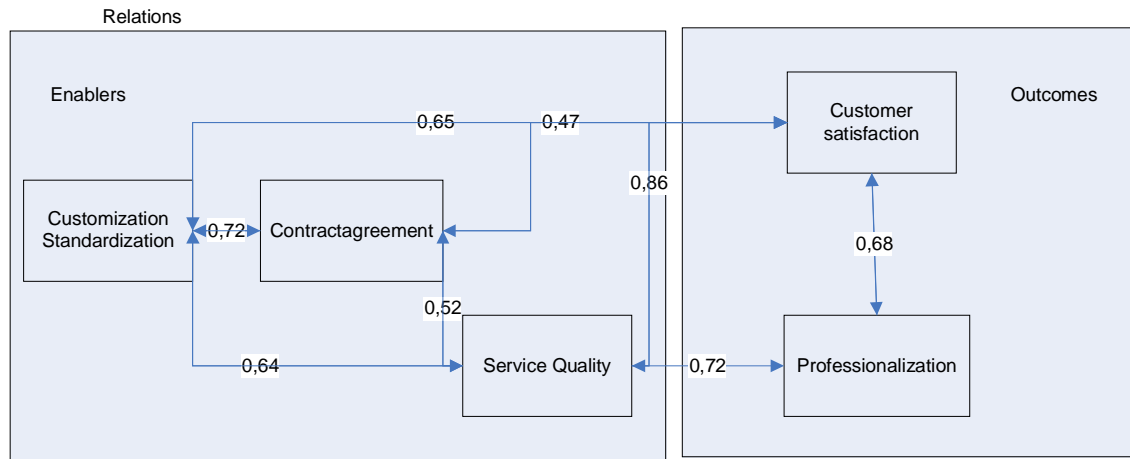
Note 1. For the analysis of the dimension "Professionalization" only the construct "legitimizing by customer" was used, as both constructs were answered by different groups. Room for manoeuvre gave similar results, however only "legitimizing by customer" was used, because this sample size was significantly bigger.

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

* : Correlation is significant at the 0.05 level (2-tailed).

Figure 5 is a graphical representation of the correlations of table 11.

Figure 5. Correlations between aspects of the SC HR



The correlations which are found are weak to strong relationships in the above figure. This is dependant on the figure indicated on the arrows.

Regression analysis

In the regression analysis the R^2 shows the degree to which a dimension is explained based on the three other dimensions. The beta shows the influence of the specific dimension on the other dimension. In the analysis of the hypothesis these values are used. The R^2 is the extent to which the variance between different variables is shared. It is the percentage by which a dimension explains another dimension. The Beta is the slope of the regression. The values of the regression analysis between enablers and outcomes are shown in table 12.

Table 12. Regression Table

	Professionalization			Customer Satisfaction			Customization/Standardization		
	R^2	Beta	Sign.	R^2	Beta	Sign.	R^2	Beta	Sign.
Service Quality	0,54	0,796	0,00	0,83	1	0,00	0,68	0,56	0,00
HR Systems		-,01	0,49		-,04	,67		0,50	0,00
Contract agreement		0,05	0,74		-0,2	0,03		-0,26	0,02

The impact of these values is shown in the following subsection.

4.3.1. Hypotheses testing

During the factor analysis phase some changes were made to the “productivity” dimension. The remaining parts of productivity better fit under the term “customization/standardization”. During the interviews the opinions about standardization of services seemed to focus on the opinions of customers. The degree to which services are standardized seemed to be an important measure for the customer satisfaction.

1.A. Service Quality -> Professionalization

A strong correlation (0,72) exists between Service Quality and Professionalization. The R^2 is 0,54 and the beta of Service quality is 0,8, which means that Service Quality has an important influence in explaining professionalization. This means that the higher the service quality level is, the higher the professionalization is. The hypothesis that Service Quality has an influence on Professionalization is thus validated.

1.B. Service Quality -> Customer Satisfaction

The correlation between Service Quality and Customer Satisfaction is 0,86. The R^2 is 0,83 and the Beta is 1. This means that the higher the service quality level, the higher the customer satisfaction is. The hypothesis that Service Quality has an influence on Customer Satisfaction is thus validated.

1.C. Service Quality -> Customization/ standardization

There is a strong correlation (0,64) between Service Quality and customization/standardization. The R^2 is 0,84 and the Beta is 0,56. This means that Service Quality explains a large part of productivity. On first sight the hypothesis would thus be validated.

Because the content of the customization/ standardization changed during the factor analysis the direction of the causation is questionable. Therefore the hypothesis as it is posed is falsified. However, the relationship the other way round could be validated.

2.A. Characteristics of HR-Systems -> Customer Satisfaction

No significant correlation was found between Characteristics of HR systems and Customer Satisfaction. No significant regression was found between characteristics of HR systems and customer Satisfaction. The hypothesis is thus rejected.

2.B. Characteristics of HR-Systems -> Customization/ standardization

No significant correlation was found between Characteristics of HR-systems and Customization/Standardization. The hypothesis is thus rejected.

3.A. Contract agreement -> Professionalization

Correlation analysis shows a significant (0,04) but weak correlation (0,37) between contract agreement and professionalization. Regression analysis does not show strong significance (0,74). The hypothesis that contract agreement influences professionalization is thus rejected.

3.B. Contract agreement -> Customer satisfaction

Contract agreement has a weak but significant (Correlation = 0,47) correlation with Customer Satisfaction. The regression analysis shows an R^2 of 0,83 and a beta of -0,2. The relationship was significant with 0,03 significance. The relationship has a negative effect which means that higher scores on contract agreement causes lower customer satisfaction. This is in line with the finding that customers think quality should be part of the contract agreement. If time is the only content of the SLA this can have a negative impact on the SLA as tasks are rushed to meet the time standards. In that case it is understandable that the more is standardized in the SLA, the lower the customer satisfaction will be. If quality criteria are added to the SLA, the Beta is expected to change to a positive figure as customers are expected to be happier if the quality of services is creased through formalization of the quality is the contract agreement.

3.C. Contract agreement -> Customization standardization

Contract agreement has a strong and significant (Correlation = 0,72) correlation with customization/ standardization. The regression analysis shows an R^2 of 0,84 and a beta of -0,26. The relationship was significant with 0,02 significance. Because the content of the customization/ standardization changed during the factor analysis the direction of the causation is questionable. The hypothesis is therefore falsified. Possible influences of the new content of customization/ standardization is discussed in the discussion.

5. Conclusion and recommendations

In this section the conclusions are directly linked to recommendations. First the instrument is analyzed and then the quality of the ING SC HR Contact and Services is analyzed.

5.1. Instrument

The instrument was developed based on several steps. The hypotheses which were formulated in the theoretical framework were tested and led to the following key findings, which are shown in figure 6.

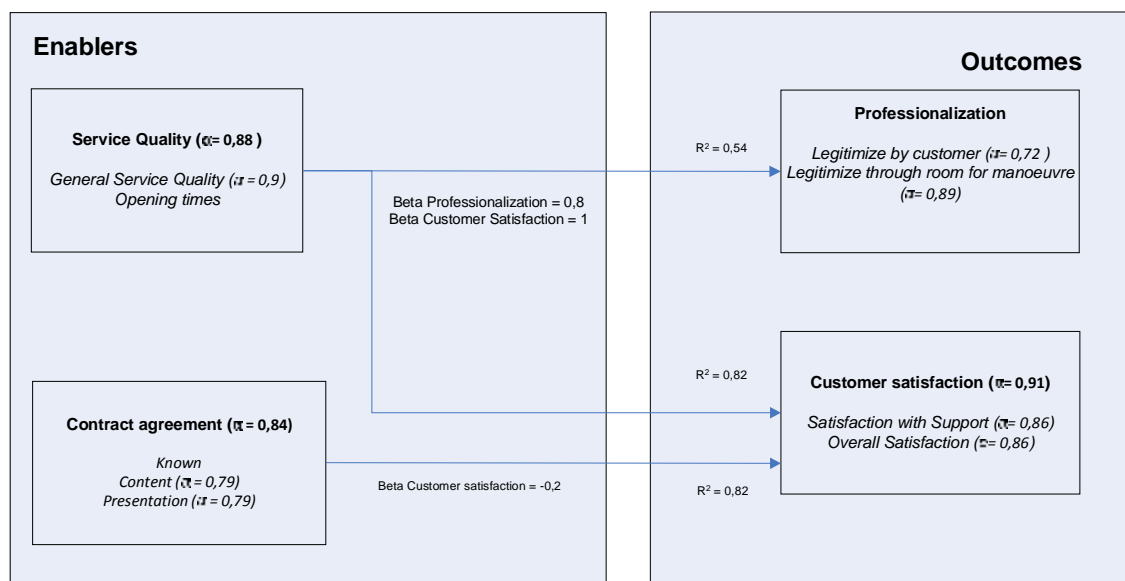


Figure 6. Relationships which were found in the service centre

- Service Quality has a strong positive influence on professionalization. This means that the higher the perceived service quality is, the higher the perceived professionalization will be.
- Service Quality has a strong positive influence on customer satisfaction. This means that the higher the perceived service quality is, the higher the customer satisfaction is.
- Contract agreement has a small negative influence on customer satisfaction. This means that the higher contract agreement is scored, a lower customer satisfaction score is expected. This can be explained by the current composition of the SLA. Currently the SLA is only composed of time elements. The more is formalized in the SLA, the stronger the focus on time elements will be. Rushing tasks is expected to have a negative influence on the service quality. As shown before, lower service quality has a negative effect on customer satisfaction.

It is also interesting to note which relations were not found.

- No relationship between characteristics of HR-systems and any other aspect of the service centre was found. In theory the HR-systems are the electronic porch of the

services of the service centre. The customer sees the HR-systems as a separate entity from the services of the service centre. The absence of this relationship is expected to be special for the case of ING. This relationship should be retested in other service centres.

The dimension “productivity” changed during the factor analysis phase. The economic elements were removed. The only elements that remained were related to the degree of customization. During the interview phase respondents indicated that the degree of customization had a central role in the service centre. The original hypotheses which concern the “productivity” were rejected, because of the change of the content. The potential role of the degree of customization is discussed in the discussion.

5.2. Quality of the ING SC HR Contact and Services

Based on the combination of the results of the instrument and the results relevant to ING, several conclusions can be made. The conclusions are firstly mentioned and then the recommendations are mentioned. The recommendations are tabbed.

Holistic view of the ING SC HR Contact and Services

Economic focus

There is an area of tension between standardizing & economic focus and customization & customer focus. The recent reorganization (named: “experts in execution” which was performed on 1/10/2008) tried to focus on the costs and the quality and the customer. The track “generalisme/ specialisme” focussed on improving the quality. In practice it shows it is hard to combine an economic focus and a focus on the quality and customer satisfaction. In the interviews respondents had the feeling that the quality of services dropped from the time leading to the previous reorganization. Only one survey was set out, so it is not possible to prove this development statistically. On Monday 19th news came that another 10% of the employees of the service centre are to be fired in April. It will be interesting to see whether this further decrease of employees has an impact on the quality of services and customer satisfaction.

Literature states that a mere economic focus decreases the chances for success for the SC HR (Van Balen 2008, Janssen 2004). When looking at the model, there is an important influence of customization and quality of services on the different outcomes. The findings of Van Balen (2008) are supported by the findings in this research. The economic focus does not leave sufficient room for service quality initiatives. When the focus shifts towards further standardization of services and further downsizing the service centre, there will be a negative impact on the perception of the service quality. This will finally have its effect on the customer satisfaction and the perceived degree of professionalization.

It is important to think about the overall focus of the SC HR Contact and Services. If the focus stays fixed on the economic advantages by a further decrease of the amount of employees in the SC HR Contact and Services, this will have several effects. Firstly the business will hire

more mid-office employees to deal with the increased workload and a further decrease of quality. Secondly, customers of the SC HR Contact and Services will have to spend more time on HR-tasks, which is not part of their competence and therefore a waist.

The focus of the service centre should just shift from a mere economic focus to a customer oriented focus. Initially this will lead to increased costs, but as services better suite the customer and the quality increases, cost benefits will be achieved in the organization, customer satisfaction will increase and the service centre will be perceived as more professional. The focus shift can be done by changing the targets of the management of the service center to targets in terms of customer satisfaction and reaching certain quality levels. These elements should also become part of the SLA, so that the entire service centre focuses more on these elements.

Decentralization of tasks

The design of the service centre was to centralize certain personnel administration tasks. Other tasks were transferred to the line-management. The practice shows a different development. Tasks which were supposed to be executed by the management are transferred to secretaries and the mid-offices. This can be explained by the idea that management does not feel to have the time to do these tasks. Secretaries and the mid-office thus do the tasks. Reasons for the decentralization trend provided by practice are that there is a desire for HR closer to the business. The mid-office has a better understanding of the customer. On the other hand the mid-office reliefs the service center of work. The conclusion is thus that HR to the line did not work as planned.

Overall costs

When looking at the overall costs of HR-services some interesting observations can be made. Firstly there is a development in which fewer employees are employed by the SC HR Contact and Services and an increasing amount of employees is employed in the mid-office. The costs per employee in the mid-office are higher than the cost per employee in the SC HR Contact and services, because of economies of scale. Because managers do not spend time on HR tasks regularly, every HR task costs quite some time. All the time managers have to spend on HR-tasks can not be spent on their core business. This is inefficient and has opportunity costs. It is thus unsure whether the overall cost picture improves with consistently downsizing the SC HR contact and Services.

The service centre should receive more budget to improve the quality of services. Initially quality initiatives are an investment, but then the returns will be better. In case 50% of the 35.000 employees of ING spend an average of 5 extra hours as a result of bad quality in the form of having to resend mutation requests. If this can be reduced to 1 hour of extra time spent, this will provide the following cost overview. Every employees costs an average of 55 euro an hour. In general, managers have to fill in mutations for their team, which increases the wage per hour. For this example the 55 euro's per hour is used. This improvement would be

worth 4 million euro's. This creates space to improve the SC HR Contact and Services and provide cost reductions.

The reduced lost-opportunity is not incorporate in this example. The business will have more time to focus on their core competences. Otherwise the picture would be even more positive. This step can contribute to the target for further cost reductions. This improvement has a positive effect on the customer satisfaction.

There will be less need for a big mid-office, because the services better fit the needs of the customer. This will also reduce the costs in the business.

Improved quality will also lead to less rework, which is a cost reduction.

In sum the overall costs for ING will decrease if more budget is provided to the service centre to improve the quality of services. This will also have a positive effect on customer satisfaction and the perceived degree of professionalization.

Service Quality

The perception of the service quality is influenced by the degree of customization/standardization. The perception of service quality influences the customer satisfaction and the professionalization. Personal attention and the degree to which the service is done right the first time are important indicators for the quality of services. The opening times are seen as a separate element of the quality of the service centre. The customer would like to have increased opening times.

The knowledge level of employees of SC HR Contact has an impact on the perception of the service quality. The differences between groups showed that HR-managers are happier about the quality of services. This can be explained by the higher knowledge level of the SC HR Contact employees who answer their questions. Improved knowledge of the employees will thus have its effect on the overall perception of the service quality.

A CRM-tool is being implemented. With this tool it will be possible to track several characteristics of the customer, for instance the type of questions customers pose. The CRM-tool should be used to get to know the majority of the questions of the customer. Training programs should be designed to improve the knowledge levels of the employees, so the knowledge level is in line with the needs of most customers.

There is a distance between the customer and the service centre. There is also a distance between the service centre and the HRCs & mid office employees. Knowledge of the HRCs is not always sufficient.

The knowledge of the HRCs and mid-office employees can be improved and the mutual understanding between the HRCs, mid-office employees and the service centre can be improved through an internship program of 7-14 days. The HRCs

and mid office employees can be part of the team for that time and thus contribute to the production.

Since the recent move and reorganization some customers indicate that they feel decreased personal attention. Employees of the service centre are supposed to call back a customer in case faulty mutation request is received. In practice the degree to which this actually happens is perceived as low by the customer.

Personal attention can be improved by the following improvement. Personal attention would improve if the customer would be called in all cases. The customer will not have to wait another week, but the problem is solved adequately. This is more customer oriented and saves the SC HR Contract and Services time which would otherwise be spent on rework. The customer would see a higher degree of value-added services, which makes the service more professional. One approach should be chosen, which is applied in the service centre.

Customers judge the openings times of the SC HR Contact and Services with a mean of 3.1, which indicates that the opening times are not favourable. This is also supported by the interviews.

The CRM-tool can be used to check peak hours. Working times are flexible outside of the peak hours. At the moment employees of the of SC HR Contact work from 8:15 to 16:45. If this fits peak hours, this can be changed to an early and a late shift. In such a way the opening hours can be extended without increasing the workforce. A business case should be designed for extended opening hours. It should be shown to the customer to see whether the customer would like to pay for the increased services. This is a way to deal with costs in a transparent manner and provide customized services. If the majority of the customers would like to pay for the extended opening hours, this can be implemented. This is a choice of the customer. Customized services are possible in such a way.

The same accounts for days which are known to be busy. Several moments are known to be busier. At this point a similar amount of employees work before and after the “sluit”. The “sluit” is a final day that customers can do certain mutations. Often these days are considered very busy.

The service centre in Arnhem uses the approach to not allow employees to have a day off before a so called “sluiting”. These employees can take a day off after the “sluiting”. This is a perfect solution as after the “sluiting” the workload often drops significantly. One line should be chosen for the entire service centre to create uniformity and agree to rules which apply to the time around the “sluiting”.

The password generation process for the HR-systems is done manually. Approximately 1fte is occupied with this task. The password generation takes some time, because it is done manually. The employee, who generates the password, also knows the password, which is not in line with compliance policies.

The password generation process could be automated. This would speed up the process, save 1fte and better suits the compliance policies as only the receiving party knows the password.

HR Systems

The HR-systems are judged positively by customers. Work@ing is judged more positive than Selfserv@ing. The HR-systems are the best scoring dimension. The correlation and regression analysis do not show an influence of HR-systems on the customer satisfaction. This can be caused by the fact that customers do not see the HR-systems as a part of the services of the SC HR Contact and Services. In practice the HR-systems are part of the SC HR Business support. However, this is not a fact known by most customers. For the customer the HR-systems should be connected seamlessly to the services of the service centre. The HR-systems are the porch of the service of the service centre.

The HR systems should be profiled as the porch of the SC HR Contact and Services. This will create a link between both. The customer will get a more positive image of the SC HR Contact and Services. This intervention will therefore have a positive influence on the customer satisfaction.

Some aspects of the HR-systems cause irritations in the use.

A project team should be started to solve most of the following issues:

- Make it possible to print from Selfserv@ing.
- Fix the tab-function, as the tab-button often gets stuck.
- Define responsibilities for the data on Work@ing. This should ensure that the data stays up to date.
- Improve the search engine of work@ing so it becomes easier to find relevant forms and work instructions.
- Make Work@ing and Selfserv@ing accessible from home. This could be connected to the webmail function.
- Check data which is not changeable. This is for instance the name of the partner, which can not be removed after a divorce.
- Implement a spelling check in Selfserv@ing.

At the moment some tasks which should be done by the line-management are transferred to the mid-office or the secretaries. Some respondents stated that Selfserv@ing has a negative image on the job-floor.

The HRC can be trained in the use and education around Selfserv@ing. They can inform the customer about the use of Selfserv@ing and thus improve the image of Selfserv@ing. This will improve the ease of use. In line with the Theory Acceptance Model, the increased perception of ease of use and increased perceived usefulness will result in increased actual usage.

Customization/ Standardization

The interviews and exploratory regression analysis showed that the degree of customization & standardization has an important role for several aspects of the SC HR Contact and Services. It has an influence on the service quality, contract agreement and finally customer satisfaction and professionalization of the HR function.

Activity Based Costing (ABC) is an accounting technique in which costs are connected to certain activities. This improves the transparency of costs. This can be used as a base to offer more customized services for additional costs. The current application of ABC is the provision on a package with extra services for an added fee. The step can be made to providing specific services for an additional fee. As long as the costs are transparent and the customer is willing to pay this works.

At the moment a lot of processes are standardized. Examples of this are the letters which are sent to the business in the case of an “uitstroom”. There is also a standard email template to answer certain questions. Consistency of services assures a high quality standard. In practice there seems to be a Dutch “gedoogdbeleid”, in which employees adjust the email templates so it better fits their idea of a good template. The same accounts for standard letters which are adjusted to the desires of employees or the wishes of customers.

A project group should be started to get to know the ideas of the employees of the service centre. This input should be used to improve the letters. From then on management and team managers should check the use of standardized letters and templates. This form of quality assurance leads to a more standard quality level.

Currently some mutation requests have to be handed in on paper forms, others have to be filled in within the HR-system. An example is the difference between “door” and “uit” stroom. One process is automated, the other has to be done manually.

Consistency should be created in the use of forms. The customer can then more easily find the right forms. Implementation of the so-called digital personnel dossier would facilitate the processing speed and accuracy of the Service Centre.

Contract agreement

Within the SLA time indicators are used. Service Quality of the service is not mentioned in the SLA. To a certain extent the SLA may have a counterproductive influence on the quality of the services. An example is that the SC HR Contact tries to forward a minimum of the questions to HR-services. Questions that are on the edge of difficulty to be answered in the front-office are answered there. The degree to which the answer is correct is not specified. An example for SC HR Services is that mutations can be performed in a certain time frame, but the amount of mutations that have to be right the first time is not specified. In theory the service centre can deliver 100% of the services on time, but take 5 times, before the service is delivered as expected.

Quality indicators should be added to the SLA. It is more relevant to provide a certain percentage of services correctly in a certain timeframe. A good amount of matters are registered in the so called mail registration system (Post Registration System = PRS). With the CRM-tool it will be possible to track more quality indicators. A few aspects that could be good indicators are:

- Percentage of mutations done right the first time.
- Score weighted time = (percentage first time right * time + percentage second time right * 2* time+ percentage third time right * time)
- Score perception of the knowledge of the SC HR Contact and Services.
- Score perception willingness to help.
- Score perception of friendliness of employees SC HR Contact en Services.
- Score perception of the personal attention of the employees of the SC HR Contact and Services.

As quality becomes part of the SLA it will become a control indicator. This will lead to increased quality of services, which is expected to have a positive influence on the customer satisfaction and perception of professionalization.

Professionalization/ Customer satisfaction

These are both outcomes of the other dimensions. As these are outcomes they are formed by the content of the enablers. Therefore only the relations with the enablers are shown.

The degree of professionalization is dependant on the service quality. As the quality of services improves, the perception of professionalization increases.

The degree of customer satisfaction is dependant on the service quality. As the service quality improves, the customer satisfaction increases.

General

This dimension is not part of the developed model, however in the analysis of the results communication seemed important. The customer indicates that communication of the service centre did not always reach the business. The recent organization and the SLA were not received by most respondents. This makes it hard for the customer to know what to expect

from the SC HR Contact and Services. Besides this it is unclear what the role of the customer is in the process.

- Create a role-overview. Describe the roles of the SC HR Contact and Services, HRCs and the mid-office on an A4. The role of the mid-office and HRCs are different between the various business lines. In discussion with the business provide input for the role of the SC HR Contact and Services. From the division of roles, the different parties can forward the customer to the right person. Questions in relation to HR should be forwarded to the SC HR Contact and Services. Wholesale showed interest in this idea. The monthly HRC meeting seemed to be an appropriate place to discuss this.
- The service centre should characterize itself towards the customer. This can firstly be done through meetings which are organized for new employees. Within these meetings the role of SC HR Contact and Services can be described. A manager can be introduced to Selfserv@ing. This can be done through a demo film, a handbook or a short presentation. Secondly the SC should organise a campaign to inform the customer about several aspects of the SC HR Contact and Services. The finalization of the new SLA is a good moment to do this. The following aspects can be handled in this campaign:
 - The role of the SC HR Contact and Services.
 - The contact information of the SC HR Contact and Services. (Add a sticker to the computer screens with contact information of the SC HR)
 - The SLA in understandable terms.

These recommendations envision certain results. It will become clearer for the customer what can be expected from the SC HR Contact and Services. The criteria with which the SC HR Contact and Services should be judged will become more universal. Customers will ask questions to the right people. At the moment “expensive” HRCs answer questions that can be answered by cheaper SC HR Contact and Services employees. Also service centre employees answer questions which are supposed to be posed to the HRCs. By stimulation customers to pose questions to the right people more clarity is provided and cost reductions can be achieved. These steps show commitment towards the customers, which has a positive effect on “personal and individual attention” of the service quality. This has a positive effect on customer satisfaction and on the perceived professionalization.

6. Discussion

Within this research a model which shows the relationships in the service centre are shown. This chapter analyzed the methods that were used and provides ideas for further research.

6.1. Method

The results and conclusions have been written based on information gathered during the process of the research. The data was gathered between 1st April 2008 and 15 December 2008. As times are hectic some projects have already been initiated. The situation of ING further changed. ING received a second capital injection of the Dutch government. Part of this injection was that ING had to layoff another group of employees and costs had to be cut with another 20%. On first eye, most of the recommendations will thus be rejected by the management. Some investments will have to be made to receive benefits in the longer run. The recommendations of the research will not change as the benefits for ING are biggest if they are followed. It is however understandable that some changes can not be made in this period and will have to be maintained for better times. A distinction is made between the recommendations in terms of their usefulness of implementation in these times of further cost reductions (Appendix 12).

The participants for the interview phase and the pilot study were found via the social network of people working at the SC HR Contact and Services. Several names of potential participants were provided by employees of the SC HR Contact and Services. These contacts provided more names, which led to a total population of 167 employees. This was not just a random population. This was a group of people who actively made use of the services of the SC HR Contact and Services. They wanted to be heard. So this could either be a group who is extremely positive or negative.

During the factor analysis phase some downsides of the instrument were found. The professionalization dimension was partly answered by mid-office employees of the SC HR and partly by the other stakeholders. Because there was no overlap in the groups that filled in the different constructs, it was impossible to do a proper factor analysis, Cronbach alpha analysis and incorporate all the constructs in the correlation and regression analysis.

The SC HR Contact and Service was designed in a such a way that customers would see it as one entity. However, some respondents indicated that they perceived a difference between the front-office and the back-office. Only a few participants indicated this difference, so it is not expected to have a severe effect.

Even though the electronic survey was tested several times, mid-office employees did not fill in the customer satisfaction questions. As the group of mid-office employees was not too big, this is not expected to have severe impact.

In the factor and reliability analysis phase the dimension productivity changed. After removal of several items only items related to customization remained. Therefore the dimension was renamed to customization/ standardization. During the interview phase the importance of the

degree of standardization was observed. In the final analysis customization/ standardization was used as an enabler of success. The regression and correlation analysis supported this. No elaborate literature review was done on this relationship. The customization/ standardization construct has a Cronbach alpha slightly lower than 0,6. This construct should have been removed if the 0,6 threshold would have strictly been followed. It is however of interest to look at the other correlations, because the dimension “productivity” changed to “customization/standardization”. In the interview phase a central influence of customization on other dimensions seemed to be apparent. Therefore the model is tested based on these expected causations. This is done to see whether there are interesting relationships as expected based on the interviews. Customization/ standardization is tested as an enabler of success based on the correlations found in figure 5. Regression analysis showed the following main results (all regression results can be seen in appendix 12):

- Service Quality has a strong influence of professionalization (Significance = 0,00, R^2 = 0,54 and Beta is 0,8).
- Service Quality has a strong influence on customer satisfaction (Significance = 0,00, R^2 = 0,83 and Beta is 1).
- Customization/ standardization shows a strong influence on Service Quality (Significance = 0,00, R^2 = 0,73 and Beta is 0,7).
- Customization/ standardization shows a strong influence on contract agreement (Significance = 0,00, R^2 = 0,72 and Beta is 0,72).

These relationships have been tested on bi-variate regression effect. The mediation effect is tested based on Preacher (2004). This shows the following:

- Service Quality is a mediator between the independent variable “customization/ standardization” and the dependant variable “customer satisfaction”. It has the following characteristics. The percentage of the total effect that is mediated is 78%, the ratio of the indirect to the direct effect is 3,6. There is thus a mediation effect of service quality in the relationship between customization/ standardization and customer satisfaction.
- Service Quality is a mediator between the independent variable “customization/ standardization” and the dependant variable “professionalization”. It has the following characteristics. The percentage of the total effect that is mediated is 120%, the ratio of the indirect to the direct effect is -6,0. These are not valid figures, so there is no mediation effect of service quality in the relationship between customization/ standardization and professionalization.

Because this is not grounded by theory, these results should be interpreted as exploratory. It is however interesting to see that the degree of customization influences the perception of service quality and the perceived contract relationship.

6.2. Future Research

Some questions were answered by a particular part of the population. The professionalization dimension is an extreme example. Half of the questions from the professionalization dimension were filled in by half of the population. Some of the other respondents filled in the other half. This made it impossible to do a proper factor analysis, Cronbach alpha analysis and incorporate all the constructs in the correlation and regression analysis. It would be useful to let all participants fill in all the questions. If a significant amount of respondents fill in no answer, the questions can be restricted to a part of the population.

The productivity dimension changed during the factor analysis phase. Only items related to customization/ standardization remained. On one hand this can be seen as a drawback, but on the other side it is an opportunity to see a glimpse of the role of degree of standardization/ customization on the other dimensions. It would be valuable to do another literature review on customization/ standardization to improve this dimension. The findings of this research can be further used to research the central role of this dimension.

Some respondents saw a difference between the front-office and the back-office. It might be of interest to investigate the potential difference between the perception of the different dimensions of the front-office and the back-office. This might lead to more specific understanding of the Service Centre.

In the research no significant relation was found between HR-systems and customer satisfaction. Questions in the customer satisfaction section were focussed on services of the SC HR Contact and Services. In the theoretical exploration, the HR-systems were seen as part of the services or an extension of the services of the SC HR Contact and Services. Future research could alter the items of customer satisfaction to improve the testing of the overall service, in which the HR-systems play a role. Or the same scale can be retested in another SSC to see if the HR-systems are seen as part of the SSC in another organization.

During the final interviews, communication between the SC HR Contact and Services and the Customer seemed to be important in the interaction. It might be interesting to include communication in the research model. In the interview phase lack of communication occurred as a comment by different customers. "Communication" may be added as a 7th dimension.

The first construct of professionalization dimension was about the type of services executed by the Service Centre. This construct was removed due to the factor and Cronbach alpha analysis. Literature states that a job with more creative tasks scores higher on the professionalization dimension (Biemans 1999). One should look for a way to incorporate the type of activities when measuring the professionalization.

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Appendix 1. ING

1.1. History SC HR Contact and Services

Originally support services were located close to the customer. The employees of a certain venue could walk to the HR, IT or other support staff. The service was very much accessible for the employees. Every employee had their own contact with specific people within HR. Several reasons led to the overall trend within ING towards centralization of services. The SC HR contact centre was initiated on the 1st of January 2003 and the services part followed on the 1st of May 2003. The SSC concept is a centralization of different support services under one umbrella called the Shared Service Centre. Within ING the following reasons led to the choice for the so called SSC:

Reasons for the initiation of the SSC:

- Rough economic times demanded increased efficiencies. Reducing costs was a main driver in this.
- Different reorganisations within ING to obtain economies of scale. An overall trend in the major organisations in centralizing services was adapted by different divisions of ING.
- Different fusions created a situation in which there were 21 HR divisions. These had to be combined to create unity in the organisation.
- A new boss for HR-Europe was assigned. The different reorganisations were in line with his visions.

Reorganisation in 2003 called “one”

This reorganisation was part of a bigger reorganisation which reacted to the above mentioned reasons. Main elements of this reorganisation were:

- Relocate HR to the line: line managers obtain more responsibility in the HR processes.
- Automate certain processes
- Administrative processes were transferred to the SC HR.

The main tracks of the reorganisation and the expected results are mentioned in table 13.

Table 1.3. Reorganisation 2003 ING SC HR Contact and Services

Stage & description	Expected end-results
<p>Design and implement a new IIR organisation</p> <ul style="list-style-type: none"> • A Service Centre for Human Resource Management in the Netherlands. This SC HR will be positioned in the DTS&IT organisation of MC NI. In this SC the administrative tasks and standard services for HRM will be executed based on the criteria "economies of scale". • The HR front-office tasks which will be kept close to the business in accordance with the new structure of MC NI based on the criteria "business alignment". • Expert Centres like Management Development, Business Strategy and Change, Recruitment and Training will be organized based on criteria of "economies of skills". • EC Europe has started the Programme HR Transformation. This part of OME should be seen as the Dutch "connection" to this European programme. 	<p>Culture</p> <ul style="list-style-type: none"> • There is a clear HRM mission and vision • Managers are focussed on matching people • Employees are self responsible and are taking initiatives • HR front/experts is customer focussed • HR services is based on uniformity
<p>The implementation of peoplesoft HRMS system</p> <ul style="list-style-type: none"> • This system supports both Employee Self services (ESS) and Manager Self services (MSS). It will help employees to take initiatives and managers to coach. • The HRM processes will be matched with the Peoplesoft HRMS processing in order to realise the reduction of staff both in HR Front Office and Experts, as well as in the Back Office (Service Centre IIR) and in external IT staff. • The Executive Board recognizes the strategic importance of C IIRM and approved a Corporate HRMS Programme, as one of the top three 2001 projects, during the Atlanta conference in June last year. This part of OME should be seen as the Dutch "connect or" to the global HRMS Programme. 	<p>Costs</p> <ul style="list-style-type: none"> • Reduction of Euro 25 Million per year starting 01-01-2003 (25% cost reduction) • Higher efficiency (e.g. lower # of complaints, lower # of errors) • Reduce the head count of IIR Netherlands by 25%.
<p>Manage Change</p> <ul style="list-style-type: none"> • A new system and a new HR Organisation will be most effective and efficient when people are willing to work on the changes themselves. • Changes in processes require quite some time and energy from the ING organisation, even more if it impacts all ING employees working in the Netherlands (35.000). • The main effort will be in the local HR Organisations. The HR staff will experience an increased workload because of the programme efforts and their role in supporting both managers and employees in the change process. • The manager will experience a different way of working, more individual responsibility, less dependency on the HR organisation. This will require time to get used to. The same applies to the employees. • The change process will be changed by offering a diversity of change tools, measurement instruments, HRM result objectives, change and communication plans and instruments supporting the businesses by involving the teams. 	<p>Quality</p> <ul style="list-style-type: none"> • Increased quality of the HR service delivery • Supportive and user friendly HRM systems • Delivered state of the art HRM tools. <p>Indirect</p> <ul style="list-style-type: none"> • Positive image on labour market • Higher employee satisfaction • Higher customer satisfaction

Short term results

The new entity knew the following short term results:

- Provide insight in the HR processes and systems.
- Provide insight in the differences between terms of employment between customer groups. This became apparent because customers were allocated to teams according to their postal code.
- Initially management thought the concept had reduced the costs, however this soon became unsure. Several mid-offices are being created. The wholesale mid-office already exists and the OiB and retail mid-offices are currently being initiated. This all led to a cost result which was below expectations.
- The quality of the services dropped. The distance from the customer and the service provider increased which led to a downfall of the quality for 3 years.

Reorganisation of the SC HR “Experts in execution”

Reasons for another reorganisation:

- A benchmark done in 2006 showed there were different possibilities for improvement. This benchmark was called the Saratoga benchmark done by Price Waterhouse Coopers. Within this benchmark different big companies have been compared. ING showed to have: a high staff/ service ratio, higher costs of the SC HR per serviced employee in comparison to comparable organisations.
- Service Quality initiative. This a worldwide HR initiative which targets increased service quality and efficiency of the HR services of ING. Initiatives vary from operational and support services, support systems to the redefinition for HR products and services.
- Different divisions of ING are being downsized. The amount of employees within SC HR is a function of the employees at ING. As a result also the SC HR is being further downsized. SC HR Contact & Services has to be further decreased from 210fte to 163fte.

The reorganisation was organised to overcome the problems mentioned above. 4 Improvement tracks were formulated. The four tracks together with their description and their target are mentioned in the following table 14.

Table 14. Reorganisation tracks of reorganisation “experts in execution”

Title & Description	Target
Revision of the front and back office: A clearer division between the contact centre (front office) and services (backoffice)	<ul style="list-style-type: none">• Transfer 33% of the 2nd line calls to the 1st line. 60% of the phone calls were answered in the Contact centre, this has to improve to 80%<ul style="list-style-type: none">○ Mention phone number of the contact centre in letters○ Extend authorisations of HR contact○ Increase knowledge of the HR contact employees.• Increase affectivity of settlement of customer contact.<ul style="list-style-type: none">○ Stimulate more customer contacts through telephone then email○ Automatic Customer settlement (VRS). The customer is answered by a computer.○ Smaller gap with the second line• Increase Service Quality<ul style="list-style-type: none">○ Implementation of Customer Relationship Management

	<ul style="list-style-type: none"> system (CRM). Register and measure customer specific data. o Provide new services o New telephone central
<p>Generalism & Specialism</p> <p>Form 4 account teams and 1 specialty team.</p> <ul style="list-style-type: none"> With internal front and back office <ul style="list-style-type: none"> o Front office telephone customer contact o Front office Receive and register post o Back office process mutations o Back office research work with dossiers <p>Employees rotate between front- and back-office</p>	<ul style="list-style-type: none"> ● Increase efficiency and quality. Quality should be increased through more specialism in certain domains. Fewer employees should do the same work, which can be seen as improved efficiency. ● Decrease costs. Fewer employees do the same work, which is a cost-reduction. ■ Increases specialism. Teams become task oriented in stead of customer oriented. This allows team members to specialize in a certain field of knowledge.
<p>Operational Management:</p> <p>Automatisation of processes, simplification of activities and regulation and a different management style.</p>	<p>Productivity of teams and employee</p> <ul style="list-style-type: none"> ● Learning from each other ● Facts are the basis for develop and result agreements. <p>Quality of teams and employees</p> <ul style="list-style-type: none"> ● Improvement of processes ● Provide education where needed <p>Capacity planning</p> <ul style="list-style-type: none"> ■ Plan occupation needs in advance <p>Throughput time</p> <ul style="list-style-type: none"> ■ Measure the agreed throughput time
<p>A new team is form, called "Product and process support". This team improves the work instructions of the SC HR Contact and Services and does the process improvements in the SC HR Contact and Services.</p>	<p>Increase the transparency of the performance of the SC HR Contact and Services through monthly reports.</p> <p>Standardization and improvement of services by making work instructions. Improvement of services is a result of the insight in the processes.</p>

Summary

Analysis of the organisation led to both a description of the organisation which creates understanding of the context of the research and to observations in relationship to this research. The following observations have been made during the analysis of the organisation.

Observations

1. The historical development shows that originally the SC HR was fully centralized and standardized. The distance to the customer thus increased. In the years different small and big reorganisations took place. The big reorganisations are shown in the above chapter. In these reorganisations the shift from centralization & standardization towards a customer centric organisation is apparent. In the current organisation services are more decentralized (mid-offices). The SC HR is looking for ways to customize services further. Quality management is becoming more important for improving the services. It is interesting to note that the choice for quality management is in line with desire to further focus on the needs of the customer.

2. Mid-offices were and are being initiated at different customer groups. These customer groups do not want to be occupied with administrative tasks as they were supposed to do via de E-HR portal self-serving.
3. At the moment the SLA agreement is the way the relationship between the SC HR and the customer is labelled. The relationship is a contractual arrangement in which the SLA shows the conditions of the relationship.
4. A constant dilemma between the focus on standardizing & centralization of services and focus on the customer & customization of services is apparent. The need for cost reductions further increases the unbalance.

Impact on the research

1. The historical development of the SC HR stresses the growing importance of customer satisfaction and quality management in the SC HR. This is a reconfirmation of the fact that the quality and customer satisfaction are of severe importance in judging the SC HR. Through the interviews and the document study the choice of service quality and customer satisfaction has been justified as constructs in the case of ING.
2. The tendency of the customer groups to create mid-offices might be due to “failures” of the SC HR to provide the service as desired by the customer. Ulrich (1995) defines the formation of “shadow staff” as a pitfall of the service centre. On one side costs are being decreased, but on the other side staff groups emerge to deal with certain tasks. The emergence of the mid-office raises the question whether the service which is provided to the customer meet the desires of the customer. The mid-offices mainly deal with tasks which should normally have been done via the “E-HRM system: Selfserv@ing”. Investigating the needs of the customer concerning “selfserving” is therefore of interest to improve the overall quality of the SC HR Contact and Services. Therefore practise shows that incorporating this construct in the model is of interest in valuing the quality of the SC HR.
3. This shows the practical relevance for adding the SLA in the model.
4. The balance between standardizing and customizing services is mainly a cost reduction issue. Looking at both the cost reduction and customization is therefore reconfirmed by practice.

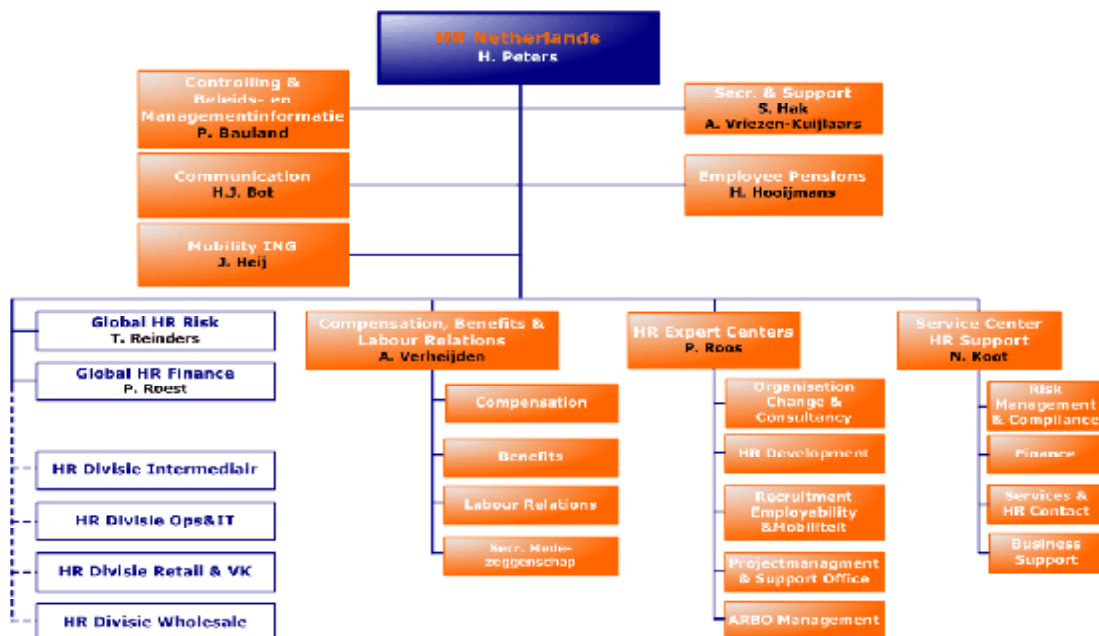
1.2. Context of the SC HR Contact and Services

ING

ING was founded in 1991 by a merger between Nationale-Nederlanden and NMB Postbank Group. In Netherlands ING has different brandnames, Nationale Nederlanden, ING Bank, Postbank and RVS are some of these. During the past 15 years ING has become a multinational with very diverse international activities. ING has different daughter-companies which are specialized in insurance, banking and asset management. ING has a Total Value of 52.806 million euros and approximately 130.000 employees located in over 50 countries.

This SC HR is located in HR Netherlands which is part of the ING group. The organogram of the ING Netherlands can be seen in the following figure.

Organogram HR Nederland



Versie: Maart 2008

ING SC HR

The SC HR is located in HR Netherlands which is part of the ING group. The SC contains HR-Contact & Services, finance and business support. Business support and finance support ING Netherlands. There is a relationship with the customer. In short HR- Contact & Services has reciprocal contact with the customer. Finance has a unilateral relationship with the customer.

ING SC HR Business support

Business support is located in the SC HR in HRN. 34 (FTE) employees work in the organisation permanently on the payroll of ING and there is a stable amount of around 10-15 external employees.

Business Support is responsible for the effective and efficient facilitation of administrative processes within the SC HR of which SC HR is process owner. This responsibility includes process items and HR systems. Business Support takes care of the disposal of analysis and information in the administrative organisation. BS supports the HR-organisation with making decisions in light of innovations& changes that should contribute to the efficient and effective functioning of the administrative organisation.

BS has the responsibility for all the HR-systems that support the processes within ING.

Business support has different subparts. The Service Point is the front-office of Business support. Questions related to HR systems that can not be answered by the contact centre are forwarded to the service point (In this case the customer is located outside the service centre). These could be questions, incidents and service requests.

In the case when the customer is part of the service centre the service point is approached with incident notification. Adjustment requests can directly be directed to team 1 and 2.

Business support is the link between the customer and HRSODC. The customer has certain desires. Business support translates these to actual system requirements. Actual technical changes are done by HRSODC.

Customer

- *Changes* has just one customer which is the process management organisation within HRN. BS is responsible for changing the HR-processes and the fit with the HR-systems.
- With respect to incidents BS provides products and services to 3 customers: Services, HR-Contact and HRSODC.
- The operational tasks have more customers: HRN & Managers ING, Authorisation Project managers.

ING SC HR Finance

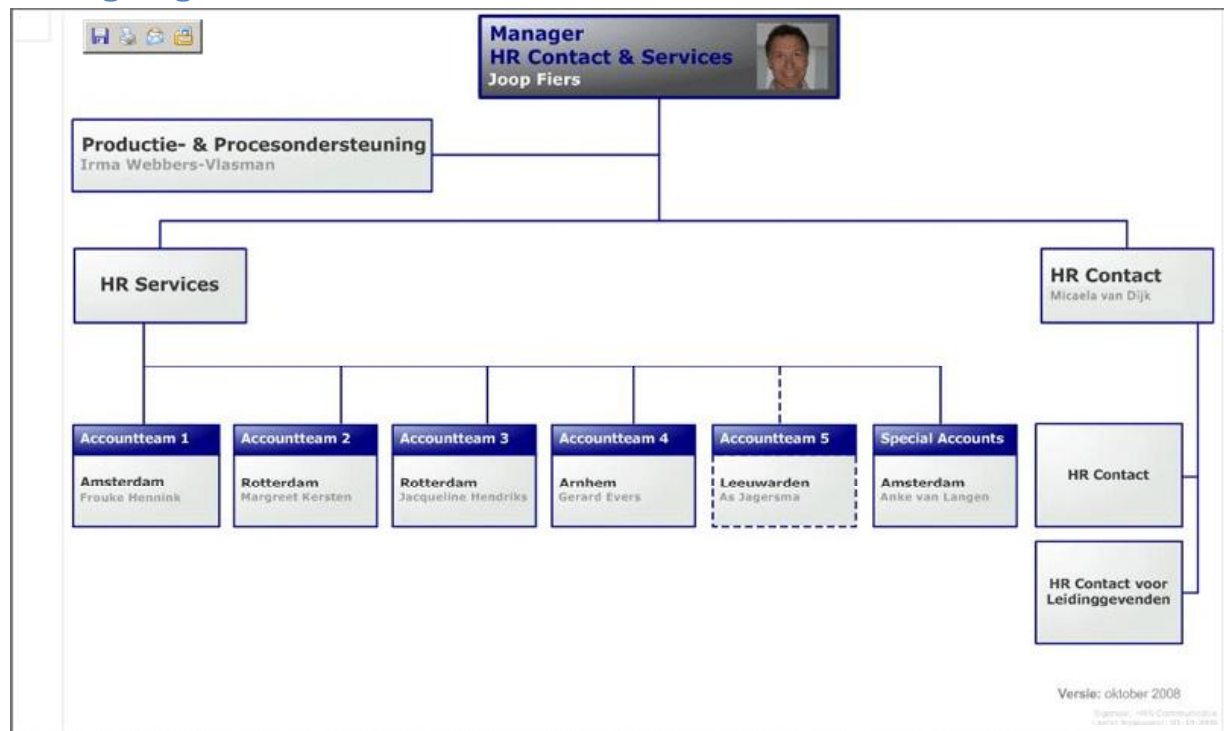
Finance ensures the final financial settlement. The general ledger is generated for the treasury. The suspense accounts are administered to get the money at the right destination. One could think of the public transport card (OV-jaarkaart). Finance ensures the money finally reaches the NS. Business support adjusts the systems that are used by finance like

SAP. HR contact provides the commands of concerning the size of the payments to every employee.

Customers

Finance has a unilateral relationship with the customer of the SC HR. The department does the payment and sends a letter to the customer. Furthermore the department has a bilateral relationship with finance and business support.

1.3.Organogram SC HR Contact and Services



1.4. Process ING SC HR Contact and Services

Figure 7 shows the process of the ING SC HR Contact and Services with other departments within and outside the SC HR.

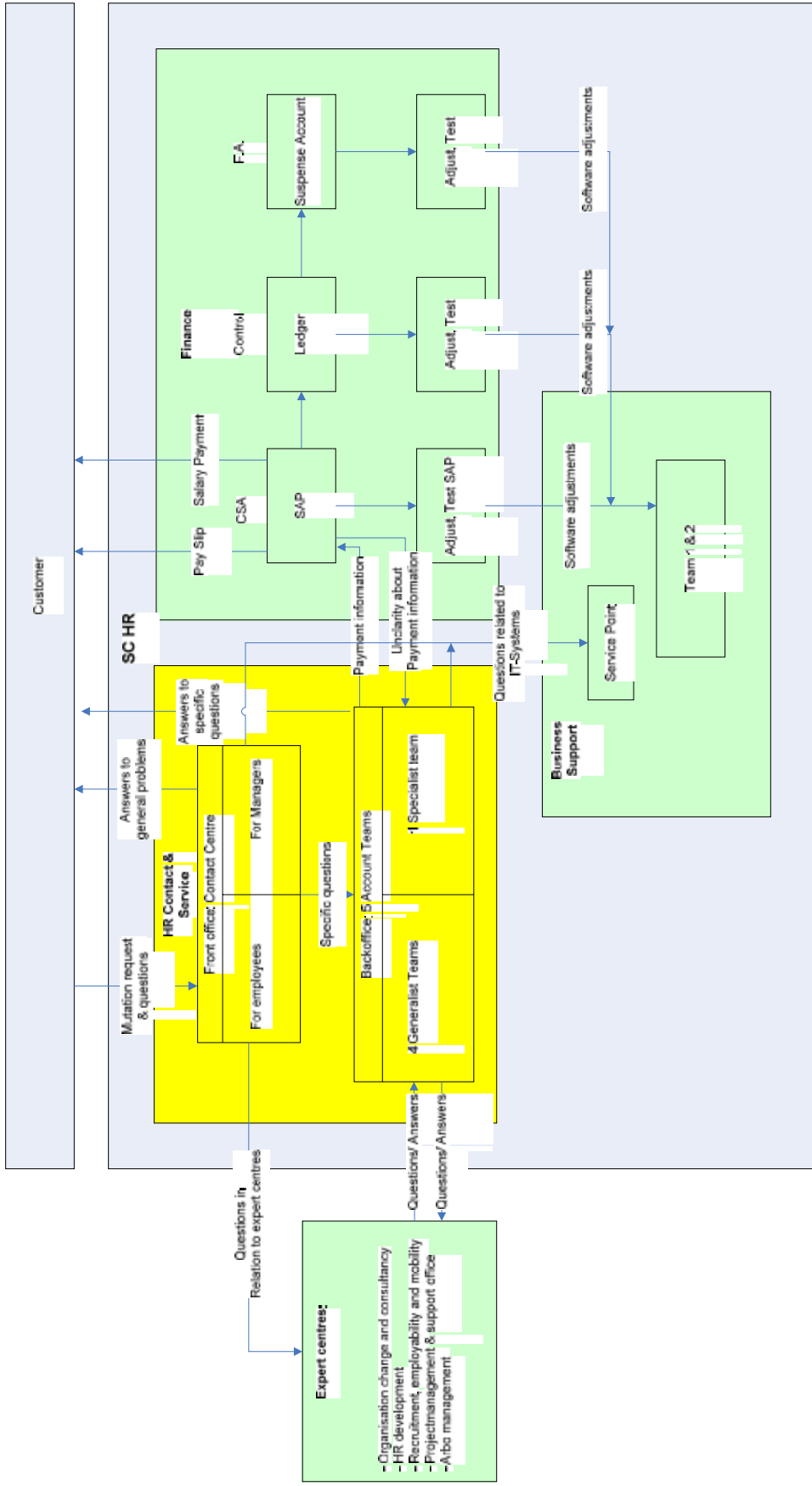


Figure 7. Process diagram SC HR Contact and Services

1.5. Service Level Agreement SC HR Contact and Services

The SC HR Contact & Services have made agreements with the customer (the different divisions) concerning the Service Level Agreements (SLA). These general agreements are shown for the front-office and the back-office in table 15.

Table 15. SLA agreements with the customer

Type of service	Reachability	Process time
Answer Telephone and Mail (HR Contact First line)		
Answer telephone HR Contact	Openings time from 08.30 -16.30	Picked up 80% within 40 seconds
Answer mail HR Contact	24 hours	90% handled or forwarded within 2 working days
Answer telephone HR Contact for managers	Openings time from 08.30 -16.30	80% picked up within 40 seconds
Answer mail HR Contact for managers	24 hours	90% handled or forwarded within 2 working days
Handle assignments (HR services second line)		
“Instroom” external employees (provide personnel numbers)		85% within 1 working day
“Instroom”		85% within 5 working days
“Doorstroom”		85% within 5 working days
“Uitstroom”		85% within 5 working days
Other HR services activities		85% within 5 or 10 working days
Applications		
Availability of Selfserv@ING (application in which employees can arrange certain changes)	7 days a week from 6:00 to 22:00 (5 days a week are needed for maintenance)	98,5% availability during opening times

Condition is that the customer fills in the forms correctly. The process time starts when the correctly filled in forms are received. The time of internal and external mail is not included.

Appendix 2. Back Translation

The initial instrument was translated from English to Dutch. This was done by three people to ensure that the similar question is asked in English as it is asked in Dutch. The following table (17) shows the observed differences, the changes made to the scale and then the initial scale.

Table 16. Legend for table 17.

Difference in translation
Different interpretation
Other issue, apart from language issue

Table 17. Results of the translation

Question	Observed differences	Consequence for the scale	Scale
Dimension: Service Quality			
1. The SC HR services are performed right the first time	No difference No difference		Dimensie: kwaliteit van dienstverlening De diensten van het SC HR worden in één keer goed uitgevoerd
2. The SC HR guarantees error-free administration	Different translation of error-free: foutloos & fout vrij	Majority rules	Het SC HR garandeert een foutloze administratie
3. The SC HR provides its services at the time it promises to do so	Two general translations "veloities nakomen" & "houden aan tijdsbepalingen"	Majority rules	Het SC HR levert haar diensten op de afgesproken tijdstippen
4. The SC HR is willing to provide service	No difference		Het SC HR is gewillig in het verlenen van diensten
5. HR professionals inform employees exactly when new HR activities will be performed	No difference		SC HR medewerkers informeren de medewerkers zodra nieuwe HR activiteiten uitgevoerd worden
6. When I need advice on HR issues the HR Service Centre helps me quickly	No difference		Als ik advies nodig heb over HR zaken wordt ik snel door het SC HR geholpen.

7. You feel safe in your transactions with the SC HR	Different translation of safe "zeker" & "veilig"	Majority rules	Je voelt je veilig in het contact met het SC HR
8. The behaviour of employees of the SC HR instils confidence in customers.	No difference		Her gedrag van de medewerkers van het SC HR veremt haar klanten met vertrouwen
9. Employees of the SC HR act consistently courteous with you	Different translation of courteous "beleefd" & "respectvol"	Majority rules	Medewerkers van het SC HR zijn consistent beleefd in het contact
10. Employees of the SC HR have the knowledge to answer your questions	No difference		Medewerkers van het SC HR hebben de kennis om je vragen te beantwoorden
11. The SC HR gives individual attention	Different translation of individual "individueel" & "persoonlijk"	Majority rules	Het SC HR geeft u individuele aandacht
12. The SC HR has operating hours convenient to all its customers	Different translation of convenient "gemakkelijk", "gunstig"	Extreme case is chosen	Het SC HR heeft gunstige openingstijden voor al haar klanten
13. The SC HR has employees who give you personal attention	No difference		De medewerkers van het SC HR geven u persoonlijke aandacht
14. Employees of the SC HR understand your special needs	Different translation of needs "behoeften" & "wensen"	Majority rules	Medewerkers van het SC HR begrijpen jouw speciale behoeften
Dimension: Characteristics of IIR portal: self-serving			
15. I find it easy to get Self-serving to do what I want it to do	No difference		Ik vind het gemakkelijk om Self-Serving te laten doen wat ik wil dat het doet
16. Interacting with Self-serving requires a lot of mental effort	Different translation of requires "vragen" & "vercisen"	Majority rules	Werken met Self-serving vereist veel mentale inspanning
17. My interaction with Self-serving is clear and understandable	No difference		Mijn interactie met Self-Serving is duidelijk en begrijpelijk
18. Overall, I find Self-serving easy to use	No difference		In zijn geheel vind ik Self-Serving gemakkelijk om te gebruiken
19. Using Self-serving improves productivity of HR-related activities	No difference		Het gebruik van Self-Serving verbetert de productiviteit van HR gerelateerde activiteiten
20. Using Self-serving, I can realize the HR-related activities faster	No difference		Door Self-Serving te gebruiken kan ik HR gerelateerde activiteiten sneller afronden
21. Overall, I find Self-serving useful for my HR-related activities	Different translation of useful "bruikbaar" & "nuttig"	Majority rule	In het algemeen vind ik Self-Serving nuttig voor mijn HR gerelateerde activiteiten

22. I find Self-Serving helpful for dealing with my HR related activities	No difference			Ik vind Self-Serving nuttig voor het afhandelen van mijn HR gerelateerde activiteiten
Dimension: Contract agreement	No difference			Dimensie: Contract afspraken
23. The expected exchanges (net mentioned in the SLA) are clear	Different translation of exchanges: "uitwisselingen" & "verhandelingen"		Majority rule	De verwachte uitwisseling die niet genoemd is in de SLA is helder
24. The required exchanges (net mentioned in the SLA) are clear	Different translation of required: "vereiste" & "benodigde"		Majority rule	De vereiste uitwisseling die niet genoemd is in de SLA is helder
25. The SLA has the necessary detailedness	Different translation of necessary: "nodig" & "benodigde"		Majority rule	De SLA is voldoende gedetailleerd
26. The SLA agreement incorporates all the relevant items	Different translation of items: "punten", "items"		Majority rule	De SLA afspraak omvat alle relevante punten
27. The SLA has the necessary flexibility to anticipate on evolving business changes	No difference			De SLA heeft de nodige flexibiliteit om in te spelen op opkomende bedrijfsveranderingen.
28. Future elements are imbedded in the SLA	No difference			Toekomstige elementen zijn opgenomen in de SLA
29. We keep each other updated on future changes relevant to the SLA	No difference			We houden elkaar op de hoogte van toekomstige veranderingen relevant voor de SLA
30. There is room to ventilate future needs	Different translation of needs: "wensen", "verlangens", "behoeften"		Majority rule as in #14	Er is ruimte om toekomstige behoeften te uiten
31. The other party ventilates future needs	Different translation of needs: "wensen", "verlangens", "behoeften"		Majority rule as in #14	De andere partij uit haar toekomstige behoeften
Dimension: Productivity				Dimensie: productiviteit
32. The SC HR provides cost reductions	No difference			Het SC HR levert ons kosten besparingen op
33. You get what you pay for	No difference			Je krijgt waarvoor je geld
34. The costs of the service are transparent	No difference			De kosten van de diensten zijn transparant
35. The SC HR provides customization as required	No difference			Het SC HR past, waar nodig, haar diensten aan jouw behoeften aan

36. The SC HR provides more customized services the longer it exists.	No difference			De aanpasbaarheid van de diensten van het SC HR neemt toe naarmate het SC HR langer bestaat
37. The services of the SC HR are fixed	No difference			De diensten van het SC HR zijn niet wijzigbaar
38. I would pay additionally for customized services of the SC HR	No difference			Ik zou meer betalen voor diensten die aangepast zijn aan mijn behoefte
39. The service is similar every time	Different translation of similar "hetzelfde" "vergelijkbaar"		Majority rule	Elke keer is de dienst van het SC HR hetzelfde.
40. The way the service is provided often differs	No difference			De manier waarop de diensten worden geleverd verschilt vaak
Dimension: Customer Satisfaction				Dimensie: Klant tevredenheid
41. The SC HR ensured that every aspect of the job was completed	No difference			Het SC HR heeft er voor gezorgd dat elk aspect van de taak was afgerond
42. The SC HR completed everything they said they would	No difference			Het SC HR heeft al het beloofde werk afgerond
43. The employees of the SC HR were there to provide help from the beginning to the end of the project	No difference			De medewerkers van het SC HR waren van begin tot eind beschikbaar en bereid hulp te bieden
44. The way the employees of the SC HR treated me met my needs	No difference			De manier waarop de medewerkers van het SC HR mij behandelden voldeed aan mijn behoeften
45. The way the employees of the SC HR treated me met my expectations	No difference			De manier waarop de medewerkers van het SC HR mij behandelden voldeed aan mijn verwachtingen
46. I am happy with the way the employees of the SC HR treated me	Similar to question 543		Retain question, but reverse the question.	Ik ben blij met de manier waarop de medewerkers van het SC HR mij behandeld hebben
47. I am satisfied with the way the employees of the SC HR treated me	No difference			Ik ben tevreden met de manier waarop de medewerkers van het SC HR mij behandeld hebben
48. I am satisfied with the quality of the overall service provided by the SC HR	No difference			Ik ben tevreden met de kwaliteit van de service die door het SC HR geleverd is
49. The job met my expectations	Similar to 543		Retain question, but reverse the question.	De taak voldeed niet aan mijn verwachtingen
50. I am satisfied with the job the employees of the SC HR provided	No difference			Ik ben tevreden met het werk dat door de medewerkers van het SC HR afgeleverd is
Dimension: Professionalization				Dimensie: Professionalisering

51. The SC HR provides services that require a lot of indeterministic tasks (tasks which require high creativity and talent)		Clearest translation was chosen	De diensten die geleverd worden door de HR afdeling wijzen subtaken die veel creativiteit en talent vereisen
52. The HR department provides services that require a lot of technicality tasks (tasks which are imbedded in rules and procedures)		Clearest translation was chosen	De diensten die geleverd worden door de HR afdeling wijzen subtaken die in hoge mate afhangen van regels en procedures
53. Within the tasks of the SC HR a high ET ratio is apparent	Technical question	Question is reformulated	Binnen het SC HR zijn er in verhouding meer taken die creativiteit & talent vereisen dan taken die afhangen van regels & procedures
54. Employees of the SC HR have the knowledge to answer your questions	No difference		De medewerkers van het SC HR hebben de juiste kennis om uw vragen te beantwoorden
55. The front-office employees can answer most of my questions	No difference		Het front-office kan het grootste deel van mijn vragen beantwoorden
56. The back-office can answer most of the remaining questions	No difference		Het back-office kan de rest van de vragen beantwoorden
57. The SC HR provides value added services	No difference		Het SC HR biedt diensten met toegevoegde waarde
58. The SC HR is of comparative advantage for the organisation	No difference		Het SC HR levert een competitief voordeel op voor de organisatie
59. The top management facilitates the SC HR to solve existing problems	No difference		Het top management maakt het voor het SC HR mogelijk om huidige problemen op te lossen
60. The top management rewards solving existing problems in the SC HR	No difference		Het top management belooft het SC HR voor het oplossen van bestaande problemen
61. The top management promotes the SC HR towards the rest of the organisation	No difference		Het top management prijst het SC HR aan bij de rest van de organisatie
62. The top management communicates relevant information to the employees of the SC HR	No difference		Het top management communiceert relevante informatie aan de medewerkers van het SC HR
63. The top management shows trust in the SC HR towards the rest of the organisation	No difference		Het top management straalt vertrouwen in het SC HR uit naar de rest van de organisatie

Appendix 3. Operationalization table of the initial model

Service Quality	Kwaliteit van diensten		
Adapted from Parasuraman et al, 1985, 1991			
Reliability [Service Reliability XX]	Congruency of performance and dependability (Parasuraman et al, 1985)	The SC HR services are performed right the first time The SC HR guarantees error-free administration The SC HR provides its services at the time it promises to do so	<ul style="list-style-type: none"> - De diensten van het SC HR worden in één keer goed uitgevoerd - Het SC HR garandeert een foutloze administratie. - Het SC HR levert haar diensten op de afgesproken tijdstippen.
Responsiveness [Service Respons XX]	Willingness to provide service (ibid)	The SC HR is willing to provide service HR professionals inform employees exactly when new HR activities will be performed When I need advice on HR issues the HR Service Centre helps me quickly	<ul style="list-style-type: none"> - Het SC HR is gewillig in het verlenen van diensten - SC HR medewerkers informeren de medewerkers zodra nieuwe HR activiteiten uitgevoerd worden. - Als ik advies nodig heb over HR zaken wordt ik snel door het HR SC geholpen.
Assurance [Service Assurance XX]	Trust in the knowledge and proficiency in the service contact	You feel safe in your transactions with the SC HR The behaviour of employees of the SC HR instils confidence in customers. Employees of the SC HR are consistently courteous with you Employees of the SC HR have the knowledge to answer your questions.	<ul style="list-style-type: none"> - Je voelt je veilig in het contact met het SC HR - Het gedrag van de medewerkers van het SC HR vervult haar klanten met vertrouwen - Medewerkers van het SC HR zijn consistent beleefd in het contact - Medewerkers van het SC HR hebben de kennis om je vragen te beantwoorden
Empathy [Service Empathy XX]	Customer focus and customer attention	The SC HR gives individual attention The SC HR has operating hours convenient to all its customers The SC HR has employees who give you personal attention Employees of the SC HR understand your special needs	<ul style="list-style-type: none"> - Het SC HR geeft je individuele aandacht - Het SC HR heeft gunstige openingstijden voor al haar klanten - De medewerkers van het SC HR geven u persoonlijk aandacht Medewerkers van het SC HR begrijpen jouw speciale behoeften

Kenmerken van de HR website: Self-Serving	
<p>Characteristics of HR-portal: self-serving</p> <p>Perceived ease of use</p> <p>(Venkatesh et al, 2003)</p> <p>[III Usefulness XX]</p>	<p>I find it easy to get Self-serving to do what I want it to do</p> <p>Interacting with Self-serving requires a lot of mental effort</p> <p>My interaction with Self-serving is clear and understandable</p> <p>Overall, I find Self-serving easy to use</p>
<p>Perceived usefulness</p> <p>(Venkatesh et al, 2003)</p> <p>[III Usefulness XX]</p>	<p>The degree to which an individual believes that using a particular system would be free of physical and mental effort (T.D. Davis, 1989)</p> <p>The degree to which an individual believes that using a particular system would enhance his or her job performance (T.D. Davis, 1989)</p>
	<p>I find Self-serving improves productivity of HR-related activities</p> <p>Using Self-serving, I can realize the HR-related activities faster</p> <p>Overall, I find Self-serving useful for my HR-related activities</p> <p>I find Self-serving helpful for dealing with my HR related activities</p>
	<p>Ik vind het gemakkelijk om Self-Serving te doen doen wat ik wil dat het doet</p> <p>Werken met Self-serving vereist veel mentale inspanning</p> <p>Mijn interactie met Self-Serving is duidelijk en begrijpelijk</p> <p>In zijn geheel vind ik Self-Serving gemakkelijk om te gebruiken</p>
	<p>Het gebruik van Self-Serving verbetert de productiviteit van HR gerelateerde activiteiten</p> <p>- Door Self-Serving te gebruiken kan ik HR gerelateerde activiteiten sneller afhandelen</p> <p>In het algemeen vind ik Self-Serving nuttig voor mijn HR gerelateerde activiteiten</p> <p>Ik vind Self-Serving nuttig voor het afhandelen van mijn HR gerelateerde activiteiten</p>

Contract afspraken	
<p>Constructs adapted from Jousseaume (2004): items self constructed</p>	
<p>Promise</p> <p>[Contract Promise XX]</p>	<p>Promise which involves the expected and required exchanges in the relationship</p> <p>-The expected exchanges (not mentioned in the SLA) are clear</p> <p>-The required exchanges (not mentioned in the SLA) are clear</p>
	<p>- De verwachte uitwisseling die niet genoemd is in de SLA is helder</p> <p>- De vereiste uitwisseling die niet genoemd is in de SLA is helder</p>

Non-Promissory accompaniments [Contract Nonpromissory X]	The non-promissory accompaniments are defined as the degree of completeness of the contract or the Service Level Agreement (SLA)	-The SLA has the necessary detailedness -The SLA agreement incorporates all the relevant items -The SLA has the necessary flexibility to anticipate on evolving business changes	- De SLA is voldoende gedetailleerd - De SLA afspraken omvatten alle relevante punten - De SLA heeft de nodige flexibiliteit om in te spelen op opkomende bedrijfsveranderingen
Perservation [Contract Perservation XX]	Perservation is the degree to which future elements are imbedded in the present contract	-Future elements are imbedded in the SLA -We keep each other updated on future changes relevant to the SLA -There is room to vent on future needs -The other party vacillates future needs	- Toekomstige elementen zijn opgenomen in de SLA - We houden elkaar op de hoogte van toekomstige veranderingen relevant voor de SLA - Er is ruimte om toekomstige behoeften te uiten - De andere partij zit haar toekomstige behoeften

Productivity	Productiviteit		
Contractants adapted from Janssen (2004), items self constructed			
Transaction costs [Efficiency Transactioncosts XX]	Transaction costs involve the efficiency, also associated with quality, flexibility and innovation of the relationship	-The SC HR provides cost-reductions -You get what you pay for -The costs of the service are transparent	- Het SC HR levert ons kosten besparingen op - Je krijgt waar voor je geld - De kosten van de diensten zijn transparant
Customization [Efficiency Customization XX]	Customization, also called specificity, is the degree to which investments in an exchange relationship can be used for alternative purposes	-The SC HR provides customization as required -The SC HR provides more customized services the longer it exists -The services of the SC HR are fixed (R) -I would pay additionally for customized services of the SC HR	- Het SC HR past, waar nodig, haar diensten aan jouw behoeften aan - De aanpasbaarheid van de diensten van het SC HR neemt toe naarmate het SC HR langer bestaat - De diensten van het SC HR zijn niet wijzigbaar (R) - Ik zou meer betalen voor diensten die aangepast zijn aan mijn behoeften
Uncertainty reduction [Efficiency Uncertaintyreduction XX]	Uncertainty reduction, which is strongly related to the concept of bounded rationality, is about the variability and the degree of stability.	-The service is similar every time -The way the service is provided often differs	- Elke keer is de dienst van het SC HR hetzelfde - De manier waarop de diensten worden geleverd verschildt vaak

Customer Satisfaction Adapted from Hayes (1992)	Klant tevredenheid		
Completeness [Satisfaction Completeness XX]	Completeness in the provided service	<ul style="list-style-type: none"> -The SC HR ensured that every aspect of the job was completed -The SC HR completed everything they said they would -The employees of the SC HR were there to provide help from the beginning to the end of the project 	<ul style="list-style-type: none"> - Het SC HR heeft er voor gezorgd dat elk aspect van de taak was afgerond - Het SC HR heeft al het benodigde welk afgerond - De medewerkers van het SC HR waren van begin tot eind beschikbaar en bereid hulp te bieden
Satisfaction with support [Satisfaction Satisfaction X X]	Satisfaction with the treatment aspect of the service	<ul style="list-style-type: none"> -The way the employees of the SC HR treated me met my needs -The way the employees of the SC HR treated me met my expectations -I am not happy with the way the employees of the SC HR treated me (R) -I am satisfied with the way the employees of the SC HR treated me 	<ul style="list-style-type: none"> - De manier waarop de medewerkers van het SC HR mij behandelden voldeed aan mijn behoeften - De manier waarop de medewerkers van het SC HR mij behandelden voldeed aan mijn verwachtingen - Ik ben niet blij met de manier waarop de medewerkers van het SC HR mij behandeld hebben (R) - Ik ben tevreden met de manier waarop de medewerkers van het SC HR mij behandeld hebben
Overall satisfaction with end service [Satisfaction Overall XX]	Satisfaction with the end service	<ul style="list-style-type: none"> -I am satisfied with the quality of the overall service as provided by the SC HR -The job met my expectations (R) -I am satisfied with the job the employees of the SC HR provided 	<ul style="list-style-type: none"> - Ik ben tevreden met de kwaliteit van de service die door het SC HR geleverd is - De taak voldeed niet aan mijn verwachtingen (R) - Ik ben tevreden met het werk dat door de medewerkers van het SC HR is geleverd is

Professionalization Constructs adapted from Petra Biemans (1999) & Wright (2008). Items self constructed	Professionalisering		
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Activities [Professionalization Activities XX]	The ratio of tasks that our SC HR provides is bounded to rules and procedures and that require creativity	<ul style="list-style-type: none"> - The SC HR provides services that require a lot of indeterministic tasks (tasks which require high creativity and talent) - The HR department provides services that require a lot of technicality tasks (tasks which are imbedded in rules and procedures) - Within the tasks of the SC HR there are relatively more tasks that require creativity & talent than tasks that require rules & procedures 	<ul style="list-style-type: none"> - De diensten die gevraagd worden door de HR afdeling vereisen subtaken die veel creativiteit en talent vereisen - De diensten die gevraagd worden door de HR afdeling vereisen subtaken die in hoge mate afhangen van regels en procedures - Binnen het SC HR zijn er in verhouding meer taken die creativiteit & talent vereisen dan taken die afhangen van regels & procedures
Knowledge [Professionalization knowledge XX]	Specific knowledge in the field of Salary Administration	<ul style="list-style-type: none"> - Employees of the SC HR have the knowledge to answer your questions - The front-office employees can answer most of my questions - The back-office can answer most of the remaining questions 	<ul style="list-style-type: none"> - De medewerkers van het SC HR hebben de juiste kennis om uw vragen te beantwoorden - Het front-office (HR contact) kan het grootste deel van mijn vragen beantwoorden - Het back-office (HR services) kan de rest van de vragen beantwoorden
Legitimise by the customer [Professionalization legitimacy XX]	Legitimacy of the HR department in the organisation as assessed by the customer	<ul style="list-style-type: none"> - The SC HR provides value added services - The SC HR is of competitive advantage for the organisation 	<ul style="list-style-type: none"> - Het SC HR biedt diensten met toegevoegde waarde - Het SC HR levert een competitief voordeel op voor de organisatie
Legitimise through room for manoeuvre [Professionalization legitimacy XX]	Legitimacy of the HR department in the organisation as shown by actions of the top management	<ul style="list-style-type: none"> - The top management facilitates the SC HR to solve existing problems - The top management rewards solving existing problems in the SC HR - The top management promotes the SC HR towards the rest of the organisation - The top management communicates relevant information to the employees of the SC HR - The top management shows trust in the SC HR towards the rest of the organisation 	<ul style="list-style-type: none"> - Het top management maakt het voor het SC HR mogelijk om huidige problemen op te lossen - Het top management belooft het SC HR voor het oplossen van bestaande problemen - Het top management prijst het SC HR aan bij de rest van de organisatie - Het top management communiceert relevante informatie aan de medewerkers van het SC HR - Het topmanagement straalt vertrouwen in het SC HR uit naar de rest van de organisatie

Appendix 4. Interview script “Second round interviews”

Date, location:

Interviews took place in the period from 15 till 28 November at the location of the respondent.

Opening and thanking the participant

Introduction of the researcher

- Koen Buisman is doing his master research for the University Twente, with the major Business Administration. He has a project within the ING SC HR Contact and Services.

Introduction of the meeting

- This meeting concerns the quality of the SC HR Contact and Services. On basis of document analysis, interviews and literature analysis a survey has been developed to measure the perception of the customer on the quality. Several meetings have been addressed with stakeholders of the SC HR Contact and Services to further specify the survey to the context of ING.
- Based on these meetings, in which this is one of those meetings, the quality of the SC HR Contact and Services will be mapped.
- This input will be used to further improve the instrument and provide a back-ground view on the perception of the customer on the quality.

Introduction of the participant

A short introduction of the participant:

- Function & relationship with the SC HR Contact & Services

Proces

- I have a few questions
- Answer these from your own role in the organisation
- Every input is relevant, please feel free in your communication

Key questions

- Please read the survey and judge the survey based on the following items:
 - Are certain questions unclear?
 - Do certain questions seem irrelevant?
 - Should certain subjects be added?
 - Do you have any further comments?

Close

Thank you for your input. Your comments will be used to improve the instrument. In the pilot study the instrument is further improved and the quality is actually mapped. The results will be analysed and you will receive the main results in January 2009.

Appendix 5. Comments and change log of “Second round interviews” and debriefing UT

Table 18. Legend of table 19.

Colour	Explanation
Yellow	Clarify phrase, as the sentence is unclear or incomplete
Teal	Change words to improve the understanding
Pink	Personalize the question
Red	Remove Question
Green	Question is only relevant for a specific group
Dark blue	Methodological comment

Table 19. Comment and change log

Question	Comment business line	Comment Mid office & HRC	Comment SC-HRS	Debriefing UT	Iteration
3.		Make a clearer subdivision between business lines & functions	Make a clearer subdivision between business lines & functions		Subdivision made
4.		Add functions from #3	Add functions from #3 Subdivide employee SC HR Contact en Services into employees services employees contact, employees speciality team.		Subdivision made Subdivision made
8.			Gezellig		>Bereidwillig
9.			Medewerkers		>Klanten
11.			Veilig	Unclear word: “veilig”	>Vertrouwd
14.				Ja	>Mijn
15.		Ja	Ja		>ME
16.	Openings times are not always known			Ja	>Mention opening times >mo

17.		U		U		U			>Me
18.									>Mijn
19.				Unclear					Changed into second option from the translation – backtranslation fase
19. – 26.				Selfservicing					Selfservicing >Selfservicing
23.				De productiviteit van HK taken					>Van mijn HK taken
25.				HK gerelateerde activiteiten					>HK Taken
26.				HK gerelateerde activiteiten					>HK Taken
27.				Question similar to 25					Make the question negative
28.				Uitwisseling					>Service Level Agreement (SLA)
28.				Unclear					Dienstaarbod
30.				Unclear					Shortened and clarified
31.				Clarify					Clarified
33.				Who is "we"					>Added: die relevant zijn
35.				Unclear					>Het SC HR Contact en Services en de klant horen elkaar
36.				Unclear					Shortened
37.				Can the customer answer this question?					Removed
37.				Can the customer answer this question?					Removed
38.				Can the customer answer this question?					Removed
39.				Can the customer answer this question?					>Van de diensten van het SC HR Contact en Services
40.				Can the customer answer this question?					>Mijn
41.				Can the customer answer this question?					>consistency of the service, stronger emphasized in the question
42.				Can the customer answer this question?					Active: "zorgt ervoor dat"
43.				Can the customer answer this question?					Active: "rond e k aspect van de taak a"
44.				Can the customer answer this question?					Placed in active sense
45.				Can the customer answer this question?					> "ja" > "niet, mijn"
46.				Can the customer answer this question?					Removed
47.				Can the customer answer this question?					Removed

		Can the customer answer this question?			Not clear		
60	Rest van de vragen					>Overige vragen	
61.					Can the customer answer this question?	Question rephrased	
62.	Can the customer answer this question?	Can the customer answer this question?			Can the customer answer this question?	Remove question	
63.				Het topmanagement toelichten		>Het topmanagement van IIR NL	
64. – 66.	Question can not be answered by the customer	Question only relevant for employees of SC HR Contact and Services	Question only relevant for employees of SC HR Contact and Services			Question only to be answered by employees of SC HR Contact and Services	
67.				Hel topmanagement toelichten		>Hel topmanagement van HK NL	
				Hel topmanagement toelichten		>Hel topmanagement van HK NL	
General							
			Adjust introduction to be more appealing to the customer			Introduction adjusted in discussion with head communications IIR	
	Hustle a few negative and similar questions	Hustle a few negative and similar questions	Hustle a few negative and similar questions			Before the pilot the questions were hustled	
	Explain the difference between the SC HR Contact and SC HR Services	Explain the difference between the SC HR Contact and SC HR Services	Explain the difference between the SC HR Contact and SC HR Services			Difference explained in the accompanying email	
		Add no opinion option				"Geen mening" option added	
Add							
	Add "secretary" function					Function secretary added at 14	

	Add questions concerning Work&ing	Add questions concerning Work&ing	Add questions concerning Work&ing	Questions concerning Work@ing have been added based on data quality literat.ire.
	Add questions dataquality Selfserv@ing			Questions concerning the data quality of Selfserv@ing added
		Open space for extra comments		Open space for comments added in the end
	Add question to ask whether the respondee knows the SLA	Not everyone may be able to answer the questions concerning contract agreement		Add a yes / no question whether the respondent is aware of the SLA: "Ik ben bekend met de SLA"
	Add a question asking for an overall mark for the SC HR Contact en Services			Add: "Geef een cijfer voor het SC HR Contact en Services van 1 tot 10."

Appendix 6. Second round interviews

Table. General comments on the instrument

General comment	Change in the scale
The introduction of the instrument is not very appealing to the customer	The introduction of the instrument is adjusted in discussion with head communications HR
Hustle a few negative and similar questions	Before the pilot the questions were hustled
Explain the difference between the SC HR Contact and SC HR Services	Difference explained in the accompanying email
Add no opinion option	“Geen mening” option added

Table. Advice to add question

Add question	Change in the scale
Add function “secretary”	Function secretary added at #4
Add questions concerning Work&ing	Questions concerning Work@ing have been added based on data quality literature.
Add questions data quality Selfserv@ing	Questions concerning the data quality of Selfserv@ing added
Open space for extra comments	Open space for comments added in the end
Add question to ask whether the respondee knows the SLA	Add a yes / no question whether the respondent is aware of the SLA: “Ik ben bekend met de SLA”
Add a question asking for an overall mark for the SC HR Contact en Services	Added: “Geef een cijfer voor het SC HR Contact en Services van 1 tot 10.”

Appendix 7. Instrument after “debriefing UT” and “Second round interviews” with constructs

Accompanying email:

Onderwerp: Enquête kwaliteit SC HR Contact en Services

Beste collega,

Je maakt gebruik van de diensten van SC HR Contact en Services. Je wilt ons, samen met ongeveer 150 anderen, helpen onze kwaliteit te verbeteren. Deze enquête geeft ons inzicht in hoe je nu de kwaliteit van het SC HR Contact & Services ervaart.

Het invullen van de enquête zal ongeveer 10 minuten kosten.

<Link naar de enquête in NetQ>

De enquête heeft de volgende resultaten:

1. De sterktes en de zwaktes van de kwaliteit van het SC HR Contact en Services worden geprioriteerd.
2. Hieruit worden vervolgens aanbevelingen geformuleerd.
3. De enquête wordt verbeterd aan de hand van de uitkomsten, zodat de enquête periodiek uitgezet kan worden.

Zodra de reacties binnen zijn, zal ik de uitkomsten verwerken en aan jullie terugkoppelen. Daarnaast zullen belangrijke uitkomsten worden geprioriteerd en deze worden binnen de mogelijkheden opgepakt. Hierover horen jullie meer zodra hierover meer bekend is.

Als je vragen of opmerkingen hebt, laat het me dan weten.

Alvast bedankt voor je hulp,
Met vriendelijke groet,
Koen Buisman

SC HR Contact en Services

Introtex in NetQ:

Beste collega,

Alvast bedankt dat je wilt meewerken aan dit onderzoek.

Voel je bij het invullen van de enquête vrij in je antwoorden en antwoord op je gevoel. Natuurlijk worden je antwoorden vertrouwelijk en anoniem behandeld.

Kies bij het invullen uit de volgende opties: Helemaal eens / eens / neutraal/ oneens/ helemaal mee oneens/geen mening. Soms zullen vragen op elkaar lijken. Dit is nodig om een betrouwbare uitslag te verkrijgen.

Je kent het SC HR Contact en Services door alle HR diensten die je als medewerker afneemt. SC HR Contact, de front-office, is het contact center voor alle HR-vragen en te bereiken via 020 59 12345 en als leidinggevende via 020 59 12340. HR services, de back-office, doet alles met betrekking tot de personeelsadministratie.

Met vriendelijke groet,
Koen Buisman

Algemene demografische gegevens

1. Geslacht [Demographic_Gender_XX]:
 - Man
 - Vrouw
2. Leeftijd [Demographic_Age_XX]:
 - Jonger dan 25
 - 26 tot 35
 - 35 tot 45
 - 45 tot 55
 - 55 of ouder
3. Business line [Demographic_Business_XX]:
 - Intermediair
 - Operations & IT Banking
 - Retail
 - Wholesale Banking
 - Staven
4. Functie [Demographic_Function_XX]:
 - Medewerker Business
 - Manager Business
 - Secretaresse Business
 - HR consultant
 - Mid-office medewerker
 - Medewerker SC HRS
 - Contact
 - Services
 - Special accounts

Kwaliteit van diensten

Medewerkers SC HR Contact en Services ga door naar vraag 19

Reliability [Service_Reliability_XX]

5. De diensten van het SC HR Contact en Services worden in één keer goed uitgevoerd.
6. Het SC HR Contact en Services garandeert een foutloze administratie.
7. Het SC HR Contact en Services levert haar diensten op de afgesproken tijdstippen.

Responsiveness [Service_Responsiveness_XX]

8. Het SC HR Contact en Services is bereidwillig in het verlenen van diensten.
9. Het SC HR Contact en Services informeert de klant zodra er wijzigingen zijn binnen het SC HR Contact en Services.

10. Als ik advies nodig heb over HR zaken, word ik snel door het SC HR Contact en Services geholpen.

Assurance [Service_Assurance_XX]

- 11. Ik voel me vertrouwd in het contact met het SC HR Contact en Services.
- 12. Het gedrag van de medewerkers van het SC HR Contact en Services vervult me met vertrouwen.
- 13. Medewerkers van het SC HR Contact en Services zijn consistent beleefd in het contact.
- 14. Medewerkers van het SC HR Contact en Services hebben de kennis om mijn vragen te beantwoorden.

Empathy [Service_Empathy_XX]

- 15. De medewerkers van SC HR Contact en Services geven me individuele aandacht.
- 16. Het SC HR Contact en Services heeft gunstige openingstijden voor mij (8:30 – 16:30).
- 17. De medewerkers van het SC HR Contact en Services geven me persoonlijke aandacht.
- 18. Medewerkers van het SC HR Contact en Services begrijpen mijn speciale wensen m.b.t. de diensten van het SC HR Contact en Services.

Kenmerken van HR systemen: Self-serv@ing & Work@ing

Usage Selfserv@ing [IT_SelfUsage_XX]

- 19. Ik gebruik selfserv@ing regelmatig

Perceived ease of use [IT_SelfEase_XX]

- 20. Ik vind het makkelijk om te doen wat ik wil met behulp van Self-serving.
- 21. Werken met Selfserv@ing vereist veel mentale inspanning. [Negative]
- 22. De mutaties in Selfserv@ing zijn duidelijk en begrijpelijk.
- 23. Ik vind Selfserv@ing makkelijk om te gebruiken.

Perceived usefulness [IT_SelfUseful_XX]

- 24. Het gebruik van Selfserv@ing verbetert de productiviteit van mijn HR taken.
- 25. Door Selfserv@ing te gebruiken kan ik mijn HR taken sneller afronden.
- 26. Ik vind Selfserv@ing nuttig voor mijn HR taken.
- 27. Ik vind Selfserv@ing niet nuttig voor het afhandelen van mijn HR taken. [Negative]

De data van selfserv@ing is:

Data Quality [IT_SelfQual_XX]

- 28. Betrouwbaar

Bruikbaarheid Self Serv@ing [IT_SelfUseable_XX]

- 29. Vindbaar
- 30. Beschikbaar als ik ze nodig heb

Usage Work@ING [IT_WorkUsage_XX]

- 31. Ik gebruik Work@ing regelmatig

Bruikbaarheid Work@ing [IT_WorkUseable_XX]

- 32. Work@ing is beschikbaar wanneer ik het nodig heb
- 33. De gegevens op Work@ing zijn gemakkelijk te vinden
- 34. De gegevens op Work@ing zijn bruikbaar

De gegevens op work@ing zijn:

Data quality intrinsic [IT_WorkQualIn_XX]

- 35. Betrouwbaar
- 36. Objectief
- 37. Gebaseerd op goede bronnen

Data quality contextual [IT_WorkQualCon_XX]

- 38. Compleet
- 39. Up-to-date voor mijn HR taken
- 40. Relevant voor mijn HR-taken

Contract afspraken**Known [Contract_Known_XX]**

- 41. Ik ben bekend met de SLA

Promise [Contract_Promise_XX]

- 42. Het vereiste dienstenaanbod dat is benoemd binnen de Service Level Agreement (SLA) is helder.
- 43. Het verwachte dienstenaanbod die niet benoemd zijn binnen de SLA is helder.

Non-promissory accompaniments [Contract_NonPromisory_XX]

- 44. De SLA is voldoende gedetailleerd.
- 45. De SLA afspraken omvatten alle relevante punten.
- 46. De SLA heeft de nodige flexibiliteit om in te spelen op opkomende bedrijfsveranderingen.

Presentation [Contract_Presentation_XX]

- 47. De SLA speelt in op toekomstige bedrijfsveranderingen.
- 48. Het SC HR contact & Services en de klant houden elkaar op de hoogte van toekomstige veranderingen die relevant zijn voor de SLA.
- 49. Er is ruimte om toekomstige behoeften te uiten m.b.t de SLA.
- 50. Het SC HR Contact & Services en de klant uiten hun toekomstige behoeften.

Productiviteit

Transaction costs [Productivity_Transactioncosts_XX]

51. De kosten van de diensten van het SC HR Contact en Services zijn transparant.

Customization [Productivity_Customization_XX]

52. Het SC HR Contact en Services past, waar nodig, haar diensten aan mijn behoeften aan.
53. De aanpasbaarheid van de diensten van het SC HR Contact en Services neemt toe naarmate het SC HR langer bestaat.
54. De diensten van het SC HR Contact en Services zijn niet wijzigbaar.

Need for customization [Productivity_CustomizationNeed_XX]

55. Ik zou meer betalen voor diensten die aangepast zijn aan mijn behoeften.

Uncertainty reduction [Productivity_UncertaintyReduction_XX]

56. De manier waarop de diensten van het SC HR Contact en Services worden geleverd is consistent.
57. De manier waarop de diensten worden geleverd verschilt vaak. [Negative]

Klanttevredenheid

(Medewerkers van het SC HR ga door naar vraag 55)

Completeness [Satisfaction_Completeness_XX]

58. Het SC HR Contact en Services rond elk aspect van de taak af.
59. Het SC HR Contact en Services rond al het beloofde werk af.
60. De medewerkers van het SC HR Contact en Services zijn van begin tot eind beschikbaar en bereid hulp te bieden.

Satisfaction with Support [Satisfaction_Support_XX]

61. De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn behoeften.
62. De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn verwachtingen.
63. Ik ben niet blij met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen. [Negative]
64. Ik ben tevreden met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen.

Overall satisfaction with end service [Satisfaction_Overall_XX]

65. Ik ben tevreden met de kwaliteit van de service die door het SC HR Contact en Services wordt geleverd.
66. De dienst voldoet niet aan mijn verwachtingen. [Negative]

67. Ik ben tevreden met het werk dat door de medewerkers van het SC HR Contact en Services wordt afgeleverd.

Professionalisering

Activities [Professionalisation_Activities_XX]

68. De diensten die geleverd worden door het SC HR Contact en Services vereisen een hoge mate van creativiteit en talent.

69. De diensten die geleverd worden door het SC HR Contact en Services vereisen een hoge mate van regels en procedures. [Negative]

Legitimize by the customer [Professionalisation_LegitimizeCustomer_XX]

70. Het SC HR Contact en Services heeft een toegevoegde waarde.

Knowledge [Professionalisation_Knowledge_XX]

(Medewerkers van het SC HR ga door naar vraag 74)

71. De medewerkers van het SC HR Contact en Services hebben de juiste kennis om vragen te beantwoorden.

72. HR Contact (de front-office) kan het grootste deel van mijn vragen beantwoorden.

73. HR Services (de back-office) kan de overige vragen beantwoorden.

Legitimize through room for manoeuvre

[Professionalisation_LegitimizeManagement_XX]

(Alleen voor medewerkers van het SC HR)

74. Het management van HR Nederland belooft het SC HR Contact en Services voor het oplossen van bestaande problemen.

75. Het management van HR Nederland maakt het voor het SC HR Contact en Services mogelijk om huidige problemen op te lossen.

76. Het management van HR Nederland prijst het SC HR Contact en Services aan bij de rest van de organisatie.

77. Het management van HR Nederland straalt vertrouwen in het SC HR Contact en Services uit naar de rest van de organisatie.

78. Het management van HR Nederland communiceert relevante informatie aan de medewerkers van het SC HR Contact en Services.

Overall Mark [Overall_Mark_XX]

79. Geef een cijfer voor het SC HRS Contact en Services van 1 tot 10.

Overall Comments [Additional_Comments_XX]

1. Heb je nog aanvullende opmerkingen?

Appendix 8. Instrument after debriefing UT and “Second round interviews” (hustle)

Accompanying email:

Onderwerp: Enquête kwaliteit SC HR Contact en Services

Beste collega,

Je maakt gebruik van de diensten van SC HR Contact en Services. Je wilt ons, samen met ongeveer 150 anderen, helpen onze kwaliteit te verbeteren. Deze enquête geeft ons inzicht in hoe je nu de kwaliteit van het SC HR Contact & Services ervaart.

Het invullen van de enquête zal ongeveer 10 minuten kosten.

<Link naar de enquête in NetQ>

De enquête heeft de volgende resultaten:

1. De sterktes en de zwaktes van de kwaliteit van het SC HR Contact en Services worden geprioriteerd.
2. Hieruit worden vervolgens aanbevelingen geformuleerd.
3. De enquête wordt verbeterd aan de hand van de uitkomsten, zodat de enquête periodiek uitgezet kan worden.

Zodra de reacties binnen zijn, zal ik de uitkomsten verwerken en aan jullie terugkoppelen. Daarnaast zullen belangrijke uitkomsten worden geprioriteerd en deze worden binnen de mogelijkheden opgepakt. Hierover horen jullie meer zodra hierover meer bekend is.

Als je vragen of opmerkingen hebt, laat het me dan weten.

Alvast bedankt voor je hulp,
Met vriendelijke groet,
Koen Buisman

SC HR Contact en Services

Introtex in NetQ:

Beste collega,

Alvast bedankt dat je wilt meewerken aan dit onderzoek.

Voel je bij het invullen van de enquête vrij in je antwoorden en antwoord op je gevoel. Natuurlijk worden je antwoorden vertrouwelijk en anoniem behandeld.

Kies bij het invullen uit de volgende opties: Helemaal eens / eens / neutraal/ oneens/ helemaal mee oneens/geen mening. Soms zullen vragen op elkaar lijken. Dit is nodig om een betrouwbare uitslag te verkrijgen.

Je kent het SC HR Contact en Services door alle HR diensten die je als medewerker afneemt. SC HR Contact, de front-office, is het contact center voor alle HR-vragen en te bereiken via 020 59 12345 en als leidinggevende via 020 59 12340. HR services, de back-office, doet alles met betrekking tot de personeelsadministratie.

Met vriendelijke groet,
Koen Buisman

Algemene demografische gegevens

1. Geslacht:
 - Man
 - Vrouw
2. Leeftijd:
 - Jonger dan 25
 - 26 tot 35
 - 35 tot 45
 - 45 tot 55
 - 55 of ouder
3. Business line:
 - Intermediair
 - Operations & IT Banking
 - Retail
 - Wholesale Banking
 - Staven
4. Functie:
 - Medewerker Business
 - Manager Business
 - Secretaresse Business
 - HR consultant
 - Mid-office medewerker
 - Medewerker SC HRS
 - Contact
 - Services
 - Special accounts

Kwaliteit van diensten

(Medewerkers van het SC HR ga door naar vraag 19)

5. De diensten van het SC HR Contact en Services worden in één keer goed uitgevoerd.
6. Het SC HR Contact en Services garandeert een foutloze administratie.
7. Het SC HR Contact en Services levert haar diensten op de afgesproken tijdstippen.
8. Het SC HR Contact en Services is bereidwillig in het verlenen van diensten.
9. De medewerkers van het SC HR Contact en Services geven me persoonlijke aandacht.
10. Het SC HR Contact en Services informeert de klant zodra er wijzigingen zijn binnen het SC HR Contact en Services.
11. Als ik advies nodig heb over HR zaken, word ik snel door het SC HR Contact en Services geholpen.

12. Ik voel me vertrouwd in het contact met het SC HR Contact en Services.
13. Medewerkers van het SC HR Contact en Services zijn consistent beleefd in het contact.
14. Medewerkers van het SC HR Contact en Services hebben de kennis om mijn vragen te beantwoorden.
15. De medewerkers van SC HR Contact en Services geven me individuele aandacht.
16. Het gedrag van de medewerkers van het SC HR Contact en Services vervult me met vertrouwen.
17. Het SC HR Contact en Services heeft gunstige openingstijden voor mij (8:30 – 16:30).
18. Medewerkers van het SC HR Contact en Services begrijpen mijn speciale wensen m.b.t. de diensten van het SC HR Contact en Services.

Kenmerken HR-systemen: Selfserv@ing & Work@ing

Vragen 19 - 30 hebben betrekking op alle handelingen die je uitvoert m.b.v. selfserv@ing

19. Ik gebruik selfserv@ing regelmatig
20. Ik vind het makkelijk om te doen wat ik wil met behulp van Self-serving.
21. Ik vind Selfserv@ing nuttig voor mijn HR taken.
22. Werken met Selfserv@ing vereist veel mentale inspanning.
23. De mutaties in Selfserv@ing zijn duidelijk en begrijpelijk.
24. Ik vind Selfserv@ing makkelijk om te gebruiken.
25. Het gebruik van Selfserv@ing verbetert de productiviteit van mijn HR taken.
26. Door Selfserv@ing te gebruiken kan ik mijn HR taken sneller afronden.
27. Ik vind Selfserv@ing niet nuttig voor het afhandelen van mijn HR taken.

De data van selfserv@ing is:

28. Betrouwbaar
29. Vindbaar
30. Beschikbaar als ik ze nodig heb
31. Ik gebruik Work@ing regelmatig
32. Work@ing is beschikbaar wanneer ik het nodig heb

De gegevens op work@ing zijn:

33. Betrouwbaar
34. Objectief
35. Gebaseerd op goede bronnen
36. Compleet
37. Up-to-date voor mijn HR taken
38. Relevant voor mijn HR-taken
39. Gemakkelijk te vinden
40. Bruikbaar

Contractafspraken

41. Ik ben bekend met de SLA

Als #41 is nee, ga door naar vraag 51.

- 42. Het vereiste dienstenaanbod dat is benoemd binnen de Service Level Agreement (SLA) is helder.
- 43. Het verwachte dienstenaanbod die niet benoemd zijn binnen de SLA is helder.
- 44. De SLA is voldoende gedetailleerd.
- 45. De SLA afspraken omvatten alle relevante punten.
- 46. De SLA heeft de nodige flexibiliteit om in te spelen op opkomende bedrijfsveranderingen.
- 47. Het SC HR contact & Services en de klant houden elkaar op de hoogte van toekomstige veranderingen die relevant zijn voor de SLA.
- 48. Er is ruimte om toekomstige behoeften te uiten m.b.t de SLA.
- 49. Het SC HR Contact & Services en de klant uiten hun toekomstige behoeften.
- 50. De SLA speelt in op toekomstige bedrijfsveranderingen.

Productiviteit

- 51. De kosten van de diensten van het SC HR Contact en Services zijn transparant.
- 52. Het SC HR Contact en Services past, waar nodig, haar diensten aan mijn behoeften aan.
- 53. De manier waarop de diensten worden geleverd verschilt vaak.
- 54. De aanpasbaarheid van de diensten van het SC HR Contact en Services neemt toe naarmate het SC HR langer bestaat.
- 55. De diensten van het SC HR Contact en Services zijn niet wijzigbaar.
- 56. Ik zou meer betalen voor diensten die aangepast zijn aan mijn behoeften.
- 57. De manier waarop de diensten van het SC HR Contact en Services worden geleverd is consistent.

Klanttevredenheid

(Medewerkers van het SC HR ga door naar vraag 55)

- 58. Het SC HR Contact en Services rond elk aspect van de taak af.
- 59. Het SC HR Contact en Services rond al het beloofde werk af.
- 60. De dienst voldoet niet aan mijn verwachtingen.
- 61. Ik ben tevreden met het werk dat door de medewerkers van het SC HR Contact en Services wordt afgeleverd.
- 62. De medewerkers van het SC HR Contact en Services zijn van begin tot eind beschikbaar en bereid hulp te bieden.
- 63. De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn behoeften.

- 64. De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn verwachtingen.
- 65. Ik ben niet blij met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen.
- 66. Ik ben tevreden met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen.
- 67. Ik ben tevreden met de kwaliteit van de service die door het SC HR Contact en Services wordt geleverd.

Professionalisering

- 68. De diensten die geleverd worden door het SC HR Contact en Services vereisen een hoge mate van creativiteit en talent.
- 69. De diensten die geleverd worden door het SC HR Contact en Services vereisen een hoge mate van regels en procedures.
- 70. Het SC HR Contact en Services heeft een toegevoegde waarde.

(Medewerkers van het SC HR ga door naar vraag 74)

- 71. De medewerkers van het SC HR Contact en Services hebben de juiste kennis om vragen te beantwoorden.
- 72. HR Contact (de front-office) kan het grootste deel van mijn vragen beantwoorden.
- 73. HR Services (de back-office) kan de overige vragen beantwoorden.

(Alleen voor medewerkers van het SC HR)

- 74. Het management van HR Nederland beloont het SC HR Contact en Services voor het oplossen van bestaande problemen.
- 75. Het management van HR Nederland maakt het voor het SC HR Contact en Services mogelijk om huidige problemen op te lossen.
- 76. Het management van HR Nederland prijst het SC HR Contact en Services aan bij de rest van de organisatie.
- 77. Het management van HR Nederland straalt vertrouwen in het SC HR Contact en Services uit naar de rest van de organisatie.
- 78. Het management van HR Nederland communiceert relevante informatie aan de medewerkers van het SC HR Contact en Services.
- 79. Geef een cijfer voor het SC HRS Contact en Services van 1 tot 10.
- 80. Heb je nog aanvullende opmerkingen?

Appendix 9. Mathematical and statistical terms explained

Beta

In the regression analysis the beta shows the influence of the specific dimension on the other dimension. It is the percentage by which a dimension explains another dimension.

Correlation analysis

The correlation is an indication of the strength of a linear relationship. Different opinions exist when a correlation is weak. In this correlation table a correlation between 0,3 – 0,5 is seen as weak and 0,5 – 1,0 is seen as strong. A significance smaller than 0,01 is very big and a significance smaller than 0,05 is big.

Cronbach alpha (α)

The reliability analysis analyses the Cronbach alpha's per construct. This is a measure of internal consistency of the scale. The least consistent items should be removed from the scale if the internal consistency seems to be low. The Cronbach Alpha scores measures how well a set of variables or items measures a single, uni-dimensional latent construct. Cronbach alpha's should have score higher than 0.6 for them to be accepted in the scale.

Factor Analysis

Factor analysis is a statistical method used to explain variability among observed variables. The observed variables are modeled as linear combinations of the factors, plus "error" terms. The information gained about the interdependencies can later be used to reduce the set of variables in a dataset. The validity of the instrument is improved through the factor analysis.

Kaiser-Meyer-Olkin

The Kaiser-Meyer-Olkin checks whether it is useful to do a factor analysis. If the Kaiser Meyer-Olkin value is higher than 0.4, it is useful to do a factor analysis. Factor loadings higher than 0,4 are retained.

R²

In the regression analysis the R² shows the degree to which a dimension is explained based on the three other dimensions. The R² is the extent to which the variance between different variables is shared.

Regression analysis

In the regression analysis the R² shows the degree to which a dimension is explained based on the three other dimensions. The beta shows the influence of the specific dimension on the other dimension. In the analysis of the hypothesis these values are used. The R² is the extent to which the variance between different variables is shared. It is the percentage by which a dimension explains another dimension. The Beta is the slope of the regression.

Significance

Significance is the degree to which certain results can be interpreted as true. A significance of lower than 0,01 is considered to be very good and a significance of lower than 0,05 is considered to be good.

Appendix 10. Cronbach alpha and factor analysis – Discriminant validity

Table 20. Factor and reliability analysis

Name	Factor loading	Kaiser Meyer Olkin	Cronbach Alpha	Change and comment
Dimension: Service Quality		0,861	0,877	<ul style="list-style-type: none"> Combine most of the items in one construct called "General Quality". Apparently most of the items are seen as similar in judging the service quality. Both of the following items are related to "betrekkenheid met de klant": "Het SC HR Contact en Services informeren de klant zoals er wijzigingen zijn binnen het SC HR Contact en Services" and "Medewerkers van het SC HR Contact en Services zijn consistent betoefd in het contact" should be combined in one item called "Responsiveness". The item "Het SC HR Contact en Services heeft gunstige openingstijden voor mij (8:30-16:30)" should be put in a separate construct called "openingstijden".
Construct: General Service Quality	0,56-0,81		0,902	
Construct: Responsiveness	0,45-0,62		0,303	
Construct: Opening times	0,81			
Dimension: HR Systems		0,729	0,803	<ul style="list-style-type: none"> The item "De data van Selfservicing is betrouwbaar" has a factor loading of 0,57 with "perceived usefulness". Reliability analysis shows that excluding the item will improve the Cronbach alpha. So Venkatesh's theories are followed here. The constructs Data quality intrinsic and contextual are combined in one construct called "Data Quality Contextual Working". The construct is maintained to measure the actual usage of the HR system Selfservicing.
Construct: Usage of Selfservicing	0,76			
Construct: Ease of use Selfservicing	0,5-0,78		0,77	
Construct: Usefulness Selfservicing	0,73-0,81		0,798	
Construct: Usability Selfservicing	0,4-0,86		0,6	
Construct: Usage of Working	0,52-0,89		0,6	<ul style="list-style-type: none"> The item "Working is beschikbaar wanneer ik het nodig heb" is added to the construct. Apparently the perception of the frequency and the perception of availability are related.
Construct: Usability Working	0,67-0,83		0,63	<ul style="list-style-type: none"> Even after replacement of the item "Working is beschikbaar wanneer ik het nodig heb", the Cronbach Alpha is 0,57. The construct is thus removed.
Construct: Dataquality Working	0,57-0,78		0,807	<ul style="list-style-type: none"> The item "De gegevens op Working zijn relevant voor mijn HR-taken" is kept in the same construct, even though the factor loading is higher in the "Usage" component. The distinction made by Venkatesh et al. (2009) is maintained.
Dimension: Contract agreement		0,753	0,84	<ul style="list-style-type: none"> The items of the "promises" construct show low but significant factor loadings under the "non-promising" and the "uncertainty reduction" construct. After Cronbach Alpha analysis of the two remaining

					<p>constructs the Cronbach Alphas were significantly higher: Cron promissory accompaniment 0.79 or 0.81 Presentation 0.79 or 0.834) if the promise items were removed. However, the Cronbach Alpha of the direction contract agreement improves if the item is retained</p> <ul style="list-style-type: none"> The item "Het vereiste dienstenaanbod dat is benoemd binnen de SLA is helder" is about the content of the SLA. The item is placed under the promissory construct, the construct is renamed to "Content". The item "Het verwachte dienstenaanbod die niet benoemd zijn binnen de SLA is helder" is about the items not written down in the SLA. Apparently the respondents link this to the degree of communication about the SLA.
Construct: Known					
Construct: Content	0.6-0.80			0.79	
Construct: Presentation	0.81-0.86			0.79	
Dimension: productivity Customization/Standardization		0.7		0.731	<ul style="list-style-type: none"> Initial factor analysis shows the 3 components. However, when having a good look at the items, two items are mostly informative for ING, but do not really fit into the dimension: "De kosten van de diensten van het SC HR Contact en Services zijn transparant" and "Ik zou meer betalen voor diensten die ongepast zijn aan mijn behoeften". After removal of these items, the factor analysis shows only one component, in which one item has to be removed. However, the items Customization and uncertainty reduction can act be combined, as one item talks about the consistency of services and the other of the degree of standardization. Analysis of the separate Cronbach Alpha's show Customization (0.594) and Uncertainty reduction (0.77) After removal of the items, a better name for the dimension is Customization/Standardization as the items deal with this subject The item "De diensten van het SC HR Contact en Services zijn niet wijzigbaar" is removed because the factor loading is 0.39 Even though the construct has a Cronbach Alpha lower than 0.6 the Construct is retained at this point. Removal of the construct will lead to removal of the dimension. To give an idea of the correlations, the dimensions are retained.
Construct: Customization	0.68-0.78			0.594	
Construct: Uncertainty reduction	0.74-0.75			0.77	
Dimension: Customer Satisfaction		0.87		0.91	<ul style="list-style-type: none"> Merge completeness into the two other constructs. The item "I would like aspect van de taak af." en "I would al het belofte werk af." are added to the construct "Overall Satisfaction". These items say something about the total service. The item "De medewerkers van het SC HR Contact en Services zijn vanaf het begin tot het eind beschikbaar om hulp te bieden" can be seen as part of the support. It is thus logical to add the latter item to the Satisfaction with support construct Factor analysis shows that the item "De dienst voldoet niet aan mijn verwachtingen" should be added to the support. The item is not that direct and can therefore be interpreted as part of the support or overall service. Removal of the item leads to an increase of the Cronbach alpha. Because the Cronbach alpha is too low and the item is a bit vague, the item is removed
Construct: Satisfaction with support	0.55-0.74			0.86	

Construct: Overall Satisfaction	0,66-0,91		0,86	
Dimension: Professionalization		0,59-		<ul style="list-style-type: none"> The factor analysis is done in two parts as the construct "Legitimize through room for manoeuvre" is filled in by employees only and employees do not fill in the "knowledge" construct. Because of this factor analysis for the entire dimension is not possible. For the same reason the reliability analysis can not be done.
Construct: Activities	0,23-0,84	-	0,58-0,76	<ul style="list-style-type: none"> The factor loading is too low, so the construct is removed. In the interview phase the items also seemed vague.
Construct: Knowledge				<ul style="list-style-type: none"> Legitimize by customer and knowledge of the customer are combined in the construct legitimize by customer as both deal with the opinion of tax customers concerning the professionalism.
Construct: Legitimize by customer	0,58-0,81		0,72	
Construct: Legitimize through room for manoeuvre	0,51		0,89	

Appendix 11. Instrument after pilot study

Demographic questions

Geslacht:

- Man
- Vrouw

Leeftijd:

- Jonger dan 25
- 26 tot 35
- 35 tot 45
- 45 tot 55
- 55 of ouder

Business line:

- Insurance Europe
- Operations & IT Banking
- Retail
- Wholesale Banking
- Staven
- ING Direct

Functie:

- Medewerker Business
- Manager Business
- Secretaresse Business
- HR consultant
- Mid-office medewerker/ Manager
- Medewerker/ Manager SC HR
 - Contact
 - Services
 - Special accounts

Service Quality

General Quality

- De diensten van het SC HR Contact en Services worden in één keer goed uitgevoerd.
- Het SC HR Contact en Services garandeert een foutloze administratie.
- Het SC HR Contact en Services levert haar diensten op de afgesproken tijdstippen.
- Het SC HR Contact en Services is bereidwillig in het verlenen van diensten.
- De medewerkers van het SC HR Contact en Services geven me persoonlijke aandacht.
- Medewerkers van het SC HR Contact en Services hebben de kennis om mijn vragen te beantwoorden.
- De medewerkers van SC HR Contact en Services geven me individuele aandacht.
- Het gedrag van de medewerkers van het SC HR Contact en Services vervult me met vertrouwen.
- Medewerkers van het SC HR Contact en Services begrijpen mijn speciale wensen m.b.t. de diensten van het SC HR Contact en Services.

Openingtimes

- Het SC HR Contact en Services heeft gunstige openingstijden voor mij (8:30 – 16:30).

HR Systems: Selfserv@ing & Work@ing

Usage Selfserv@ing

- Ik gebruik selfserv@ing regelmatig

Perceived ease of use

- Ik vind het makkelijk om te doen wat ik wil met behulp van Self-serving.
- Werken met Selfserv@ing vereist veel mentale inspanning.
- De mutaties in Selfserv@ing zijn duidelijk en begrijpelijk.
- Ik vind Selfserv@ing makkelijk om te gebruiken.

Perceived usefulness

- Het gebruik van Selfserv@ing verbetert de productiviteit van mijn HR taken.
- Door Selfserv@ing te gebruiken kan ik mijn HR taken sneller afronden.
- Ik vind Selfserv@ing nuttig voor mijn HR taken.
- Ik vind Selfserv@ing niet nuttig voor het afhandelen van mijn HR taken.

Useability

De data van selfserv@ing is:

- Vindbaar
- Beschikbaar als ik ze nodig heb

Usage Work@ing

- Ik gebruik Work@ing regelmatig
- Work@ing is beschikbaar wanneer ik het nodig heb

De gegevens op work@ing zijn:

Data quality

- Betrouwbaar
- Objectief
- Gebaseerd op goede bronnen
- Compleet
- Up-to-date voor mijn HR taken
- Relevant voor mijn HR-taken

Contract afspraken

- Ik ben bekend met de SLA

Content

- Het vereiste dienstenaanbod dat is benoemd binnen de Service Level Agreement (SLA) is helder.
- De SLA is voldoende gedetailleerd.
- De SLA afspraken omvatten alle relevante punten.
- De SLA heeft de nodige flexibiliteit om in te spelen op opkomende bedrijfsveranderingen.
- De SLA speelt in op toekomstige bedrijfsveranderingen.

Presentation

- Het verwachte dienstenaanbod die niet benoemd zijn binnen de SLA is helder.
- Het SC HR contact & Services en de klant houden elkaar op de hoogte van toekomstige veranderingen die relevant zijn voor de SLA.
- Er is ruimte om toekomstige behoeften te uiten m.b.t de SLA.
- Het SC HR Contact & Services en de klant uiten hun toekomstige behoeften.

Customization/standardization

Customization

- Het SC HR Contact en Services past, waar nodig, haar diensten aan mijn behoeften aan.
- De aanpasbaarheid van de diensten van het SC HR Contact en Services neemt toe naarmate het SC HR langer bestaat.

Uncertainty reduction

- De manier waarop de diensten van het SC HR Contact en Services worden geleverd is consistent.
- De manier waarop de diensten worden geleverd verschilt vaak.

Klanttevredenheid

Satisfaction with Support (Medewerkers van het SC HR ga door naar vraag 55)

- De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn behoeften.
- De manier waarop de medewerkers van het SC HR Contact en Services mij behandelen voldoet aan mijn verwachtingen.
- Ik ben niet blij met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen.
- Ik ben tevreden met de manier waarop de medewerkers van het SC HR Contact en Services mij behandelen.
- De medewerkers van het SC HR Contact en Services zijn van begin tot eind beschikbaar en bereid hulp te bieden.

Overall satisfaction with end service

- Ik ben tevreden met de kwaliteit van de service die door het SC HR Contact en Services wordt geleverd.
- Ik ben tevreden met het werk dat door de medewerkers van het SC HR Contact en Services wordt afgeleverd.
- Het SC HR Contact en Services rondt elk aspect van de taak af.
- Het SC HR Contact en Services rondt al het beloofde werk af.

Professionalization

Legitimize by the customer (Medewerkers van het SC HR ga door naar vraag 74)

- Het SC HR Contact en Services heeft een toegevoegde waarde.
- De medewerkers van het SC HR Contact en Services hebben de juiste kennis om vragen te beantwoorden.
- HR Contact (de front-office) kan het grootste deel van mijn vragen beantwoorden.
- HR Services (de back-office) kan de overige vragen beantwoorden.

Legitimize through room for manoeuvre (Alleen voor medewerkers van het SC HR)

- Het management van HR Nederland belooft het SC HR Contact en Services voor het oplossen van bestaande problemen.
- Het management van HR Nederland maakt het voor het SC HR Contact en Services mogelijk om huidige problemen op te lossen.
- Het management van HR Nederland prijst het SC HR Contact en Services aan bij de rest van de organisatie.
- Het management van HR Nederland straalt vertrouwen in het SC HR Contact en Services uit naar de rest van de organisatie.
- Het management van HR Nederland communiceert relevante informatie aan de medewerkers van het SC HR Contact en Services.

Appendix 12. Correlation and regression tests

All the correlation and regressions were tested in the case that customization/ standardization is an enabler of success.

- Customer satisfaction shows a high correlation with professionalization (Correlation 0,68). Regression analysis does not show a positive influence (significance = 0,11) of customer satisfaction on professionalization or the other way round.
- Service Quality shows a high correlation with professionalization (Correlation 0,72). Regression analysis shows a positive influence of Service Quality on Professionalization (Significance = 0,00, $R^2 = 0,73$ and Beta is 0,52). So there is an influence of service quality of professionalization.
- Customization standardization shows a correlation with customer satisfaction (Correlation 0,65), but regression analysis does not show a significant influence of customization standardization on customer satisfaction (Significance 0,4).
- Contract agreement shows a high correlation (Correlation 0,47) with customer satisfaction. However regression analysis does not show a significant influence of contract agreement on customer satisfaction (Significance 0,22).
- Service Quality shows a high correlation with Customer Satisfaction (Correlation 0,86). The regression analysis also shows a high influence of Service Quality on Customer Satisfaction (Significance = 0,00, $R^2 = 0,91$ and Beta is 0,9). So there is an influence of service quality of customer satisfaction.
- Contract agreement shows a high correlation with Service Quality (Correlation 0,52), but regression analysis does not show a significant influence of Contract agreement on Service Quality (Significance = 0,8).
- Customization/ standardization shows a high correlation with Service Quality (Correlation 0,64). Regression analysis also shows a significant influence of Customization/ Standardization on Service Quality (Significance = 0,00, $R^2 = 0,73$ and Beta is 0,7). So there is an influence of customization standardization on service quality.
- Finally customization/ standardization shows a high correlation with contract agreement (0,72). Regression analysis also shows a positive influence of customization/ standardization on the contract agreement (Significance = 0,00, $R^2 = 0,72$ and Beta is 0,72). So there is an influence of customization/ standardization on the contract agreement.

Appendix 13. Priority table recommendations

The recommendations of this research were made based on the information gathered from 1st April 2008 till 15 December 2008. In the meanwhile the economic situation has changed and some projects have been started, which solve the identified problem areas. The following table shows the status of the different recommendations. Some recommendations have already been initiated. Other recommendations can be kept for better times.

Legend	
Already started	
Start soon	
Keep for later	

Recommendation	Status	Responsible
The focus of the service centre should just shift from a more economic focus to a customer oriented focus. Initially this will lead to increased costs, but as services better suit the customer and the quality increases, cost benefits will be achieved in the organization, customer satisfaction will increase and the service centre will be perceived as more professional. The focus shift can be done by changing the targets of the management of the service centre to targets in terms of customer satisfaction and reaching certain quality levels. These elements should also become part of the SLA, so that the entire service centre focuses more on these elements.	The Productive Process Outsourcing (PPO) team discusses the SLA agreement with customer. Both the customer and PPO have indicated to be willing to look at quality characteristics in the SLA.	Team Productive Process on Outsourcing (PPO) and management service center
The service centre should receive more budget to improve the quality of services. Initially quality initiatives are an investment, but then the return will be better. In case 50% of the 35,000 employees of ING spend an average of 5 extra hours as a result of bad quality in the form of having to resend mutation requests. If this can be reduced to 1 hour of extra time spent, this will provide the following cost overview. Every employee costs an average of 5.5 euro's an hour. In general, managers have to fill in mutations for their team, which increases the wage per hour. For this example the 5.5 euro's per hour is used. This improvement would be worth 4 million euro's. This creates space to improve the SC HR Contact and Services and provide cost reductions.	A project will soon start to investigate the overall costs related to administrative HR tasks.	Nick Koot
The reduced lost-opportunity is not incorporable in this example. The business will have more time to focus on their core competences. Otherwise the picture would be even more positive. This step can contribute to the		

<p>target for further cost reductions. This improvement has a positive effect on the customer satisfaction.</p> <p>"There will be less need for a big mid-office, because the services better fit the needs of the customer. This will also reduce the costs in the business. Improved quality will also lead to less rework, which is a cost reduction.</p>		
<p>A CRM-tool is being implemented. With this tool it will be possible to track several characteristics of the customer, for instance the type of questions customers pose. The CRM-tool should be used to get to know the majority of the questions of the customer. Training programs should be designed to improve the knowledge levels of the employees, so the knowledge level is in line with the needs of most customers.</p>	<p>This should be done when the CRM-tool is implemented. This can be part of the ongoing investigations for the new SLA.</p>	<p>Team Productie Process en Ordersteuning (PPO)</p>
<p>"The knowledge of the HRC's and mid-office employees can be improved and the mutual understanding between the HRC's, mid-office employees and the service centre can be improved through an internship program of 7-14 days. The HRC's and mid-office employees can be part of the team for that time and this contribute to the production.</p>	<p>This idea can be part of making the service centre more customer oriented. The idea also came up in doing its about the improved SLA.</p>	<p>Team Productie Process en Ordersteuning (PPO)</p>
<p>Personal attention can be improved by the following improvement. At the moment faulty mutation requests are often sent back to the customer. Personal attention would improve if the customer would be called in all cases. The customer will not have to wait another week, but the problem is solved adequately. This is more customer oriented and saves the SC HR Contact and Services time which would otherwise be spent on rework. One line should be chosen and followed. The customer would see a higher degree of value-added services, which makes the service more professional.</p>	<p>This can be done soon as it is not a costly project, but does improve the perception of service quality significantly.</p>	<p>loop: en teamleiders</p>
<p>"The CRM-tool can be used to check peak hours. Working times are flexible outside of the peak hours. At the moment employees of the SC HR Contact work from 8:15 to 16:15. If this fits peak hours, this can be changed to an early and a late shift. In such a way the opening hours can be extended without increasing the workforce. A business case should be designed for extended opening hours. It should be shown to the customer to see whether the customer would like to pay for the increased service. This is a way to deal with costs in a transparent manner and provide customized services. If the majority of the customers would like to</p>	<p>The newest SLA indicates a willingness to extend the opening hours of the service centre in certain periods</p>	

pay for the extended opening hours, this can be implemented. This is a choice of the customer. Customized services are possible in such a way.			
"The service centre in Arnhem uses the approach to not allow employees to have a day off" before a so called "shutting". These employees can take a day off after the "shutting". This is a perfect solution as after the "shutting" the workload often drops significantly. One me should be chosen for the entire service centre to create uniformity and agree to rules which apply to the time around the "shutting".	This is a small project which creates uniformity and can possibly create capacity in more busy times.	keep an teamketers	
"The password generation process could be automated. This would speed up the process, save time and better suits the compliance policies as only the receiving party knows the password.	This is used for the next re-organization.	Team Productie Process en Ondersteuning (PP(O))	
"The HR systems should be profiled as the porch of the SC HR Contact and Services. This will create a link between both. The customer will get a more positive image of the SC HR Contact and Services. This intervention will therefore have a positive influence on the customer satisfaction.	This is part of a total culture shift to see HR as one entity. HR Netherlands is the idea to present itself as one HR. This reorganization is part of this overall trend.	This is a project which can be started by HR Netherlands	
<p>A project team should be started to solve most of the following issues:</p> <ul style="list-style-type: none"> Make it possible to print from Selfservicing. Fix the tabs-function, as the tab-button often gets stuck. Define responsibilities for the data on Working. This should ensure that the data stays up to date. Improve the search engine of working so it becomes easier to find relevant forms and work instructions. Make Working and Selfservicing accessible from home. This could be connected to the vchmail function. Check data which is not changeable. This is for instance the name of the partner, which can not be removed after a divorce. Implement a spelling check in Selfservicing. 	<p>Most of these issues were planned to be solved in week 19. This project was however cancelled due to the economic crisis. The project should be picked up at some point.</p> <p>The implementation of sharepoint will improve the search engine and improve the ways in which data is kept up to date. Sharepoint is to be implemented in 2008.</p>	Management HRN	

<p>The HRC can be trained in the use and education around Selfservicing. They can inform the customer about the use of Selfservicing and thus improve the image of Selfservicing. The will improve the ease of use. In line with the Theory Acceptance Model, the increased perception of ease of use and increased perceived usefulness will result in increased actual usage.</p>	<p>This is in line with mapping the needs of the customers of IIR-contact. This might be discussed in the business managers meeting.</p>	<p>Team Productie Process en Ondersteuning (PPO)</p>
<p>Activity Based Costing (ABC) is an accounting technique in which costs are connected to certain activities. This improves the transparency of costs. This can be used as a base to offer more customized services for additional costs. The current application of ABC is the provision of a package with extra services for an added fee. The step can be made to providing specific services for an additional fee. As long as the costs are transparent and the customer is willing to pay this works.</p>	<p>Implementation of ABC is targeted to be implemented during 2009.</p>	<p>Team Productie Process en Ondersteuning (PPO)</p>
<p>A project group should be started to get to know the ideas of the employees of the service centre. This input should be used to improve the letters. From then on management and team managers should check the use of standardized letters and templates. This form of quality assurance leads to a more standard quality level.</p>	<p>The PPS has officially started and has indicated that employees of the service centre can communicate their comments concerning letters. If this problem seems to recur a project should be started to investigate the opinions about the letters.</p>	<p>Team Productie Process en Ondersteuning (PPO)</p>
<p>Consistency should be created in the use of forms. The customer can then more easily find the right forms. Implementation of the so-called digital personnel dossier would facilitate the processing speed and accuracy of the Service Centre.</p>	<p>After the implementation of SharePoint, the automation of processes should become easier. Orientation can be started in 2009.</p>	<p>Team Productie Process en Ondersteuning (PPO)</p>
<p>Quality indicators should be added to the SLA. It is more relevant to provide a certain percentage of services correctly in a certain timeframe. A good amount of matters are registered in the so called mail registration system (Post Registration System – PRS). With the CRM-tool it will be possible to track more quality indicators. A few aspects that could be good indicators are:</p> <ul style="list-style-type: none"> Percentage of mutations done right the first time. 	<p>The new SLA indicates a willingness to incorporate quality initiatives in the following SLA. This still has to be actualized in the SLA.</p>	<p>Team Productie Process en Ondersteuning (PPO)</p>

<ul style="list-style-type: none"> o Some weighted time – (percentage first time right * time + percentage second time right. * 2* time+ percentage third time right * time) o Some perception of the knowledge of the SC IIR Contact and Services. o Some perception of willingness to help. o Some perception of friendliness of employees SC IIR Contact and Services. o Some perception of the personal attention of the employees of the SC IIR Contact and Services. 	<p>From 2019 - 2021</p>	
<p>Create a role-overview. Describe the roles of the SC IIR Contact and Services, IIRCs and the mid-office on an A4. The role of the mid-office and IIRCs are different between the various business lines. In discussion with the business provide input for the role of the SC IIR Contact and Services. From the division of roles, the different parties can forward the customer to the right person. Questions in relation to IIR should be forwarded to the SC IIR Contact and Services. Wholesale showed interest in this idea. The monthly IIRC meeting seemed to be an appropriate place to discuss this.</p>	<p>IIR Netherlands indicated to want to work on the characterization of IIR. This can be part of the IIR Netherlands plan.</p>	<p>IIR Netherlands management</p>
<p>The service centre should characterize itself towards the customer. This can firstly be done through meetings which are organized for new employees. Within these meetings the role of SC IIR Contact and Services can be described. A manager can be introduced to Selfservicing. This can be done through a demo film, a her attack or a short presentation. Secondly the SC should organise a campaign to inform the customer about several aspects of the SC IIR Contact and Services. The finalization of the new SLA is a good moment to do this. The following aspects can be handled in this campaign:</p> <ul style="list-style-type: none"> The role of the SC IIR Contact and Services. The contact information of the SC IIR Contact and Services. (Add a sticker to the computer screens with contact information of the SC IIR) The SLA in understandable terms. 	<p>IIR Netherlands indicated to want to work on the characterization of IIR. This can be part of the IIR Netherlands plan.</p> <p>The service centre further characterizes itself through the business manager meeting.</p>	<p>IIR Netherlands management</p>

