

Becoming customer oriented in municipalities: A cultural challenge



UNIVERSITY OF TWENTE.

L.M. Gevers
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Supervisors:
M. Gravesteijn
C.P.M. Wilderom
K.Kelly
M. van der Zande

Preface

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Since February I have been working on my master thesis to complete my study Business Administration at the University of Twente. The subject of my thesis is the relationship between organisational culture and the service performance of a customer contact centre. The research was conducted at the municipality Oldenzaal who started with the implementation of a customer contact centre. It is a very interesting subject since there is to this date little research on the subject in the public sector. Furthermore, it is a very topical subject since all municipalities are obligated to implement a customer contact centre. It is also a subject that appealed to me personally. This study has given me the opportunity to increase my insight in organizations with the help of the theory I learned during my study at the University Twente. All in all I learned a lot during this research.

During the process of this research several people have offered me guidance, help and encouraged me to successfully finish this thesis. I would like to thank everyone who was involved in this process and some people in particular. I would like to thank the employees from the municipality Oldenzaal, especially the team WMO for their help and kindness during the time I was inside the municipality. Special thanks go to my supervisors, Klaas Kelly, Marianne Gravesteijn and Celeste Wilderom for providing me with the needed advice, feedback and support. I also would like to thank my friends and especially Linda and Tamara for their support and encouragement and for listening to my frustration at times about my thesis. Last but not least I would like to thank my boyfriend and my parents for their support during the process of writing this thesis but also for supporting me during my entire study.

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1 Introduction

This chapter gives an introduction to research context, and the research questions of the empirical case study. First of all the international developments in the area of public management will be discussed. The resulting changes in the local government sector in the Netherlands will be explained next. One important change will be elaborated on, the Custom Contact Centre. Finally, the problem formulation and research question(s) are given.

1.1 Developments of NPM in the public sector

The last two decades there is an increasing pressure on the public sector to change the way it is dealing with customers, a force to become more customer-oriented (Ha & Lee, 2010). Customers have become increasingly conscious of their rights and are demanding more services from public organization than before (Chesbrough, 2005). Also public organizations expect several benefits, (e.g. improving quality of service, efficiency benefits and cooperation between agencies on different levels) of changing the way they deal with customers (Ha & Lee, 2010). These changes have started with the international trend in the public sector called New Public Management (NPM). The essence of NPM is that governments should run their organizations more like the private business sector (Hoogwout, 2010). The business methods and management techniques of the private sector are seen to have value for the public sector. The objectives of NPM are greater efficiency and effectiveness in producing and delivering public sector services (Evetts, 2009). The classic formulation of NPM lists seven doctrines (Hood, 1991):

1. Hands-on professional management
2. Explicit standards and measures of performance
3. Greater emphasis on output controls
4. Shift to disaggregation of units in the public sector
5. Shift to greater competition in the public sector
6. Stress on private sector styles of management practice
7. Stress on greater discipline and parsimony in resource use.

Remarkable is that the customer does not play a direct role in the original formulation of the NPM, but has an indirect role. This can be explained by looking at the implementation priorities in NPM. The rise of the NPM has started in the 80's and 90's and in this period government expenses increased enormously (Hoogwout, 2010). For this reason the focus first lay on becoming more business oriented and more efficient to decrease costs. Later on the aspect of customer orientation has become part of the NPM. Although NPM has influenced the organizational changes in the public sector, the Netherlands is not considered to be part of the core NPM countries (Hoogwout, 2010). For the rise of a more customer oriented public sector in the Netherlands no single event can be designated, this change has gradually been taken place. To understand why this focus on customer orientedness in the Netherlands happened, four developments should be considered. These developments have influenced the current position of the citizen, as a customer (Hoogwout, 2010). First there are the general social trends like emancipation, individualisation and the democratisation movement of the 70's. Societies change, and with this change, the relations between citizens and between citizens and the public sector also change. It is for this reason that the rise of a customer oriented public sector cannot be seen apart from these social developments (Hoogwout, 2010). For example, society has become more individualistic, which consequently has led to citizens becoming more empowered. Citizens do not blindly follow the government anymore but demand their rights from the government. A second development are changes in the role of government. The government has several roles (e.g. rule provider and service provider (Hiemstra, 2003)), and the role as service provider has become more important. One of the reasons being the need to become more efficient, as a reaction to the concerns about the scope and affordability of the service in the 80's (Hoogwout, 2010). A third aspect is the development taking place in private sector services (Hoogwout, 2010). Once realised there exists a positive relation between satisfied customers, satisfied employees and profit, the customer has gotten a more central role in private services

(Hoogwout, 2010). The government reflects on the private sector and institutionalizes, although with a bit of delay, many ideas of the private sector. An example of such an idea is the rising role of public marketing. In the private sector marketing has been major part of doing business and recently it can be observed in the public sector in e.g. city marketing. The public sector uses marketing tools to make specific preferred service channels (like the internet) more attractive for citizens (Hoogwout, 2010). A fourth development is E-Government that has influenced the current position of the citizens. The fast developments in ICT-technology and the rise of the internet have influenced the service provision of the public sector towards citizens. By delivering (e-) services and information the government intends to (re)build on trust towards its citizens (iNUP, 2012b). The four developments provide the basis of the change towards a customer oriented public sector.

1.2 Changes in the public sector in the Netherlands

In the Netherlands the central government plays an important role in the change towards a more customer oriented public sector. Since the 90's the central government has carried out a policy that has contributed towards becoming more customer oriented (Hoogwout, 2010). An important element of the policy is the stimulation of the integration of public services around the citizens' questions or demands. Besides the service integration, the use of ICT in the customers' service provision has been stimulated. The central government and the local authorities have formulated a shared vision on service provision: *'one digital government: better service, more convenience'* (iNUP, 2012a). The vision is further explained in six ambition statements (i-NUP, 2012):

- (1) *The question is the central issue*: the questions of the citizens and companies are central in the way we act. We are focused on the solution and are consistent with the needs of the citizens.
- (2) *Fast and secure*: we make sure that citizens and companies can handle their business with the government quickly. We do this by offering them the possibility to handle their business online.
- (3) *One government*: we present ourselves as *one* government which is accessible for everyone. The municipalities form an important entry for citizens and companies.
- (4) *No unnecessary questions*: we do not ask questions that are not necessary. Data that is collected will not be collected again.
- (5) *Transparent and approachable*: we clearly communicate what can be expected of us.
- (6) *Efficient*: we organise our service as efficient as possible. When possible, digital contact has the preference, when personal contact is necessary we offer this option.

To reach the goal of a digital government, 24 initiatives are started which together form the basis infrastructure for the Dutch E-government. The implementation agenda (i-NUP) describes the ambitions for the next four years (2011-2015) which are divided into four areas (i-NUP, 2012b): (1) the contact point for citizens, (2) digital service for companies, (3) the system of basis registers and (4) implementation-support for municipalities. The 24 initiatives are divided over these four areas. All are focusing on improving trust in government by means of effective and efficient government services.

In this study we focus on the first ambition area, the contact point for citizens or Customer Contact Centre (CCC).

1.3 Customer Contact Centre

Municipalities have an important role in the vision of E-government, they are to become the most important entry or *portal* of the E-government, for citizens and companies (iNUP, 2012a). In 2004, the VNG (association of Dutch municipalities) has set up a committee of municipalities 'services (committee Jorritsma). The goal of the committee was paying attention to good local government E-services initiatives and determining how municipalities should organize their E-services within the coming decade (VNG, 2005). The core of the committee's vision was that in 2015 the customer contact centre (CCC) of the local government should be the unique portal for all governmental services. Citizens, companies and organization can turn to the CCC for information about and delivery

of all products and services of the government and the associated government partners (VNG, 2005). The vision of committee Jorritsma is translated into concrete initiatives. To support municipalities in reaching the goals set by the committee, the concept of Antwoord@ was developed. The ambitions of Antwoord@ are to form a clear entrance, be always accessible, give a direct response of which 80 percent is correct the first time and to really help citizens and entrepreneurs (Antwoord@, 2012a). An important tool for this is the customer contact centre. CCC's are already a common phenomenon in the private sector, for example in the banking sector, telecom sector and for large multinationals (Strikwerda, 2004). CCC's consist for many types of services and are used for a variety of reasons; cost savings, increasing the quality of service and/or to exploit knowledge and create value (Strikwerda, 2004). Within local government the aimed organizational structure of the CCC is that it should be part of the organization where the first contacts with customers are being made and services are being delivered or (if services are more complex) are being registered and delivered as soon as possible. (Antwoord@2, 2008).

There are several communication channels between the local authorities and the citizens. There is the possibility of physical contact but the customer can also contact the local authority via telephone, mail, internet, e-mail and SMS/chat (Antwoord@, 2008). The latter channel is relatively new and is mostly used by young adults. It is not a communication channel that is frequently used by municipalities but it is expected that in the future it will be an important means of communication (Antwoord@, 2008). The CCC is considered the front office which is accessible via all the above mentioned channels.

1.4 Problem formulation and research question

The public organization as a customer oriented organization. It is something that sounds obvious and therefore raises the question of why the public sector is not already a customer oriented organization. It has become known that the change towards a more customer oriented public sector is associated with various obstacles (Hoogwout, 2010; Parry & Proctor-Thomson, 2003). Obstacles such as: a lack of knowledge or resources to implement the needed changes successfully, the intra-organizational existence of different perspectives on concepts as, 'the customer', 'customer orientation', 'quality' or 'professionalism', and the lack of incentives to change (Hoogwout, 2010). A crucial obstacle is the change that is necessary in the culture of public organizations (Walker, Brewer, Boyne & Avellaneda, 2011; Hoogwout, 2010). The culture of an organization can have substantial influence on the performance of an organization (Grönroos, 2007). However, in the public sector there is a tension between the need for changes to the outdated bureaucracies on the one hand, and the desire to maintain the status quo on the other hand (Parry & Proctor-Thomson, 2003). This tension is also visible in the implementation of customer contact centres (CCC) within municipalities. The vision of providing better services and more convenience towards citizens and entrepreneurs (iNUP, 2012a) is the reason behind the CCC and E-Government. However, internal projects to improve services (like a CCC) will not lead to the desired results if the change projects do not fit with the existing culture of the organization (Grönroos, 2007). It is important to realize that in public service organizations or municipalities the whole organization is responsible for delivering good services (Grönroos, 2007). It is not only the customer contact employees who determine the quality of the service; the supporting employees also play a crucial role in the service process (Schneider, White & Paul, 1998). The customer contact employees cannot deliver good services if they are not supported by the rest of the internal organization. However, a common problem in private and public service organizations is the difficulty for people in the supporting functions of the value chain to understand their direct added-value for the customers' service quality (Grönroos, 2007). A service orientation should be the most important norm for the behaviour of all employees and managers in order to improve customers' service quality. In other words it is important that a service oriented culture is enacted on.

The last decade the concept of service oriented culture has increased in importance in public management literature (Caemmerer & Wilson, 2011). In the UK Walker, Brewer, Boyne & Avellaneda (2011) conducted in the public sector a study on the subject of customer orientation, competitor

orientation and interfunctional coordination. They concluded that there are difficulties in reforming public organizations into professional public services. These difficulties are partly due to the shift in focus, from the more traditional, aspects of public organizations (rules and regulations) towards the customer focus, emphasizing services and users (Walker et al., 2011). Caemmerer & Wilson (2011) studied the service orientation discrepancy of employees in the public sector in the UK. They concluded that employees do perceive a discrepancy between their own service orientation and the service orientation of the organization. Customer contact employees feel committed to delivering good service to customers but do not feel supported by their management. According to Caemmerer & Wilson (2011), management of public organizations should take into account that customer contact employees need to *feel* and *be* supported by their managers in order to deliver good service quality. Although there is a lot of research on the subject of culture and performance (De Man, 2009; Sørensen, 2002; Ogbonna & Harris, 2000; Wilkins & Ouchi, 1983) there is still no certainty about the relationship between culture and *service* performance. There are some studies on this subject and it is generally assumed that a service oriented culture has a positive influence on the service performance of an organization (Grönroos, 2007; Schneider et al., 1998). However, most studies are done in private organizations; there is hardly any research on the relationship between organizational culture and service performance inside the public sector (Caemmerer & Wilson, 2011). Hence the purpose of this research is to get in depth understanding in the relationship is between the culture of the municipality and the service performance. This leads to the following research question:

How does the culture (or several cultural aspects) of a municipality influence the service performance of its CCC?

1.5 Structure of the report

The report is structured in the following way. First of all more insight in the concepts of organizational culture and service performance is given. In chapter two the concept of organizational culture is explained in relationship with climate. Three influences culture has on the organization are presented next; influence on employee behaviour, on performance and on change. In chapter three the concept and foundation issues of service performance are explained. Discussed will be the relationship between service culture and service performance. The literature study is followed by a description of the methodology used in this study. In chapter four more insight is given in what research methods are used, the research and the context of the research. This chapter is followed by a chapter about the hypotheses that were tested. In chapter six the results of the study are shown and discussed. Finally, in chapter seven, the conclusion is given.

2 Organizational Culture

In this chapter an overview is given on the literature on organizational culture. Firstly, organizational culture and climate will be defined and the differences between the two concepts will be explained. Next it will be explained that inside one organization there can exist different cultures. Last of all, the way in which culture influences the organization will be discussed. Organizational culture influences the organization in different ways, three ways will be explained: (1) The importance of culture for the regulation of employee behaviour, (2) the influence organizational culture has on performance and (3) the relationship of organizational culture on organizational change.

2.1 Organizational culture defined

The concept organizational culture is often described as the way we do things around here. Schein (1990, p. 111) defines culture as: *'a pattern of basic assumptions - invented, discovered or developed by a given group as it learns to cope with its problems of external adaption and internal integration - that has worked well enough to be considered valid and there is to be taught to new members as the correct way to perceive, think and feel in relation to those problems'*. Van den Berg & Wilderom (2004, p. 571) use the following definition of organizational culture: *'shared perceptions of organizational work practices within organizational units that may differ from other organizational units'*. In this last definition organizational work practices make up the central part of the definition. Although there exists a variety of definitions on organizational culture, many researches conceptualize organizational culture as collective values, beliefs and assumptions being shared among members, existing at multiple levels (e.g. group and organizational), and influencing employees' attitudes and behaviours (Schein, 1990, Cameron & Quinn, 2011, Hartnell, Ou, & Kinicki, 2011). The definition that will be used for this research refers to *'the shared norms, beliefs and behavioural expectations that drive behaviour and communicate what is valued in organizations'* (Cameron & Quinn, 2011, Hemmelgarn, Glisson & James, 2006, O'Reily & Chatman, 1996, Lim 1995). This definition is chosen because it clearly indicates the three intervention levels of organization behaviour; the norms, the beliefs and behavioural expectations. These three intervention levels were distinguished since the research' purpose is to know the explicit norms and beliefs that are of influence on the behaviour and performance of employees working in the CCC. In management practice this knowledge will be used to advice management on the exact level to intervene in order to enhance the desired CCC's customer directed culture.

The culture of an organization is conceived as having multiple layers (Buelens, van den Broeck, Vanderheyden, 2006). The outer layers are considered to be explicit, observable elements, while the inner layers represent implicit, imperceptible elements of organizational culture. There are several ways to describe the layers of organizational culture, but most are based on Schein's dimensions (1990). Schein (1990) distinguishes three dimensions of organizational culture: observable artefacts, values and basic underlying assumptions. Artefacts are the more solid or physical representation of culture that includes everything from the physical layout to the more permanent archival manifestations. Artefacts are tangible but as a non-member of the culture the meanings are difficult to decipher accurately. People know how to react to artefacts but this does not necessarily mean that it is a reliable indicator for the behaviour of members of the organization. One sees e.g. by the dressing code that one organization is much more formal than another. However this does not say anything about why it is this way or what it means for the members of the organization. Although artefacts are visible, to understand it one should therefore know the underlying assumptions. Norms and values are less visible than artefacts; it provides the underlying meanings and interrelations by which the patterns of behaviours and artefacts may be deciphered. Basic assumptions or principles last of all are widely held, ingrained subconscious views of human nature and relationships that are usually taken for granted. Once one explicates (e.g. by means of dialogue) and understands some of these assumptions, it becomes easier to decipher and discuss the meanings which are implicit in social and individual behavioural and in artefactual phenomena.

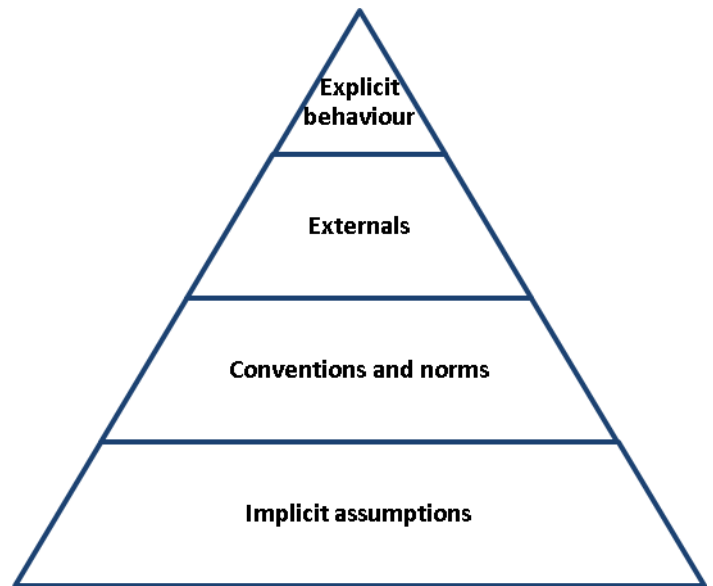
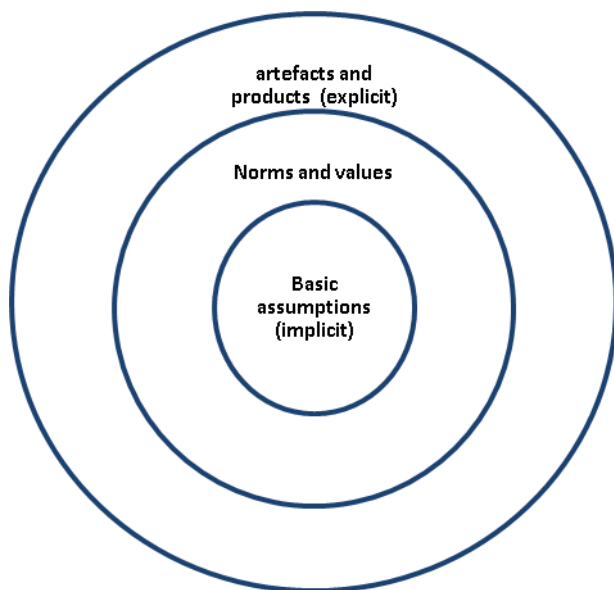


Figure 2.1: A model of culture adapted from Schein (1990, p.111) Figure 2.2: Elements of organizational culture, Cameron & Quinn (2011, p. 38)

In describing organizational culture, it is often visualized by an onion or an iceberg, as shown in figure 2.1 and figure 2.2. The different layers of an organizational culture can be compared to the layers of an onion. To understand organizational culture, it has to be peeled, layer by layer. In the outer layers are the more easily identifiable and changeable parts of the culture, the layers deeper in the onion are more difficult to identify and change (Buelens et al. 2006). The other comparison that can be made is that of an iceberg. As an iceberg, part of a culture is visualized 'above water' and is visible and easy to identify. However, the largest part of the iceberg is out of sight below water, which is also considered the case with organizational culture (Cameron & Quinn, 2011). Some authors perceive culture as having different layers (Schein, 1990). Other authors perceive culture more as a classification of various organizational core values (Cameron & Quinn, 2011). In this study the classification of Cameron & Quinn (2011) is used because it provides a clear overview of the culture of an organization. Also, this framework fits well with the goal of the research; diagnosing of the culture change inside the organization. It is a model that has been proved to be useful for this type of research (Cameron & Quinn, 2011). In a study towards the effectiveness of organizations Cameron & Rohrbaugh (1983) discovered that some organizations were effective if they showed *flexibility or adaptability*, while others were effective if they showed *stability or control*. Similarly, some organizations were found to be effective if they maintained *efficient internal processes* while others were found effective if they maintained *competitive external positioning* towards customers and clients (Cameron & Quinn, 2011). Using the four dimensions, a culture framework is designed. In the framework the dimensions form four quadrants, each defining the core values which form the basis for the type or classification of an organization's culture. These four quadrants represent four types of organizational culture (figure 2.3):

- *Family*: in the family type of culture, collaboration and cooperation are valued and shown in the people, purposes and processes of the organization.
- *Adhocracy*: in the adhocracy type of culture aspects that are valued

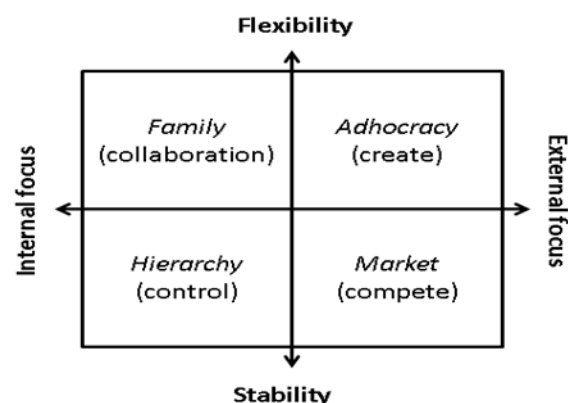


Figure 2.3: Competing values framework (Cameron & Rohrbaugh, 1983)

are creativity, innovation and vision. Members of organizations with this culture type tend to be change oriented.

- *Market*: in the market culture, people, purposes and practices are represented that are associated with aggressive competition and achievement. There is a focus on the external environment, achieving goals and on performance. A clear goal and strategy are assumed to performance.
- *Hierarchy*: in the hierarchy culture the focus is on achieving predictable and dependable performance. Procedures determine for a large part what is done inside the organization. Members of such organizations tend to be systematic, careful and practical.

Cameron & Quinn (2011) state that organizations in most situations have elements of all four culture types but often there is one dominant cultural type which can be distinguished. However, it is possible that in an organization with one dominant culture, different cultures exist within sub units.

2.2 Organizational climate compared to organizational culture

In literature the concept organizational culture is sometimes compared to the concept organizational climate. Organisational culture has to do with implicit, often difficult to observe aspects of an organization while climate is about more noticeable and visible aspects of an organization (Denison, 1996). In table 2.1 the differences between the two concepts is shown. Here it can be seen that organizational climate literature finds its roots in the field theory of Lewin (1951). According to this theory, the social world can be divided into behaviour, persons and the environment. To study organizational climate from Lewin's perspective, a person should by definition be analytically separated from his social context or environment (Denison, 1996). The literature on organizational culture is grounded in the symbolic interaction and social construction perspectives developed by Mead (1934) and Berger & Luckmann (1966). In contrast to the theory of Lewin's climate (1951) this perspective assumes that individuals cannot be analytically separated from the environment and that members of an organization are simultaneously agents and subjects of this social system. Since the climate is based upon surface-level manifestations, it can change fast and drastically, while in comparison culture is more fixed and changes slowly. It is therefore believed that the climate of an organization is more changeable than the organizational culture (Denison, 1996). The differences between organizational culture and climate seem clear. However, Denison (1996) argues that although on the surface the distinction is clear, at a deeper level these differences begin to disappear. He argues that differences between organizational climate and culture should be seen as differences in interpretation instead of as differences in the phenomenon. Denison (1996) states that organizational climate and culture actually address the same phenomenon: the creation and influence of social contexts in organizations. He mentions several similarities between the two concepts. He argues that organizational climate and organizational culture have the same dilemma, that is: context is created by interaction, but context also determines interaction (Denison, 1996). Another similarity is found in the dimensions studied in cultural and climate studies. Although many studies on organizational culture are qualitative, when quantitative measures are used in culture research there is a high overlap between dimensions of organizational culture and dimensions of organizational climate (Denison, 1996). The concepts culture and climate are closely related and are used interchangeably (Grönroos, 2007). Since in literature there does not seem to exist agreement about the concepts of organizational culture and climate, the differences will not be focussed on in this research. As already stated, we will use in this research the concept organizational culture as used by Cameron & Quinn (2011).

Differences	Cultural Literature	Climate Literature
Epistemology	Contextualised and idiographic	Comparative and nomothetic
Point-of-view	Emic (native point-of-view)	Etic (researchers point-of-view)
Methodology	Qualitative field observation	Quantitative survey data
Level of analysis	Underlying values and assumptions	Surface-level manifestations
Temporal orientation	Historical evolution	Historical snapshot
Theoretical foundations	Social Construction; critical theory	Lewinian field theory
Discipline	Sociology & Anthropology	Organizational Psychology

Table 2.1: *Different research perspectives on organizational culture and climate (Denison, 1996)*

2.3 Macro and micro context of organizational culture

As already became clear in the previous section, organizational culture is a complex concept. To fully understand an organizational culture, the macro context (e.g. the national culture) should be considered. It is relevant to look at the subcultures that exist in macro context, since they all have an influence on the organization (Schein, 2010).

Every person is part of multiple cultures that have an influence on the behaviour of a person (Hofstede, 2005). People are formed through their nationality (or nationalities, in case of migration), regional aspects, their ethnic background, a religion, the language (including dialects), gender, the generation they are part of, the education and their profession (Hofstede, 2005). In an organization these multiple cultures come together and influence the culture of the organization. The macro level of culture has influence on the persons inside the organization and the culture of the organization in different ways. The cultural background is often used as a basis for social categorization. People with the same background tend to share similar experiences and are more likely to be treated similarly by others in past. Therefore they may expect the other to understand and react in a similar manner in a situation (Chatman, Polzer, Barsade & Neale, 1998). In an organization differences in cultural background can cause difficulties in interactions. At the same time it is also believed that a heterogeneous organization outperforms homogenous organizations in some situations (Chatman et al., 1998). The rationale for this is that in heterogeneous organizations there is a greater variety of ideas, perspectives, and approaches to solve problems (Chatman et al., 1998). It is further assumed that heterogeneous organizations can tap into a broader network of contacts, which increases the likelihood that new information will be incorporated into decisions. The incorporation of new information by employees in decisions could lead to an increased commitment to choices and also enhance responsiveness to rapidly changing environments (Chatman et al., 1998). However there is no consensus yet on how diversity of people in an organization influences organizational performance, positively or negatively.

Subcultures in an organization are mostly formed around the functional units inside the organization (Schein, 2010). Members of these subcultures often share a similar (educational) background, a similar occupation, share tasks and/or share similar organizational experiences. Members of sub cultures in an organization often share assumptions that can be found in the whole organization and assumptions that are explicitly part of their own subculture organization (Schein, 2010). Although subcultures inside an organization do not necessarily have a negative influence on the rest of the organization it can cause interaction difficulties. Sub cultures often develop their own ways of communicating, have their own goals and sometimes even a different meaning of words in comparison with other sub cultures (Schein, 2010). Furthermore, members of a sub culture are more likely to *cooperate* with members of this sub culture or peer group and *compete* with members that fall outside this peer group (Chatman et al., 1998). Such a situation could be problematic, since organizations depend on members to cooperate with each other in order to accomplish goals (Chatman et al., 1998). The existence of sub cultures also has benefits for organizations. Members of a sub culture form their own group where in most situations they feel comfortable, they experience trust and are willing to share information (Chatman et al., 1998). Since trust and sharing information

is crucial for debate, the likelihood that members of a sub culture will engage in a constructive debate and learning is higher (Gravesteyn, Evers, Molenveld & Wildersom, 2012; Chatman et al., 1998). A constructive debate, benefiting from team heterogeneity, positively influences creativity, and team learning.

2.4 Influence of organizational culture on the organization

Culture is something that is not always visible and difficult to grasp, yet it could be of great influence on the organization. The culture of an organization is the result of the organization's past and provides stability, meaning and predictability in the organization (Grönroos, 2007). It is considered by some authors as an important way to achieve a competitive advantage (Cameron & Quinn, 2011, Ogbonna & Harris, 2000). Next three ways in which organizational culture influences an organization are explained in more detail. First, it will be explained how organizational culture is of influence on the behaviour of members of the organization. After that, the relationship between organizational culture and performance will be described. Finally, the influence of organizational culture on change process will be explained.

2.4.1 Guiding employee behaviour

'The way things are done around here' is something that is often used to describe organizational culture, as explained earlier. It seems something that is obvious for employees of an organization, while it plays an important role in steering behaviour and actions of employees. The beliefs and expectations in an organization form the basis for socializing co workers in how to behave within the organization and also create a social environment that shapes the tone, content and objectives of the work accomplished in the organization (Hemmelgern et al, 2006). Organizational culture influences every aspect of organizational life and thus has a powerful influence on employee attitude's and behaviour (Berry, 2004). Organizational culture sets the tone for current employees as well as for new employees (Berry, 2004). For current employees organizational culture can serve as a leading mechanism through which an organization can perform control over the employees, assure commitment and/or be helpful in employee identification with the organization (Berry, 2004). It sets out the norm and is helpful in the detecting and correcting of inappropriate behaviour (Sørensen, 2002). When certain behaviours are considered more appropriate than others, and there is a broad agreement about this, violation of behavioural norms may be detected and corrected faster. These corrective actions may come more from other employees, making it less needed to have a formal control mechanism. When employees enter the organization, socialization methods (e.g. recruitment, and training), can be used to deepen the new employees commitment to the organization. This already starts with selecting the right employees that fit with the organization. However, the most fundamental and influential values of an organization are the values that are not written down but are manifested in the shared norms, beliefs and assumptions which are reflected in the organization's culture (Berry, 2004). It are these norms, beliefs and assumptions that guide organization members in how to behave, how to think and how to act (Hemmelgern et al., 2006). It takes time before the organizational norms and values are internalized and used to direct perceptions, feelings and behaviours (Schein, 1990). The organization's culture also informs members in how to relate to each other and how to relate to outsiders. Culture defines how members of an organization should analyse problems and respond to them, how to respond to situations encountered in the organization and how to react to management decisions (Berry, 2004). These values, that are not always written down, in the end influence the behaviour of new employees the most.

While organizational culture can have a positive effect on guiding employee's behaviour, it does not necessarily lead to positive behavioural results. Two examples are given to illustrate the negative effect. A social control mechanism for example, cannot develop and be influential in an organization with a culture where the communication is not open and it is not accepted that other employees criticize or correct other employees when they act outside the behavioural norm (Berry, 2004). When criticising or giving feedback and corrective behaviour between peer employees is considered

inappropriate behaviour, there is little possibility for a social control mechanism (Berry, 2004). The values carried out by the organization, which are explained in policies and formal rules and procedures, should be consistent with behaviour in the organization. If employees experience inconsistencies in the set values in policies, rules and procedures and management behaviour, they will be most influenced by the unwritten values, norms and beliefs in the deepest layers of the culture and act accordingly (Berry, 2004). In such a situation does organizational culture not lead to the desired behaviour by the organization. Furthermore is it of importance that the values of the organization to some extent are congruent with the values of its members. When values are not (partly) congruent or even conflict with the values of the members of the organization, this negatively influences employees' commitment (Berry, 2004). Members feel less committed, which leads to less effort and in some situations even leaving the organization.

2.4.2 Organizational culture and performance

There is the assumption that organizational culture can have a positive influence on organizational performance (Ogbonna & Harris, 2000).

Many academics and practitioners argue that the performance of an organization depends mostly on the strength of the culture (Ogbonna & Harris, 2000). In literature there are several reasons given linking a strong organizational culture to organizational performance. First of all, it is believed that organizational culture can play a role in the competitive advantage of an organization (Ogbonna & Harris, 2000). An organization that has an organizational culture that is considered valuable, rare and difficult to imitate has a sustained, competitive advantage (Barney, 1986). A second reason is that a strong culture enhances coordination and control (Sørensen, 2002). Organizational culture defines a normative order; this order serves as a source of consistent behaviour within the organization. As illustrated before (2.4.1), a strong organizational culture can be seen as a social control mechanism. This informal control mechanism is also considered to be more effective and more cost effective than formal control mechanisms (Sørensen, 2002). Thirdly, a strong organizational culture improves goal alignment between the organization and its members (Sørensen, 2002, Grönroos, 2007). A strong culture increases the clarity about the expectations/goals of an organization. Members are more likely to act consistent with the goals of the organization when they understand and agree with these goals. Goal alignment further leaves less room for discussion between different parties about the best interests of the organization. In comparison, when members lack a clear understanding of the goals they are more likely to act in a way that conflicts with the desired actions of the organization. Also when there exists goal alignment between the organization and its members, the commitment will increase, which consequently will result in an increase in employee effort (Sørensen, 2002). When members feel connected with the norms, values and therefore the goals of the organization it gives employees the feeling that the actions they perform are freely chosen. This enhances employees' motivation and performance. Furthermore, when there is clarity about corporate goals and practices, employees experience less uncertainty about the correct actions when faced with unexpected situations and can act appropriately. It is therefore closely related to coordination and control.

During time the view on how culture influences organizational performance has changed. It used to be assumed that strong cultures – consistent cultures in which everybody believes – led to a better performance (de Man, 2009). Nowadays researchers state there should be cohesion between the strength of the culture and the environment in which an organization operates (Wilkins & Ouchi, 1983; de Man, 2009 Kotter & Heskett, 1992, Gregory, Grönroos, 2007, Harris, Armenakis & Shook, 2009). Although a strong culture is considered an organizational factor that influences performance, a strong culture cannot guarantee good performance (Sørensen, 2002). There is no one-size-fits-all culture that works in every situation. A culture should fit with its macro and micro context or environment, whether this is the context of the industry an organization operates in or a segment of this industry specified by a firm's strategy (Kotter & Heskett, 1992 Cameron & Quinn (2011). A good fit with the context could have a positive influence on performance while a poor fit will have a negative effect on performance. Organizations with a culture which is open to change are more

suited for dynamic environments, while organizations that are not open for change are more efficient in a stable environment (Cameron & Quinn, 2011). According to Sørensen (2002) a strong organizational culture is most suited for stable environments, and can have a negative influence on performance in changing environments.

2.4.3 The influence of organizational culture on change

Most authors agree on the fact that culture is of influence on the sustainability of change efforts in an organization (Buchanan et al., 2005). Organizational culture is of importance for two major reasons. The organizational culture is of influence since it determines to what extent an organization is open for changes. The second reason is that when an organization pursues change, often changes to the organizational culture are also necessary for the change to be sustainable (Kotter, 2007).

Organizational culture affects the change process of an organization. The organizational culture determines how an organization perceives change, whether the members of the organization are open for change or if it is perceived as a threat (Senge et al, 1999). Of influence on the change process are the desired changes: are the changes in line with the culture of the organization and consistent with the values of the management (Buchanan et al., 2005). Some cultures are more flexible, more adaptive towards changes in the environment or inside the organization. Other cultures are more suitable for stable environments with incremental changes. According to Sørensen (2002) incremental changes are more suited for cultures which are considered strong. With incremental change, an organization with a strong culture is more adept in refining and improving established competences. Strong cultures have an agreed upon set of norms and values, small changes in line with these norms and values will therefore be accepted easier. Also there will be less difficulty in implementing these changes since members of the organization have an agreed upon framework for interpreting and responding to feedback and (external) changes. The elements of strong cultures that facilitate incremental changes simultaneously impede radical changes. When environmental change is more radical, refining and improving routines is not sufficient. Successful adaption to the changing environment requires flexibility and the ability to discover alternative and new routines, technologies and purposes (Sørensen, 2002). Having a strong culture in situations with a (radically) changing environment can become a serious hindrance to change, since it is more difficult to react to these changes (Grönroos, 2007). This view is shared by Parry & Proctor-Thomsen (2003). They argue that an organizational culture should have characteristics of a flexible and adaptive culture in responds to the changing environment but also argue that in stable environments there is less need for a flexible culture.

When it is determined that change is necessary, the culture of an organization can cause difficulties. In most situations when an organization pursues sustainable change - meaning a change that is lasting - also changes to the culture itself are necessary (Kotter, 2007). It is not until the changes (translated in new behaviour) are rooted in the social norms and shared values, that the change can be sustainable. Is this not the case, there is large probability that the change will not stand when the pressure of change is removed (Kotter, 2007). Although there are other aspects that determine the sustainability and success of a change process (e.g. leadership, political, contextual), in this study the focus will be on organizational culture. Organizational culture is deeply rooted in an organization, when employees are faced with uncertainties due to the changes, there is a realistic chance they will hold on to the norms, values and beliefs deepest in the organizational culture (Berry, 2004).

3 Service Performance

This chapter gives an overview of service performance. First of all, the concepts of service and service performance will be presented. It will be explained that service performance is a concept consisting of several dimensions. Furthermore, the importance of the internal organization to deliver good service to customers will be explained. It will be explained that in service organizations all functions have a role in the service process and without organization involving all organizational functions it is difficult to offer the required customers' service. Thirdly, the concept of service culture will be explained more in detail. What is a service culture and why is it important for service organizations. Last of all, the requirements for good service will be discussed.

3.1 Service

The concept of service is much discussed in literature and it is defined in many ways. Quinn & Gagnon (1986) define service by describing what services are not: *'services are actually all those economic activities in which the primary output is neither a product nor a construction'*. A definition that offers a better understanding of service is the definition of Kotler (1997) who defines service as: *'any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything'*. However, in this research the definition of Grönroos (2007, p. 52) will be used because it offers a more extensive explanation of service: *'A service is an activity or series of activities of a more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems'*. From this definition four aspects are relevant to mention. First of all, services are intangible; service is a process or an act, and there is no transfer of ownership, which is the case with physical goods. Secondly, services are simultaneous. For the realisation of a service both the service provider as the customer is involved in the process and interaction between the two plays an important role. Intangibility and simultaneity further imply other characteristics of services. Intangibility implies perishability; services cannot be kept in stocks like goods (Desmet, van Looy & van Bierdonck, 2003). Simultaneity implies heterogeneity, both the service provider as the customer need to interact at one point in the service process which gives more opportunity for variation (Desmet et al., 2003). While these four aspects are general characteristics of services, the extent a specific service has these characteristics can vary. Resulting from this variation of characteristics, there exist many forms of services (Desmet et al., 2003). In some services there is a high degree of simultaneity while in other services this is very low. The same goes for intangibility, some services are very intangible while others are less intangible (Desmet et al., 2003). There are also differences in the nature and intensity of contact between the service provider and the customer. In some services it is necessary that the customer takes on an active role in the whole service process, while in other situations the contact is indirect and minimal (Mills & Marglies, 1980). Services can also differ in the amount of customization; the service process can be very standardized but also almost entirely customised to the desires of the customer (Maister, 1996).

3.2 Service performance

As described services are intangible and this results in the difficulty of defining service performance objectively (Carman, 1990). Service has to be performed in consultation with the customer, making it a more or less subjectively experienced process (Grönroos, 2007). Service performance therefore is for a large part determined by the way customers experience the service (Zeithaml, Berry & Parasuraman, 1993). The quality of service as it is perceived by customers can basically be divided into two dimensions: (1) a technical or outcome dimension and (2) a functional or process related dimension (Grönroos, 2007). Although service is largely intangible, in a lot of services there is some kind of outcome. *What* customers receive is important for them and should be added in the evaluation of the service performance. In organizations, the outcome is often what is considered as the performance of the service and in most situations can this be measured relatively objectively

(Grönroos, 2007). However, as stated, this is just one dimension of service performance. In services there are a number of interactions between the service provider and the customer, therefore the outcome alone will not determine the service quality as the customer perceives it. The customer is also influenced by *how* he receives and experiences the service. This second dimension is closely related to how the service encounters are taken care of and how the organization functions; it is therefore called the functional quality of the process (Grönroos, 2007). It becomes clear that the functional quality cannot be evaluated as objectively as the technical quality, in most situations it is perceived subjectively. These two dimensions form the basis of service performance, however, not in all services do both dimensions play an equal part. In some services does the outcome play a large part in the service, while the functional dimension is of less relevance. In such a situation, the outcome will play a larger part in the evaluation process than the functional dimension. In comparison, in some services the service process is much more important and no real 'tangible' outcome can be measured, here less emphasis is put on the outcome when evaluating the service performance (Grönroos, 2007). While the outcome and the functional dimensions form the basis of the concept of service performance, there are other factors that are also believed to have influence on the evaluation of service. So is the image of an organization, a factor that is mentioned frequently (Grönroos, 2007). Image can influence the perception of performance in various ways. When the image of an organization is good, customers are more likely to 'forgive' minor mistakes that are made by an organization. However, when mistakes occur often, the image will be damaged. When the image is negative, the impact of a mistake will also be greater. The perception of the technical outcome and the functional dimension will thus be influenced by the image of an organization. Another factor that is mentioned often is the price of a service. It is believed that when a price is relatively low (in comparison with other similar services) the expectations of customers will be low and vice versa. However, there is no clarity about how price exactly influences service evaluation (Grönroos, 2007). What is also mentioned frequently is the *where* dimension. This includes the elements of the physical environment and for this reason is also considered part of the *how* dimensions (Grönroos, 2007).

3.3 Foundation issues

As stated in the section 3.2 is service performance determined by two dimensions: outcome or technical dimension, and the functional dimension. The performance on these dimensions is determined by the quality of the internal service organization. Although the customer only has contact with the delivery part or front office of the organization, both the customer contact departments as well as the supporting departments (back office) are of importance for the service process or system (Grönroos, 2007). In figure 3.1 the service system model is shown. The service system or process is built up by interrelationships and interdependencies between several sub processes. Within an organization a *line of visibility* divides the service system in the parts of the process which have direct influence on the service performance towards the customer and the parts that only have an indirect influence on the service delivery process (Grönroos, 2007). On the right side of the model, the customers' side on the service process is shown. This part indicates the factors that are of influence on the expectations of the customers, such as previous experiences and word of mouth. It is important to realise that although from the organizations point of view several functions or departments may be involved, the customers views the service process as an integrated whole. On the left side of the model the service process as seen by the organization itself is shown. It shows the business mission and the corresponding service concepts or principles which should give guidance in planning and managing of behaviours in the service system. As can be seen in the figure, the support part and the interactive part of the organization is influenced by the organization's culture. The model shows that organizational culture is important for the whole internal service process, and therefore has influence on the service performance.

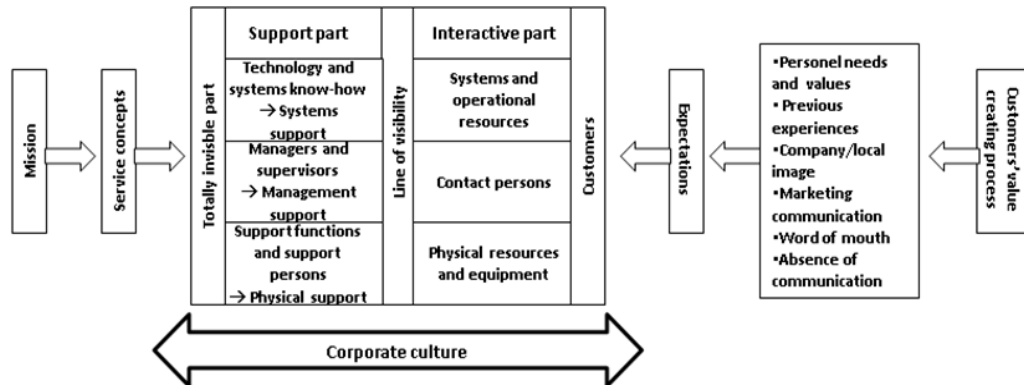


Figure 3.1: Service system model (Grönroos, 2007, p. 364)

While organizational culture influences the service process and thus the service performance it also works the other way around: the internal organization has influence on the organization culture. Schneider (1998) identified two categories of foundation issues which are of influence on the service culture in an organization. Foundation issues are described as the contextual factors that sustain work behaviour. The two categories of foundation issues are: (1) the quality of the internal service in an organization and (2) the general facilitative conditions (Schneider, 1998). The first category is about the quality of the service that is received and provided between departments of one service organization. We know there exist internal relationships between the different departments within the interactive part and support part of the service organization. The exchange (in information, resources etc.) between the departments can be seen as the giving and receiving of internal services. According to Schneider (1998) it is only possible to deliver excellent service to customers if the internal service is optimal. The second foundation issue refers to the facilitative conditions. Facilitative conditions are mainly managerial factors such as the removing of various (technical, budgetary or human) obstacles in delivering the services, the supervisory behaviour (e.g. giving feedback, sharing information) and the HR policies carried out in the organization (Schneider, 1998). It becomes clear that organizational culture influences and is influenced by the internal organization.

3.4 Service Culture

Culture is of influence on the performance of organizations. This applies for the general performance as well as for the service performance. Service organizations desiring to improve their service performance have to create or enhance a service- oriented culture (Schneider, White & Paul, 1998). A service culture can be defined as (Grönroos, 2007, p.418): *'a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers is considered by everyone a natural way of life and one of the most important values'*. This implies for service organizations that service has to be a core value and norm in all organizational activities. In a service culture employees can be characterised as being service minded and focused. Service orientation can be described as shared values and attitudes that influence members of the organization in such a way that the interaction or behaviours between them internally and externally are perceived effective in delivering the required services (Grönroos, 2007). Internally, a focus on services enhances the internal climate and improves the quality of internal services and service

support (Viehoff). Externally, the focus on service creates a good perceived quality for customers and will strengthen the relationship with customers. A service orientation therefore most of all enhances the functional quality dimension of service quality, but also supports the production of good technical quality (Schneider et al., 1998).

A service culture positively influences service quality in several ways. First of all, employees in a service culture develop positive attitudes towards the giving of service. The employees feel and notice that the routines of the organization, the directions for action given by policies and management and reward systems, show a focus on giving good service (Schneider, White & Paul, 1998). Service oriented employees, who are interested in their customers, tend to go the extra mile for customers. They are found to be more polite and flexible, try to find appropriate solutions for customers' wishes and put in more of an effort to recover when something goes wrong or an unexpected situation occurs (Grönroos, 2007). Secondly, a service culture reduces uncertainty about the desired actions that employees should take. In service organizations there is a lot of interaction with customers, and customers (and their behaviour) cannot be totally standardized and predetermined as is possible for example at an assembly production line. This means that employees have to deal with a variety of situations, in which a service-oriented culture can help employees with how to respond to new, unexpected or awkward situations in a service oriented way (Grönroos, 2007, Sørensen, 2002). A service culture therefore also provides a form of control. In service organizations it is more difficult to control the quality of services because of the complexity of service quality (Zerbe, Dobni & Harel, 1998). It is further difficult to monitor and control employees in situations where there is face-to-face contact with customers (Zerbe et al., 1998). A service culture is therefore helpful since it provides norms and values which oriented at service and are considered valuable in the organization.

4 Research

In this chapter the context of the research and the research methods will be discussed. First, the research context will be explained. The research is performed as a field study at the municipality Oldenzaal. After that, the methods that are used in this study will be explained. Last of all the reliability and how the data was collected will be discussed.

4.1 Case description

In order to get a better insight in the research context in which the study is carried out, the municipality Oldenzaal and the changes going on, will be shortly described. Oldenzaal is a municipality in the province of Overijssel, in the east of the Netherlands and is also called the smile of Twente. Oldenzaal is a city which consists of about 32000 citizens and can be described as a medium sized municipality. For Oldenzaal this means that they are big enough to keep up with new developments but that they are also small enough to stay personal (Oldenzaal, 2012a). The municipality is attractive for entrepreneurs, it is located near the highway and locates many companies (Oldenzaal, 2012a). The municipality Oldenzaal performs several activities regarding Oldenzaal and their citizens. Citizens can turn to the municipality for several issues, from extending their passport, to requesting a welfare payment or a permit to fell trees. The municipality further is responsible for all kind of issues concerning the city, like the placing of lampposts or the maintenance of the sewerage. But also helps in keeping Oldenzaal safe and attractive for visitors and companies (Oldenzaal, 2012c). The organizational structure is shown in figure 4.1.

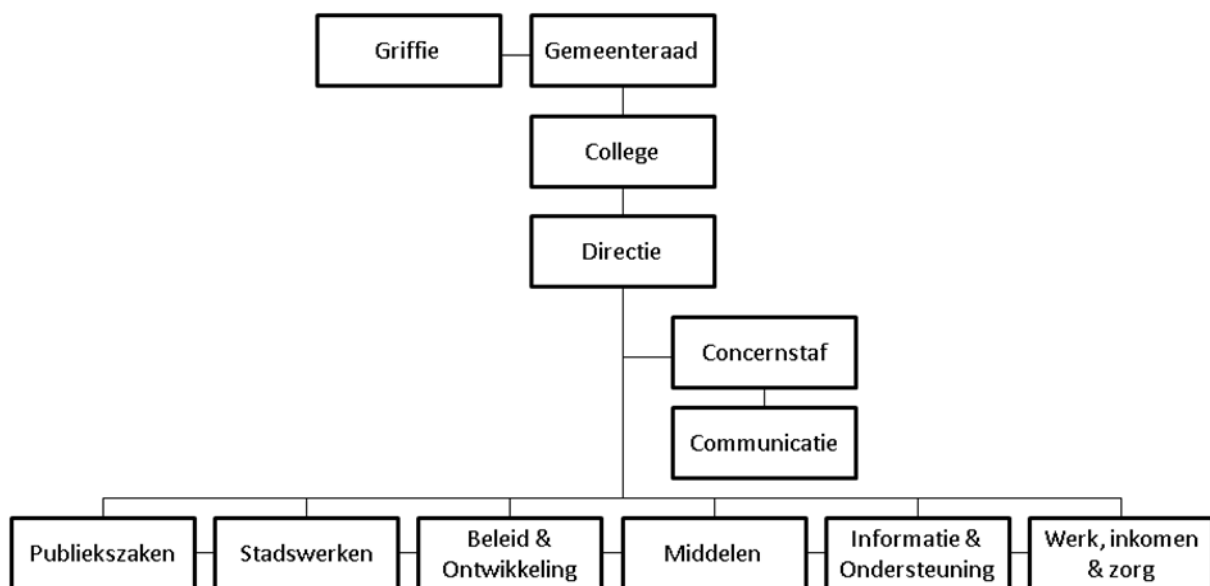


Figure 4.1: Organizational structure of municipality Oldenzaal

4.1.1 Vision on service

Oldenzaal describes itself as a service orientated organization, in which customer contact is important (Oldenzaal, 2012b). They want to deliver excellent customer service, which consists of service that is customer oriented, friendly, timely and qualitative good. An important aspect that determines good service are the employees. Oldenzaal considers their employees to be service orientated and have three core values which employees should use in their day-to-day work (Oldenzaal, 2012b):

- ❖ Involvement: *we know the city, know how to get around and know what is going on. Most of all, we have a heart for Oldenzaal.*
- ❖ Responsibility: *we take our responsibility and we always try to improve our service. We show the results of our work and we are open about what we do.*

- ❖ Collaboration and consistency: *we realise we achieve better results together. Therefore we respect the contributions of colleagues and other experts. By aligning substantive issues, we improve our work.*

4.1.2 The CCC pilot

As described earlier, several developments are taking place in the public sector in the Netherlands. Oldenzaal also has started with these changes with the implementation of a CCC. This is done with the slogan: 'Oldenzaal heeft Antwoord@'. The goal of this project is a CCC in 2015 in which:

- Customers have one entry to the municipality, regardless of the channel they chose
- Customers will be stimulated as much as possible to use the digital channel
- The customer always will get the same answer, no matter the channel
- The customer can track the status of his question via the CCC or the internet
- The customers gets, when possible, a direct answer
- For specialised products, the customer is transferred at a maximum of one time, and after that will be helped completely by the specialist
- The handling of the customer contact is guarded by the CCC

The project will be executed by the consultancy firm Eiffel, which has started the project in 2011. The introduction of the CCC will happen gradually and phase-orientated. In January 2012 a pilot has started. The pilot is only focused on the customer contact per phone. The pilot will form a basis on which further development of the CCC over the complete organization can take place. The pilot has given insight in:

- The way in which processes towards the customer can be better streamlined (insight in the efficiency improvement, tasks and responsibilities)
- A clear division of tasks and responsibilities (per department a service agreement of the CCC should be made)
- The needed competences of the employees (professionalization, do we have the right and developable people to fulfil our ambition?)
- The desired culture, translated in visible behaviour, to let the service to the customer run smoothly within the quality requirements that are set
- The needed information provision and ICT
- Experiences of the customer (how did the citizen experience the customer contact and is he satisfied with the delivered product/service)
- Experiences of employees (what went well, what can be better or different)
- The quick wins to let the awareness grow in the organization of how convenient a CCC is (making the advantage for your own visible)

For the implementation of the CCC, four aspects are considered to be relevant by the project leader. These aspects are: (1) products, services and channels, (2) processes and direction (3) systems and information and (4) leadership and employees. However, not all four aspects are part of the scope of the pilot. The pilot takes into account the first aspect, products, services and channels, the processes and for a small part the systems and information. The system and information aspect of the project is outsourced. Oldenzaal, together with some other municipalities have decided to bundle their forces and create that part of the CCC together.

The pilot has started 1 January 2012 and ended on 30 April 2012. During this pilot, 85 employees had offered to volunteer in the CCC. Every employee works several shifts in the CCC, however, the amount of shifts a volunteer worked in the CCC differs, mostly they worked about six shifts. There are also volunteers who during the pilot had weekly shifts in the CCC. The 'permanent' employees were those who normally work at the reception. Participation in the pilot was on a voluntary basis, which is why there was chosen to not steer on behaviour during the pilot. During the pilot there were several ways in which information about the service was collected. First, the volunteer filled in how he or she evaluated his/her performance and also evaluated how easy the information needed was

found in the system. Secondly, the performance of the volunteers was being evaluated by the management. Last of all, customer satisfaction was measured. Every week, about 15 customers are being questioned about the service they received from the CCC. It is this data which is used as a measure of service performance. After the 30th of April, the pilot was evaluated, which resulted in recommendations in how to proceed.

4.1.3 Sample

As stated was the study conducted at the municipality Oldenzaal. The research was performed in a sample of the employees of the municipality Oldenzaal and the citizens of the municipality of Oldenzaal. The employees were from the departments that were directly or indirectly influenced by the implementation of the CCC. This means that either the CCC has direct influence on the departments by taking over some of the service tasks (by answering calls for them or taking over simple tasks) or departments functioned as back office for the CCC. The political part of the municipality, as well as the departments not having a (in)direct value in the service process of the CCC were therefore not part of the sample. The departments being part of the sample were the following: 1. information & support, 2. work, income and care, 3. city work, 4. resources, 5. public affairs, 6. policy & development. Of the six departments all employees were part of the sample; this means that also the management were asked to participate in the research. Management plays an important role in culture of an organization (Grönroos, 2007), it is therefore important that their view on culture is also taken into account. Together the employees and management will form one sample, this is because the goal of the research is to get more understanding in the relationship between organizational culture and service performance. It is therefore not necessary to split these two groups, however, the difference between these two groups could be researched in a follow-up study.

For the second part of the research, the service performance, a sample of the citizens of Oldenzaal was taken. In the previous chapters it became clear that the perceptions of customer are important for the determination of service performance. The focus is on the performance of the CCC meaning that a sample was taken of the people who contacted the CCC. Since during the pilot the CCC was focused on telephonic contact, only telephonic contacts were taken into account. The pilot took place in the time period of January- April 2012 and in that period 10123 calls were made to the CCC.

4.2 data collection procedures

In the introduction of this thesis the goal of this thesis, getting more insight in the relation between culture and service performance in the public sector, was explained. The empirical part of the study is defined as a cross-sectional study (Schindler & Cooper, 2006). A cross-sectional study is carried out once and represents a snapshot in time. A disadvantage of a cross-sectional study is that it limits the ability to determine causality. This problem can be solved with the help of a longitudinal study, which tracks changes over time (Schindler & Cooper, 2006). However, because of the limited time available to conduct this study – five months – conducting a longitudinal study is impossible. Below the research sample, method, measures and data collection process are described. In figure 4.2 an overview of the research is given.

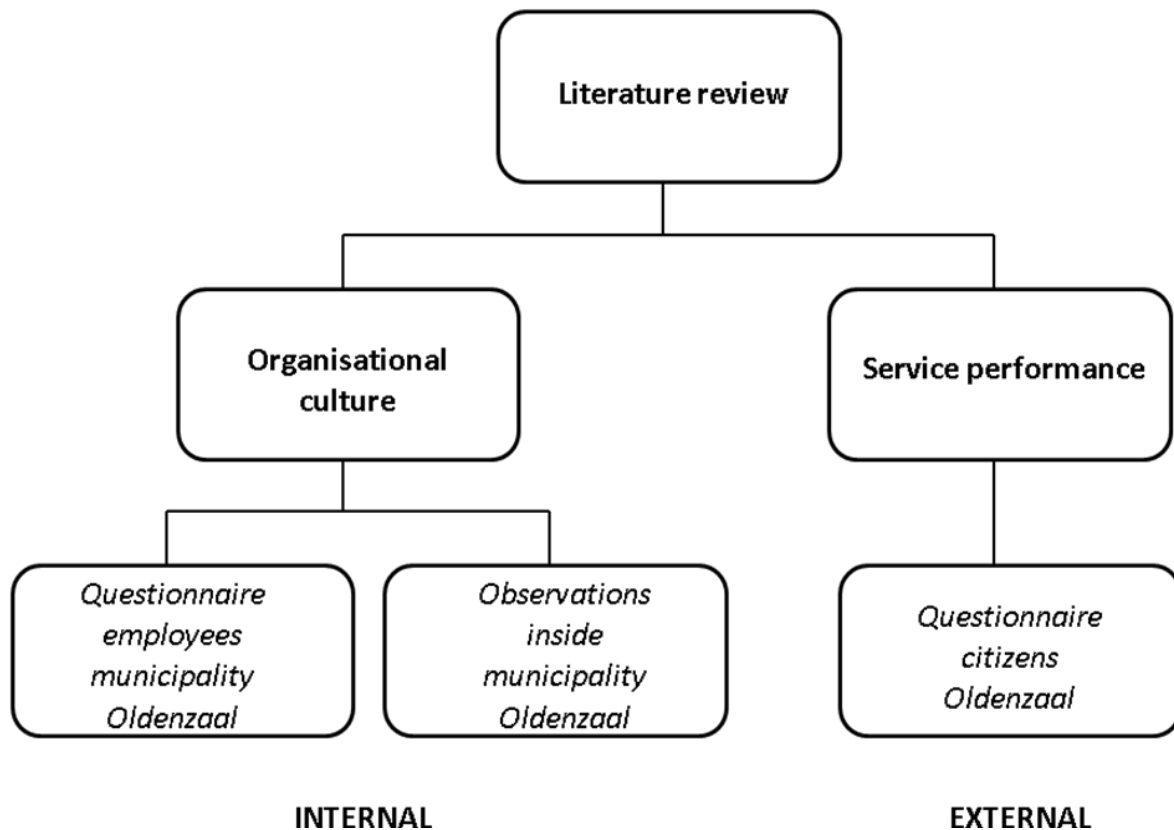


Figure 4.2: Schematic overview of research

4.2.1 Research methods

To measure the effect of organizational culture on the service performance of a public organization several methods are used. The methods used to measure organizational culture and service performance will be described below.

4.2.1.1 Organizational culture

To measure the culture of the organization the Organizational Culture Assessment Instrument (OCAI), a self-administered questionnaire, developed by Cameron & Quinn (2011) is used in combination with observations. There are several reasons why there is chosen for a questionnaire. First, a questionnaire is an effective and cost-efficient way to obtain information (Cooper & Schindler, 2006). Especially because it would take too much time to conduct face-to-face interviews in the limited available time. Secondly, a quantitative approach to measure organizational culture is assumed to maximise precision, systematisation, repeatability, comparability and convenience (Jung et al., 2009). Thirdly, with a questionnaire it is possible to collect data from a larger group than would be possible to get from interviews (Cooper & Schindler, 2006). According to Scott et al. (2003) it is important that the goal of the research is in line with the instruments that should be used, since not all instruments are as effective in all situations. In this research the goal is to examine the relation between organizational culture and service performance. Since for this aim quantitative data is needed a questionnaire is a suitable method. However, using a quantitative research method has some drawbacks, especially when measuring organizational culture. One of the largest objections towards using a quantitative method in culture research is that organizational culture is too complex to measure with a questionnaire. Quantitative approaches are often very rigid and have a predetermined set of dimension that is measured. This makes it difficult to notice items that are not part of the instrument but are of importance to the culture of an organization (Jung et al., 2009, Scott et al., 2003). Related to this is that among researcher there is no consensus about what the essential dimensions are that determine organizational culture (Scott et al., 2003.) A quantitative approach offers breadth, while a qualitative approach offers the opportunity to go more in depth

about the subject (Jung et al., 2009). However, again, it depends on the purpose of the research which approach is most suitable (Jung et al., 2009). The problem of depth and more importantly the chance of missing an essential aspect of organizational culture is partly solved by the use of observations. This increases the richness of the data collected. Below more information on how the observations were carried out are given.

For the quantitative study on the organizational culture the Organizational Culture Assessment Instrument (OCAI) developed by Cameron & Quinn (2011) is used. The OCAI is based upon the competing values model of Quinn & Rohrbaugh (1983), and is according to Cameron & Quinn (2011) an usable and reliable instrument to measure organizational culture. The instrument exists of two phases. The first phase is about the current organizational culture, the second phase gives insight in the desired culture. OCAI looks at an organization on six dimensions of organizational culture. The six dimensions are:

1. *Dominant characteristics* of an organization, or how the organization is looking as a whole
2. *Organizational leadership* and the way of working which can be found in the entire organization
3. *Management of employees*, or the characteristic way in which employees are treated and the work environment of the employees
4. *Glue of the organization*, or the mechanisms that keep the organization together
5. *Strategic emphases*, which indicate at which areas the strategic focus will be
6. *Criteria of success* that determine when something is considered a victory and what gets acknowledged and rewarded

The instrument gives an overview of the values of an organization and the functioning of the organization.

The six dimensions are subdivided into four statements representing one of the four culture types. The OCAI uses a constant-sum scale, with such a scale the participant allocates points to more than one attribute or item or statement such that they total a constant sum (Cooper & Schindler, 2006). The OCAI uses a 100 point scale on which the participant on every dimension needs to divide 100 points among the four statements. Using a constant-sum scale has several advantages. With this scale it is possible to see the relation between the four statements. Participants are forced to choose between the four statements which in theory would result in greater differences than if using a Likert scale. The constant-sum scale is often used to record attitudes, behaviours and behavioural intent (Cameron & Quinn, 2011) making it suitable for this research.

Besides the questions of the OCAI, two additional questions were added to be able to categorize respondents. These two additional questions concern the department on which a respondents works, and the involvement in the CCC (more information about the CCC project can be found in section 4.2). As was stated in section 2.3, sub cultures can exist in organizations, and by adding these questions it should be possible to determine the existence of subcultures inside the municipality. While it was also desirable to get insight in how management views organizational culture, due to the smallness of the organization and related privacy issues, this was not possible. Also due to the privacy issues no questions were asked about more specific details of the respondents, like, age, sex or years employed. At the end of the questionnaire some space was included for remarks, in case the respondent would have any. The questionnaire can be found in Appendix A.

The results of the OCAI were enriched by the observations that were made. These observations were being made during the period the researched was working inside the organization (February – May 2012). The observations were based on experiences inside the organization and conversations with and between members. During the time period the researcher worked inside the organization, she came into contact with different members of different departments. She worked as well in the CCC but also on another department. The observations were being noted on a daily basis.

4.2.1.2 Service performance

For this research the data that was collected during the pilot of the CCC is used as a measure of service performance. The service performance of the CCC was measured with the help of a questionnaire. This questionnaire was conducted via telephone. In 4.2.1.1 some of the advantages of a (quantitative) questionnaire were already discussed. The questionnaire looked at several aspects of service performance like friendliness of the personnel, knowledge and quality of the answers (see appendix B). Due to the fact the researcher was involved later in the pilot and the measure of service performance via a questionnaire has not been tested academically. However the answers give a representation of how customers experience the service during this period. The questionnaire used a Likert scale from 1-5 where 1 stands for insufficient and 5 for excellent. Furthermore the customer was asked about the reason for contact and had the opportunity to add an extra comment.

4.2.2 Measures

The reliability of the OCAI was checked by measuring the Cronbach's Alpha of all four culture types. This was measured in several studies of which the results can be found in table 4.1. This shows that in all studies the Cronbach's Alpha on average is between .70 and .80. According to Field (2009) this means that the OCAI can be regarded as reliable. However, there are some threats to reliability which could also influence this study. First of all, the statements reliability is influenced by the construct of the questionnaire. The questions should not be possible to explain in more than one way and clear to everyone. The questions of the OCAI are however, explainable in different ways and the language used is not that simple that everyone can understand. Another threat is that certain knowledge is expected to answer the questions. People should have knowledge about the organization. This could possibly influence the response rate and the reliability of the OCAI.

Culture type	Quinn & Spreitzer (1991)	Yeung, Brockbacnk & Ulrich (1991)	Zammuto & Krakower (1991)
Family	.74	.79	.84
Adhocracy	.79	.80	.83
Market	.73	.76	.67
Hierarchy	.71	.77	.78

Table 4.1: Cronbach's alpha OCAI

For the service performance questionnaire no previous research was conducted in order to test the reliability. Therefore no information is available about the reliability of the questionnaire. However, in comparison to the OCAI, the questions are easily understandable and no knowledge is expected to answer these questions. This could increase the reliability of the questionnaire.

4.2.3 Data collection

The data on organizational culture was collected in the period of February- May. During this time frame observations were being documented in a personal journal of the researcher. In this journal all events or things that were notable to the researcher were written down. The data of the questionnaires were collected during the period of one month. The questionnaires were spread over the organization on the 28th of March, and the last questionnaires were collected on the 27th of April. According to Babbie (2007) it is important to realize an appropriate response rate in order to prevent a response bias. A response bias occurs when the non respondents differ significantly from the respondents in other ways than their willingness to participate (Babbie, 2007). To prevent this from happening several techniques have been used. First of all, in the letter accompanying the questionnaire, confidentiality was emphasised. Confidentiality by the researcher was personally emphasized when questions were asked about this. Secondly, the anonymity was guaranteed in the way the questionnaires were collected. Questionnaires were collected by the researcher personally or the participant could send it to the researcher directly via internal (e-) mail. Thirdly, the questionnaires were distributed personally by the researcher. In this way people could ask questions

about the purpose of the research or the questionnaire. In addition, agreements could be made about the collection of the questionnaire(s) (e.g. when to collect the questionnaires or whether it could be delivered to the researcher online). Last of all, half way into April a reminder has been posted on the intranet, while at the same time the department managers were asked by the project manager of the CCC pilot to communicate to their employees about the importance of this questionnaire.

The data on service performance was collected in the months January – April of 2012. In this period weekly about average 15 questionnaires were conducted with citizens who had had telephonic contact with the CCC in the previous weeks. These questionnaires were conducted by one employee of the municipality who was also involved in the CCC. She explained via telephone the CCC project and the purpose of the questionnaire. The participants were chosen randomly and anonymity was stressed in before conducting the questionnaire. To reach an appropriate response rate, the goal was to conduct an average of 15 questionnaires a week.

5 Hypotheses

The purpose of this research is to gain more understanding in the relationship between organizational culture and service performance. From the literature research several assumptions can be made. In this chapter the hypotheses that are tested in this research will be explained.

5.1 Organizational culture public sector

As became clear there are changes in the public sector going on in order to increase service orientation. However, these changes are not always easy to accomplish and there are several problems which arise in the process. As explained in the introduction is change difficult inside the public sector (Parry & Proctor- Thomson, 2003). Public organizations are focused on maintaining the status quo, changes often face resistance inside the organization. The changes mean a shift from the traditional aspects of the public organizations towards more of a focus on service and customers (Walker et al., 2011). It therefore means that there are changes needed in the culture of public organizations, which for public organizations where the culture is deeply rooted in all aspects of the organization can cause difficulties. Furthermore are public organizations often considered to be bureaucratic, static and focused on rules and procedures (Parry & Proctor- Thomson, 2003). These are also aspects that cause difficulties for change. Based on the above information I hypothesize that:

H1: *In the municipality the hierarchical culture type will be dominant*

H2: *In the municipality there will be a congruent culture*

As stated in the previous chapters there is a tension between the need to change and the desire to maintain the current situation. There are many difficulties with change processes in the public sector which are partly caused by the culture of the organization. Because of the apparent desire to maintain the current situation and the difficulty with the change processes going on in the public sector I hypothesize that:

H3: *In the municipality there will be no significant difference between the current and desired culture*

From literature, Grönroos (2007) states that for a good service performance support from the organization is necessary. However, according to Caemmer & Wilson (2011) (see section 1.4) there is a discrepancy between the service orientation of the public organization and the customer contact employees. This means that the service employees generally do not feel supported by the rest of the organization, which indicates that the service climate is not yet optimal in most public organizations. From Cameron & Quinn (2011) it became clear that there is the possibility of sub cultures inside an organization. It can therefore be expected that there will be a difference in culture between the service employees and the rest of the organization. However, in Oldenzaal, the change towards more customer orientation has started only recently. This combined with the strong cultures that seem to be part of municipality's leads to the following hypothesis:

H4: *There will be no significant difference between the culture of the personnel involved in the pilot and the rest of the organization*

5.2 Organizational culture and service performance

As described in the previous chapters is the culture of an organization related to the performance of the organization. However, there is no clarity yet about the relationship is between organizational culture and service performance in the public sector. Still from the literature it became clear that there are some aspects that are expected to have a positive/negative influence on service performance. So is it first of all of importance that the internal organization supports a service

culture and indirectly therefore the service performance. To deliver good service performance a good collaboration between the different (supporting and customer contact) departments is needed (Grönroos, 2007). In the four culture types described by Cameron & Quinn, the family culture has a focus on collaboration and teamwork, participation and consensus are important values. It is assumed that these values are conditional for a good service performance. Therefore I hypothesize that:

H5: *The family culture type will be positively related to service performance*

Further aspects that have a positive influence on service culture are; flexibility inside the organization, information sharing and feedback provision (Schneider, 1998). To improve service performance it is necessary for the internal organization to support service orientation and have employees that are focussing on the external environment. This because service performance is for a large part determined by the way customers experience the service (Zeithaml, Berry & Parasuraman, 1993). It is therefore needed to have an understanding of what is expected and desired by customers. Of the four culture types the market culture is focused most on the external environment. The hierarchy culture on the other hand is internally focused, where rules and procedures are important values. I therefore hypothesize that:

H6: *The market culture type will be positively related to service performance*

H7: *The hierarchy culture type will be negatively related to service performance*

The last culture type is the adhocracy culture. In this culture creativity, innovation, taking risks and change are valued. Organizations with this type of culture tend to be therefore flexible and change oriented. While flexibility is mentioned as having a positive effect on service performance, the adhocracy culture is most suitable for organizations that operate in very dynamic environments in which a lot of change is going on (Cameron & Quinn, 2011). Since this research is focused on the public sector in which the change process is relatively slow, it is not expected that the adhocracy culture will be suitable for public organizations. There I hypothesize that:

H8: *The adhocracy culture will be negatively related to service performance*

6 Results & discussion

In the previous chapter the methodology that was used in order to conduct this research was explained. In this chapter the data that was collected will be presented and discussed. To describe and analyze the data, the statistical programme SPSS was used. In this chapter the data collected will be described. This will be done by describing the research sample and response rate. Furthermore the reliability of the scale will be checked. Also the results will be compared with the observations that were done inside the organization. Last of all the correlations between the different culture types and the service performance will be analysed in order to get understanding in the relationship.

6.1. Research sample and response rate

As was explained in the previous chapter was almost the entire organizations asked to participate in the questionnaire about organizational culture. In total 214 questionnaires were handed out to all employees (including managers) of the different departments. Of this sample, 61 questionnaires were returned, of which 54 were usable. The total response rate therefore comes to 28,5 percent. An overview of the response can be found in table 6.1.

Department	Returned questionnaires	Response (%)
<i>Policy & development</i>	2	3,3
<i>City work</i>	4	6,6
<i>Information & support</i>	5	8,2
<i>Resources</i>	6	9,8
<i>Work, income and care</i>	11	18,0
<i>Public affairs</i>	19	31,1
<i>Unknown</i>	14	23,0
Total	61	28,5

Table 6.1: distribution response

The response rate of this research is not very high which can have a negative influence on the reliability. The low response rate can be caused because of different reasons. During the time I distributed the questionnaire, remarks by the employees were made to me about the content of the questionnaire. People did not felt at ease to give their opinion on some subjects. Although anonymity was stressed and secured by not asking any personal details of the respondents, giving one's opinion was a very sensitive subject. From observations it became clear that speaking up or giving your opinion is not always appreciated in the organization. Unfortunately, people would not explain where this fear came from, except from the statement that *'things have happened in the past'*. The providing of feedback or the giving criticism is a sensitive subject. Whether or not I could perform a culture research in the organization was discussed multiple times in the Management Team. This because a previous culture study has led to controversy. People (management) were individually being criticised in that study. The questionnaire therefore could also not be called a culture study. Another reason could be the difficulty of the questionnaire, some people thought the questionnaire was too difficult to complete. A last comment I received frequently was the lack of support from the management. Not all department managers had communicated about the questionnaire, in for example team meetings. People would feel more comfort if they knew the research was supported by the management and this was communicated to them more clearly.

Although the response rate is low, according to Field (2009), this is not the only important determinant for reliability. The extent the respondents are represented in the sample is also of importance. However, as can be seen in table 6.1 the participants are not divided equally over the several departments. This is partly caused by the fact that there are differences in the number of employees per department. However, even with this taken into account, the response does not give a reliable sample representation. This means that found differences per department were not analysed. While I have worked inside the organization for four months, I cannot distinguish a clear reason for the lack of response in some departments. When looking at the distribution between

personnel involved and those not involved in the pilot, shown in table 6.2, the response is equally distributed. From the returned questionnaires, 48 could be designated as people being (not) involved in the pilot. The response rate for both was about 22 percent, meaning that the distribution is equally divided which increases the reliability of this sample difference.

CCC Pilot	Population size	Response (%)
Involved	85	19 (22,6)
Not involved	129	29 (22,5)
Total	214	48 (22,4)

Table 6.2: Response rate CCC

As mentioned previously the data on the service performance was collected in the months January – April. In table 6.3 an overview can be found. In total 220 citizens who had contact with the CCC in that period cooperated on the telephonic survey. This comes down to an average of 15 respondents a week, with an overall response rate of 2.2 percent. Since Field (2009) calls a sample large when there are 30 or more respondents, it can be assumed that the sample is reliable.

Week	Calls (#)	Surveys (#)
2	630	17
3	659	23
4	701	15
5	702	15
6	674	15
7	721	15
8	433	15
9	837	15
10	839	15
11	874	15
12	859	15
13	867	15
14	657	15
15	670	15
Total	10123	220

Table 6.3: Response rate service performance survey

6.2 Reliability of scale

In chapter 4.1.2 it became clear that the Cronbach's alpha of the OCAI scale was greater than .70 which means the scale can be considered reliable (Field, 2009). However, it is also important to check if this is also the case for this study. For this reason the Cronbach's alpha for the four culture types and the service performance are shown in table 6.4 and 6.5.

Culture type	Alpha current	Alpha desired	Items
Family	.56	.67	6
Adhocracy	.55	.62	6
Market	.73	.67	6
Hierarchy	.70	.72	6

Table 6.4: Cronbach's Alpha

As can be seen is the alpha for the different culture types in this research lower than was expected when looking at previous studies. In previous researches the alpha on the different culture types was almost always higher than .70 (Cameron & Quinn, 2011). In this research only the culture type

market and hierarchy had an alpha of .70 or higher and can therefore be considered reliable. When looking at the Cronbach's alpha for the desired culture, the scores are higher. The alpha for these four desired culture types is around .70. However, it should be noted here that, for the desired market culture type this was after deleting of an item. The alpha increased from .44 to .67 after deleting the dimension 'dominant characteristics'.

Service performance	Alpha	Items
	.64	4

Table 6.5: Cronbach's Alpha service performance

In table 6.4 the Cronbach's Alpha for the service performance is shown. The alpha is .64 which is below .70 but can be considered acceptable (Field, 2009). Especially since to measure service performance company data has been used and not a validated performance measure was used. However, it should be noted that the alpha originally was .58 but when the item friendliness was deleted the alpha increased to .64. For this reason it was chosen to exclude this item.

6.3 Mean scores

Next the mean scores of the different culture types and the service performance will be presented. First the culture scores for the current and desired culture will be discussed and after that the mean scores of the service performance will be shown.

6.3.1 Mean scores culture

The OCAI was designed in such a way, that the higher the score on a culture type, the more this culture type is present in the organization. The scores could range from 0 till 100. In table 6.6 the mean scores are shown, the dimensions which had a negative influence on the reliability were not taken into account and were given an X in the table. Further on in this section the scores will be explained in more detail for the current and desired culture.

Culture type	Mean current	Mean desired
Family	23.9	29
<i>Dominant characteristics</i>	28.6	x
<i>Organizational leadership</i>	28.6	31.6
<i>Management of employees</i>	22.3	29.0
<i>Glue of the organization</i>	29.3	32.3
<i>Strategic emphasis</i>	20.0	32.6
<i>Criteria of success</i>	19.9	28.3
Adhocracy	18.1	26.1
<i>Dominant characteristics</i>	15.1	23.4
<i>Organizational leadership</i>	22.2	28.9
<i>Management of employees</i>	17.7	29.2
<i>Glue of the organization</i>	19.0	25.8
<i>Strategic emphasis</i>	14.1	25.5
<i>Criteria of success</i>	20.2	23.8
Market	21.2	18.5
<i>Dominant characteristics</i>	25.7	27
<i>Organizational leadership</i>	20.5	15.9
<i>Management of employees</i>	23.9	20.7
<i>Glue of the organization</i>	15.2	15.3
<i>Strategic emphasis</i>	22.7	15.6
<i>Criteria of success</i>	19.2	16.2
Hierarchy	36.5	26.9
<i>Dominant characteristics</i>	35.2	24.7
<i>Organizational leadership</i>	28.6	29.2

<i>Management of employees</i>	35.7	22.3
<i>Glue of the organization</i>	35.9	26.7
<i>Strategic emphasis</i>	43.1	26.5
<i>Criteria of success</i>	40.6	32.0

Table 6.6: Mean scores culture

Scores current culture

When looking at table 6.6 and figure 6.1 for the current culture it becomes clear that the employees view the organization as being hierarchical. The culture profile (figure 6.1) shows a clear focus on the hierarchy culture type. This result is comparable with the general culture that is found in public organizations; public organizations tend to have a hierarchical culture (Cameron & Quinn, 2011). Also when looking at the culture profiles of the six dimensions almost all dimensions have a focus on the hierarchy culture. This can be seen in Appendix C, where the culture profiles of the six dimensions is presented. Here, as well as in table 6.6 it can be seen that almost all culture dimensions are having the highest scores on the hierarchical culture type. The only exception is the dimensions leadership; here the scores are more equally spread over the four culture types. The culture therefore seems to be congruent. Cultural congruency means that on the diverse aspects of organization culture the scores take a similar form, meaning there is a focus on the same culture type on all dimensions. This indicates cultural clarity inside the organization. Even though the scores on the dimensions show the same profile (which indicates cultural congruency), there are some differences. The dominance of the hierarchical culture type over the other cultural types is not found on all dimensions to be equally large. The dominance over the other three cultural types is the clearest on two cultural dimensions; strategic emphasis and criteria of success. There is large difference between the score on the hierarchical culture and the other culture types. When looking at the other four dimensions, the differences between the hierarchical type and the other types are much smaller, with even an equal score on the family and hierarchical type on the dimension leadership. As on all dimensions the hierarchy culture scores the highest, it can be concluded that the hierarchical culture type is currently dominant in the municipality Oldenzaal. This mean that hypothesis 1 (*In the municipality the hierarchical culture type will be dominant*) can be confirmed. Furthermore, the findings show that there seems to be cultural congruency on the different dimensions. According to Cameron & Quinn (2011) an organization is congruent when the profiles of the six culture dimensions have the same form. With the exception of the dimension organizational leadership, all the profiles show a similar form. Therefore hypothesis 2 (*In the municipality there will be a congruent culture*) can be confirmed. There are also some other noteworthy differences in the scores. The dimension leadership is seen to have a small difference in scores on the four cultural types. All scores are higher than 20 but lower than 30, which results in a squared culture profile (see appendix C). It is the only dimension that has a really different culture profile compared to the profiles of the other dimensions. Furthermore, the distributions of scores on the three remaining culture types are quite similar on almost all dimensions. With adhocracy often getting the lowest score while the market and family scores are often close together. This means that after hierarchy, currently no second culture type is emphasized. The only dimensions which has a clear second culture type, is the dimension Glue of the organization. Here there is a great difference between the scores on the hierarchy (35.9) and family type (29.3) and the other two culture types (19.0 and 15.2). This can be confirmed when looking at the observations. In the organization rules and procedures largely determine what people do. However, there is also a high degree of loyalty and commitment to the organization. This is for example shown in the average time employees are working inside the organization.

Also the other scores on the current culture can be confirmed when looking at the observations. In general I perceived the organization also as a hierarchy culture, in most situations it took a really long time to get things done. This often was caused by rules/procedures that needed to be followed or bad communication between departments. What also was noticeable is the hierarchy inside the organizations, there is a clear distinction between management and the subordinates. Speaking up is not appreciated inside the organization, which became especially clear with the distribution of the

questionnaires. From the observations it can also be confirmed that the other culture type are less present in the organization. So are for the family culture participation, communication and collaboration important values. However, when something needs to be done and this needs to be done by people from several departments it often goes wrong (e.g. reserving of a room with beamer/laptop or the getting of a code in order to print). The communication between several departments is not optimal and when multiple departments are involved it often means that nobody feels responsible.

An overview of the scores of the involved and non involved personnel in the pilot on the different dimensions can be found in Appendix D and Appendix E. When looking at these results it becomes clear that the differences between the groups are very small. In both groups there is dominance on the hierarchical culture type. Also, here the exception can be found on the dimension leadership, which for both groups has a more squared culture profile. The largest differences, which are still small, can be found on the dimensions leadership and organizational glue. On the dimension leadership the involved personnel in the CCC pilot give the highest score to the hierarchical culture type while the non-involved personnel gives the highest score to the family culture type. For the dimension organizational glue the culture profile shows a similar form, however, the non-involved group emphasises the hierarchical culture type more than the involved group. The scores on the dimensions seem to be similar, which indicates that there is no difference between the cultures of the two groups. However, in order to see if there is no significant difference a t-test was performed, the results of this test can be found in table 6.7. To test hypothesis 4 an independent samples t-test was performed. From this test it became clear that there was no significant difference (with $p > .05$) between the involved and not involved personnel in the pilot on the four culture types. Therefore hypothesis 4 (*There will be no significant difference between the culture of the personnel involved in the pilot and the rest of the organization*) is confirmed.

Culture type	Mean involved	Mean not-involved	Std. Error difference	t	df	Sig. (2-tailed)
Family	24.75	24.1	2.8418	-.299	46	.766
Adhocracy	17.67	18.1	1.96828	.222	46	.826
Market	21.04	20.5	2.65607	-.206	46	.838
Hierarchy	36.17	37.14	3.62198	.366	46	.790

Table 6.7: independent samples t-test hypothesis 4

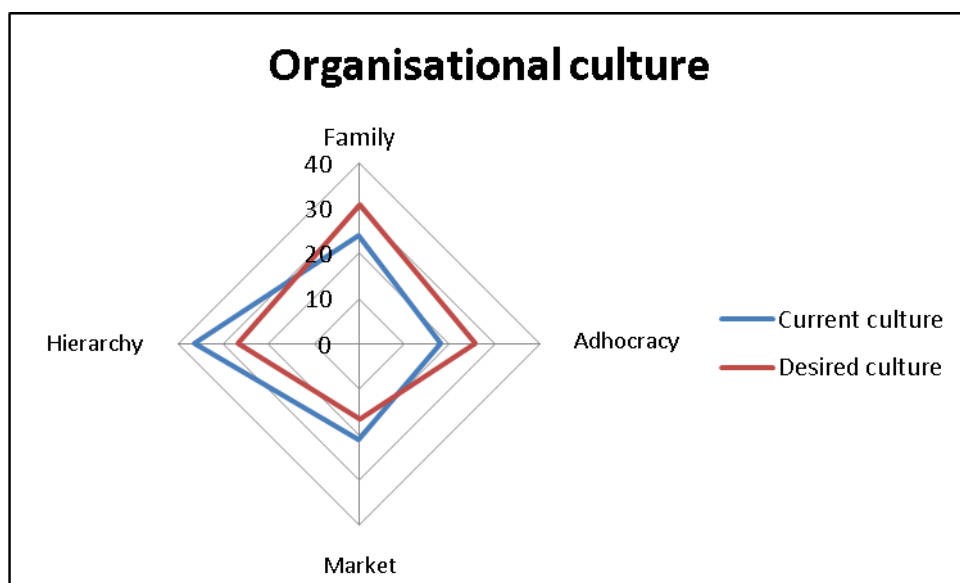


Figure 6.1: Graphical display of organizational culture

Scores desired culture

In Appendix B the scores per dimension can be seen on the desired culture profile. From this, and table 6.6, it becomes clear that the differences per dimension in the desired culture are much larger than the found differences in dimensions in the current culture. In general do the culture type's family and adhocracy get the highest scores and is a market culture considered least desirable. The most noticeably found difference is on the dimension dominant characteristics. Family culture is considered on all dimensions as the desired cultural focus, except on this dimension, here it is even considered the *least* desired culture type. Surprisingly, on this dimension a market culture is considered as a desired cultural type, while on all other dimensions this culture type scores the lowest. Another difference can be found on the dimensions management style. Compared to the other dimensions, the scores of the culture types lie relatively close together, between 20 and 29. When looking at the remaining dimensions the scores are largely divided between the family, adhocracy and hierarchy culture. The scores on these culture types are quite similar (e.g. on the family type the scores are between 28.3 and 31.6).

When looking at the differences between the personnel involved and the non-involved personnel in the pilot (which can be found in Appendix D) the differences are small. Here also, the differences in scores between the culture types are small, which indicates that no dominant desired culture can be distinguished in one of the groups.

In appendix C the difference between the current and desired culture on the dimensions is shown. From this it (and table 6.6) it becomes clear that there is a difference between the current and desired culture. On all the dimensions the culture profile on the desired culture differs from the culture profile on the current culture, with the exception of the dimension organizational leadership. On this dimension, both the current and desired culture show the same culture profile. Overall, the greatest difference is that the hierarchical culture type that is currently dominant, while in the desired situation it is less emphasised. Furthermore is there also a large difference in viewpoint of the adhocracy culture type. Currently, from all the four culture types, the adhocracy is least experienced. However, this culture type is preferred equally to the hierarchical culture in the desired situation. The differences on the family and market culture are smaller. However, the organization desires more of a family culture and less of a market culture. This results in a desired culture that is more balanced between the four types of cultures, however, the three pillars are the family, adhocracy and hierarchical culture. In chapter five it was hypothesised that there would be no significant difference between the current and desired culture inside the organization. However, when comparing both there seems to be a difference. In order to see if the difference is significant a t-test was performed, the results of the t-tests can be found in table 6.8. Hypothesis 3 was measured using a paired-samples t-test. From this test it became clear that there was a significant difference (with $p < .05$) on all four culture types between the current and desired culture. This means that hypothesis 3 (*In the municipality there will be no significant difference between the current and desired culture*) is not confirmed.

Culture type	Paired difference			t	df	Sig. (2-tailed)
	Mean current	Mean desired	Std. Error			
Family	23.76	29.01	1.42919	-3.673	51	.001
Adhocracy	17.81	26.09	1.25081	-6.623	51	.000
Market	21.29	18.32	1.31815	2.254	51	.029
Hierarchy	36.84	26.95	1.75366	5.643	51	.000

Table 6.8: results paired samples t-test hypothesis 3

The results showed that the desired culture differs from the current culture, which implies that people are not satisfied with the current situation. This can be confirmed with the help of the observations. During my time inside the organization I was surprised about the amount of complaining that was going on. Sometimes these were little complaints (e.g. the distance to the

printer) and sometimes bigger complaints (e.g. the CCC project or static attitude of the management towards '*het nieuwe werken*'). The most people I spoke to inside the organization did want to change things inside the organization, which explains the difference between the results on the current and desired culture. However, when changes occurred some people did not always give them a fair change. This became clear with the CCC pilot. Because it is a pilot there will be things that go wrong. Maybe people did really not understand this or people resisted the change because it meant changes for their own work but it resulted in a lot of complaining and (negative) discussion about the CCC. Furthermore, not all departments were willing to cooperate easily and provide the CCC with the necessary information in order to perform optimal. Not all departments understand their role in the service process and the role they play for the customer. This sceptic attitude I also experienced about the rebuilding/move, closure of the canteen and when distributing my questionnaires.

6.3.2 Mean scores service performance

The questionnaire on service performance was designed using a Likert scale from 1-5, where 1 stands for poor performance and a 5 stands for excellent performance. As stated did the original questionnaire existed out of five items, however, the item friendliness had a negative influence on the reliability and was excluded. In table 6.9 the mean scores of the remaining items are given.

Service performance	Mean
<i>Expertise</i>	3.9
<i>Quality answer</i>	3.8
<i>Accessability</i>	4.2
<i>Waiting time</i>	4.3
Overall performance	4.1

Table 6.9: mean scores service performance

When looking at the table it becomes clear that the service performance in the municipality Oldenzaal can be considered sufficient. All the scores are well above three, with three being considered as the neutral point between insufficient performance (1-2) and good/excellent performance (4-5). The means of the items are all close to 4 and with an average of 4.1, the service performance of the CCC in the municipality Oldenzaal can therefore be considered good. What should be emphasized with this score is that it is focused on the telephonic contact, it therefore may not reflect the overall service performance of the organization.

6.4 Relationship organizational culture and service performance

From the results shown in the previous sections hypotheses 1-4 could be tested. However in order to test the remaining four hypotheses another analysis had to be done. In chapter five hypotheses regarding the relation between the four different culture types and the service performance were formed. It is expected that some culture types will have a positive relation and some culture types a negative relation with service performance. For the sake of readability the hypotheses are shown again in table 6.10.

- | | |
|------------|---|
| H5: | <i>The family culture type will be positively related to service performance</i> |
| H6: | <i>The market culture type will be positively related to service performance</i> |
| H7: | <i>The hierarchy culture type will be negatively related to service performance</i> |
| H8: | <i>The adhocracy culture will be negatively related to service performance</i> |

Table 6.10: Hypotheses

To test these hypothesis first the correlation between the culture types and service performance is analysed. In table 6.11 the results of are shown. Due to the lack of significant results the analysis was performed in four different ways. With the current culture and service performance, the current and desired culture together and the relationship with service performance and this as well on the individual level as aggregated on department level.

		Family culture	Adhocracy culture	Market culture	Hierarchy culture
Service performance	Pearson correlation	.431	-.300	-.714	.684
Current aggregated	Sign. (2-tailed)	.393	.564	.111	.134
	N	6	6	6	6
Service performance	Pearson correlation	.086	-.124	-.754	.728
Current+desired aggregated	Sign. (2-tailed)	.871	.815	.084	.101
	N	6	6	6	6
Service performance	Pearson correlation	.186	-.148	-.244	.141
Current not aggregated	Sign. (2-tailed)	.216	.327	.102	.349
	N	46	46	46	46
Service performance	Pearson correlation	.058	-.085	-.257	.224
Current+desired not aggregated	Sign. (2-tailed)	.704	.573	.085	.134
	N	47	47	47	47

Table 6.11: Correlations between service performance and the different culture types

Based on the results none of the hypothesis can be confirmed. The results show that the relationship between family culture and service performance is indeed positive, as hypothesized. This would imply that elements of a family culture (e.g. focus on collaboration, teamwork, participation) in a public organization will have a positive effect on service performance. However, none of the correlations is significant which makes it not possible to confirm the hypothesis. The same goes for hypothesis 8; the relationship between the adhocracy culture and service performance is negative as hypothesized. Also here there is no significant correlation which means that the hypothesis is not supported. For hypothesis 6 and 7 the results show the relationship between culture type and service

performance the opposite as expected. The market culture has a focus on the external environment (customers) it was therefore expected that this culture type would be positively related to service performance. However, the results show that the market culture seems to have a negative relationship with service performance. Due to the lack of significant correlations, it is not possible to state with certainty that a market culture has a negative relationship with service performance. Since in literature flexibility is mentioned as an important aspect of service, it was expected that the hierarchy culture type would be negatively related to service performance. The results, show differently, as it seems to have a positive relationship with service performance. This implies that elements of a hierarchy culture in a public organization will have a positive influence on the service performance of this organization. However, also this relationship cannot be stated with certainty as there is no significant correlation. Concluding, none of the hypothesis can be confirmed with the results.

To get more insight in the relationship of the different culture types and service performance, also the correlations between the dimensions of culture and service performance is analysed. The results are shown in Appendix E. Here it is shown that there exist significant relationships between some of the dimensions of culture and service performance. It should be noted that the size of effect is considered small when the correlation coefficient is about .1, medium when it is about .3 and large when it is about .5 or higher (Field, 2009).

When looking at the significant correlations it can be noticed that on the dimension organizational leadership, there exists a negative relationship between the market culture and service performance. The correlation differs between the four ways of analysing between $R = -.412$, $p < .01$ and $R = -.899$, $p < .05$. Overall the relationship can be considered strong. This implies that organizational leadership (when having elements of a market culture) is an important factor for service performance. This means that supervisors in a public organization that are focused most on performance, and have an aggressive and no-nonsense attitude will result in a lower service performance. There are also significant correlations on the dimension glue of the organization. Also on this dimension, the market culture is negatively related to service performance with $R = -.295$, $p < .05$. This relationship can be considered having a medium influence on service performance. This indicates that when a public organization is focused on achieving results and performance, it will have a negative influence on the service performance. There further is a significant correlation between the hierarchy culture and service performance, with $R = .845$, $p < .05$. This relationship can be considered strong. When members of a public organization feel connected through the procedures and rules, it will have a positive influence on the service performance. Another significant correlation can be found on the dimension strategic emphasis. Here, the adhocracy culture significantly correlates with service performance with $R = -.866$, $p < .05$. It is a strong correlation, and indicates that when a public organization is strategically focused on exploring new areas, new resources and experimenting this will negatively influence the service performance. The last significant correlation that is found is on the dimension criteria of success. On this dimension the family culture positively correlates with service performance with $R = .854$, $p < .05$. With an R of .854 it can be considered as having a large effect on service performance. This result shows that when a public organization (partly) defines success on the development of personnel, teamwork and commitment, it will positively influence service performance.

In order to get even more understanding of how the different culture dimensions influence service performance also a regression analysis was done. This was done only with those dimensions which had a significant correlation. Furthermore, the regression analysis was performed only on those who had a large enough N . For the aggregated sample, the N was too small to perform the regression analysis. This means that for only three items a regression analysis was performed, all for the market culture the results are shown in table 6.12.

			<i>Unstandardized coefficients</i>		<i>Standardized coefficients</i>
	R	R ²	B	Std. Error	Beta
<i>Leadership current</i>	.432	.186	-.006	.002	-.432
<i>Leadership current+desired</i>	.415	.172	-.008	.003	-.415
<i>Glue current+desired</i>	.295	.087	-.007	.003	-.295

Table 6.12: results regression analysis

The table shows that the correlation between the organizational leadership (market culture) and service performance is $R=.432$ and $R=.415$. The value of R^2 is .186 and .172, this means that organizational leadership can account for 18.6% and 17.2% of the variation in service performance. The B -values tells something about the relationship between the dimension and the service; it tells whether the relationship is positive or negative. For this dimension it is negative, which means that organizational leadership is negatively related to service performance. As stated previously this indicates that organizational leadership which has elements of a market culture will negatively influence service performance.

The correlation between the dimension glue of the organization (market culture) and service performance is $R=.295$. The value of R^2 is .087, the glue of the organization therefore accounts for 8.6% of the variation in service performance. The B -value is negative which means that the glue of the organization is negatively related to service performance.

7 Conclusion

In the previous chapters the literature on organizational culture and service performance was discussed, the used research methods were described, and the results of the research were presented and discussed. In this chapter first the research question will be answered, next recommendations will be given, and finally limitations and recommendations for further research will be presented.

7.1 Research question

There is an increasing pressure on public organizations to become more focused on customers and to improve their service performance. One of the changes in the relationship between government organisations and citizens is the latter demanding more and cheaper services. From the 90's on the central government in the Netherlands has carried out initiatives and policies in order to increase the public service performance. One of these initiatives is the obligatory implementation of a customer contact centres in municipalities. This shifting relationship between public organisation and customer, has met with cultural obstacles; there is a tension between the need to change, and the desire to maintain the organizational status quo. However, there is still little research on changing (service) cultures in public organisations.

Culture is considered an important obstacle in order to become more service oriented. In this thesis a study was carried out in order to analyse the relationship between the organisational culture and the service performance of a municipality's CCC. In the first chapter, the research question was formulated as follows:

How does the culture (or several cultural aspects) of a municipality influence the service performance of its CCC?

To answer this research question first of all a literature study carried out; in order to shed light on the concepts of organisational culture and service performance; in general and specific in this municipality context. Resulting from this literature study 8 hypothesis were formed in order to answer the research question. The first four hypothesis focus on the culture of the municipality and the CCC, the last four hypotheses focus on the relationship between organisational culture and the CCC's service performance.

H1:	<i>In the municipality the hierarchical culture type will be dominant</i>	Supported
H2:	<i>In the municipality there will be a congruent culture</i>	Supported
H3:	<i>In the municipality there will be no significant difference between the current and desired culture</i>	Rejected
H4:	<i>There will be no significant difference between the culture of the personnel involved in the CCC pilot and the rest of the organisation</i>	Supported
H5:	<i>The family culture type will be positively related to service performance</i>	Rejected
H6:	<i>The market culture type will be positively related to service performance</i>	Rejected
H7:	<i>The hierarchy culture type will be negatively related to service performance</i>	Rejected
H8:	<i>The adhocracy culture will be negatively related to service performance</i>	Rejected

The results confirm dominance of the present culture inside the organisation. In the municipality Oldenzaal the present culture is hierarchical. Managerial procedures and rules determine largely what is done inside the organisation. The focus on hierarchical aspects can be found in almost all cultural dimensions (e.g. dominant characteristics and glue of the organisation), which indicates to the organizational culture's congruency. Cultural dominance is also shown in the result of not finding a significant difference between the culture perceived by the involved and non-involved personnel in

the CCC pilot. This indicates that the focus on hierarchical aspects is clearly present in the entire organisation. However, while the hierarchical culture is dominant inside the organisation, the majority of the employees do not think it is the desired culture. There exists a significant difference between the current and desired culture as can be seen in table 6.7 in chapter six.

The relationship between the organisational culture and the service performance was also analysed. The results of the correlations showed that the family culture has a positive relationship with service performance. It was further shown that the adhocracy culture is negatively related to service performance. However, due to the lack of significant results it is not possible to confirm these two hypotheses. The results further showed that for the other two culture types the relationship was different than hypothesized. The market culture is negatively related to service performance, while the hierarchy culture is positively related to service performance. Also here it cannot be stated with certainty due to the lack of significant results.

While there were no significant correlations between the culture types and service performance; these could be found when looking at the relationship between the cultural dimensions and service performance. Most noticeably is the strong negative relationship between the dimension organisational leadership of the market culture and service performance. This means that management that is strongly focused on performance in e.g. having an aggressive and no-nonsense attitude towards employees, will result in a lower service performance. The market culture also showed a significant relationship with service performance on the dimension glue of the organisation. This indicates that when a public organisation is focused on achieving results and performance, it will negatively influence on the service performance. On this dimension also a significant, strong positive relationship can be found for the hierarchy culture. It can therefore be assumed that when members of a public organisation feel connected through the procedures and rules, it will have a positive influence on the service performance. The dimension strategic emphasis also showed a strong, negative relationship with service performance for the adhocracy culture. This indicates that a strategic focus on exploring new resources, areas and experimenting it will have a negative influence on service performance. The last significant correlation that was found was on the dimension criteria of success for the family culture. A strong relationship was found which implies that when a public organisation (partly) defines success on the development of personnel, teamwork and commitment the service performance will increase.

7.2 Recommendations

The municipality Oldenzaal started with the improvement of the service performance with the implementation of a customer contact centre. In order to successfully implement the CCC – for as well customers, employees and management – organizational cultural changes are needed. Based on the results of the research (chapter six) recommendations are given, to increase the service performance.

First of all: customers determine the service performance of the organisation and it is needed that the customer orientation within this organization is increased. In the organisation the customer is not the central focus for most of the employees and managers. The organisation is (still) internally focused and therefore does not always act in the best interest of the customer. A second aspect is the creation of a culture of openness and trust. It is essential that employees can speak freely about their opinions, feedback and suggestions. In an open culture information and ideas will be more easily exchanged, and this can result in an increased service quality. Thirdly is it of importance that feedback is provided. Feedback on for example the performance of employees and the (service) behaviour. By providing feedback, people can improve themselves, which in the end will lead to an improvement of the service performance. Feedback also means that employees can give feedback to their managers, it is not a one way direction. In this way both the management as their subordinates can improve their selves. Feedback should not be seen as a form of control but as a way to improve

yourself and the organisation. Therefore it should be noted that for feedback to be helpful it is important that there is a culture that is open and where there is trust. Without openness and trust, the providing of feedback will not be as effective. A fourth aspect is clear and open communication. Management should communicate clearly to their employees what is expected from them, what the service quality norms are and on how these will be measured. In this way there will be clarity about what is the desired service behaviour inside the organisation. Without clear communication, uncertainty can arise among employees, which can lead to behaviour which conflicts with what is desired in the organisation. The last aspect is management exemplary behaviour. Management has a crucial role in creating all the cultural aspects, they should give the right required example; in giving/receiving feedback, being open and trustworthy. The management should *'walk the talk'*. They should be aware that they set an example and act accordingly

It is important to understand that cultural change will remain difficult and will take a lot of managerial endurance. This especially applies for in the municipality Oldenzaal in which the hierarchical culture is still dominant. This makes it difficult to implement service improving changes like the CCC.

7.3 Limitations and further research

The aim of this study was to gain insight in the relationship between organisational culture and service performance in a public setting. In this section the limitations of this research will be presented. One limitations is the low response rate, and the not evenly distribution of the respondents in the research sample. The majority of the respondents were members of two departments, while from some departments only a few people responded. This distribution influences the reliability of the research. Therefore it cannot with certainty be stated that the conclusions are the opinion of the entire organisation.

Another limitation is the potential common method bias. Although I used both a questionnaire and observations, the majority of the results is based on the questionnaire. Culture is a very complex concept which is difficult to measure, especially with a questionnaire. There is a chance that important aspects of the culture are being missed. There could be discrepancies between the observed and true culture inside the organisation. There is also the possibility that the answers of a respondent are influenced by his mood. For example, the perspective of employees of the organisation can be influenced by the recent events with the implementation of a CCC. This could give a distorted image of reality. It is therefore recommended to use multiple methods. This is partly done with the observations, however, in a culture research, other methods could possibly have provided interesting data that now is missed, such as interviews with members of the organisation or the use of focus groups.

A further limitation of this research is the lack of significant results. The results on the relationship between organisational culture and service performance showed some interesting results, however, these were not all significant. There were significant results between several cultural dimensions and service performance. The lack of significant results for the relationship between the culture types and service may be explained due to the lack of variance in the current culture; the hierarchical culture type was clearly dominant.

Another limitation in this research is that it was not possible to analyze subcultures in the organisation. Due to privacy issues no questions could be asked about specific details of the respondent. It is expected that there would be differences between male and females, differences between the different age groups and employment years. When this could have been taken into account, probably more results could have been presented. The same applies for the various departments. There was too little data to analyse each department, while it is expected that there are differences between the departments since often subcultures are based upon functional

similarities. For further research it would be interesting to get more insight in different sub cultures between various service departments inside a municipality.

A last limitation is the measurement of service performance. This was measured using company data and not using a scientific, validated research method. However the company data gives good insight in the service performance of the CCC and having a Cronbach's alpha of .64, it can be considered reliable. However, for future research I would recommend to use a validated measure of service performance (such as Servperf or Servqual). Also, it would be interesting to measure the service performance of the organisation as a whole, not only the service performance CCC. As stated previously do a lot of different aspects determine the service performance of the organisation. The CCC performance is only a small part since it only takes into account telephonic contact.

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Appendices

Appendix A – questionnaire

INTRODUCTIE

Mijn naam is Lisan Gevers en ik ben op dit moment bezig met mijn afstuderen. Ik volg de studie bedrijfskunde aan de Universiteit Twente, met als specialisatie Service Management. Mijn afstuderen doe ik bij Mascha van der Zande van de gemeente Oldenzaal en specifiek houd ik mij bezig met de dienstverlening van de gemeente en dan gericht op het KCC. De pilot van het KCC is afgebakend en richt zich op het uitzoeken van de klanttevredenheid, het dienstverleningsniveau, de organisatie en de benodigde competenties (In bijlage 1 is het schema opgenomen dat door Klaas Kelly eind vorig jaar in alle teamoverleggen is toegelicht). Om van het KCC een succes te maken zijn er echter nog andere aspecten van belang die nu niet zijn meegenomen in de pilot. Om deze reden ga ik als aanvulling op de pilot een onderzoek doen naar de manier van werken en denken bij de gemeente Oldenzaal. Dit om inzicht te krijgen in waar de gemeente Oldenzaal staat op bepaalde aspecten en om uit te zoeken waar de gemeente Oldenzaal naar toe wil groeien. Een ander deel van het onderzoek bestaat uit het bezoeken van succesvolle dienstverlenende organisaties om te kijken hoe zij denken en werken en zij het KCC georganiseerd hebben. Dit kan dan vergeleken worden met de gemeente Oldenzaal, waarbij er rekening gehouden wordt met het feit dat dit niet 1 op 1 vertaald kan worden naar de gemeente Oldenzaal.

Om inzicht in de manier van werken en denken van de gemeente Oldenzaal te krijgen heb ik een vragenlijst opgesteld. Deze vragenlijst is al vaak gebruikt en betrouwbaar bevonden. Ik zou het heel fijn vinden als u even de tijd wil nemen om deze in te vullen. Om tot betrouwbare resultaten te komen is het namelijk nodig dat voldoende mensen de vragenlijst invullen. Het invullen van de vragenlijst duurt ongeveer 10-15 minuten. De ingevulde enquêtes kom ik volgende week weer ophalen. Deelname aan de vragenlijst is anoniem en de individuele antwoorden zullen niet terug te zien zijn in de resultaten. De resultaten zullen meegenomen worden bij de evaluatie van de pilot van het KCC eind mei waarvan de resultaten te zijner tijd op intranet geplaatst zullen worden.

Alvast bedankt!

Lisan Gevers

INVULINSTRUCTIE

De vragenlijst bestaat uit 6 vragen. Deze vragen hebben betrekking op diverse zaken van de organisatie. De vragen gaan over de huidige en de gewenste situatie bij de gemeente Oldenzaal. Het is de bedoeling dat u uw eigen mening hierover neerzet in de vragenlijst.

Elke vraag bestaat uit 4 uitspraken. Over elke vraag moeten 100 punten verdeeld worden, verdeeld over deze 4 uitspraken. Aan de uitspraak die het meest overeen met uw mening geeft u de meeste punten en aan de uitspraak die het minst overeenkomt de minste punten. Het totaal aantal punten moet altijd uitkomen op 100.

Vragenlijst

De vragenlijst bestaat uit twee delen, vragen over de huidige situatie en vragen over de situatie zoals u die zou willen. Per vraag geeft u aan hoe u de huidige situatie beoordeeld, maar ook wat door u gewenst is in de toekomst. Zou u om een compleet beeld te krijgen ook willen aangeven op welke afdeling u werkzaam bent en of u vrijwilliger bent in de pilot van het KCC?

Afdeling.....

Bent u vrijwilliger in de KCC pilot: ja/nee

I. Mijn direct leidinggevende	Nu	Gewenst
A. Mijn direct leidinggevende gedraagt zich in het algemeen als mentor, en faciliteert en stimuleert.		
B. Mijn direct leidinggevende spreidt in het algemeen ondernemingslust ten toon evenals vernieuwingsgezindheid en risicobereidheid.		
C. Mijn direct leidinggevende geeft in het algemeen blijk van een no-nonsense instelling, agressiviteit en resultaatgerichtheid.		
D. Mijn direct leidinggevende geeft in het algemeen blijk van coördinerend en organiserend gedrag en maakt de indruk van een soepel draaiende, efficiënte machine.		
<i>Totaal:</i>	100	100

II. Organisatie kenmerken	Nu	Gewenst
A. De gemeentelijke organisatie heeft een zeer persoonlijk karakter. Ze heeft veel weg van een grote familie. De mensen lijken veel met elkaar gemeen te hebben.		
B. De gemeentelijke organisatie is zeer dynamisch en er heerst een echte ondernemingsgeest. De mensen zijn bereid hun nek uit te steken en risico's te nemen.		
C. De gemeentelijke organisatie is sterk resultaatgericht. Het werk af zien te krijgen is de grootste zorg. De mensen zijn competitief en gericht op het boeken van resultaten.		
D. De gemeentelijke organisatie is strak en gestructureerd. Formele procedures bepalen in het algemeen wat de mensen doen		
<i>Totaal:</i>	100	100

III. Managementstijl	Nu	Gewenst
A. De managementstijl in de gemeentelijke organisatie wordt gekenmerkt door teamwerk, consensus en participatie.		
B. De managementstijl in de gemeentelijke organisatie wordt gekenmerkt door persoonlijk risicobeleid, vernieuwing, vrijheid en het uniek zijn.		
C. De managementstijl in de gemeentelijke organisatie wordt gekenmerkt door competitie, hoge eisen en prestatiegerichtheid.		
D. De managementstijl in de gemeentelijke organisatie wordt gekenmerkt door zekerheid omtrent de baan, de voorschriften, voorspelbaarheid en stabiele verhoudingen.		
<i>Totaal:</i>	100	100

IV. Het bindmiddel van de organisatie	Nu	Gewenst
A. Het bindmiddel dat de gemeentelijke organisatie bijeenhoudt, bestaat uit loyaliteit en onderling vertrouwen. Betrokkenheid bij de organisatie staat hoog in het vaandel.		
B. Het bindmiddel dat de gemeentelijke organisatie bijeenhoudt, bestaat uit betrokkenheid bij innovatie en ontwikkeling. De nadruk ligt op het streven om qua dienstverlening voorop te lopen.		
C. Het bindmiddel dat de gemeentelijke organisatie bijeenhoudt, bestaat uit de nadruk op prestaties en het bereiken van doelstellingen. Agressiviteit en winnen zijn gangbare thema's.		
D. Het bindmiddel dat de gemeentelijke organisatie bijeenhoudt, bestaat uit formele regels en beleidsstukken. Instandhouding van een soepel draaiende organisatie is belangrijk.		
<i>Totaal:</i>	100	100

V. Strategische accenten	Nu	Gewenst
A. De gemeentelijke organisatie legt nadruk op menselijke ontwikkeling. Een grote mate van vertrouwen, openheid en participatie zijn niet weg te denken.		
B. De gemeentelijke organisatie legt de nadruk op het aanboren van nieuwe bronnen en het creëren van nieuwe uitdagingen. Uitproberen van nieuwe dingen en zoeken naar kansen wordt gewaardeerd.		
C. De gemeentelijke organisatie legt de nadruk op wedijverend gedrag en prestaties. Het bereiken van ambitieuze doelstellingen is belangrijk.		
D. De gemeentelijke organisatie legt de nadruk op behoud van het bestaande en stabiliteit. Efficiëntie, beheersbaarheid en een soepele uitvoering spelen de hoofdrol.		
<i>Totaal:</i>	100	100

VI. Succescriteria	Nu	Gewenst
A. De gemeentelijke organisatie definieert succes op grond van de ontwikkeling van personeel, teamwerk, de betrokkenheid van het personeel en zorg voor de mensen.		
B. De gemeentelijke organisatie definieert succes als het kunnen beschikken over een zo goed mogelijke dienstverlening. Ze wordt beschouwd als innovatief en als toonaangevend wat haar dienstverlening betreft.		
C. De gemeentelijke organisatie definieert succes als het qua dienstverlening beter te zijn dan andere gemeentes. Een zekere mate van concurrentie wordt hierbij belangrijk gevonden.		
D. De gemeentelijke organisatie definieert succes binnen het kader van efficiëntie. Betrouwbare, soepel verlopende en snelle dienstverlening zijn hierbij belangrijk.		
<i>Totaal:</i>	100	100

Bedankt voor het invullen van de vragenlijst! De ingevulde enquêtes kom ik volgende week ophalen.

Ruimt voor opmerkingen:

EINDE VRAGENLIJST

Bijlage 1

Randvoorwaarden

Kritische succesfactoren

Klanttevredenheid: klantenquête

- Juiste antwoord
- Klantvriendelijk
- Goed geholpen
- Deskundigheid
- Telefonische bereikbaarheid
- wachttijd

Competenties: door KCC medewerker in te vullen

- Communicatief vaardig
- Luisteren
- Klantgerichtheid
- Organisatiebewustzijn
- Lerende oriëntatie

KCC data;
naam, contactnr, vraag,
antwoord, tijd

Dienstverleningsniveau: door KCC medew. in te vullen

- Vraag eenvoudig te beantwoorden adhv belscript
 - Leesbaarheid
 - Aansluiting op vraag klant
 - Juistheid
 - Te vaak klikken/snelheid systeem
- Vraag doorverbonden
- Juiste afdeling

Observatie op competenties en
dienstverleningsniveau

Proces:

- Benodigde stappen zaakgericht werken
- Procesoptimalisatie klantprocessen

Service/klantgerichte organisatie:

- Afstudeerscriptie Lisan Gevers

Organisatie: data-analyse en enquête BO / management

- Afspraken dienstverleningsovereenkomst
 - Telefonische bereikbaarheid
 - Nakomen en terugmelden afspraken
 - Juistheid en actualiteit content PDC
 - Feedback PDC
- Interesse klantcontacten
- Procesoptimalisatie

Technische kwaliteit Dimpact:
dmv checklist door I&O/ICT

Appendix B - Questionnaire service performance

Klantnummer:.....

Medewerker:.....

Product/vraag:.....

Datum enquête:.....

1. Hoe tevreden bent u over de vriendelijkheid van de medewerker?

Slecht 1 2 3 4 5 Zeer goed

2. Hoe tevreden bent u over de deskundigheid van de medewerker?

Slecht 1 2 3 4 5 Zeer goed

3. Kon de medewerker uw vraag direct beantwoorden of bent u doorverbonden?

Doorverbonden/niet doorverbonden

4. Hoe tevreden bent u over het antwoord dat u kreeg?

Slecht 1 2 3 4 5 Zeer goed

5. Hoe tevreden bent u over de telefonische bereikbaarheid van de gemeente?

Slecht 1 2 3 4 5 Zeer goed

6. Hoe tevreden bent u over de wachttijd?

Slecht 1 2 3 4 5 Zeer goed

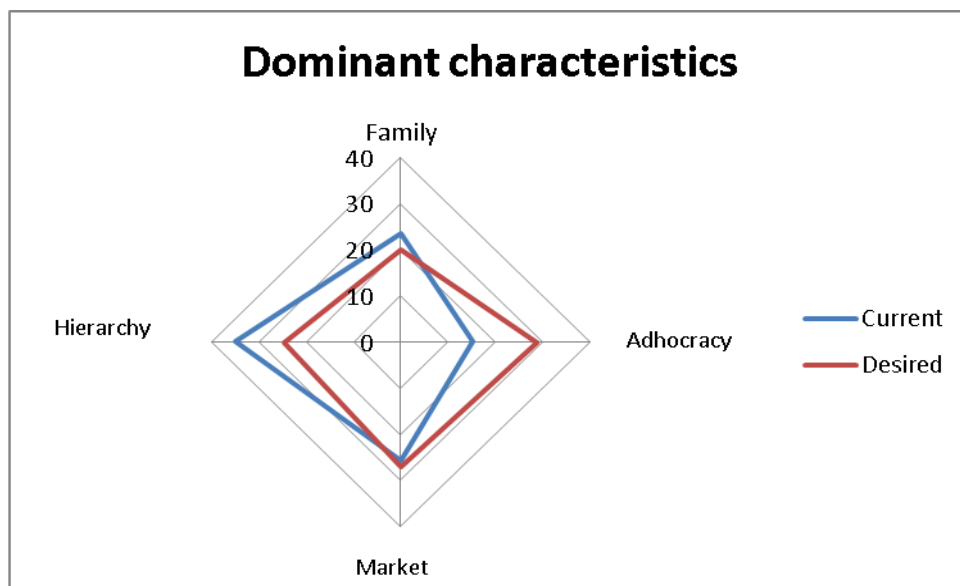
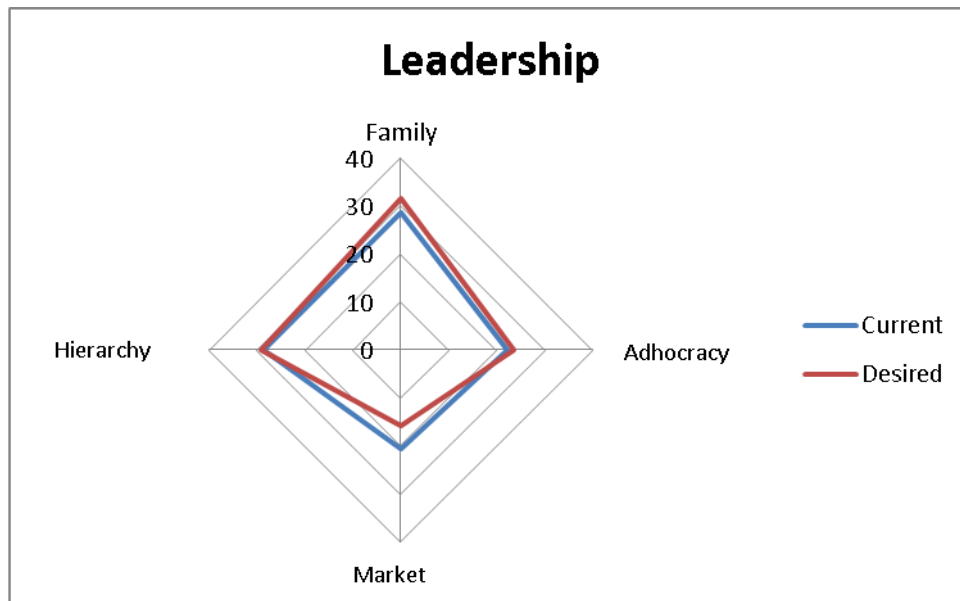
7. Heeft u nog opmerkingen of suggesties over onze telefonische dienstverlening?

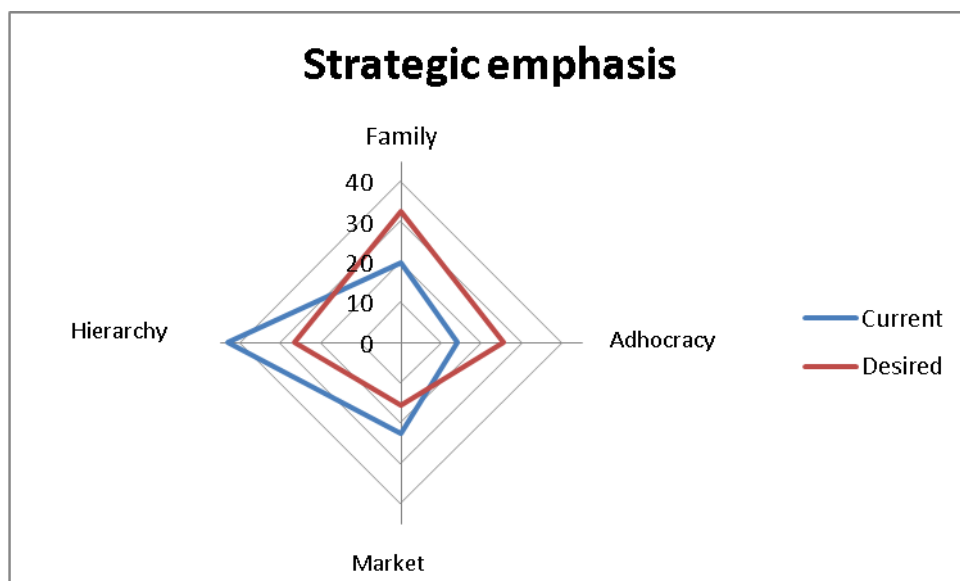
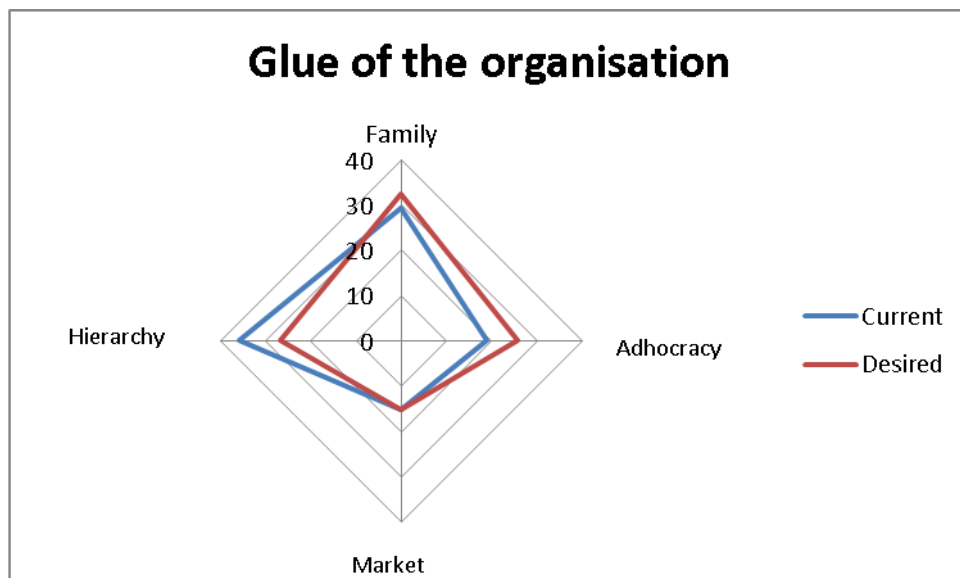
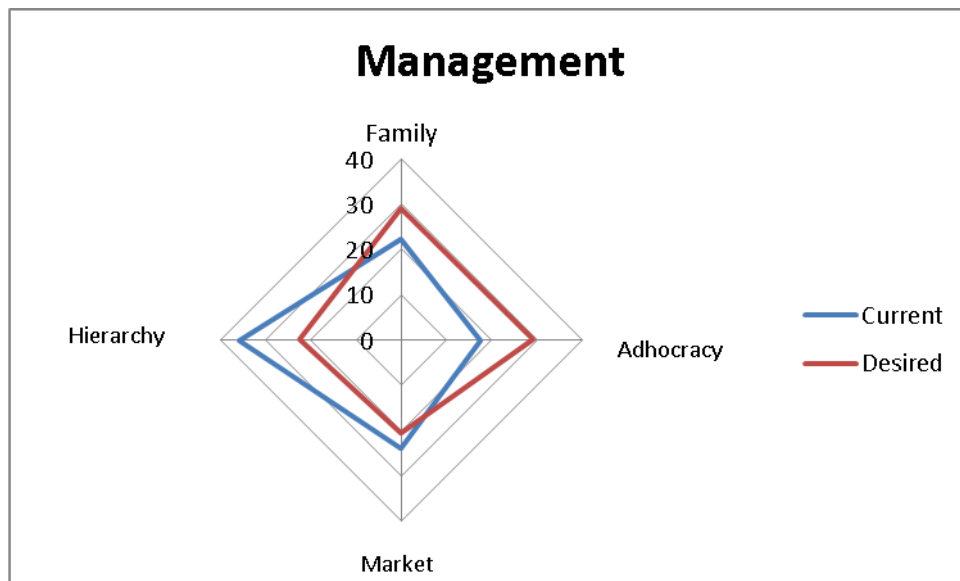
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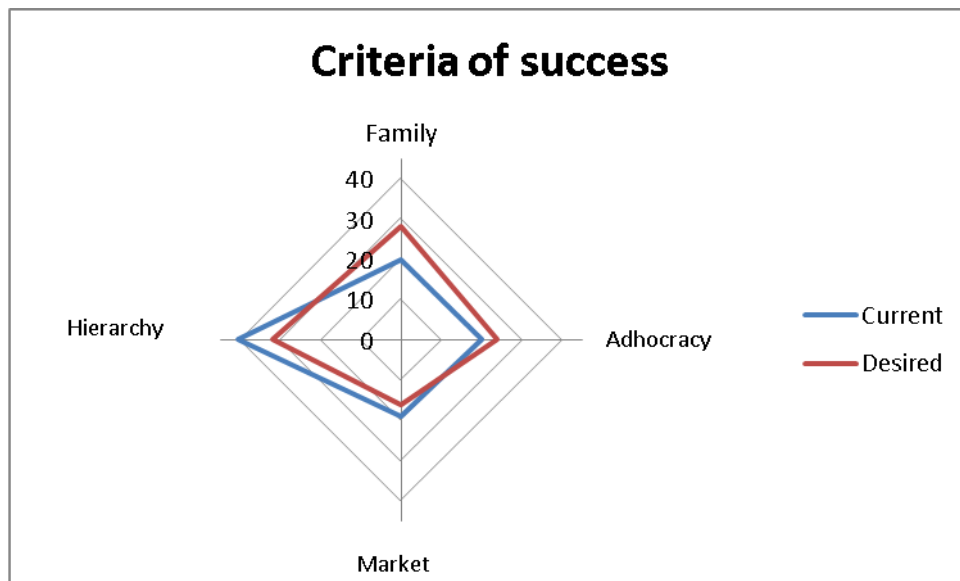
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Appendix C – Culture profile of the six dimensions







Appendix D - Scores on the culture profile distinguished by involvement in the CCC

(the highest scores per dimension is highlighted)

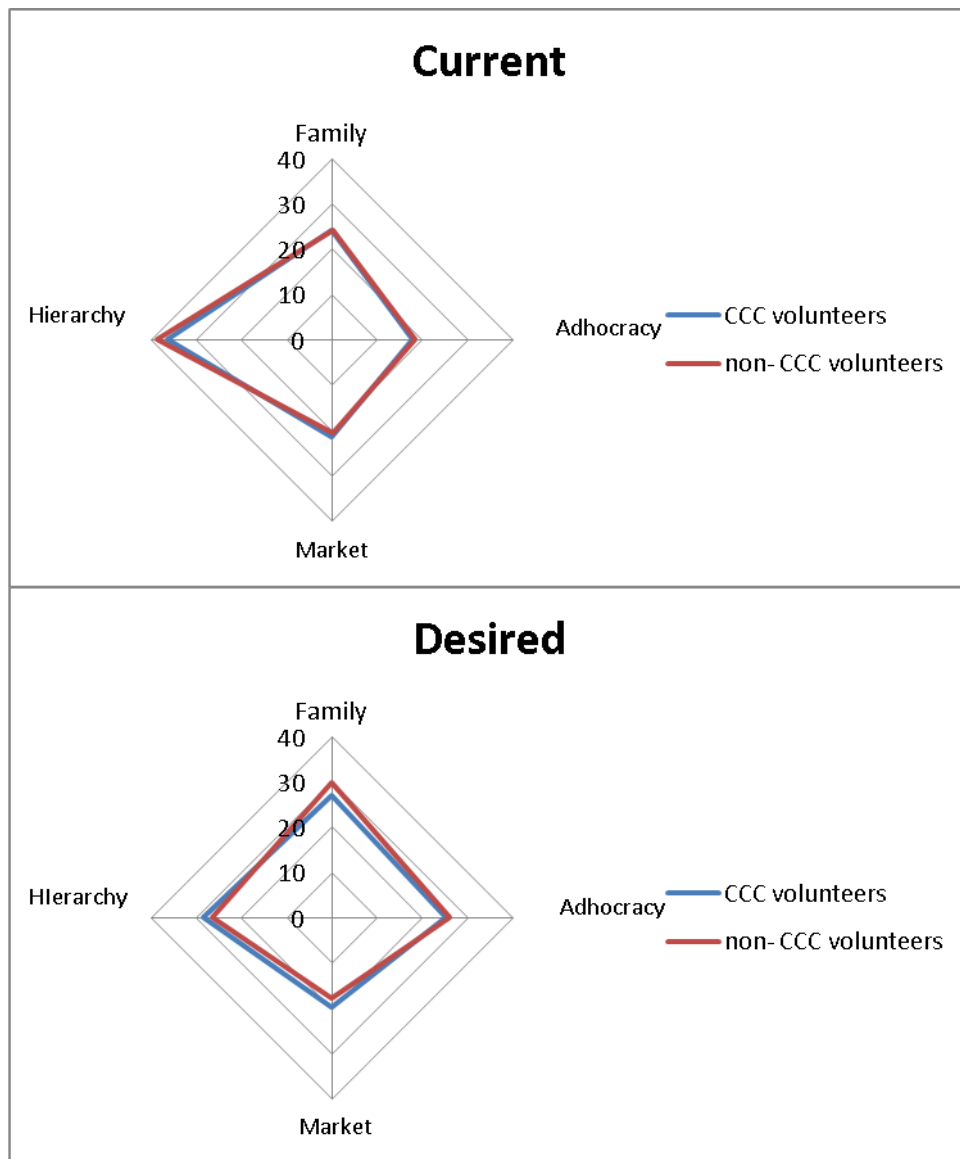
Involvement in CCC (Current culture)				
<i>Dimensions</i>	Family	Adhocracy	Market	Hierarchy
<i>Leadership</i>	26,1	21,8	20,3	31,6
<i>Dominant characteristics</i>	24,2	14,2	23,2	38,4
<i>Management style</i>	18,9	18,9	25,3	36,3
<i>Organizational glue</i>	30,5	20,8	16,1	31,1
<i>Strategic emphasis</i>	21,1	12,9	24,2	41,8
<i>Criteria of success</i>	23,7	18,4	19,2	38,7
<i>Total</i>	24,1	17,8	21,4	36,3

Involvement in CCC (Desired culture)				
<i>Dimensions</i>	Family	Adhocracy	Market	Hierarchy
<i>Leadership</i>	29,5	22,4	17,9	30,3
<i>Dominant characteristics</i>	19	26,8	28,7	26,6
<i>Management style</i>	28,9	26,1	20,8	24,2
<i>Organizational glue</i>	27,6	28,2	17,9	26,3
<i>Strategic emphasis</i>	28,9	24,2	17,4	29,5
<i>Criteria of success</i>	27,4	22,6	16,1	34,2
<i>Total</i>	26,9	25,1	19,8	28,5

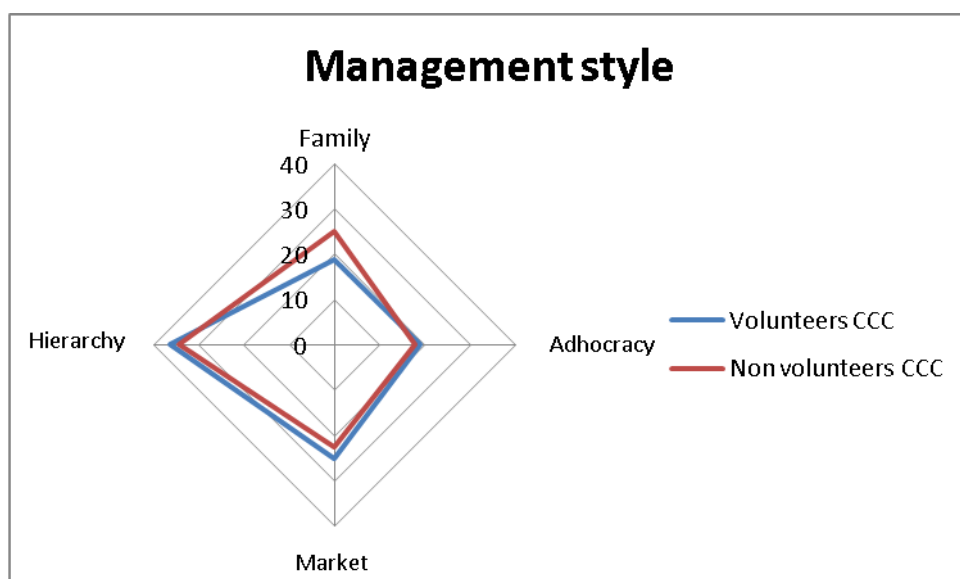
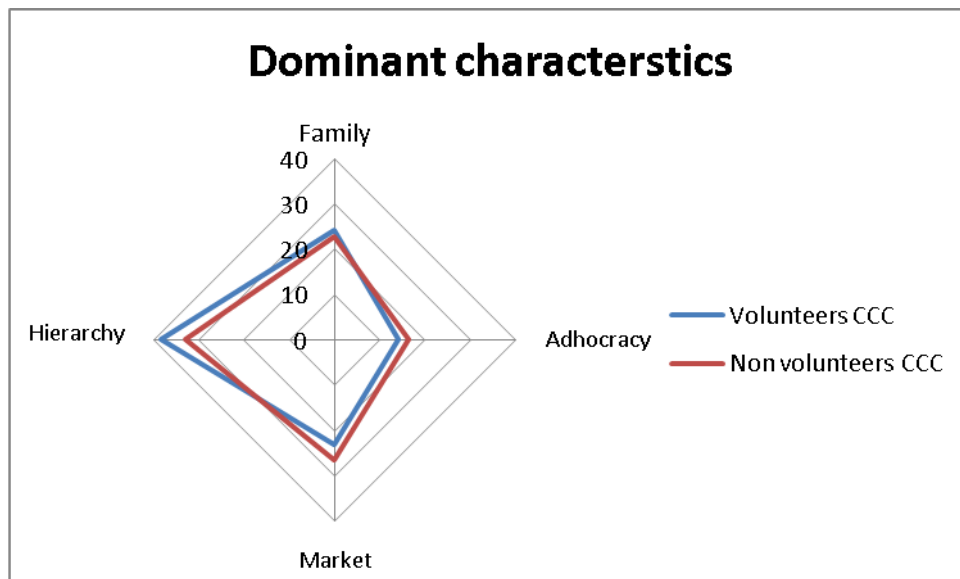
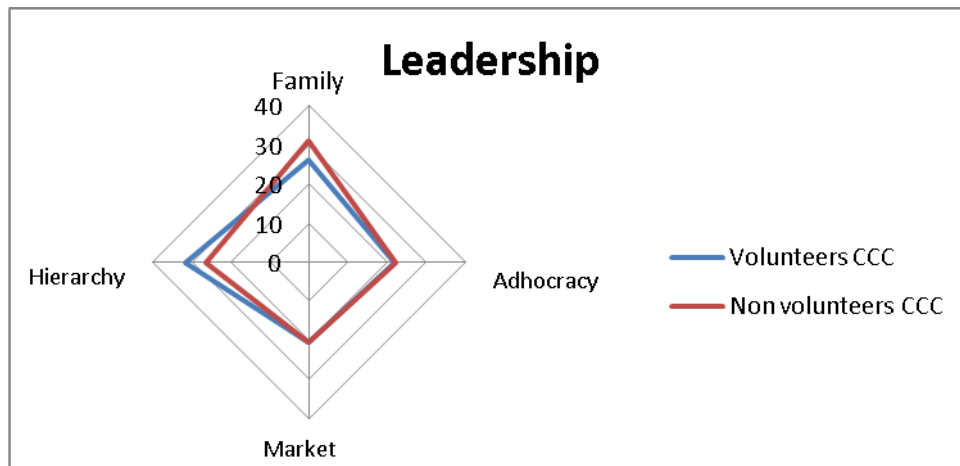
Non involvement in CCC (Current culture)				
<i>Dimensions</i>	Family	Adhocracy	Market	Hierarchy
<i>Leadership</i>	31	22,2	20,4	26,3
<i>Dominant characteristics</i>	22,7	16,4	26,7	33,1
<i>Management style</i>	25	17,7	22,7	34,3
<i>Organizational glue</i>	28,9	18	14,5	38,6
<i>Strategic emphasis</i>	19,6	13,8	20,7	45,6
<i>Criteria of success</i>	18,1	20,9	18,8	42,6
<i>Total</i>	24,2	18,2	20,6	38,6

Non involvement in CCC (Desired culture)				
<i>Dimensions</i>	Family	Adhocracy	Market	Hierarchy
<i>Leadership</i>	33	22,6	15,4	29
<i>Dominant characteristics</i>	19	29,9	27,1	24,3
<i>Management style</i>	29,1	29,8	20,5	20,5
<i>Organizational glue</i>	34,6	23,6	14,1	27,7
<i>Strategic emphasis</i>	34,6	25,9	14,3	25,2
<i>Criteria of success</i>	28,6	24,5	15,5	31,4
<i>Total</i>	29,8	26,1	17,8	26,4

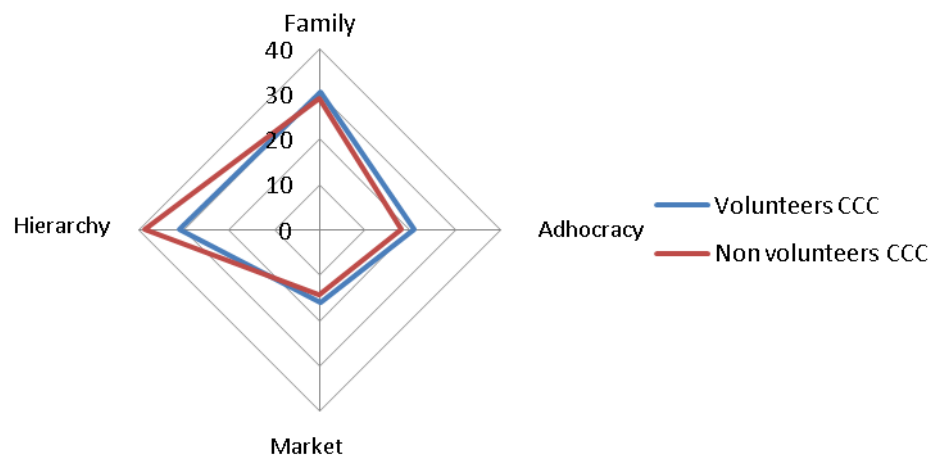
Differences volunteers and non volunteers CCC



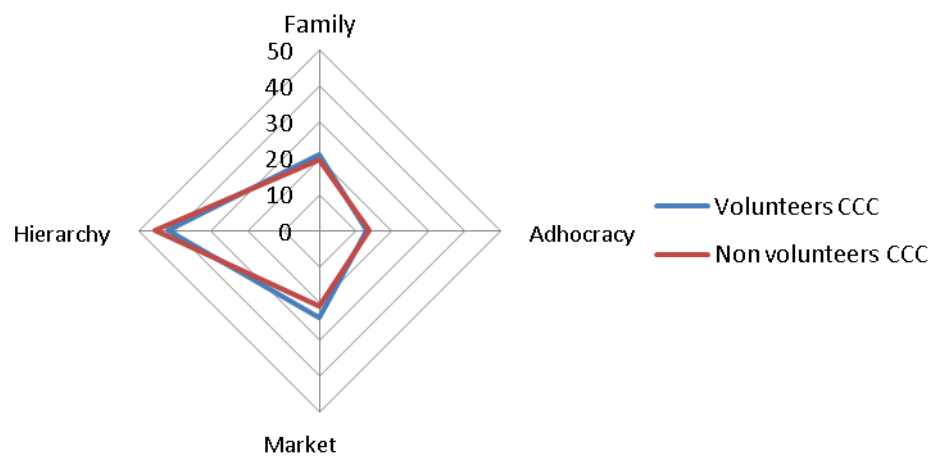
Appendix E - Culture profile on the six dimensions – difference between involvement in CCC



Organisational glue



Strategic emphasis



Criteria of success

