Master Thesis

Which cultural and structural characteristics of a Customer Contact Centre contribute to the citizens' perceived service performance?

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J. (Jelle) Stronks

Public Administration, Public
Management.
University of Twente

Supervisors University of Twente:
Dr. Veronica Junjan
Prof. Dr. Celeste Wilderom
Marianne Gravesteijn MBA

Supervisor Municipality of Oldenzaal:
Monique Pegge, Teammanager CCC

Abstract

The main goal of this thesis is to study which factors might influence the quality of service delivery of Dutch municipal Customer Contact Centres (CCC). The two types of characteristics that will be researched are the cultural and structural characteristics. The goal is to form an overview of which characteristics are contributing to the quality of public service delivery. This goal resulted in the research question: "Which cultural and structural characteristics of Customer Contact Centres contribute to the citizens perceived service performance?" Next, this research question is divided into three sub-questions which all cover an important part of the research project. These questions are:

1. What is the current status of the perceived customer service performance?
2. Which cultural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?
3. Which structural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?

These questions are answered using a mixed methods approach. First of all, the theoretical models are explained. The models for the first sub-question are the perceived service quality and performance models. The perceived service performance model is the one that is ultimately most valuable in this research project. For the second sub-question, which focusses on the cultural characteristics, three models are explained. These models are the service vision, the service climate, and the OCAI-model. The last of the sub-questions is focussed upon the structural characteristics. For this question, distilled from consulting (Van den Tempel & Van Beek, 2016) and literature on CCC structures (Mintzberg, 1983), 5 models for organisational structures are found. Additionally, the e-governance characteristics are used in order to answer the last sub-question as well as some service climate aspects. All these theoretical models are used to create two separate surveys, which are the methods to gain answers to the three sub-questions. The first survey is directed at the citizens of the municipality of Oldenzaal, which is also the organisation that sponsored this research project. This survey provided the answers for the first sub-question. The second survey is made for the employees and the managers of comparable municipalities to Oldenzaal. The answers of the respondents were used to answer the sub-questions about the cultural and structural characteristics. Finally, the results of the two surveys will be compared to gain an image on the characteristics that really contribute to the citizens' perceived service performance.

The results gathered from the literature review and the surveys indicate that both the structural and cultural characteristics contribute to the citizens' perceived service performance. To answer the main research question of this thesis, all the findings are combined into an overview. This overview of the characteristics will help guide towards the organisation of public CCCs with good service performance. The overall service performance of Oldenzaal in particular, but also the other municipalities is good. This means that the characteristics of these municipalities can be used as indicators for a good citizens' perceived service performance.

The first set of characteristics that was researched were the cultural characteristics and how these affect the citizens' perceived service performance. The type of culture which is found by the use of OCAI creates an image of the aspects present within a municipality. One culture type that really stands out is the "Family Culture", and secondarily the "Adhocracy Culture" and the "Hierarchical Culture", these are prominently present within the high scoring municipalities on the citizens' perceived service performance. In almost every situation the "Family Culture" dominates the other types. The culture type that is the least prominent is the "Market Culture". The main distinction between the first three cultures and the "Market Culture" is the focus in terms of the target group of the cultures itself. The first three cultures mainly focus upon the employees and their behaviour. So, the focus is within the own organisation. The "Market Culture" is more heavily focussed on the outside and other organisations. The focus on the internal organisation explains the positive effects on the citizens' perceived service performance. These culture types are directly connected to the service climate and the service performance aspects. The service performance aspects should be seen as the "core-business". The service climate aspects show that the overall strength and postiveness of the climate is good for the analysed municipalities, but there is still room for improvement. The aspects which need the most improvement are: appreciation and rewards, quality of the back offices, the facilities, and the performance measurements.

The overall cultural characteristics of a Customer Contact Centre that contribute to the citizens' perceived service performance are:

- The importance of the integration of service performance aspects as the core business;
- The needs and capabilities of the citizens as a main determinant within the culture;
- Integrity is one of the key aspects of the culture;
- Good service climate aspects should be pursued as an essential part of the culture;
- The "Family Culture" contributes the most to the citizens' perceived service performance;
- The "Adhocracy Culture" and the "Hierarchical Culture" contribute moderately well to the citizens' perceived service performance;
- The "Market Culture" contributes the least to the citizens' perceived service performance.

The structural characteristics that contribute to the citizens' perceived service performance are mainly based upon the actual structure that is present within the organisation. The "service-centred structure is the most used structure in case of organising the CCC. Closely followed by the traditional structure. The "Flexible and Scalable structure" and the "Innovative and Modern structure" are a lot less often chosen as the used structure. Finally, the "Cost conscious and Austere structure" is not selected at all by the respondents. This could be explained by the fact that all these municipalities use some sort of centralized service for the customer image and service delivery, which is not part of this structure. Another important part of the structural characteristics is the e-governance. The amount and quality of the digital services provided could support the structural characteristics and through that the citizens' perceived service performance. The overall percentage of digital services provided is around 50%. The important structural aspects are a clear structure, good digital services, and a stable structure.

A general finding for the structural characteristics is the interconnection between the front office and the back offices. This interconnection is very important, because it is connected to the service-chain (Tat-Kei-Ho, 2002). The CCC could be seen as the part of the chain that pulls and should have authority over the rest of the chain in regards of the service delivery (Tat-Kei-Ho, 2002). This connection is important in regards to the service delivery. This means that a structure with a directing CCC (authority) which handles most (if not all) citizen requests, contributes to the perceived citizens' service performance. This way the CCC has control over the entire service delivery and it is able to guide the citizen experience and the manner of communication with them. Based on the choice whether the CCC employees are generalists or specialists, the work activities of these employees are slightly different.

Another finding, and an important part of the structural organisation, is the feedback structure towards the citizens. This feedback structure should be a system through which the citizens receive information on their requests or communication with the municipality. This feedback could be an estimated time of response or the actual answer itself. The overall structural characteristics of a Customer Contact Centre that contribute to the citizens' perceived service performance are:

- A clear and organized CCC structure which enables the employees to maintain and expand the service performance;
- A high but comprehensible amount of digitalisation used to be able to provide service to the citizens at all times;
- A stable structure which enables a constant level of service performance;
- Clear tasks for the Front- and Back offices;
- Allocation of questions between the right persons to improve service delivery;
- The CCC as a service and communication director within the organisation;
- One compact and smart design.

In addition to the overview of contributing characteristics, six important recommendations are gathered from this research project. These are: the need for feedback to the citizens, the possibilities of shared CCCs, automated messages towards the citizens, the benefits of flexibility, the type of CCC, and the structural connection between the front and back office. All these structural and cultural characteristics contribute to the citizens' perceived service performance, which will ultimately result in more satisfaction of the citizens and better overall service delivery by the municipalities.

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Preface

During my bachelor study "Business Administration" at Saxion I started working for Regio Twente, and more specifically the "Shared Services Network Twente". Within the almost 3 years of work there, my interest for public administration started growing. This lead to the choice for the master "Public Administration". For my master thesis I wished to shift the focus from back office tasks to the front office. Fortunately, I stumbled upon this research project through the course "Change Management" which was taught by prof. dr. Celeste Wilderom. I quickly came in touch with Marianne Gravesteijn (Municipality of Apeldoorn) and Monique Pegge (Municipality of Oldenzaal). And after a good conversation we decided that I could start this research project as my master thesis. I was to research which cultural and structural characteristics of a Customer Contact Centre contribute to the citizens' perceived service performance. My place of research became the Customer Contact Centre of Oldenzaal, which was an inspiring and fun place to be working. I sincerely wish to thank the employees of the CCC (Angelique Kroeze, Carlien Ankoné, Güller Bakkal, Jolanda Dijk and Sietske Naafs) for their welcoming atmosphere and support during the project. I also wish to thank Monique Pegge (Manager CCC Oldenzaal) for being a great supervisor during the project and for being so heavily involved and supportive. Furthermore, I like to thank Marianne Gravesteijn and Veronica Junjan for their support as my supervisors from the University of Twente and for always giving me new insights and ways to tackle problems and scientific hurdles. I also like to thank Celeste Wilderom for giving me the opportunity to do this master thesis and for her support and advise.

I was not the first person who was able to do a research project for the CCC of Oldenzaal. I had two predecessors, namely Mark van Dijk and Lisan Gevers. I like to thank them for providing me with cues as to what to do and for providing me with their completed research papers. I want to thank Lisan Gevers for even taking some time for me and giving me the opportunity to talk to her about the project. And lastly I like to thank all the respondents of both surveys for providing me with the answers needed to complete this research project.

This master thesis could be of value to all the employees and managers of public CCCs in the Netherlands.

Enschede, 2016.

Jelle Stronks

1.   Introduction

Within the public sector there is a natural inclination to provide excellent customer service to the citizens, this is especially the case for municipalities. However, customer service in the public sector has not always been such a prime objective. The government historically determined many procedures and rules without consulting the citizens. The last couple of decades this paradigm shifted towards a more market-oriented service delivery system. This new paradigm is part of New Public Management (NPM). The coinciding characteristics of NPM are the attention to quality, the customer focus, and analysing the needs of the customers. The overall focus on the output is one of the most important factors. The citizens also have become more conscious of their rights and demand better service from the public organisations (Hollaar, 2007).

To provide this service some municipalities use Customer Contact Centres (CCC). A CCC is a centre that provides contact channels through which the citizens can contact the municipality. Possible channels are telephone, mail (physical), e-mail, the website, web care (social media) and the front desk (reception and public counter). Not all CCCs provide all the available channels within their municipality, but some do. These one-stop-shop CCCs are the first channel through which the citizens gain contact with the municipality, and through here further service delivery is organized (Tat-Kei-Ho, 2002). Due to the integral position of these CCCs within the communication between the municipality and the citizen, constant improvement in performance is necessary.

1.1   Research Area & Context

The introduction of CCCs within the governmental context is the result of a focus of the Dutch central government on citizen oriented service. The services provided should be catered towards the demands of the citizens. The use of digital service channels is also stimulated, the most recent goal in this regard is "Digitaal 2017" (Digitale Overheid, 2015). This goal is part of the overall service ambitions for 2020. These ambitions are:

1. The question of the citizens, companies, and organisations is the central focus in the service delivery.
2. The citizens, companies, and organisations should be able to handle their business fast and secure.
3. The government will operate as one organisation in regards to the citizens, companies, and organisations.
4. The government will not ask unnecessary questions. The available information to the government will not be asked again.
5. The government will be transparent and approachable.
6. The service delivery to the citizens, companies, and organisations will be organised as efficient as possible. Digital communication has the preference, but physical remains possible (Digitale Overheid, 2015).

The context in which this research project is situated is the municipality of Oldenzaal and its citizens. The prime focus is on the CCC of the municipality. The specific topic within this research area is the structural and cultural organization of public Customer Contact Centres. These aspects are chosen, because they are important in innovation of services, processes, and practises (Piening, 2013). The explicit choice for structural and cultural aspects has been made because the aspects of the services and processes need to be combined with the practices(human behaviour) in regards to the structure of the organization. An important part of the structure is the concept of digitalization to enhance the service performance. These information and communication technologies can positively affect the achievement of governance goals and service delivery in a more efficient and effective way (Heeks, 2001). According to Heeks (2001) "the three main contributions of e-governance are: improving government processes (e-administration); connecting citizens (e-citizens and e-services); and building external interactions (e-society)."

1.2 Problem Definition

The problem that has to be solved by this research project, is the creation of an overview which will guide municipalities in organizing their CCCs to perform well. More specifically, the municipality of Oldenzaal asked for an overview of structural and cultural characteristics which contribute to the service performance perceived by the citizens. So, the thing that needs to be analysed is the way in which the CCC is structurally designed in relation to the rest of the organisation. Additionally, the culture within the team of employees is of importance.

1.3 Research Topic

The exact topic for this research project is the relationship between the structure and culture within the CCC and the impact of these factors upon the citizens' perceived service performance. The reason for this research topic is the importance of the service delivery of municipalities to the citizens, because the main task of a municipality is serving the citizens. The two research aspects are: the structure of the CCC within the overall organisation, and the culture of the CCC Team. These two aspects will be compared to the citizens' perceived service performance. The choice for these aspects is made because they explain the full range of the CCC. This research addresses a management question. This is the case because this type of question focusses on the way the organization arranged the characteristics related to the organizational structure and culture. The citizens' perceived service performance needs to be researched through the services and the perceived performance of these services by the citizens within the municipality.

1.4 Research Question

Through the analysis of the research context, problem definition, and the research topic the creation of a research question is possible. The main research question is:

Which cultural and structural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?

1.5 Sub-questions

The sub-questions will help in answering the main question, the sub-questions are empirical and will be supported by scientific literature. The sub-questions are:

1. What is the current status of the citizens' perceived customer service performance?

2. Which cultural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?

3. Which structural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?

1.6 Structure of the Report

The research report is structured in a way that clearly builds towards an answer to the created research question. The complete structure is:

Chapters	Contents
Chapter 1	Introduction (Research Area & Context, Problem Definition, Research Topic and Questions)
Chapter 2	Literature Review (Perceived Service Performance, Cultural Characteristics, Structural Characteristics)
Chapter 3	Research Methodology (Method, Design, Variables, Units & Setting, Case selection, Analysis Methods, Advantages and Disadvantages, Baseline)
Chapter 4	Results (Sub-question 1+2+3, Main Question)

Chapter 5	Conclusion (Discussion, Recommendations, Limitations)
Chapter 6	Bibliography
Chapter 7	Appendices

Table 1: Structure of the report

2. Literature Review

The literature used for answering the research question will be addressed within this chapter. The three main subjects are the perceived service performance, cultural characteristics, and the structural characteristics. The theoretical models will focus on the structural organisation and the culture of the CCC. The positive effects of CCCs manifest through the more streamlined delivery of service. This is the case because generally the structure, culture and processes are well organized within an CCC-team. This will positively affect the service delivery and through this the citizens' perceived service performance. The actual benefits for the CCC organization are: lower inbound inquiries, improved personnel productivity, increased first time resolution, and greater personnel availability for specific tasks (Zeithaml, Berry & Parasurman, 1996). The perceived quality of the services delivered through the CCCs consists of seven dimensions: reliability, empathy, customer knowledge, customer focus, waiting cost, user friendliness of the voice response unit, and accessibility (van Dun, Bloemer and Henseler, 2011). This could also be assessed by the ServQual-Model (Zeithaml, Bitner & Gremler, 2006). The ServQual-Model is later transformed to the ServPerf-model by Cronin & Taylor (1994).

2.1 Perceived Service Performance

To answer the research question a measurement tool needs to be used to measure the citizens' perceived service performance. The first step is to define the measure of quality itself. The focus of quality in this case is upon the customer service. The measure of quality is the difference between the expectation and the perceived quality (Hollaar, 2007). So, the customer is the determining factor of quality. A customer can experience the quality in three different ways. These three options are very straightforward. The first one is an equal measurement between the service delivered and the expectation about it. The second one is when the perceived quality is higher than the expectation. And the last one is when the perceived quality is lower than the expectation (Ghobadian, Speller & Jones,1993). This way of measuring is subjective, because this measurement is based on the perception of persons. This perception could either be an conscious or an unconscious choice (Thomassen, 2007).

The perceived service quality is measured through different aspects, and it is of importance that all aspects meet the expectations of the citizens. Because if some are exceptionally and others are lower than the expectation, the overall perceived service quality is not sufficient (Iacobucci, Ostrom & Kent, 1995). An much used model for the quality are the satisfiers and dissatisfiers (Thomassen, 2007). This model argues that dissatisfiers are aspects that are expected to be good, which means that they do not provide more satisfaction. But if these aspects are not provided they do cause dissatisfaction. Satisfiers are aspects which will provide more satisfaction when present, but do not cause dissatisfaction when the factor is not present. Grönroos (1990) also listed 7 very general criteria for good service quality. This list is not exhaustive and the different criteria could variate in importance between different organization types. The criteria are:

1. *Professionalism and Skills:* The organisation, its employees and all its operational systems should express a professional image and the required knowledge (outcome- related criteria);
2. Attitudes and behaviour: the employees need to express actual concern and interest into the customers and their cases and need to address them in a customer friendly manner (process-related criteria);
3. *Accessibility and flexibility:* The organisations, its location, its employees, the accessibility and the operational systems should facilitate easy access and flexibility to satisfy the demands and wishes of the customers (process- related criteria);
4. *Reliability and trustworthiness:* Whenever promises or agreements are made, the customer should be able to expect that these will be kept and the organisation acts with the best interest for the customer in mind (process-related criteria);
5. *Service recovery:* In case of problems or when something unpredictable happens the customers should be sure that the organization will immediately act on this to solve the

problem and gain control of the situation. To ultimately provide an acceptable solution to the customers (process-related criteria);

6. _Servicescape:_ The actual environment and physical place of the service delivery should support a positive experience (process-related criteria);
7. _Reputation and credibility:_ The customers should be able to believe and trust the organisation in the sense that the organisation will provide good service performance and carry out the right values (image-related criteria) (Gevers, 2012).

Because these criteria are very general, they create a broad image of the points which could provide good service quality. This also means that for this research these criteria are a good indication, but not focused enough to be used as the main measurements.

2.1.1 Perceived service performance measurements

Many different models are created to measure the perceived service quality, all these models mainly use the same aspects and measurements. The ServQual-Model is one of the oldest and widely used (Parasurman, Zeithaml & Berry, 1988). It also fits well with the context of public organizations. This model encompasses the most important aspects that are covered by the service quality models. So, the first important list with criteria is the ServQual-Model, which will be used to measure the perceived service quality by the citizens. This model provides insight into the gaps between the perceived service quality and the expectations of the citizens. Due to criticism of different scholars on the ServQual-Model the choice has been made to use the ServPerf-Model (Cronin & Taylor, 1994), which uses the same set of dimensions as the ServQual-Model. The relation between the service provider and the customer centred quality is the main focus of this model (Bouckaert, Thijs & Vandeweyer, 2003). The dimensions of the ServQual-Model and the ServPerf-Model are:

- Tangibility;
- Reliability;
- Responsiveness;
- Empathy;
- Assurance (Zeithaml, Bitner & Gremler, 2006).

The tangibility is the appearance of visual elements, such as buildings, arrangement, and the appearance of the employees. The reliability is the precision and the way in which the employees live up to expectations and agreements. The responsiveness is the preparedness to help the citizen and the smoothness of the process. Empathy is the ability to empathise with the citizen and its situation. But also being considerate and personal. The assurance is an approach which causes trust and a safe environment for the citizen (Boomsma & Borrendam, 2003). The expectations are an integral part of the analysis used by this model. The expectations are build up from a couple of aspects. These forms of expectations are: earlier experiences, personal needs, external communication, and contact with their peers. The five dimensions of the ServPerf-model can be related to 22 aspects. These aspects measure the whole range of the ServPerf-model. The 22 aspects are:

Tangibility	Reliability	Responsiveness	Empathy	Assurance
Up-to-date equipment	Respond within timeframe	Inform citizens when service will occur	Providing individualized attention by the Firm	Employees are trustworthy
Visually appealing facilities	Reassuring when problems arise	Prompt service from employees	Employees understand citizen needs	Customers feel safe in dealings
Well-dressed employees	Dependable	Employees willing to help	Employees have the best interest of the customer in mind	Employees are polite
Facilities consist with the industry	Service delivered at times promised	Employees respond to requests	Operate at convenient hours	Employees have support to do their job well
	Accurate records		Providing individualized attention by the Employees	

Table 2: ServPerf Aspects (Parasurman, Zeithaml & Berry, 1988)

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The next step is the connection with the e-service aspects. This list will provide important aspects for measuring the e-service. E-service is an important part of the service delivery nowadays. The citizens' perceived service performance of e-service organizations are generally based on 11 aspects:

- Accessibility;
- The speed at which the service is delivered;
- Knowledge and understanding of the customer;
- Flexibility;
- Extra attention;
- Helpfulness and customer friendliness;
- Physical features and appearance;
- Accuracy and reliability;
- Personal and certainty;
- Individual and integrity;
- Relevance and competence (van Dijk, 2011).

These two lists will be analysed and combined within a model that encompasses the most important aspects. These two models generally cover the same aspects in which the e-service aspects are a bit more precise. However, it is possible to link the ServPerf to the e-governance aspects. Through the use of this linkage it is possible to create a research model, which will be used for this research project. The link is made through the division of the e-service aspects between the 5 main aspects of the ServPerf-model.

Research Model - Perceived Service Performance	
Tangibility	Accessibility, Physical features and appearances.
Reliability	Accuracy and reliability, Individual and integrity.
Responsiveness	The speed at which the service is delivered, Flexibility, Relevance and competence.
Empathy	Knowledge and understanding of the customer, Helpfulness and customer friendliness.
Assurance	Extra attention, Personal and certainty.

Table 3: Research Model - Perceived Service Performance

2.2   Cultural Characteristics

The organisational culture defines the methods and cultural structures of an organization. The cultural characteristics are especially important for the second sub-question and through this for the main research question. Many definitions are created to describe this concept. Originally, Forehand and von Gilmer (1964) define culture as an arrangement of different attributes that make up an organization and differentiate it. Schein (1990) adds to this that culture consists of values and behaviours that may guide to success. Finally, Kotter and Heskett (1992) argue that culture is based on a fairly established set of beliefs, behaviours, and values. In this case the culture of a specific unit is of importance, for this Van den Berg & Wilderom (2004) state that shared perceptions of organisational work practices could differ between different organisational units. So, the overall definition that will be used in this research consists out of values, behaviours, and believes in combination with the organisational work practices of the specific unit. Organisational culture is a multidimensional concept that is described by Schein (1990) as having three dimensions. The first dimension are the observable artefacts, the second dimension are the values, and the last one are the underlying assumptions. The observable artefacts are the most tangible and visible aspects, but are not necessarily reliable. The values are harder to distinguish, but do provide the underlying meaning and interrelations of behaviour and artefacts. The underlying assumptions provide the most in depth knowledge about the organisational culture (Gevers, 2012). A cultural vision or strategy within the organisation is one of the backbones of the culture within the organisation. The top management should act upon this vision, because of their coordinating role (Schein, 1990).

Management is an important factor in regards of the cultural characteristics because of their leading role (Schein, 1990). They influence the communication of values and coordinate the implementation of these and other values. The management needs to actively support the service strategy in creation and maintaining the service culture (Grönroos, 1990). Maglio, Kieliszewski & Spohrer (2010) compiled

a list of relevant aspects for the analysis of the cultural characteristics of the CCC-Team. The aspects are:

- Manage through culture, not managers;
- Avoid cultural schizophrenia;
- Use employees as sources of external market research;
- Empower your employees, the right way;
- Recognize that managing any one aspect of service in isolation will compromise seamlessness and overall control;
- Persist in coordinating a service culture (Maglio, Kieliszewski & Spohrer, 2010).

2.2.1 Service Culture (Vision)

The culture and the perceived service performance can be connected through the use of the service culture theory and the service climate theory. Organizational culture and service delivery are connected through the fact that culture influences the service performance. This leads to the need to create a service culture within the organization (Schneider, White & Paul, 1998). Service culture is a culture in which the delivery of service (internally and externally) is part of the natural process and one of the most important values (Grönroos, 1990). A service culture not only supports good service quality, but also enhances the overall technical quality (Schneider et al., 1998). A couple of aspects of service culture facilitate good service quality. These are:

- Employees gain positive attitudes towards service delivery through the routines, directions, policies, management and rewards. So, these should be focussed on providing good services (Schneider et al., 1998).
- Employees gain interest in the citizens and will be more flexible, polite, invested, and look for better solutions for the citizens even in case of problems (Grönroos, 1990).
- The clarity about the desired actions of the employees, this helps in the unstandardized environment of service delivery (Grönroos, 1990).
- The norms and values of the service culture will help in creating some form of control (Grönroos, 1990).

2.2.2 Service climate

The factors of service performance closely relate to service climate. Service climate is the shared sense of the service performance felt by the employees. It also is comprised of focused policies, practices, and procedures connected to the employees and the service quality behaviours which are rewarded, supported and expected (Schneider et al., 1998). The Service Climate theory provides that the employees experiences are originating within customer reports of service quality, customer satisfaction, and customer loyalty (Bowen & Schneider, 2014). The points at which this model differs from other theories related to cultural characteristics is the fact that service climate is contextually service specific, descriptive, and collective (Bowen & Schneider, 2014). The most other cultural characteristic theories are generic. There are two facets for the service climate, these are: "the positiveness" and "the strength". The positiveness (or service climate level) of a climate is the mean of the outcomes of service climate survey items. The strength of a service climate is indicated by the amount of variance in employee perception of climate attributes (Bowen & Schneider, 2014).

The antecedents of service climate can be categorized into a couple of categories, these are: types of leadership, HRM practices, and the support from other systems to the service providers. Examples of this are marketing, HR, operations, and IT(Bowen & Schneider, 2014). The types of leadership that function as antecedents of service climate are transformational leadership, service-oriented leadership, and opinion leadership. In case of HRM, the practices that influence service climate are the ones that yield service competencies. The foundation of employee engagement is a necessary but not sufficient condition for a service climate. The service climate itself mediates the relationship between engagement and customer experiences (Salanova, Agut & Peiró, 2005). There are also a couple of characteristics that help build employee engagement, these are: "resources needed to do the work, job characteristics that present challenge and involvement, and fair treatment yielding the trust that promotes engagement behaviour" (Bowen & Schneider, 2014). Furthermore, there are a couple of factors that influence the service climate-customer experience link. The higher these factors, the stronger the link. These factors are: "Customer contact frequency and/or personal services,

Intangibility of the service, Interdependence level required among service providers, and Internal service quality from corporate support service (IT, Operations, marketing);(Bowen & Schneider, 2014). Through this the service climate creates a connection between the perceived service performance and the cultural characteristics. The items within the service climate survey are:

- How would you rate the job knowledge and skills of employees in your business to deliver superior quality service?
- How would you rate efforts to measure and track the quality of service in your business?
- How would you rate the overall quality of service provided by your business?
- How would you rate the leadership shown by management in your business in supporting the service quality effort?
- How would you rate the effectiveness of our communications efforts to both employees and customers?
- How would you rate the tools, technology, and other resources provided to employees to support the delivery of superior quality service (Bowen & Schneider, 2014)?

The results of these survey questions will provide an image of the service climate. A strong service climate means that there is little variance in perceptions of service climate. This strength magnifies the positive levels of service climate in such a way that the service climate is more strongly reflected in customer experiences (Schneider, Salvaggio & Subirats, 2002).

2.2.3 Cultural characteristics measurements

The concept of culture is important in analysing the CCC-team. The organizational culture assessment instrument (OCAI) is used to analyse the different possible culture types within the CCC-Teams (Quinn et al, 2015). This model is a modified form of the Competing Values Framework (CVF). The OCAI is a survey which will provide an overall organizational culture profile of an organization (Cameron & Quinn, 2011).

The first aspect is the family culture (Human relations), this aspect consists out of friendliness, leadership through mentoring, loyalty and tradition, involvement, flexibility, caring, and teamwork. Within this culture type the collaborative and cooperative aspects are important. These aspects will be visible within the employees, goals, and processes. Employees generally feel high amounts of commitment to the organization and the shared values. This will also create unified behaviour in employees. A possible problem of this culture could be the very forgiving nature that will harm the results (Cameron & Quinn, 2011).

Figure 1: OCAI-Model

The second aspect is the adhocracy culture. This aspect is involved with a creative atmosphere, leadership through innovating, experiments and innovations, leading, flexibility and individualism. Change is an important aspect of the culture type. New ways of working and being progressive are valued. A possible downfall of this type is that the organization could become too chaotic. This would lead to less focus on achievement and outcomes (Cameron & Quinn, 2011).

The third aspect is the hierarchical culture, which is formal and structured, leadership through coordination, rules and policy documents, the need for stability and manageability, and processes. Predictable and dependable performance are the most prominent aspects of this type of culture. Employees need to be systematic, practical, and conservative. Planning and efficiency dictate most of the processes. Optimization of quality is generally the main goal of this culture type. This requires only minor variations. A downfall of this could be that a very stagnant and bureaucratic organization could arise (Cameron & Quinn, 2011).
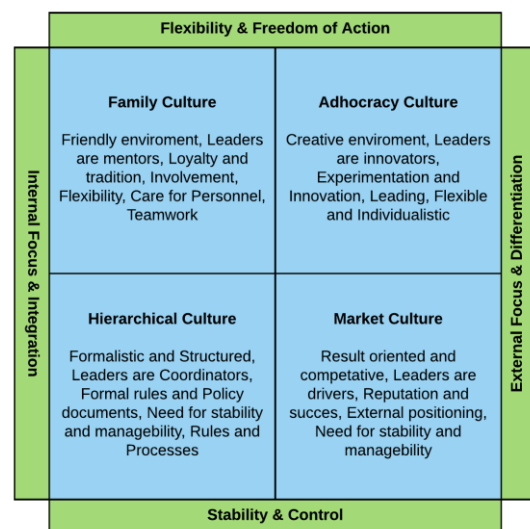
The last aspect is the market culture, which is focussed on results and competitiveness, leadership through driving, reputation and success, external positioning, and stability and manageability. Competition is the core aspect of this culture with a focus on achievement of goals and performance. Objectives are created and they need to be achieved through hard work, strategy, and productivity. Self-interest and neglectance of human issues and organization interest are risks of these kind of organisations (Cameron & Quinn, 2011; Quinn et al, 2015).

Within the OCAI-Model the type of organizational culture is always a combination of several aspects, mostly of all four. In many cases one of the four culture types is the most dominant one. This however could still mean that in some sub-units a very different culture is present in comparison to the overall organisation. There are many possible combinations within this model. The OCAI exists out of 6 aspects which can be measured by four questions per aspect. The model itself can be found in appendix 7.2. A couple of possible outcomes will be explained here in relation to their structure. The first possibility is the service-centred structure. This structure is mostly focussed on human relations and the hierarchical structure. The second model is the innovative and modern structure. Within the OCAI-model the adhocracy culture has the prime focus (Quinn et al., 2015). The third model is cost conscious and austere structure. The OCAI-model identifies this structure as highly hierarchical and focussed on the market-paradigm. Fourth is the flexible and scalable structure. The OCAI-model is very balanced and all the four cultures are equally represented for this structure. The last model is the traditional and practical structure, for this the OCAI-model leans towards human relations and the hierarchical structure.

2.3 Structural Characteristics

The second sub-question is focussed upon the structural characteristics. The structure of the CCC-Team will be analysed by the organizational structure itself and the implementation of e-governance. There are different forms of structures for the CCC-Team, these forms range from a traditional and practical structure to a completely service-centred structure. The structures will all differ slightly from each other on the basis of the connections between the channels and the and the initial contact of the citizens. These forms can be connected with the theory of Mintzberg (1983) about the five organizational structures. This is the case because the actual structure of the CCC is influenced by the organizational structure. The division of labour is essential to this model. The five structures are:

1. Simple structure (Entrepreneurial and Hierarchical);
2. Machine structure (Standardized and Formal);
3. Professional Bureaucracy (Independent Professionals and Bureaucratic);
4. Divisionalized Form (Divisions with high Autonomy and Duplication of activities);
5. Adhocracy (Project-based, Adaptive and Self-organizing) (Mintzberg, 1983).

2.3.1 Structural characteristics measurements

The different structural characteristics will be used for the assessment of the CCC-teams. These models generally represent the base forms of organizing the CCC structures. These forms will be connected to real life scenarios and through this the focus of the CCC can be determined. The different base forms are represented in the next paragraphs.

2.3.2 Cost conscious and Austere structure

This is a very austere structure with a front-office per functional domain (Van den Tempel & Van Beek, 2016). So, every domain uses its own offices for the communication with the citizens. The internal policy is directed at the prevention of mistakes and mismatches, to prevent costs and problems. The minimization of costs for citizens on a short or medium term is important. The maximization of price and performance have the prime focus. The structure is geared towards a business-like service delivery, with a lot of attention to financial aspects. The service delivery could even be outsourced to other parties to reduce costs. The municipality does not necessarily have one integral customer image, the information is spread among the organization. The
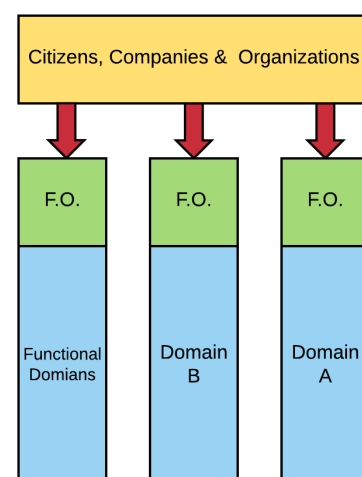

Figure 2: Cost conscious and Austere structure

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choice for specific channels is made based on the costs coinciding with it. The self-services of citizens is highly encouraged. The municipality is mainly managed through the use of numbers and KPI's. The organizational structure that is mostly akin to this form is the simple structure, because the organization is hierarchical and business-like (Mintzberg, 1983).

2.3.3 Traditional and Practical structure

This structure has the most traditional division of the front-office and back-office (Van den Tempel & Van Beek, 2016). The back-office has employees with a high level of professional skills. There are only minimal amounts of changes within the organization, only when definitely beneficial or obligated. The primary goal is the practical execution of the regular service tasks, with high efficiency and effectiveness. The organization itself is very traditional and is focussed on good service delivery, but has no organization wide customer image. The front desk (including both reception and the public counter) and telephone channel are the most important. Digitalization is moderately present within the municipality. The content of the questions of the citizens determines whether or not the question will be answered or moved to the back-office. The traditional hierarchical structure is present and the management focusses on knowledge. This form is like the machine structure, because the organization is very standardized and formal (Mintzberg, 1983).
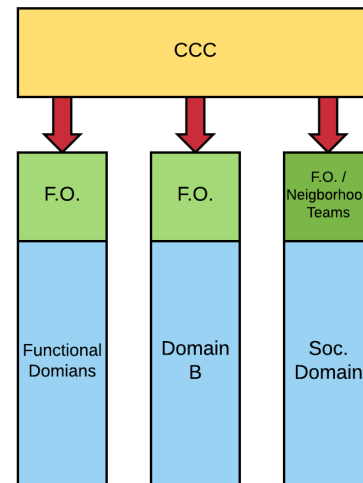
Figure 3: Traditional and Practical structure

2.3.4 Service-centred structure

This model has one organisation-wide CCC that functions as a central access point for the different back-offices (Van den Tempel & Van Beek, 2016). The employees focus on service delivery as their prime focus. This type of structure is focussed on optimal and reliable citizen service. The primary focus is the satisfaction of the citizens and the implementation, not on policy. The full range of channels(ways to contact the municipality) are available to the citizens, and administrative contact is preferably done through the digital channel. The aim is to address 80-100% the right way, the first time. The management and organizational aspect of this structure is that the specific employees are responsible for the output and outcome of this specific service delivery. The CCC-management is responsible for the behaviour of the individual employee. The service employees are really important in this structure, due to the autonomy. This structure is the most like a professional bureaucracy, because the employees are fairly independent and the structure is bureaucratic. (Mintzberg, 1983).
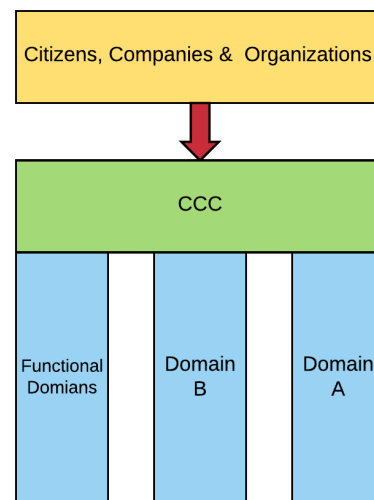
Figure 4: Service-centred Structure

2.3.5 Innovative and Modern structure

This structure focusses on the telephone channel as the only central access point for the different back-offices (Van den Tempel & Van Beek, 2016). Every back-office has its own corresponding front-office which provides the other communication channels. Change of position and function of employees and project work in teams are an integral part of this structure. The focus is on creativity and innovation. Citizen participation and co-creation are the focus for this kind of structure. Quality of process is more important than individual service. The digital channel has the prime focus, with 80%
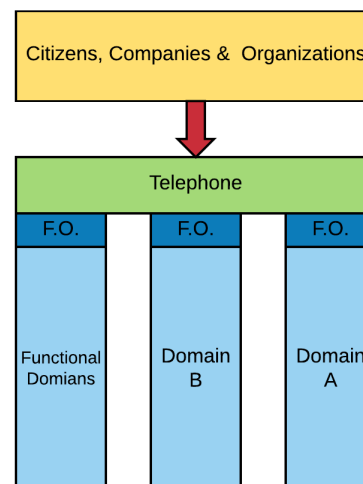
Figure 5: Innovative and Modern Structure

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right, the first times. The management form is through autonomous teams. This structure is very much like to the divisionalized form, due to the autonomy, but with the duplication of the Front-offices (Mintzberg, 1983).

2.3.6 Flexible and Scalable structure

This structure has an outsourced social domain with its own front-office and neighbourhood teams (Van den Tempel & Van Beek, 2016). The rest of the domains also have their own front-offices, and an organization wide telephone channel. The main focus of this structure is on flexibility and mobility. The mobility of internal and external personnel is supported very well to enable changes. The overall organization is very flexible and scalable and designed to cope with changes. The municipality functions as a directive organization that is always prepared for substantial changes and tries to direct towards operational excellence. The citizen service is provided by the most cost-efficient party. Network Governance is a viable option for these types of structures. The municipality has no integral customer image and has no specific strategy on channels. The goal is to answer 80% of the questions directly, the first time. Or connecting them with the right back-office. The organization is very flat, and lean management in combination with change management are the dominant forms. This form is mostly like the adhocracy, because this is the most adaptive form. (Mintzberg, 1983).
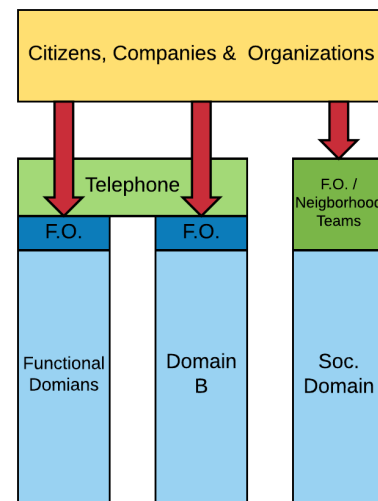
Figure 6: Flexible and Scalable Structure

2.4 E-Governance

The e-government paradigm is based upon the emphasis on coordinated network building, external collaboration, and one-stop-shop customer service (Tat-Kei-Ho, 2002). This emphasis is contradicting to the more traditional bureaucratic paradigm. This paradigm is based on standardization, departmentalization and the division of labour (Tat-Kei-Ho, 2002).

The implementation of a working e-government will encounter several barriers. The most prominent barriers are socioeconomic and organizational, because the structural aspect of implementation has a lot of impact on the organization and the related persons. A couple of examples of the problems are insufficient staff and the lack of funding, but also the current culture. The socioeconomic problems are the division between groups in the society(inequalities), because not every group has the full capabilities to benefit from the e-governance. In conclusion, all future reforms in government institutions should go beyond the pure technical aspects and also incorporate culture and structure. The needs for all these aspects should be evaluated on an departmental and team level (Tat-Kei-Ho, 2002).

Some other aspects that influence the digitalization are the size of the municipality and the type of government institution. Mainly the larger governments tend to be more proactive and strategic. Also the governance structure influences the implementation of e-government. A council-manager government generally pursues the digitalization more actively than an mayor-council government. (Jae Moon, 2002) In the Netherlands this difference could be seen as an municipal council versus city manager. Jae Moon (2002) also suggests that a lack of technical, personnel, and financial capacities could be substantial barriers to the implementation and development of e-government in the municipalities. The politico-administrative context could prove important in regards of the implementation. There are four domains to be identified in which the local e-government service delivery could be divided. These four domains are summarised by Sá, Rocha and Pérez Cota (2015):

- Service quality: Aspects directly impacting the service effectively provided by a local electronic government;
- Information quality: Quality and content of the information made available to users on the website or portal offering local electronic government services;

- Management quality: Aspects concerning internal specificities of Local Government management;
- Technical quality: Technical aspects of the service provision, such as ease of use, web design, speed, etc.

A more contemporary form is e-government 2.0, this new type of e-government consists of four main components. These components are process, resource, back-office, and front-office integration. These should be integrated within a government institution and between the government and its stakeholders. The full integration of web 2.0 is an essential part of e-government 2.0. The three core dimensions of web 2.0 are socialization, functionality and data (Sun, Ku and Shih, 2014). Sun et al. (2014) emphasizes the interactions among information flows, information intermediaries, stakeholders, and government actors based on process reengineering from front office (CCC) to back office, and vice versa. E-government 2.0 supports decision-making and helps government agencies to develop capabilities. It will support agencies to operate across traditional boundaries and helps improve the delivery of service. It also creates a more responsive implementation (Sun et al., 2014).

These different theories all indicate that the e-governance is an integral part of the organizational structure. The important aspects are: coordinated network building, external collaboration, and one-stop-shop customer service. Also, the implementation of e-governance needs to be connected with the cultural and other structural aspects.

2.5 Theoretical Model

The key theories stated in this chapter will be used for this research project. The theoretical model that will be used within this research project can be found in figure 7. This model represents the three sub-questions and how they are connected. The structural and cultural blocks are created from the most suitable theoretical models for that question. And the results of these are combined with the ServPerf-Model in the perceived service performance block. This research model will help in combining the theoretical models into one definitive answer. First of all the cultural characteristics will be determined through the use of the OCAI-survey. The OCAI model will provide an overview of the types of culture within the organisation, which is essential in determining the cultural characteristics. This model
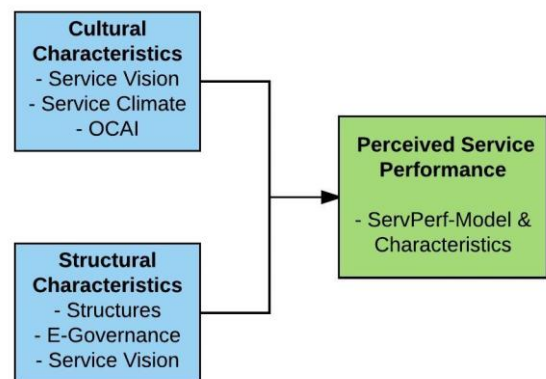
Figure 7: Theoretical Model

is chosen because it is a widely used and verified method for determining the culture. The outcomes of the OCAI-survey will be connected to the service vision and service climate. These aspects will create a context in which the employees provide a closer look upon the culture. This model is also widely used and tested. With this combination an image of the different CCC cultural characteristics will become clear. The next step are the structural characteristics. For this an assessment of five structured models gathered from consulting and theory will be done for the different CCCs. These structures are chosen based on the fact that they represent the five most used basic models. So, every municipality should be able to relate their structure to one of these models. It is also based on widely used theory and practice-oriented consulting. The relevance of this is to make an clear distinction between the organisations. The e-governance aspects are an integral part of the contemporary structural characteristics. The amount of digitalisation within the municipalities will be compared to other municipalities for reference. The e-governance aspects are based on relevant literature in this research area. And lastly, the structural characteristics also include some service vision aspects. The last part is the perceived service performance by the citizens. For this the ServPerf-model is the main aspect. This has been chosen because it creates an good overview of the perceived performance. And it is a accepted and widely used addition to the ServQual-model. For Oldenzaal and the other municipalities this model will be used through the use of a survey. Finally, the ServPerf-model and the characteristics combined will lead to the answer to the main-question of this research project. The way this works is through an comparison of the structural and cultural characteristics with the coinciding citizens' perceived service performance. Through this method the beneficial characteristics will be uncovered.

3. Methodology

The overall methodology used for this research project will exist out of two main research parts. The first part is the theoretical research, which is based on scientific literature. The second part of the research project is the empirical part. The actual components of the empirical research are a survey on the citizens' perceived service performance and a survey with relatable municipalities CCCs on their structure and culture. The model used for the first survey is a combination of the ServPerf-Model and the e-service quality measures as presented in table 3. The questions within the survey will be based upon the ServPerf-Model. With this measurement the perceived service performance could be measured. The second survey will focus on the structural and cultural characteristics of CCCs and the questions are generally based on the different organizational and service structures. The different methods for the different parts are chosen because these methods are the most suitable way to gain the data. The choice for the ServPerf-model has been made because it is the most used model for public organizations. Next up, the service climate model provides a measurement of the cultural aspects and is a fitting model for this research project. The OCAI-survey is easily applicable for public organizations and this model is also used a lot for cultural assessments. And the model regarding the different structures, has been chosen on the basis that these structures are the most prevalent organisation structures. Furthermore, the e-governance aspects will also be part of the structure and culture survey, to encompass the recent developments in this field. The overall service vision will also be used for both the structural an cultural characteristics because it creates an broad image of the vision within the municipalities. All these steps in the operationalization process are compiled in the operationalization table, which is to be found in appendix 7.1.

3.1 Method

The research methodology for this project will exist out of three types of research methods. In addition to these three parts, there is the analysis of the gathered data. The first part is the desk-research used to create the literature review and the needed background information for the empirical research. This part is created through the use of scientific literature. The second part is a case study in the form of a survey within the municipality of Oldenzaal, to measure the citizens' perceived service performance. The last part is a survey with a purposive sample of municipalities comparable in size with Oldenzaal. This survey tries to gather information on the cultural and structural characteristics of CCCs.

3.1.1 Service Performance Survey

The first instrument is the survey done in Oldenzaal. This survey measured all the indicators of the ServPerf-model. The survey questions used a five point Likert-scale to indicate the satisfaction of the citizens. The way these questions were asked is through a reaction basis. When a citizen uses services of the municipality, the questions are presented. The ServPerf-Model has 22 aspects that can be measured and related to the five measurements of the model (Parasurman, Zeithaml & Berry, 1988). These 22 aspects are compiled into six questions of which the survey exists. This has been done because not all aspects are relevant for this research. And also because the information regarding the 22 aspects are covered by these six questions. The actual questions are:

1. To what extent are you satisfied with the reachability of the municipality?
2. To what extent are you satisfied with the waiting times?
3. To what extent are you satisfied with the friendliness of the civil servant?
4. To what extent are you satisfied with the expertise of the civil servant?
5. To what extent are you satisfied with the process time?
6. To what extent are you satisfied with the answer/ help you got?

The way these aspects will be measured, in case of the situation in which the other municipalities do not have the data available, is through a grade system. This means that the other municipalities will be asked to provide an overall service performance grade, when this grade is available to the municipality.

3.1.2 Structure and Culture Survey

The second instrument is a survey focussed upon the medium-large municipalities within the Netherlands. The list of these municipalities is compiled through the resources of VNG and CBS. The first step will be a survey which will be send to the possible respondents. This survey will be based upon the scientific literature compiled within chapter 2. The actual survey is available in appendix 7.2 and an overview of the subjects in table 4. The structure of the survey will exist out of six major parts. These parts are: general, overall citizen satisfaction, culture, structure, miscellaneous, and personal information. The overall citizen satisfaction, structure and culture will have the main focus. The other parts are to gather background information and context.

Survey Subjects	Survey Subjects
General Questions	CCC Age, Channels, Specialisations, Employee Information (including tasks, education level, competences), Service Vision.
Overall citizen satisfaction	Grades, Vision upon the satisfaction, Overall Service Norms.
Cultural Characteristics	Service Vision on Culture, added value CCC, OCAI, Service Climate
Structural Characteristics	Structural Models, Satisfaction with the structure, Service Vision, E-Governance and Digitalisation Level, Employee Competence, Service Vision on structure.
Miscellaneous	Achieved Success, Future plans, Work Space, Delivered Service performance, Personal aspects.
Personal Information	Name, Gender, Age, Municipality, Work Time, Payment, E-Mail address.

Table 4: Survey subjects

3.2 Design

The design of this research project is of the descriptive correlational type, because the aim of the project is to observe and not influence the environment. The data needs to be as representative as possible. The case-study is primarily about the CCC of the municipality of Oldenzaal and secondary about other medium-large municipalities in the Netherlands. The citizens' perceived service performance of the municipality of Oldenzaal is researched by the use of a survey and the other municipalities are based on data from the municipalities themselves. In essence, the design of this research project is a cross-sectional study. This is the case because only single instances are measured in this research. However, because of past research projects within the same context some longitudinal aspects are covered by this research project.

3.2.1 Design advantages & disadvantages

The first advantage of this research design is the fact that it tries not to influence the environment. This is beneficial because it guarantees a better representation of the reality and will grant more appropriate data. The second advantage is the fact that one municipality gets the primary focus. This provides a more in depth look and context to evaluate the other municipalities. The last advantage is the fact that through past research projects and gathered data, some form of longitudinal aspects are available. There is also an disadvantage to this design. This disadvantage is that it is not a complete longitudinal research, because it is a cross-sectional study.

3.3 Variables, Units and Setting

To further analyse the research question, the variables, setting and the units of analysis need to be identified. Firstly, the dependent variable is the value that is influenced by the independent variable. In this case the dependent variable is the "perceived service performance by the citizens". The corresponding independent variables are the structural characteristics, including digitalization, and the cultural characteristics of the public service CCC. The main units of analysis are the citizens as a whole and specifically the citizens of Oldenzaal. The physical setting for this research is Oldenzaal. Part of the empirical field research will be done through analysis of CCCs in other municipalities. The sub-questions also need to be identified by the variables, units, and setting. These aspects are:

Sub-question 1:
- Dependent variable: Current status of the perceived service performance by the citizens.
- Independent variable: Service delivery by the CCC in combination with the structural and cultural characteristics.
- Unit of Analysis: Service delivery.
- Setting: Municipality of Oldenzaal and comparable medium-large municipalities.

Sub-question 2:
- Dependent variable: Perceived service performance by the citizens.
- Independent variable: Cultural characteristics of a CCC.
- Unit of Analysis: Culture within the CCC-Team.
- Setting: Municipality of Oldenzaal and comparable medium-large municipalities.

Sub-question 3:
- Dependent variable: Perceived service performance by the citizens.
- Independent variable: Structural characteristics of a CCC.
- Unit of Analysis: Structure of the CCC-Team.
- Setting: Municipality of Oldenzaal and comparable medium-large municipalities.

3.3.1 Conceptualization

The first important concept of this research project is the "Citizens' perceived service performance", this should be measured using the ServPerf-model (Cronin & Taylor, 1994). This is a well-researched subject and generally the researchers agree upon the conception. The precise version is: "Perceived service performance by the citizens". This construct cannot be measured directly, this should be done using the ServPerf-Model (Cronin & Taylor, 1994). The second concept encompass the "Cultural characteristics", these will be measured by the service climate-model and the OCAI-model of Quinn et al. (2015). The actual conception that gets measured through these models is: "Cultural characteristics of a CCC". The third conception is the "Structural characteristics", these will be measured by the model of Van den Tempel & Van Beek (2016), Mintzberg (1983) and several e-governance models through the use of the survey. The actual conception that gets measured through these models is: "Structural characteristics of a CCC". The choice for this combination has been made because the e-governance is an integral part of the structural characteristics of a contemporary organisation.

3.3.2 Operationalization

Operationalization is an direct extension of conceptualization which specifies the procedures needed for measuring the attributes of the variable (Babbie 2013, 195). The goal is to create clear definitions of important concepts within this research project. The "citizens" in this case are defined as the actual inhabitants of the municipalities which are measured. In the first place the municipality of Oldenzaal and secondary the citizens of other medium-large municipalities. Next is the term "Culture", this term is defined by Cameron & Quinn (2011) as the persistent, unchangeable base character of an organization. The "Service Climate" can be defined as the shared sense of the service performance felt by the employees (Schneider et al., 1998). The term "Structure" refers to the actual arrangement of actors within an organisation. Mintzberg (1979) defines structure as "the sum total of the ways in

which it divides its labour into distinct tasks and then achieves coordination among them". The different ways of dividing labour is the aspect that needs to be measured. E-governance is the focus on coordinated network building, external collaboration, and one-stop-shop customer service (Tat-Kei-Ho, 2002).

3.3.3 Determining the indicators & dimensions

An indicator of a concept is a an observation that is considered to be a reflection on the variable (Babbie 2013, 169). A couple of observations will reflect on the perceived service performance by the citizens, namely: retention of contact, amount of complaints, personal contact, and the attitude towards the municipality. The dimensions of a concept are specifiable aspects. These aspects are more relatable than the concept itself. Two main dimensions can be identified for this conceptualization, these are the overall perceived customer service and the ServPerf-Model. The indicators for the cultural characteristics of a CCC are the OCAI-dimensions and the service climate aspects. The dimensions are the intended cultural aspects of the CCC-team and the actual aspects. For the structural aspects the main indicators are: the organizational structure, team structure, tasks, and e-governance. The dimensions are the actual structure and the ideal structure for the current situation. These indicators and dimensions of the structural and cultural characteristics will be supplemented by the service vision.

3.4   Case Selection & Sample

The sample and case selection will be done for both the surveys. The sample can be purposive or non-purposive, and the purposive sample can have different characteristics. The results of this are summarized below

3.4.1 Service Performance Survey

The citizens that will be used in this research project are the citizens of the municipality of Oldenzaal. The method for collecting respondents for the survey was through, the main service channel of the CCC in Oldenzaal, the telephone. The citizens will be selected at random through the fact that the members of the CCC will connect the surveyor with the citizens who were assisted by the CCC employees. When the questions are more complicated and the citizens cannot be assisted by the employees of the CCC, they create a report for the person who has more specialized knowledge. After this report is picked up by the back office employee and the case is closed or the answer is given to the citizen, the citizen will be contacted with the request to participate in the survey. It will be made clear that the questions are about the service delivered by the CCC. This way the citizens have an equal chance to be selected for the survey and will not be selected based upon the quality of question they have. The actual number of citizens of Oldenzaal is 32.000, of which not every person would contact the CCC directly, due to the other available channels within the municipality of Oldenzaal. The amount of contacts per week is generally 1000. These contact points vary greatly in context as well as social status of the citizens. The survey period was between the 14th of December 2015 and the 31st of January 2016. The actual survey period was 6 weeks. Out of the 150 requests the amount of response was 56, of which the completely filled out and usable valid response was 48.

3.4.2 Structure and Culture Survey

The municipalities that will be send a survey will be contacted based upon the information of VNG or CBS. The sample is purposive, because the municipalities are selected becuase they are comparable to the municipality of Oldenzaal. The advantage of this is the easily available information, but also the ability to compare this information to other municipalities. The municipalities will be selected based on the amount of citizens they have, this will be done to gain a list of well comparable municipalities. The next step is the confirmation of the existence of a CCC within the municipality, because not every municipality makes use of a CCC for their service delivery. This will not disqualify the municipalities, because the reasons for not introducing a CCC are also valuable. The municipalities that will be selected are between the 30.000 and 40.000 citizens. Just like Oldenzaal, which has about 32.000 citizens. The municipalities will receive the survey which is directed at the manager and employees of the CCC.

Citizen Amount	Municipalities
30.000 – 31.000	Bergen, Boxtel.
31.000 – 32.000	Aalsmeer, Deurne, Echt-Susteren, Noordenveld, Renkum, Tytsjerksteradiel.
32.000 – 33.000	Bussum, Epe, Maassluis, Meppel, Oldenzaal, Papendrecht, Stadskanaal, Tynaarlo, Zevenaar.
33.000 – 34.000	Bodegraven-Reeuwijk, Lochem, Midden-Drenthe, Twenterand.
34.000 – 35.000	Castricum, Groesbeek, Hof van Twente, Hoogezand-Sappemeer, IJsselstein.
35.000 – 36.000	Coevorden, Gorinchem, Hellendoorn, Montferland, Teylingen.
36.000 – 37.000	Bronckhorst, Leudal, Moerdijk, Raalte.
37.000 – 38.000	Goes, Landgraaf, Rijssen-Holten, Veghel, Wageningen.
38.000 – 39.000	Geldrop-Mierlo, Hellevoetsluis, Oldambt,
39.000 – 40.000	Heemskerk, Oude IJsselstreek.

Table 5: Comparable Municipalities (CBS, 2015)

The survey was held between the 20th of June until the 25th of July. So, the survey was available for a period of 5 weeks and send to 45 municipalities. The persons within these municipalities at which the survey was directed are the managers and employees of the CCCs. This means that not all of the 45 municipalities were able to respond to the survey because they do not have a CCC. Within these 5 weeks two digital reminders were send and 1 reminder through the telephone was done. Ultimately, the response rate was 68 of which 22 managers and 46 employees. The total number of employees and managers within all contacted municipalities is not entirely clear. This is the case because not all municipalities responded and not all municipalities use a standard type CCC. The mean number of employees within the municipalities is 16, but the range is 43 and the standard deviation is 10. Additionally, not all municipalities use a standard configuration in regards of the organisation of the CCC. This means that some municipalities do not have a stable or fixed CCC team, which makes it hard to determine a population. Another factor in this situation is the fact that several municipalities share their CCC with other municipalities or have outsourced them completely. So, for these municipalities it is also hard to determine a population. However, with this response and information it is still possible to provide a snapshot of the structural and cultural characteristics of the different CCCs.

3.5 Data analysis methods

Next up are the data analysis methods. The way the gathered data will be analysed is explained in the paragraphs below. The advantages and disadvantages of these methods will also be explained. The data analysis methods will be evaluated for the survey.

3.5.1 Service Performance Survey

The way the data of the survey results will be analysed is through the use of descriptive statistics and statistical analysis. The first step will be the analysis and description of the data. The next step is the calculation of the Cronbach's Alpha. The factor analysis method gives the average correlation between the scores with the factor of -1 to 1. The first factor indicates no consistency, and the 1 indicates total consistency. The aim is to reach an Alpha which is higher than 0.6, when the factor is lower than 0.6 some aspects could be removed to improve the Alpha. This could also be done when the factor is between 0.6 and 0.8, but this would require an substantial increase. When the factor is higher than 0.8 no aspects should be removed. When the reliability is calculated the averages can be calculated. The averages will be reviewed by the "One Sample T-Test". This test calculates the significant deviations from one number to another. In this case the deviation is significant when it is really different from the average. The test is two-sided, which means that the value could be lower or higher than the average. The level of significance in this case is 5%. These methods will make it possible to sufficiently analyse the survey data. The advantage of this method is the statistically accurate results that will be generated. An disadvantage is the possible removal of aspects through the use of the Cronbach's Alpha. This could lead to an less broad set of usable aspects.

3.5.2 Structure and Culture Survey

The analysis of the survey results is done with the use of a couple of methods. The first method of this analysis is the coding of the gathered data within the open-ended questions of the survey. This choice has been made because through this method all the important aspects can be found and patterns are

more easily identifiable. The goal of these steps is to analytically reduce the data. The type of coding used in this research project is deductive coding. This type uses pre-set codes which are created through the use of the researched literature. For this type of coding the relevant aspects need to be changed into codes. These codes will provide a clear image of the empirically gathered data.

The advantage of this analysis method is the strong connection with the research questions and the coinciding variables. The disadvantage of this analysis method is the focussed set of codes that will be used, because this may guide the coding process in such a way that some other aspects will not be covered by the codes. The used codes are available in table 6 and the coded text in appendix 7.4.

Relevant Aspects	Survey Subjects	Codes
Organization	History, Activities, Tasks, Position, Service Vision	Launch, Set-Up, Start, Activities, Tasks, Place, Location.
Employees	Amount, Specializations, Knowledge level, Payment scale, Satisfaction.	Amount, Personnel Occupation, Focus, Specialization, Education, Knowledge, Payment, Reward, Satisfaction, Happy.
Citizens	Preferences, Satisfaction, Digitalization.	Preferences, Requirements, Satisfaction, Pleased, IT, Computer, Digital.
Culture	Role, Cultural Direction, Image of CCC, Assurance, Cohesion, Test Influence.	Vision, Aims, Position, Role, Direction, Focus, Image, View, Assurance, Certainty, Cohesion, Influence.
Structure	Structure, Management, Aim, Management Satisfaction.	Structure, Build-up, Form, Management, Leadership, Aim, Goal, Management Satisfaction.
Digitalization	Amount, Aspects, Service Quality.	Amount, Aspects, Forms, Digitalization, Plans, Service, Quality.
Future plans	Successes, Future Plans.	Future, Successes, Plans, Focus, Aims, Goals.

Table 6: Survey Codes

These codes will be sought within the survey text and marked. These parts will then be used for the answers to the sub-questions. And with this, the empirical data can be implemented within the actual answers needed for this research project. The second analysis method of the structure and culture survey is the use of descriptive statistics and statistical analysis like the first survey. This choice was made to adequately analyse the data to create an image of the structural and cultural characteristics of the municipalities.

3.6   Advantages and disadvantages of the research methods

The exact advantages and disadvantages of the research methods should be explored to give insight on the results and its consequences. The advantage of the method for obtaining respondents for the perceived service performance survey is the fact that it creates a realistic image of the persons who contact the CCC of Oldenzaal. This is the case because the entire range of citizens who contact the municipality have equal opportunity to respond to the survey. The possible disadvantage of this method is the amount of respondents that are realistically obtainable for the survey, because the channels available to the CCC-team are limited. The main advantage of the structure and culture survey is the broad amount of data on the structure of CCCs and the culture of CCC-Teams. The consequences for the results will be that the structure and the culture will be tested very well by the empirical research. The disadvantage of the culture and structure survey is that the overall representativeness is a bit less.

3.7   Baseline

An important source of data for this research project is a survey held in June, July and August of 2015 in the municipality of Oldenzaal. This survey measured the opinions about the customer service delivery among the citizens of Oldenzaal. The outcomes of the survey provide the baseline for the citizens' perceived service performance. It is a broad research of the full customer experience including physical, digital and telephonic contact of the citizens with the municipality and was done by the municipality themselves. The survey consisted out of 32 questions. The goal of this survey was the measurement of the citizen satisfaction with the service delivery. The measurements were:

- The satisfaction about the service delivery;
- The satisfaction about the opening hours;
- The satisfaction about the way in which the citizens receive information from and about the municipality;
- The main channel of preference for the citizens.

The response rate of the survey is 337, this is enough for a confidence interval of 90%. However, due to the broad nature of the survey some forms of contact like telephone and digital are not as much commented on than others. This is mainly the case for telephonic contact. The reason for this could be that the survey was done through a physical and a digital form. This created a problem for citizens who called the municipality, because they needed to respond through the digital channel afterwards. From the results it is possible to gather the opinion of the citizens in regards of the service performance.

The reason why this survey is used as a baseline for this research project is the fact that it reveals the citizens' perceived service performance of Oldenzaal in the summer of 2015. Through this some longitudinal aspects can be added to the results of this research project. However, due to the fact that not all channels were evenly evaluated during the survey of the summer of 2015 some extra data is needed. To accomplish this the empirical research of this study will consist out of a telephonic survey to support and enhance some missing data from this first survey. This is of importance because the amount of response about the telephone channel from the survey was way too low and not representative. Nevertheless, the survey of the summer of 2015 provides a great baseline for this research project. Finally, the results of the survey of the summer 2015 will be compared to the results of the survey of 2016. This can be done because both surveys use the same questions in relation to the service performance.

Another baseline for this research project is the study by Lisan Gevers (2012). This study created an overview of the current and desired culture within the municipality of Oldenzaal in 2012. It also studied the extent of which this culture fits with a service culture. Furthermore, some service performance data she gathered in 2012 will also be added. The reason why this study is added to the baseline of this research project is the possibility to add some longitudinal aspects to the service performance and cultural aspects. And in case of the cultural aspects, also as a good comparison between the results of Oldenzaal and the results of the other municipalities.

4. Results

This chapter contains the results of the empirical research part of this study. It will provide the answer to the sub-questions and the main question respectively. The chapter will be build-up like the order of the questions. So, firstly the current status of the perceived service performance by the citizens of Oldenzaal and the other municipalities will be reported. Secondly, the findings of the second survey are given, the cultural and the structural characteristics contributing to the service performance. Finally the main question will be answered.

4.1 Citizens' perceived service Performance

First up, the results of the survey questions regarding the citizens' perceived service performance will be displayed. Secondly, these results will be analysed and the answer to the research question will be given.

1: To what extent are you satisfied with the reachability of the municipality?
This question measured the times at which the municipality is available for contact and how this compares to the expectations of the citizens. This question measures 5 out of the 22 aspects of the ServPerv-model (as seen in table 2), these are: operate at convenient hours, dependable, service delivered at times promised, inform citizens when service will occur, and up-to-date equipment. The reachability is very good according to the citizens sample, since 87.5% rated it either as good or excellent. Another 10.4% of the citizens rated the reachability as sufficient. And 2.1% qualifies the reachability as insufficient.
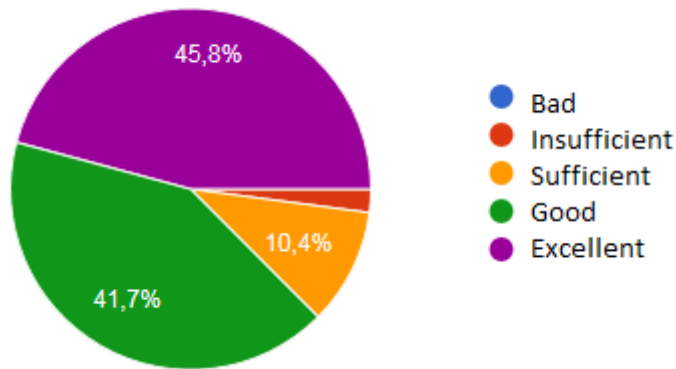
Figure 8: Reachability

Answer	Frequency	Percentage
Bad	0	0%
Insufficient	1	2,1%
Sufficient	5	10,4%
Good	20	41,7%
Excellent	22	45,8%
Total	48	100%

Table 7: Reachability

2: To what extent are you satisfied with the waiting times?
The actual waiting times are measured through this question. This question measures 2 out of the 22 aspects of the ServPerv-model, these are: respond within timeframe, and employees respond to requests. The respondents are also positive regarding the waiting times; 87.6% rated it either as good or excellent. 6.2% rates it as sufficiently and 6.2% rates it as bad or insufficient.
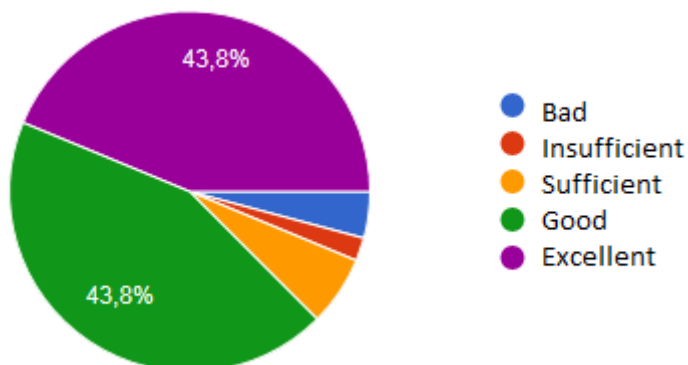
Figure 9: Waiting Times

Answer	Frequency	Percentage
Bad	2	4,2%
Insufficient	1	2,1%
Sufficient	3	6,3%
Good	21	43,8%
Excellent	21	43,8%
Total	48	100%

Table 8: Waiting Times

3: To what extent are you satisfied with the friendliness of the civil servant?
The friendliness of the employees is the measurement of this question. This question measures 8 out of the 22 aspects of the ServPerv-model, these are: reassuring when problems arise, employees willing to help, providing individualized attention (firms and employees), employees understand citizen needs, employees are polite, employees are trustworthy, customers feel safe in dealings, and

employees have the best interest of the customer in mind. The citizens of Oldenzaal are positive about this, 95.9% of the respondent rates this as good or excellent. And one person rates it as sufficient, and finally another person as insufficient.
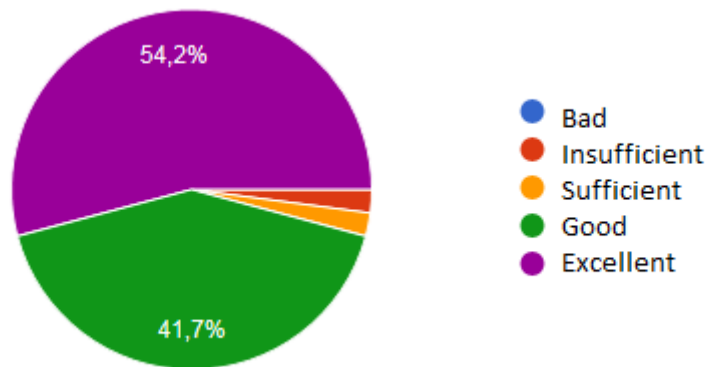
Figure 10: Friendliness

Answer	Frequency	Percentage
Bad	0	0%
Insufficient	1	2,1%
Sufficient	1	2,1%
Good	20	41,7%
Excellent	26	54,2%
Total	48	100%

Table 9: Friendliness

4: To what extent are you satisfied with the expertise of the civil servant?
The expertise measures the extent in which employees effectively handle questions or requests, a good reconnection is also qualified as effective. This question measures 3 out of the 22 aspects of the ServPerv-model, these are: facilities consist with the industry, accurate records, and employees have support to do their job well. 83.4% of the respondents rates the expertise as good or excellent. 8.3% of the respondents is dissatisfied. The same amount rates the expertise as sufficient.
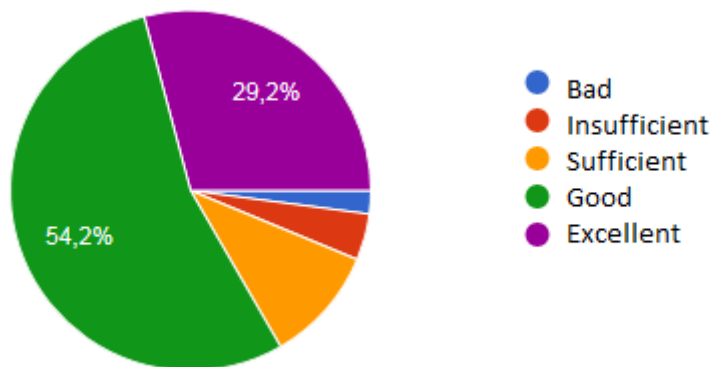
Figure 11: Expertise

Answer	Frequency	Percentage
Bad	1	2,1%
Insufficient	2	4,2%
Sufficient	5	10,4%
Good	26	54,2%
Excellent	14	29,2%
Total	48	100%

Table 10: Expertise

5: Are you reconnected during the telephone call?
The amount of reconnections is visible in figure 12. This question is part of the survey because it gives insight on the way the CCC is structured (Specialist or generalist). It can also say something about the

expertise of the employees and the waiting times. The number of reconnections is 7, and the times that the call was not reconnected is 41.
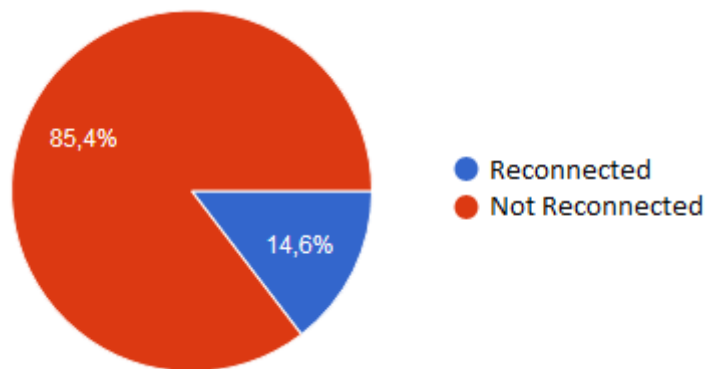
Figure 12: Amount of reconnections

6: To what extent are you satisfied with the process time?
This question targeted the process time of the conversation with an employee of the CCC. This question measures 1 out of the 22 aspects of the ServPerv-model, this is the prompt service from employees. 91.6% of the citizens rated this as excellent. 4.2% rated it as sufficiently and another 4.2% rated it as bad.
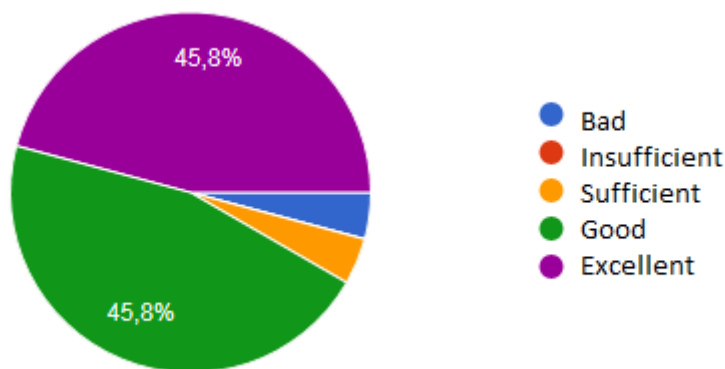
Figure 13: Overall Process Time

Answer	Frequency	Percentage
Bad	2	4,2%
Insufficient	0	0%
Sufficient	2	4,2%
Good	22	45,8%
Excellent	22	45,8%
Total	48	100%

Table 11: Overall Process Time

7: To what extent are you satisfied with the answer or help you got?
This question touches upon the actual results of the conversation. This question targeted the whole process and its outcomes. This is a general service performance question not focussed at any specific aspect, but at the result of the service delivery. This question measures the overall performance of the service process. About 79,1% rates this as good or excellent. 8,3% rates it as sufficient and the remaining 12,6% rates the performance as insufficient or bad. The results of this question differ a bit from the rest of the questions because this could also encompass the actions of the back office employees.
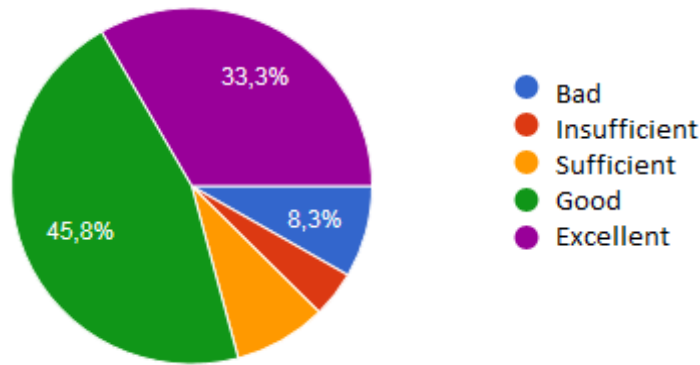
Figure 14: Results

Answer	Frequency	Percentage
Bad	4	8,3%
Insufficient	2	4,2%
Sufficient	4	8,3%
Good	22	45,8%
Excellent	16	33,3%
Total	48	100%

Table 12: Results

4.1.1 Reliability Analysis

The first statistical step is the reliability analysis in the form of the Cronbach's Alpha. As visible in table 13 the Cronbach's Alpha is 0,769. This Alpha is an acceptable number, which means that the questions are reliable.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of items
0,769	0,739	7

Table 13: Cronbach's Alpha

The total statistics table (table 14) shows the 7 questions and the related statistics. All the potential Cronbach Alpha's are lower than the original, except for the "5: Redirection" question. But this question will not be removed because the question is a supporting question, not a main question, and the Alpha's gain is not very much.

Items	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
1:Reachability	21,08	12,035	0,383	0,364	0,760
2: Waiting Times	21,19	10,368	0,527	0,562	0,733
3: Friendliness	20,92	11,950	0,490	0,458	0,743
4: Expertise	21,35	10,787	0,528	0,571	0,732
5: Redirection	25,25	14,362	0,035	0,097	0,795
6: Process Time	21,10	9,627	0,745	0,668	0,681
7: Results	21,48	8,766	0,648	0,651	0,705

Table 14: Total Statistics

4.1.2 Averages

The averages were calculated through the use of the one-sample T-test. The means and standard deviations are available in table 15. The standard deviation of the "Results" question is a little higher than the rest, because this question is the most influenced by the performance of the back office. This is the case because the actual answer and possible products are counted towards the results.

Items	N	Mean	Standard Deviation	Standard Error Mean
1: Reachability	48	4,31	0,748	0,108
2: Waiting Times	48	4,21	0,967	0,140
3: Friendliness	48	4,48	0,652	0,094
4: Expertise	48	4,04	0,874	0,126
5: Redirection	48	0,15	0,357	0,051
6: Process Time	48	4,29	0,898	0,130
7: Results	48	3,92	1,164	0,168

Table 15: Averages

The discovered averages of the different questions are connected to the 22 aspects of the ServPerf-model to gain insight in the actual performances on these aspects. These connections are based upon the five Service Performance dimensions and the coinciding questions. The next step is the connection to the five main dimensions of the ServPerf-model through the calculation of the averages. With these grades the actual perceived service performance by the citizens becomes visible. The only two aspects which are not measured are the "visually appealing facilities" and the "Well-dressed employees". This is the case because the CCC of Oldenzaal does not have any physical contact with the citizens. The means are to be found in table 16. The total averages are calculated from the means of the 22 aspects, so that the grades per Service Performance dimension are clear.

22 Aspects	Mean	Standard Deviation	ServPerf	Total Mean	SD Total Mean
Up-to-date equipment	4,31	0,748	Tangibility	4,18	0,811
Visually appealing facilities	Irrelevant	Irrelevant			
Well-dressed employees	Irrelevant	Irrelevant			
Facilities consist with the industry	4,04	0,874			
Respond within timeframe	4,21	0,967	Reliability	4,27	0,798
Reassuring when problems arise	4,48	0,652			
Dependable	4,31	0,748			
Service delivered at times promised	4,31	0,748			
Accurate records	4,04	0,874			
Inform citizens when service will occur	4,31	0,748	Responsiveness	4,33	0,816
Prompt service from employees	4,29	0,898			
Employees willing to help	4,48	0,652			
Employees respond to requests	4,21	0,967			
Providing individualized attention by the Firm	4,48	0,652	Empathy	4,45	0,671
Employees understand citizen needs	4,48	0,652			
Employees have the best interest of the customer in mind	4,48	0,652			
Operate at convenient hours	4,31	0,748			
Providing individualized attention by the Employees	4,48	0,652			
Employees are trustworthy	4,48	0,652	Assurance	4,37	0,708
Customers feel safe in dealings	4,48	0,652			
Employees are polite	4,48	0,652			
Employees have support to do their job well	4,04	0,874			

Table 16: ServPerf Results

It could be stated that the current perceived service performance is very good in relation to the ServPerf-aspects. This is the case because all 22 aspects score higher than 4 out of 5. All the different ServPerf dimensions score also very high through this. The performance between the different dimensions is consistent. The highest average is 4.45, which is for the dimension of "empathy". This means that the employees and the firm are very empathic and friendly towards the citizens. The "assurance" has a score of 4,37, this means that the trust and safety of the municipality and the employees is very high. The third best aspect is the "responsiveness", with a score of 4,33. This aspect entails the clarity about the process and the prompt willingness to respond to requests of the

citizens. The fourth dimension is the reliability, and has a score of 4,27. This dimensions consist of: respond time, reassuring when problems arise, dependable, keeping promises, and being accurate. The last dimension is the tangibility, with a score of 4,18. The equipment, facilities, employees outward appearance, and the consistency of the facilities are part of the tangibility. The results of the survey held in the summer of 2015 are comparable to the results of the telephonic survey held within December and January because both surveys use the same list of questions in regards of the service performance-aspects. The 5 main dimension of the ServPerf-model are also part of this survey. The amount of respondents was 337 and the dimensions were also tested on a 5-point Likert scale.

Service Performance Dimensions	Results
Tangibility	4,3
Reliability	4,1
Responsiveness	4,2
Empathy	4,2
Assurance	4,2

Table 17: Service Performance Dimensions Summer 2015 (Gemeente Oldenzaal, 2015)

4.1.3 Answer: citizens' perceived service performance

The current perceived service performance is rated highly by the citizens of Oldenzaal, both in the summer of 2015 as in the winter of 2015/2016. If you would take both surveys together, they provide 385 (337 + 48) respondents. This is enough to reflect the population of Oldenzaal (32.000 citizens) with a 5% confidence interval. The questions used for the grades are exactly the same, but should be taken as two different research projects. Also, some data from the study of Lisan Gevers (2012) will be added to gain longitudinal data from 2012 until 2016. The items of Lisan Gevers (2012) missed the empathy dimension, because it was excluded. The results and the differences of both surveys are:

Service Performance Dimensions	2012 (Gevers, 2012)	Survey Summer 2015	Survey Winter 2015/2016
Tangibility	4,20	4,30	4,18
Reliability	3,90	4,10	4,27
Responsiveness	4,30	4,20	4,33
Empathy	-	4,20	4,45
Assurance	3,80	4,20	4,37
Total Average	4,05	4,20	4,32

Table 18: Service Performance Dimensions

In conclusion to this sub-question, the overall perceived service performance by the citizens of Oldenzaal is pretty good and constant across the different dimensions. When the different surveys are compared we could see a growth in all dimensions except for the tangibility. But the tangibility dimension is hard to measure, because 2 aspects of this dimension are only relevant in certain conditions. So, the perceived service performance of Oldenzaal is high and is even increasing over time.

Of the 45 municipalities 20 were able to provide a response to the survey. The grades that were provided are transformed into the five point scale of Oldenzaal and the service performance model. These grades are the total service performance scores. It becomes clear that the grades given to Oldenzaal are very high. All other municipalities score lower. So, Oldenzaal is doing very well with an score of 4,32. But no insufficient grades were provided and the other municipalities are also doing well, with a quarter of the respondents scoring an 8,0 or 8,1.

Grades	Frequency	Five point scale Grades
6,5	1	3,25
6,6	2	3,30
6,8	1	3,40
7,0	3	3,50
7,2	1	3,60
7,6	3	3,80
7,7	2	3,85
7,8	1	3,90
7,9	1	3,95

8,0	3	4,00
8,1	2	4,05

The service norms based upon the aspects of the service performance model are also an important part of the service performance. The respondents to the survey also made a ranking of the importance within the organisation. This ranking is directly derived from a survey question. The service norms and their rankings are found in table 20. Rank 1 is the highest, and rank 5 the lowest.

Service Norms	Ranking
Tangibility	Rank 5
Reliability	Rank 2
Responsiveness	Rank 3
Empathy	Rank 1
Assurance	Rank 4

Table 20: Service Norms

4.2   Service Vision

The vision upon the service of the municipalities is best derived from the actual vision documents and plans the municipalities use. The municipalities (including Oldenzaal) that shared their vision had very matching ideas, plans and results. About 22 of the 68 respondents shared their vision and the answers provided were coded and analysed as explained in paragraph 3.7.2. The actual coded answers are to be found in appendix 7.4. The most important points from all these coded texts are summarized into usable aspects, which are found in table 21. These aspects are related to both the cultural characteristics and the structural characteristics. The cultural characteristics will return in paragraph 4.3.3 and the structural characteristics in paragraph 4.4.4. Both types of aspects will return within the answer to the main research question in paragraph 4.5.

Service Vision	CCC within Vision	Amount of Success	Future
Core Business → Reliable, Transparent, Efficient, Approachable, Reachable, Responsive, Tangible.	Getting the citizen to the right place quick.	More Tasks and more Efficiency.	More digital contact (self-service), less physical contact (at least different).
Fit to the needs of the citizens with privacy in mind.	Doing what you say.	Back offices are hard to reach generally.	More new channels and a combination between generalists and specialists. Integration within the organisation.
Further development of digital platform, without disqualifying certain groups.	Trying to solve general questions through the CCC.	One entrance for all questions is a success for the citizens.	Professionalization and customer focused.
Division between Front- and Back offices.	Communication and service combined.	Fusions and collaborations hinder efficiency CCCs until now.	Regionalisation and Centralisation.
Following the Antwoord© program.	Director role in service. Gaining more channels (Versatility).	Smart and compact design generates less costs.	More and better feedback towards the citizens.

Table 21: Service Visions of municipalities

Of all these aspects it is possible to conclude that the municipalities try to keep the service performance aspects as close as possible to their core business. Also, the privacy aspects of service delivery become increasingly more important due to digitalisation. The municipalities try to really invest

in digitalisation, but keep the privacy and capabilities of the citizens in mind. Finally, the front and back offices get separated a bit more to create one entrance for every question of the citizens. To facilitate this, the CCCs gain a director type role within the organisation and also obtaining more channels of communication. This versatility leads to a combination of service and communication tasks. The general tasks of a CCC are still focussed on answering the general questions or finding the right person who will be able to answer specific questions. The success in this case comes from the versatility and efficiency, the one entrance, and a smart and compact design of the CCC. Some hurdles are: the hard to reach back offices and fusions or collaborations which hinder efficiency in the start-up phase. The goals for the future are more digital contact, more new channels, more different types of employees, more professionalization, more regionalisation and centralisation, and more and better feedback towards citizens.

4.3   Cultural characteristics

The second sub-question of this research project is focussed on the cultural characteristics of CCCs that contribute to the citizens' perceived service performance. With the survey answers collected it will be possible to analyse the cultural characteristics for all municipalities participating in the survey. So, this sub-question encompasses the results of the municipality of Oldenzaal, as well as the results of the other municipalities. The results of the empirical research will be used to analyse the overall service vision from paragraph 4.2, the service climate, and the OCAI-structures of the different CCCs. The three parts of this sub-question will be combined within the answer to the sub-question, which will reveal the important cultural characteristics.

4.3.1 Service Climate

The service climate is measured through nine different questions based upon the list of six questions by Bowen & Schneider (2014). With this data, it is possible to see what the points of interest are within the service climate of the CCC. First, an overview of the results will be provided an analysed. The strength of a service climate is indicated by the amount of variance in employee perception of the climate attributes. The response rate was 62,8%, the rest is categorised as missing. After that, the mean of the outcomes of the service climate survey items is calculated. This mean will indicate the service climate level (Positiveness).

Excellent service quality	Key to success	Good work atmosphere	Good knowledge and Competences	Setting a good example	Appreciation and rewards	Good facilities	Things done to measure	Quality of other teams	Overall quality by the work environment
Bad	0%	0%	0%	0%	2,6%	0%	2,6%	0%	0%
Insufficient	2,6%	2,6%	7,9%	10,5%	21,1%	26,3%	21,1%	26,3%	7,9%
Sufficient	23,7%	13,2%	28,9%	28,9%	28,9%	23,7%	23,7%	31,6%	34,2%
Good	34,2%	34,2%	21,1%	23,7%	10,5%	13,2%	7,9%	5,3%	18,4%
Excellent	2,6%	13,2%	5,3%	0%	0%	0%	7,9%	0%	2,6%
Missing	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 22: Service climate Strength

About 36,8% of the respondents were not able to answer these questions, because they are the managers of the CCCs. And through their position were not able to answer these questions because these questions were not aimed at them. The distribution of the percentages is mostly centred around sufficient or good. There are no real spikes in excellence, but the "Good work Atmosphere" and "Appreciation and Rewards" have a bit higher percentage in the excellent category. However, there are some situations in which the municipalities are rated a bit lower. Mainly the "Appreciation and Rewards", "Facilities", "Things done to measure" and "Quality of other teams" are rated less favourably than the other questions. Although they are still rated sufficiently, they do present a bit lower scores overall. These are the only points with an insufficient rate above 20%. And both the "Appreciation and Rewards" and the "Things done to Measure" are even rated bad by 2,6% of the respondents. This could be due to the fact that all these aspects are not easily changed by the CCC team or the manager of the CCC. The CCCs are more dependent on others for these aspects. The facilities are

provided by other teams or by other organisations, as well as the thing done to measure. And naturally the quality of other teams is provided by other teams. Overall, the variance in the service climate is not that big. This means that the strength of the service climate is pretty good.

Key to success	Good work atmosphere	Good knowledge and Competences	Setting a good example	Appreciation and rewards	Good facilities	Things done to measure	Quality of other teams	Overall quality by the work environment	Total Service Climate Level
3,58	3,92	3,38	3,21	2,75	2,79	2,96	2,67	3,25	3,168

Table 23: Service Climate Level (Positiveness)

The service climate level (positiveness) of all 9 factors combined is used to generate a mean of 3,168. This number provides that the service climate level is just above sufficient, which is not very high but the grade is sufficient nonetheless. This means that most municipalities can still gain something by increasing the service climate level. The aspects in which the municipalities should mainly try to improve upon are the "Appreciation and Rewards", "Good Facilities", "Things done to Measure", and the "Quality of the other teams". The other aspects are scored on pretty well.

Leadership	Manager Performance	Information Delivery	Support	Recognizes Quality	Guidance	Engaged Improvement	Solves Problems
To a very limited degree	0%	0%	0%	0%	2,6%	0%	0%
To a limited degree	0%	0%	0%	0%	5,3%	0%	2,6%
Neutral	7,9%	21,1%	7,9%	2,6%	28,9%	7,9%	21,1%
To a large degree	47,4%	39,5%	44,7%	39,5%	23,7%	39,5%	34,2%
To a very large degree	7,9%	2,6%	10,5%	21,1%	2,6%	13,2%	5,3%
Missing	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%	36,8%
Total	100%	100%	100%	100%	100%	100%	100%

Table 24: Leadership Strength

The leadership aspects of the service climate are measured separately from all the other aspect. This is due to the different nature of the questions. For these aspects the employees had to rate the leadership based on the seven aspects of table 24. As is shown in the table almost all aspects score very well, only the "Guidance" of employees has a bit lower scores. So, the strength of the leadership of most CCCs is very good.

Manager Performance	Information Delivery	Support	Recognizes Quality	Guidance	Engaged Improvement	Solves Problems	Total Leadership Performance Level
4	3,71	4,04	4,29	3,29	3,91	3,67	3,844

Table 25: Leadership (Positiveness)

The positiveness of the leadership aspects of the service climate is very good with an average of 3,844. The only factor that really stands out is the "Guidance" All others factors score higher than a 3,5.

4.3.2 OCAI

The municipalities with the highest citizens' perceived service performance are analysed in regards to the OCAI aspects. Only the municipalities with an grade of 7,5 or higher have been selected for analysis. This choice has been made because these are the better scoring municipalities. Also, not all respondents were able to provide both the service performance score and a completed OCAI-model. This means that even a municipality with a score above 7,5 could not be included, due to an incomplete answer. This lead to the choice to make a selection of only the municipalities who were able to deliver both sets of data completely. The municipalities all have a unique mark through which they are able to be located in appendix 7.5, even the municipalities which are not used can be found there. Another choice that has been made is to only include the current culture. This is based on the fact that the test respondents found it very confusing when there were two instances with the same

type of questions. Also, due to the existence of the baseline form the study of Lisan Gevers (2012) there is already an image of the desired culture of Oldenzaal available. So, through these results we generally know what the culture of the municipalities with a high perceived service performance is. The effect of this on the results is that only the good results will be counted and it becomes clearer which culture types are beneficial. The six categories of the OCAI-model will be presented below for all eleven municipalities. The spread between the four main culture types is made visible. The results of the study by Lisan Gevers (2012) will be compared with the results of this research project to create some longitudinal aspects and mainly a clear comparison between the results of the municipality of Oldenzaal in 2012 and the different municipalities in 2016. This comparison will conclude the OCAI paragraph. All the OCAI answers are from employees and managers combined.

Aspect 1: Dominant Characteristics

Municipality Grades	DC: Family Culture	DC: Adhocracy Culture	DC: Market Culture	DC: Hierarchical Culture
AA: 7,9	40	20	20	20
C: 8	40	20	10	30
D: 8,1	20	30	30	20
E: 8,1	30	30	10	30
I: 7,7	40	10	30	20
M: 7,6	30	20	25	25
N: 8	30	25	30	15
P: 7,8	30	20	30	20
R: 7,6	25	30	35	10
T: 7,7	40	30	15	15
Z: 8	30	40	15	15
Total	355	275	250	220
Average	32,27	25	22,73	20

Table 26: Dominant Characteristics
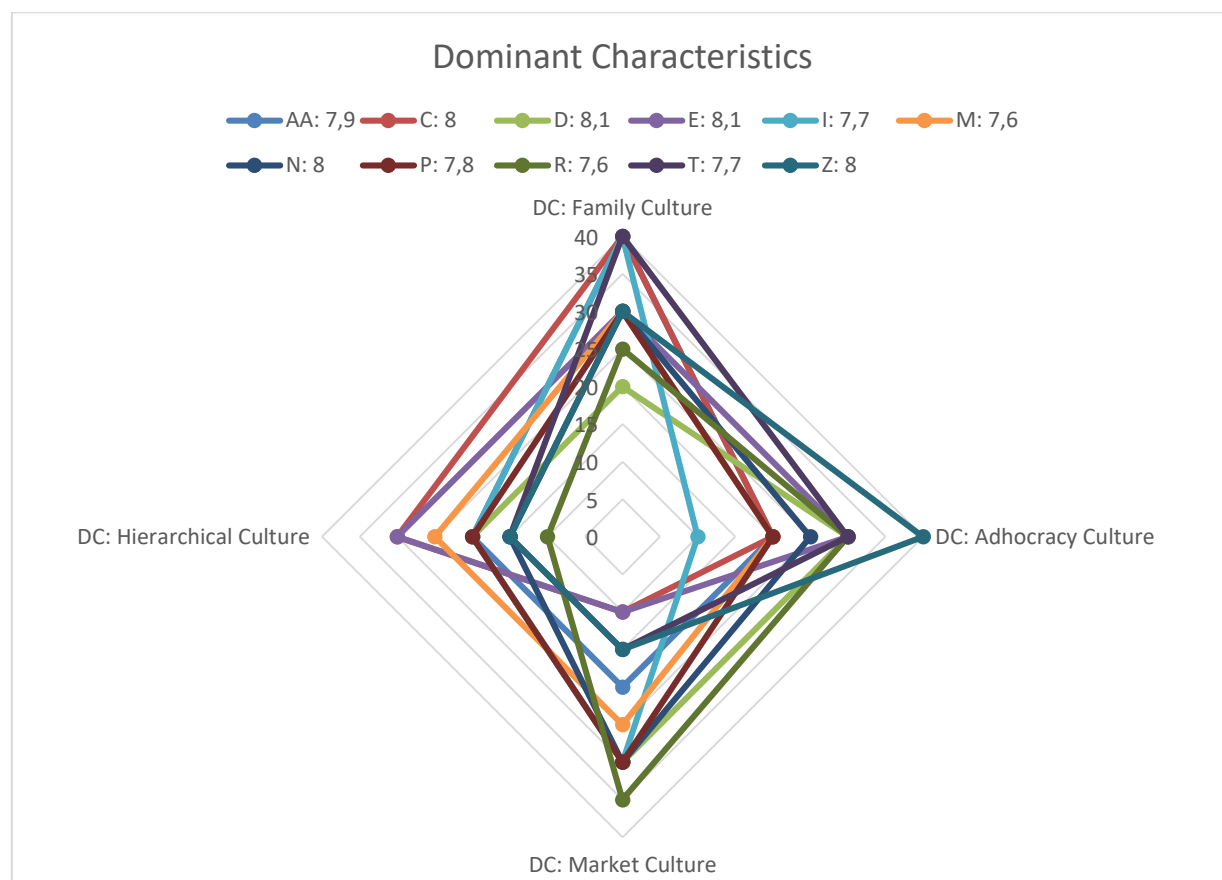
Figure 15: Dominant Characteristics

The first category encompasses the dominant characteristics. Although the allocation between the municipalities has some spread to it. It can be stated that mainly the "Family Culture" is the highest rated aspect for the most municipalities. The three other culture types are in the same range, with only the hierarchical culture staying behind a bit. So, based on this observation, a personal and family like organisation is widely used in high scoring citizens' service performance. This is definitely the most dominant characteristic within the cultures of these different municipalities.

Aspect 2: Organisational Leadership

Municipality Grades	OL: Family Culture	OL: Adhocracy Culture	OL: Market Culture	OL: Hierarchical Culture
AA: 7,9	30	20	20	30
C: 8	20	20	25	35
D: 8,1	25	25	25	25
E: 8,1	20	10	40	30
I: 7,7	40	10	50	0
M: 7,6	30	30	10	30
N: 8	40	20	20	20
P: 7,8	30	10	25	35
R: 7,6	20	20	30	30
T: 7,7	30	30	20	20
Z: 8	30	30	20	20
Total	315	225	285	275
Average	28,63	20,45	25,90	25

Table 27: Organisational Leadership

Figure 16: Organisational Leadership

The aspect of organisational leadership is a bit more homogenous than the dominant characteristics, the variation is not as big. Except for the municipality I: 7,7. This municipality is an total outlier with an focus on the "Market Culture" and the "Family Culture". The other municipalities have a pretty even distribution, with an slight focus on once again the "Family Culture". And also a secondary focus on the "Hierarchical Culture" and the "Market Culture". Through this we can state that the hierarchical

organisation still functions well in case of the citizen service. And the family culture is again the best culture for service delivery. The "Market Culture" also scores relatively high in regards of the organisational leadership.

Aspect 3: Management of Employees

Municipality Grades	ME: Family Culture	ME: Adhocracy Culture	ME: Market Culture	Me: Hierarchical Culture
AA: 7,9	40	20	20	20
C: 8	20	20	40	20
D: 8,1	30	30	20	20
E: 8,1	40	10	20	30
I: 7,7	70	0	30	0
M: 7,6	30	30	20	20
N: 8	55	45	0	0
P: 7,8	40	10	10	40
R: 7,6	40	20	25	15
T: 7,7	30	30	20	20
Z: 8	40	25	15	20
Total	435	240	220	205
Average	39,55	21,82	20	18,64

Table 28: Management of Employees
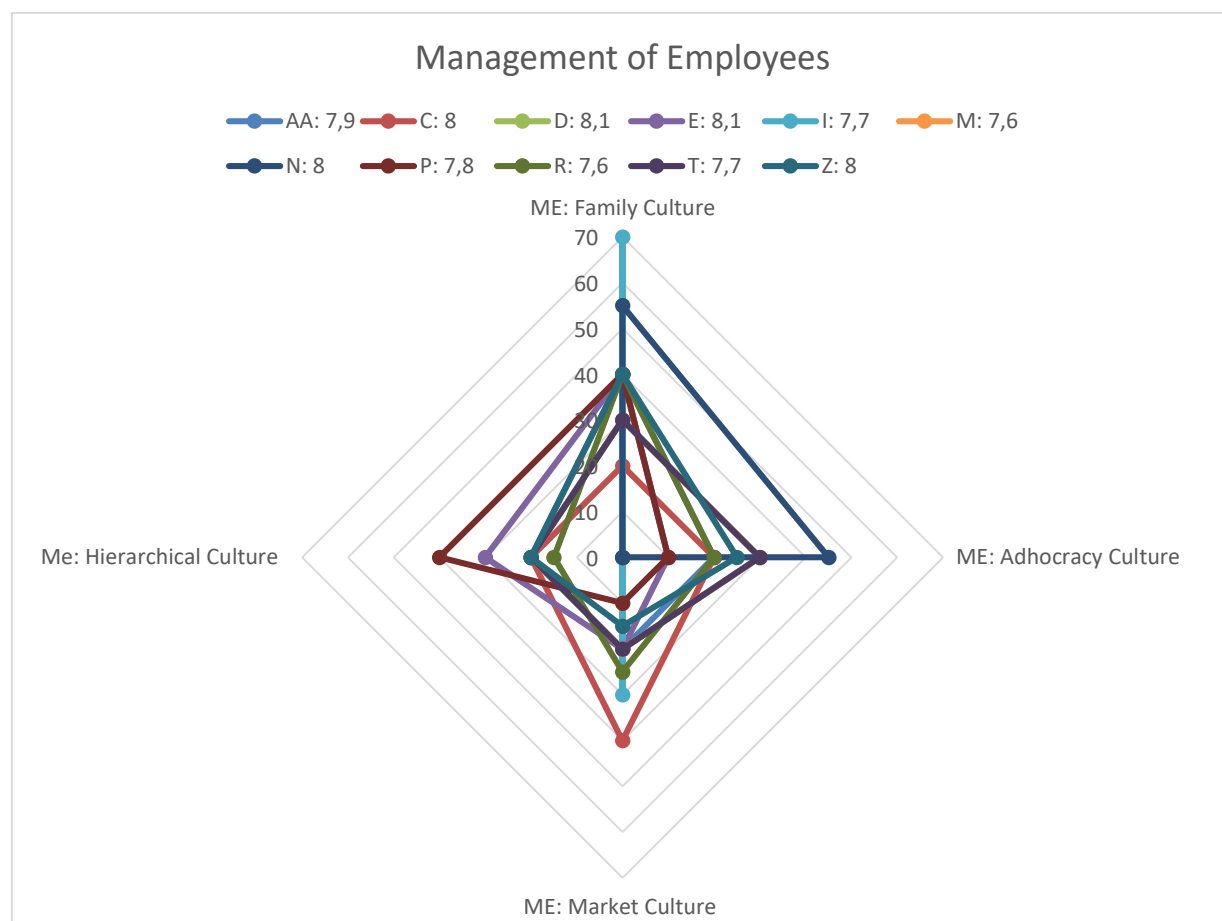
Figure 17: Management of Employees

The management of employees' spread is pretty heterogenic and only the "Family Culture" has a great focus of all the municipalities. Again, the municipality I: 7,7 has a striking distribution, just like municipality Z: 8 this time. Furthermore, the "Market Culture" and the "Hierarchical Culture" have very little focus upon it by all the municipalities. So, it can be stated that mainly the "Family Culture" is an effective way of managing employees in regards of delivering good citizen service. The gap between the "Family Culture" and the second culture type, the "Adhocracy Culture" is very big and shows how important the "Family Culture" is in this regard.

Aspect 4: Organisational Glue

Municipality Grades	OG: Family Culture	OG: Adhocracy Culture	OG: Market Culture	OG: Hierarchical Culture
AA: 7,9	30	20	25	25
C: 8	35	35	20	10
D: 8,1	30	20	20	30
E: 8,1	40	30	10	20
I: 7,7	30	0	70	0
M: 7,6	40	20	20	20
N: 8	50	30	0	20
P: 7,8	45	10	10	35
R: 7,6	30	30	20	20
T: 7,7	40	30	10	20
Z: 8	25	25	25	25
Total	395	250	230	225
Average	35,90	22,73	20,90	20,45

Table 29: Organisational Glue
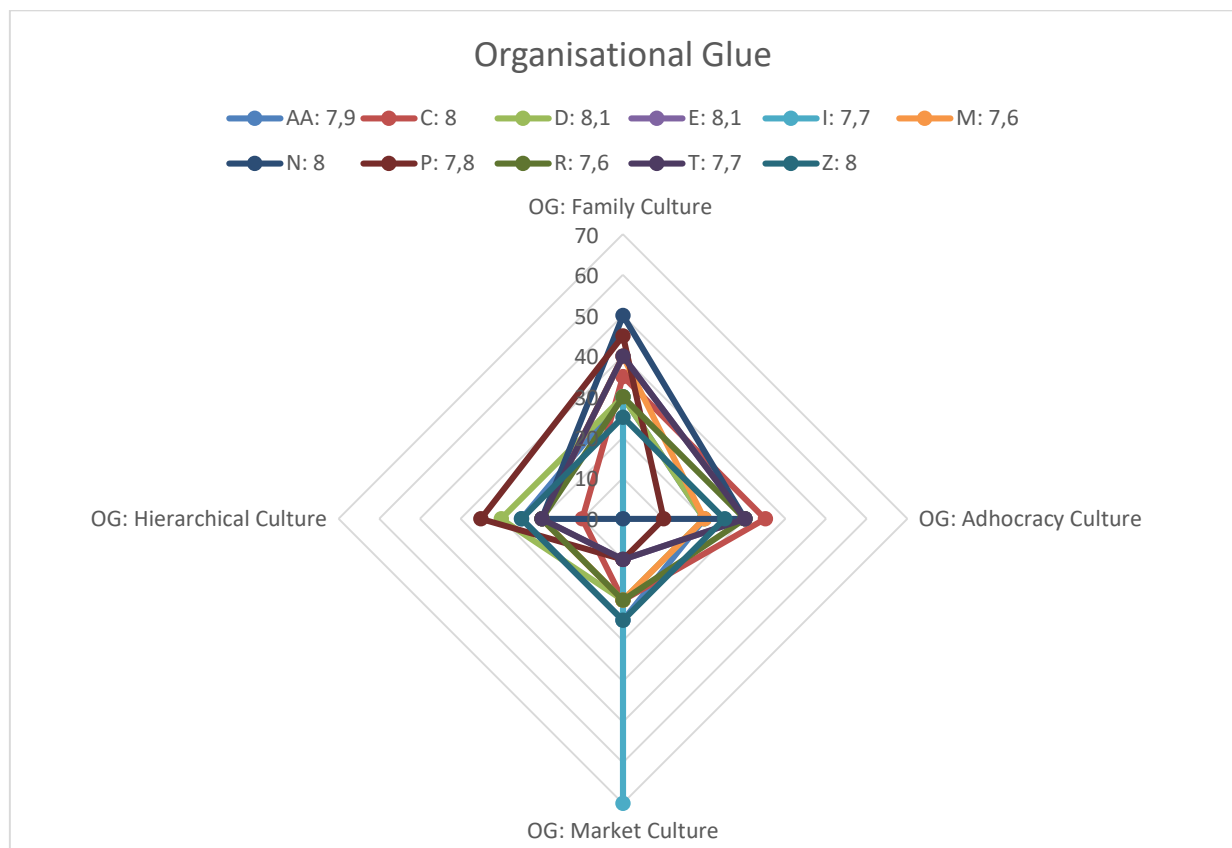
Figure 18: Organisational Glue

The organisational glue aspect of the OCAI model has a very compact distribution for these eleven municipalities. Again, municipality I: 7,7 is an outlier. The prime focus of most municipalities is the "Family Culture". With an almost even distribution between the "Hierarchical Culture" and the "Market Culture". The "Adhocracy Culture" has a slightly higher number than these two culture types. This means that the "Family Culture" is the most important in regards to the service delivery.

Aspect 5: Strategic Emphasis

Municipality Grades	SE: Family Culture	SE: Adhocracy Culture	SE: Market Culture	SE: Hierarchical Culture
AA: 7,9	40	30	10	20
C: 8	25	25	25	25
D: 8,1	30	20	20	30
E: 8,1	30	20	10	40
I: 7,7	40	0	40	20
M: 7,6	40	30	10	20
N: 8	45	25	10	20
P: 7,8	35	15	15	35
R: 7,6	25	30	25	20
T: 7,7	50	20	10	20
Z: 8	40	25	10	25
Total	400	240	185	275
Average	36,36	21,81	16,82	25

Table 30: Strategic Emphasis
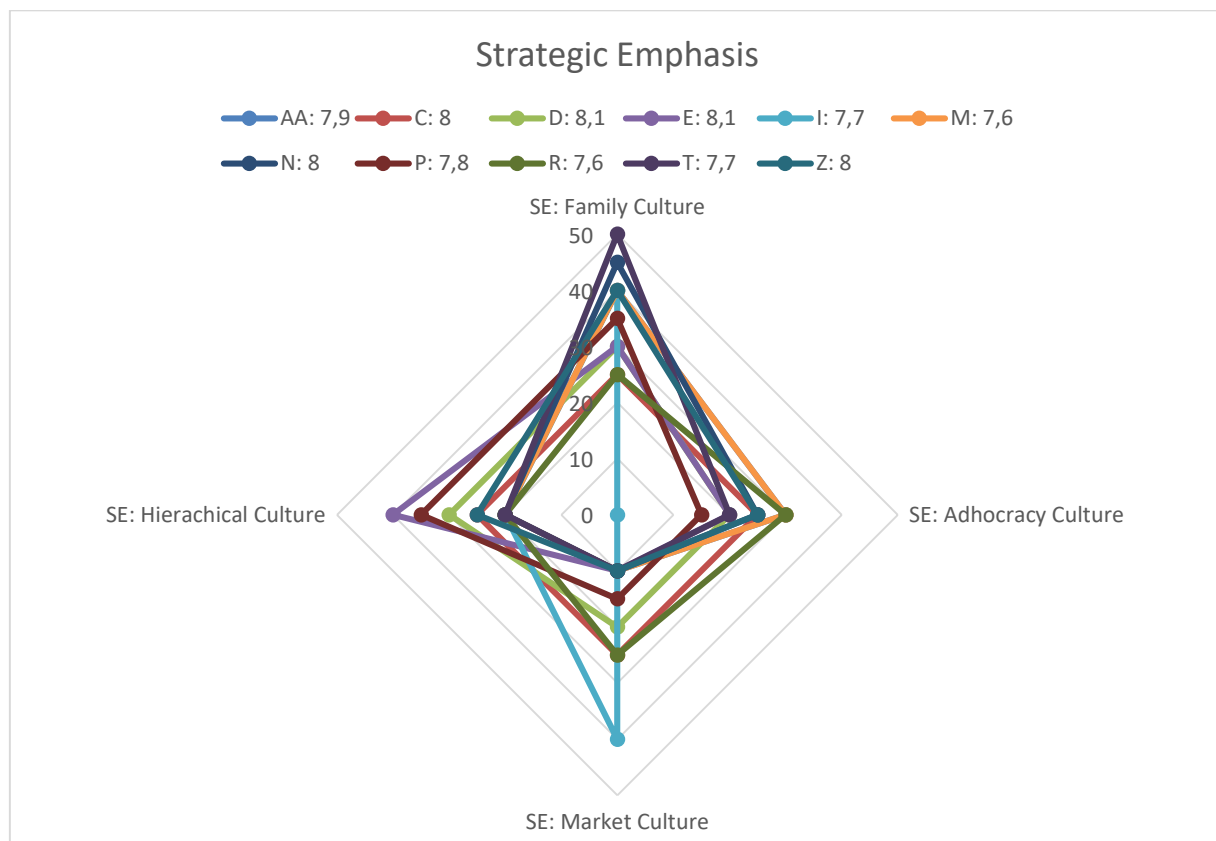
Figure 19: Strategic Emphasis

The strategic emphasis is also somewhat heterogenic. It is clear that the strategies of the municipalities differ greatly. However, it is still possible to see the enormous focus on one culture type. This is again the "Family Culture". The "Adhocracy Culture" and the "Hierarchical Culture" are after that and pretty even in distribution. But the "Hierarchical Culture" does have an slight edge over the "Adhocracy Culture". So, again the family culture positively influences the service delivery. The strategic culture within the organisations is heavily focussed on the family culture type and shows that this importance is embedded within the strategy of the organisations.

Aspect 6: Criteria of Success

Municipality Grades	CS: Family Culture	CS: Adhocracy Culture	CS: Market Culture	CS: Hierarchical Culture
AA: 7,9	20	30	30	20
C: 8	25	25	15	35
D: 8,1	30	30	20	20
E: 8,1	30	20	10	40
I: 7,7	20	40	0	40
M: 7,6	35	35	0	30
N: 8	40	40	0	20
P: 7,8	25	25	15	35
R: 7,6	20	35	10	35
T: 7,7	30	40	10	20
Z: 8	30	40	5	25
Total	305	360	115	320
Average	27,73	32,73	10,45	29,09

Table 31: Criteria of Success
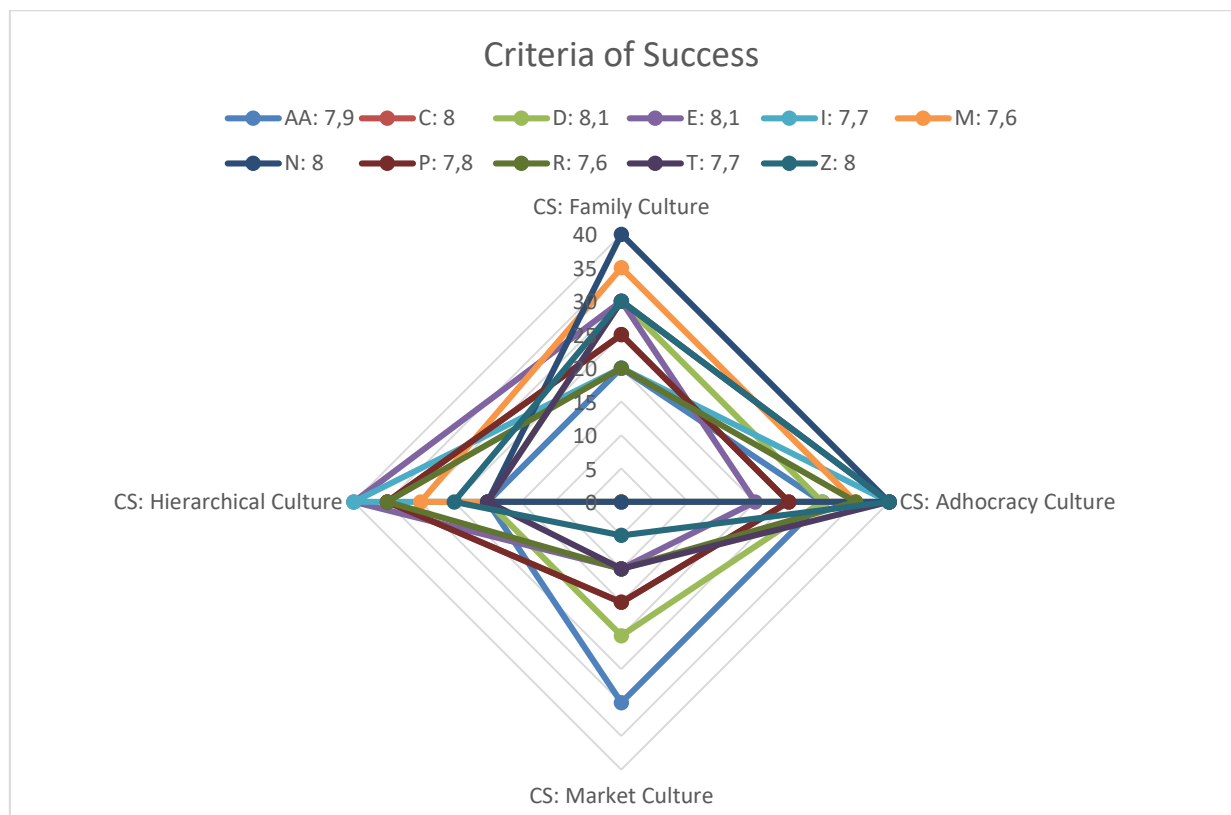
Figure 20: Criteria of Success

The last aspect is the criteria of success. The focus of this distribution is on the "Adhocracy Culture" and the "Hierarchical Culture", but also on the "Family Culture" to a bit lesser extent. These first two aspects contradict each other slightly in design, but also contribute to one another. This is the case, because an hierarchical culture has the least project based aspects and an adhocracy culture is the least hierarchical. The "Market Culture" is the least chosen aspect in the distribution and is very small in comparison to the other culture types. This means that the organisations rate the "Market Culture" as the least beneficial culture for success and the "Adhocracy Culture" as the most beneficial. It is interesting to note that the criteria of success is the only aspect that does not have the "Family Culture" as the highest rated dimension. This means that although most municipalities heavily focus on the "Family Culture" they also consider the "Hierarchical Culture" and the "Adhocracy Culture".

When all averages are combined and the total average is calculated it becomes clear that the "Family Culture" is by far the most important current culture type for service delivery. The "Adhocracy Culture" and the "Hierarchical Culture" are about equally important and the "Market Culture" is the least important aspect. This can be found in table 32. So, when a municipality tries to arrange the cultural characteristics in a way that contributes to the citizens' perceived service performance, the focus should be on the Family Culture, and to a lesser extent on the "Adhocracy Culture" and the "Hierarchical Culture".

Dimensions	Family	Adhocracy	Market	Hierarchy
Dominant characteristics	32,27	25	22,73	20
Organisational Leadership	28,63	20,45	25,90	25
Management of Employees	39,55	21,82	20	18,64
Organisational glue	35,90	22,73	20,90	20,45
Strategic emphasis	36,36	21,81	16,82	25
Criteria of success	27,73	32,73	10,45	29,09
Total	200,44	144,54	116,80	138,18
Average	33,41	24,09	19,47	23,03

Table 32: Total Overview OCAI 2016

When these six aspects are compared to the results of the study in 2012 we see some definite similarities. Within table 33 both the current (2012) and the desired culture (2012) types are to be found. The current culture, as of 2012, is found in black font and the desired culture (2012) in white font. The "Family Culture" and to a lesser extent the "Adhocracy Culture" and the "Hierarchical Culture" were the desired cultures in 2012. So, the desired culture of 2012 has become the current culture in 2016. The "Market Culture" is the least desired culture type in 2012, and the current culture in 2012 has dropped in comparison with 2016.The "Hierarchical Culture" was the biggest type in 2012 and has changed position with the "Family Culture" in 2016. And lastly, the Adhocracy culture has grown from the least used culture in 2012 to the second most used culture type in 2016. These results emphasise the fact that the "Family Culture" was the most desired and still is the most used culture type for a service oriented CCC. This type should be followed by the "Adhocracy Culture" and the "Hierarchical Culture".

Dimensions	Family		Adhocracy		Market		Hierarchy	
	Current	Desired	Current	Desired	Current	Desired	Current	Desired
Dominant characteristics	23,4	20	15,1	28,9	25,7	27	35,2	24,7
Organisational Leadership	28,6	31,6	22,2	23,4	20,5	15,9	28,6	29,2
Management of Employees	22,3	29	17,7	29,2	23,9	20,7	35,7	22,3
Organisational glue	29,3	32,3	19	25,8	15,2	15,3	35,9	26,7
Strategic emphasis	20	32,6	14,1	25,5	22,7	15,6	43,1	26,5
Criteria of success	19,9	28,3	20,2	23,8	19,2	16,2	40,6	32
Total	143,5	173,8	108,3	156,6	127,2	110,7	219,1	161,4
Average	23,9	29	18,1	26,1	21,2	18,5	36,5	26,9

Table 33: Current (Black) and Desired (White) culture of Oldenzaal in 2012 (Gevers, 2012)

4.3.3 Answer: Cultural Characteristics

Based upon the three aspects of service culture, it can be stated that there are some important cultural characteristics that might influence the citizens' perceived service performance. Not all high scoring municipalities show the exact same OCAI-models and service climates. But there are several factors and aspects of the public CCC culture that will enhance the citizens' perceived service performance. Both the beneficial points and the disadvantages will be summarized in table 34. The distribution is not based on a particular order, because not one aspect is necessarily more important than another. These points are gathered by combining the answers to the three above models. The data is representative for the municipalities because of the homogeneity in the answers.

	Positive Aspects	Negative Aspects
Overall Service Vision	• Focus on Service Performance aspects as the core business. • Main focus on needs and capabilities of citizens. • Clear tasks of Front- and Back offices. • Good allocation of questions between persons. • Integrity. • Director Role. • One compact and smart design. • Full communication and Service delivery.	• Bad connection between Front- Back Office. • Unclear goals due to fusions and collaborations.
Service Climate	• A good service climate is the key to success. • Good work atmosphere. • Good knowledge and Competences of the employees. • Setting a good example as a manager. • Appreciation and rewards for the employees. • Overall quality of the work environment. • Good Leadership aspects.	• The appreciation and rewards need to be improved. • Insufficient Facilities negatively affect the service performance. • Performance measurements need to be improved. • Bad service quality of back offices can harm the service performance. • Guidance of employees needs improvement.
OCAI	The most chosen culture type is the "Family Culture", followed by the "Adhocracy Culture" and the "Hierarchical Culture".	The least chosen current culture type is the "Market Culture".

Table 34: Aspects of a Service Culture

As seen in the table above, the Family focussed culture is the most used culture type that delivers good service as perceived by the citizens. This culture type needs to be combined with the service climate ideals and a focus on the service performance aspects to generate a culture that creates benefits for a good citizens' perceived service performance.

4.4 Structural characteristics

The third sub-question of this research project tries to create an overview of the structural characteristics of CCCs that contribute to the citizens' perceived service performance. With the answers collected through the survey it will be possible to analyse the structural characteristics for all municipalities participating in the survey. The results of the empirical research will be used to analyse the basic structural information and the types of structure used in the different municipalities. Within the structural characteristics the e-governance is an important part, this will also be assessed in answering this sub-question. And finally, some aspects of the service vision will be included. These parts of the sub-question will be combined within an answer to the sub-question, which will reveal the structural characteristics that contribute to the citizens' perceived service performance.

4.4.1 Basic structural information

The organisations of the municipalities are all differently designed, not all municipalities use one of the five constructed models and not all make use of the same channels and have the same specialisations. The mean age of all CCCs is 4,5 years with an standard deviation of 3,74.

Channels	Percentage Used	Specialisation Rank
Telephone	100%	Rank 1
Mail (Physical)	44,7%	Rank 4
E-Mail	65,8%	Rank 3
Website	23,7%	Rank 6
Webcare	34,2%	Rank 5
Front desk (Reception and Public Counter)	84,2%	Rank 2
Other	28,9%	-

Table 35: Channels and Specialisations

As seen in table 35, all the CCCs use the telephone channel, closely followed by the front desk (reception and public counter) with 84,2%. The E-mail is used by 65,8% and regular mail by 44,7% of the CCCs. The website and web care are the least used with respectively 23,7% and 34,2%. The "other channels" category include WhatsApp, Civil Affairs, and municipal licenses. These channels are suggested by the respondents of the survey. The ranks as stated in table 33 reveal the focus of the municipalities as being equal to the percentages used. So, the usage of channels correlates with the focus of the municipalities on these channels. The mean amount of employees is 16 with an standard deviation of 10, which means that the amount of employees varies a lot between the different municipalities. This is also influenced by the shared CCCs, between the different municipalities. Because the amount of employees within these shared CCCs is higher than in an non-shared CCC. Another reason could be that most CCCs use about 3 to 4 on-call employees. The employee focus and required educational level also differ per CCC. Most CCCs use a combination of generalists and specialists (44,7%). The municipalities that mostly use generalists follows with 31,6% and 23,7% of the CCCs use only generalists. There are no municipalities that have more specialists than generalists. For almost all CCC employees an educational level of MBO is required, and some ask for MBO+. Only two municipalities ask HBO as the required educational level, and this is in one case for senior functions. The ranking given by the municipalities for the most important competences is found in table 36.

Competencies	Ranking
Professional Appearance	Rank 5
Reliability	Rank 4
Responsiveness	Rank 6
Empathy	Rank 2
Assurance	Rank 3
Expertise & Efficiency	Rank 1

Table 36: Employee Competences

4.4.2 Structures

Between the different municipalities there is some variation in the type of CCC structure used. But there are a couple of base models most municipalities will be able to be categorized under. These are explained in paragraphs 2.3.1 to 2.3.6. From the survey question, in which the municipalities could choose the best fitting model, it was possible to create a table with the distribution of the municipalities across the five different base types. Not all respondents were able to answer this question (60.29%), either because the CCC was still in development or a fusion or collaboration was set-up. The other 38 out of 68 respondents (including Oldenzaal) were able to answer the question, and the distribution is as displayed in Figure 21. The "Flexible and Scalable structure" 8%, The "Innovative and Modern structure" 12%, The "Service-centred structure" 44%, the "Traditional and Practical structure" 36%, and the "Cost conscious and Austere structure" 0%.
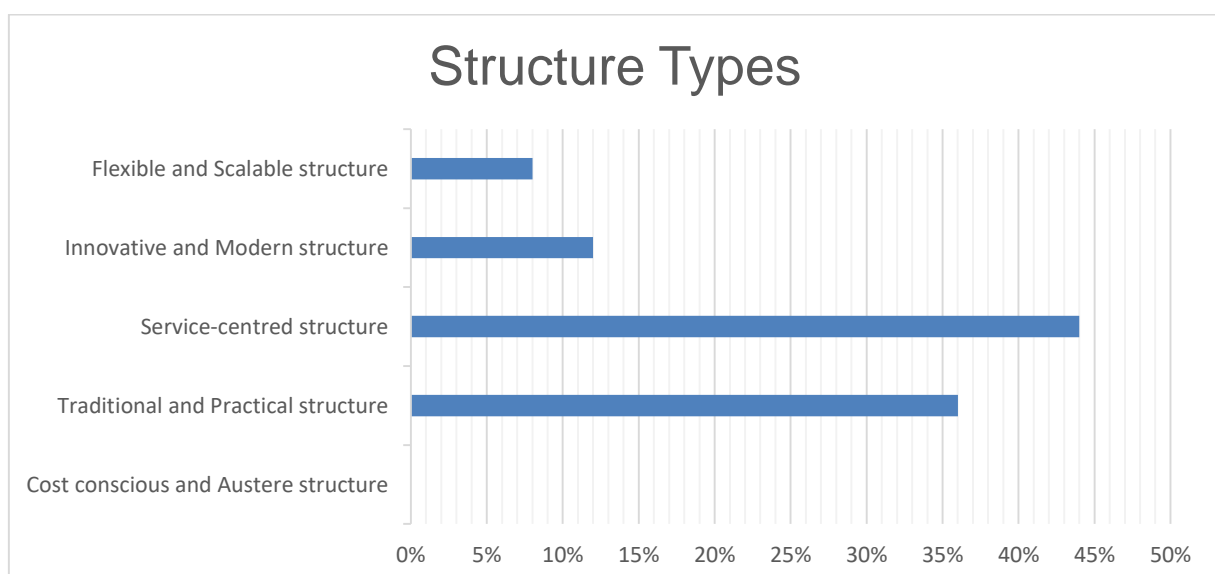

Figure 21: Structure Types

Structure Types	Flexible and Scalable structure	Innovative and Modern structure	Service-Centred structure	Traditional and Practical structure	Cost-conscious and Austere structure
Number of municipalities	2	3	11	9	0

Table 37: Structure Types

Based on this data we can see that the "Service-centred structure" clearly is the most used structure. This is the case because the entire idea behind this structure is the delivery of a good service performance. However the "Traditional and Practical structure" is also chosen regularly. This is striking, because the "Hierarchical Culture" is as also being a regularly used culture type. Of the 11 OCAI municipalities who had a "Hierarchical Culture" an reasonable amount also voted for the traditional and practical structure. But not enough to really base a conclusion on. Overall, many municipalities stay with the more traditional organization. The "Flexible and Scalable structure" and the "Innovative and Modern structure" stay behind. This is probably due to the fact that municipalities are not always able to be very flexible and innovative. Also, not all municipalities can and are willing to outsource certain tasks to the neighbourhood teams. Finally, the "Cost conscious and Austere structure" is not selected at all by the respondents. This could be explained by the fact that all these municipalities use some sort of centralized service for the customer image and service delivery, which is not part of this structure.

The used structure types will affect all actors differently. The distribution per actor is found in the table below. The answers are based on the perceived satisfaction of the managers and the employees of the CCCs in regards of the structure. So, these are not directly delivered by the actors themselves but an interpretation of the respondents on the perceived satisfaction of the citizens. For the employees and managers themselves this data is of course not only an interpretation, but the actual data.

	Employees	Manager	Citizens
Completely Disagree	0%	0%	0%
Disagree	5,3%	13,2%	2,6%
Neutral	21,1%	13,2%	28,9%
Agree	31,6%	28,9%	34,2%
Comletely Agree	10,5%	13,2%	2,6%
Missing	31,6%	31,6%	31,6%
Total	100%	100%	100%

Table 38: Satisfaction with the structure

4.4.3 E-Governance

Of all the respondents, 38 were able to deliver an answer to the question about the amount of digitalisation within the service delivery, according to the measurement of Digitale Overheid (2015). The results are:
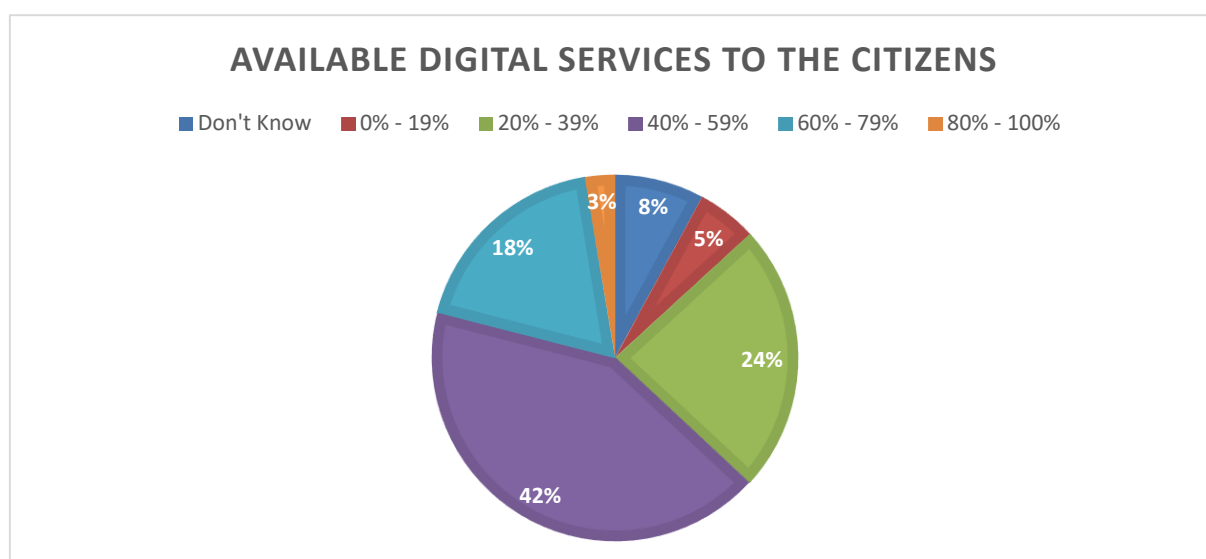

AVAILABLE DIGITAL SERVICES TO THE CITIZENS

Don't Know ■ 0% - 19% ■ 20% - 39% ■ 40% - 59% ■ 60% - 79% ■ 80% - 100%

3% 8%
18% 5%
24%
42%

Figure 22: Digital Services

43

42% of the 38 municipalities fall in the category 40% – 59%, this means that these municipalities provide approximately half of the possible proceedings to the citizens digitally. Only 30% of the municipalities provide less services digitally, of which 2 municipalities only provide between the 0 and 19%. Finally, 18% of the municipalities provide more than 60% of the services digitally and 1 municipality even delivers between 80% and 100% of the services digitally. Three municipalities however could not answer this question, because they did not know how much of the services they deliver digitally. So, the overall number of services that are provided digitally is pretty good. Which means that these municipalities really try to utilize new channels for providing good service performance. On top of the amount of digital service the municipalities provide, is also enquired about the satisfaction of the citizens regarding the digitalisation. This has been measured on a five point Likert-scale. The question asked was focussed on the image of the respondents on the opinion of the citizens. The options ranged from "Completely Disagree" to "Completely Agree".

Satisfaction with Digitalisation	Percentage
Completely Disagree	0%
Disagree	7,9%
Neutral	31,6%
Agree	28,9%
Completely Agree	0%
Missing	31,6%
Total	100%

Table 39: Digitalisation Satisfaction

The most prevalent answer is "Neutral" with an percentage of 31,6% followed by 28,9% with "Agree". Only 7,9% of the respondents chose "Disagree". So, almost all of the respondent think the citizens are content or satisfied with the digital services of the municipality. Only 3 respondents think that the citizens are not satisfied with the digital services. And none of the respondents do think that the citizens are very satisfied or dissatisfied by the services. This means that the municipalities do not feel that the quality of the digital services heavily impacts the opinion of the citizens about it. So, if the focus on the structural aspect of e-governance was higher, the citizens' perceived service performance could benefit from it. The municipalities will see that the need for structuring the e-governance and digitalization is high and this could really improve the citizen satisfaction. This also connects with the findings in regard to the small amount of CCCs that make use of the channels website and web care, as explained in paragraph 4.4.1.

4.4.4 Answer: Structural Characteristics

Based upon the aspects of the structural characteristics it can be concluded that most municipalities are well on their way by structuring their organisation in such a way that service is a core business. This is primarily shown by the amount of respondents choosing the "Service-centred structure" as their main model. But the amount of respondents choosing for the "Traditional and Practical structure" also shows that not all municipalities have moved away from that structure. This is backed up by the fact that telephone and the front desk are still leading in use and specialisation. This in combination with the finding that the municipalities do not realize how much the quality of the digital services impact citizens' perceived service performance shows that not all organisations arrange their organisation with the digitalisation in mind. However, the e-mail has surpassed the regular mail with about 10%, but the other digital channels are still behind that. The differentiation between the CCCs in terms of the employees, could have influenced the citizens' perceived service performance. This is the case because a shared CCC or one with a lot of on-call employees might not be able to deliver a constant service norm as easily. The education required of the employees is however pretty constant for all the municipalities. The perceived satisfaction with the structure, of the important actors, are pretty constant and is for all these actors neutral to good. So, the structural characteristics that contribute to the citizens' perceived service performance are:

- A clear and organized CCC structure which enables the employees to maintain and expand the service performance:
- A high but comprehensible amount of digitalisation used to be able to provide service to the citizens at all times;
- A stable structure which enables a constant level of service performance.

Also, some structural characteristics found within paragraph 4.2 contribute to the citizens' perceived service performance. These are: Clear tasks for the front- and back offices, the allocation of questions between the right persons, the director role, and a compact and smart design. Also important is the continued development of the of the e-governance and digitalisation. But this development needs to be supported by the competencies of the citizens. General questions should be able to be answered by the CCC. Also, the CCC should be an combination of communication and service delivery. And lastly, the expansion of tasks and efficiency could be very beneficial.

4.5   Main research question

Based upon the answers to the sub-questions, the main research question can be answered. The research question is:

Which cultural and structural characteristics of a customer contact centre (CCC) contribute to the citizens' perceived service performance?

There are many characteristics that influence the citizens' perceived service performance. This research project has been focussed upon the cultural and structural characteristics. The overall service performance of Oldenzaal in particular, but also the other municipalities is good. This means that the characteristics of these municipalities can be used as indicators for a good citizens' perceived service performance. The cultural characteristics that contribute to the citizens' perceived service performance are first and foremost influenced by the actual culture of the organization. The most prevalent cultures used by the best rated municipalities are primarily the "Family Culture" and secondarily the "Adhocracy Culture" and the "Hierarchical Culture". For the analysed municipalities these culture types contribute to the citizens' perceived service performance. This means that comparable municipalities can equally benefit from these culture types. The "Market Culture" is in a definite last place in case of the culture types. This type of culture contributes the least to the citizens' perceived service performance. Next up are the service climate aspects, these will all benefit the culture and through this indirectly the citizens' perceived service performance. But the appreciation and rewards, quality of the back offices, the facilities, and the performance measurements generally need more attention. The last aspect of the cultural characteristics, are the general service vision aspects. These aspects are found through open questions. The most important characteristics are: the focus on Service Performance aspects as core business ideals, the focus on the needs and capabilities of the citizens, and integrity. But also a clear task division between the front- and back office with an allocation of the questions in which the CCC should have a director role. This director role should encompass the full communication and service delivery towards the citizens.

The structural characteristics that contribute to the citizens' perceived service performance are mainly based upon the actual structure that is present within the organisation. From the findings through the service vision in table 21 it turns out that a compact and smart design of the organisation and the CCC will benefit the service delivery. Furthermore, the "service-centred structure is the most used structure in case of organising the CCC. Closely followed by the traditional structure. Another important part of the structural characteristics is the e-governance. The amount and quality of the digital services provided could support the structural characteristics and through that the citizens' perceived service performance. The overall percentage of digital services provided is around 50%. The important structural aspects are a clear structure, good digital services, and a stable structure. Within table 40 the structural and cultural characteristics that contribute to the citizens' perceived service performance are to be found. The characteristics on the list will provide guidance to municipalities when they try to set up a public Customer Contact Centre.

Cultural Characteristics	Structural Characteristics
The importance of the integration of service performance aspects as the core business.	A clear and organized CCC structure which enables the employees to maintain and expand the service performance.
The needs and capabilities of the citizens as a main determinant within the culture.	A high but comprehensible amount of digitalisation used to be able to provide service to the citizens at all times.
Integrity is one of the key aspects of the culture.	A stable structure which enables a constant level of service performance.
Good service climate aspects should be pursued as	Clear tasks for the Front- and Back offices.

an essential part of the culture.	
The "Family Culture" contributes the most to the citizens' perceived service performance.	Allocation of questions between the right persons to improve service delivery.
The "Adhocracy Culture" and the "Hierarchical Culture" contribute moderately well to the citizens' perceived service performance.	The CCC as a service and communication director within the organisation.
The "Market Culture" contributes the least to the citizens' perceived service performance.	One compact and smart design.

Table 40: Contributing Structural and Cultural Characteristics

5. Conclusion & Discussion

This last chapter will conclude this research project with an overall conclusion followed by an discussion of the research project that has been done. Next, some recommendations will be made based upon the answers found to the sub-questions and the main research question. And finally, some limitations of this research project are explained.

5.1 Conclusion

Based upon the answers to the research questions, it can be concluded that the structure and culture of public CCCs do influence the citizens' perceived service performance. The characteristics that influence the perceived performance are integral to the entire organisation, regardless of the specific CCC. This is due to the fact that not only the front office, but also the back offices affect the citizens' perceived service performance. Through this it was found that a structure with a directing CCC which handles most (if not all) citizen requests contributes to the perceived citizens' service performance. This is the case because the citizens generally have one point of entry which guides the experience and the manner of communication. In the most ideal situation, the CCC is able to give answers themselves regarding the request. But if this is not possible they should find the right person and redirect the citizen towards this colleague. Next to this, it is also important to be able to give feedback to the citizens. This feedback could be on waiting times, statuses of requests, and general information on policies and activities of the municipality. The use of e-governance and the providence of digital services by the municipalities could help with a streamlined citizens experience and give citizens the opportunity to access services at all times. And also make it possible to easily give feedback towards the citizens. On top of that it might even reduce costs and organisational effort for the municipality.

In case of the culture, the characteristics that contribute the most are generally based upon the aspect of the cultural climate and the service performance, and the exact culture (OCAI) itself might help in providing these aspects. In essence all types of culture might be fitting in case of the citizens' perceived service performance, but in practice one type really stands out. This is the "Family Culture". The "Family Culture" stands out because when the organisational culture is very family like and open. The service delivery gets impacted by it, which positively affects the citizens' perceived service performance. The "Hierarchical Culture" also has an edge which could be caused by the fact that the overall focus of the organisation is directed towards good service delivery. And finally, the "Adhocracy Culture" creates a culture in which it is easy to change and adapt. This culture type contributes to the citizens' perceived service performance because it can easily alter to the needs of the citizens. Another distinction between these culture types and the "Market Culture" is the focal point of the cultures itself. The "Market Culture" is heavily focussed on the organisation itself and how it compares to other organisations and situations. The three other culture types are more focussed upon the employees and their positions in regards to the service tasks. And this might be the reason why these ultimately affect the citizens' perceived service performance the most positively, because the employees are the ones directly interacting with the citizens. This also explains the huge difference between the "Family Culture" and the other culture types. This culture type is focussed the most upon the wellbeing of its employees.

5.2 Discussion

The significance of the findings in the light of what was already known is that there is a clear distinction between the effects of the cultural characteristics and the structural characteristics. Mainly the cultural characteristics influence the perceived service performance when the CCC is taking care of the questions itself. This is the case because the personal motivation and group cohesion influences the performance of the employees. And these aspects are influenced by the culture of the CCC. When the CCC primarily refers the citizens to the back-office, the structural characteristics are gaining more importance. This is the case because the connections between the departments are important and need to be relied on. But not only the difference between the two type of characteristics is noticeable, also their interconnectedness. The cultural and structural characteristics definitely influence each other, and the structure of the CCC could influence the culture of the CCC itself. Also, the findings in regards of the employee focus in the "Family Culture" could prove to be valuable when creating a service vision for the municipality. The last finding is that, although the amount of digitalisation might be high, the municipalities not always realize how much impact this could have on the opinions of the citizens.

5.3 Recommendations for future research

Future research in this field could expand upon the employee and organisation focus in case of the cultural characteristics. It is very interesting that when the culture in the organisation is primarily focussed upon the employees and organisation, the service performance rises. And when the organisation compares itself with others this negatively influence the citizens' perceived service performance. Another option might be that the sample of the municipalities could be shifted towards another size, which probably provides different results. The choice that has been made was based on the number of citizens within the municipalities. This was done because it is an easy indicator on the size of the organisation itself. However this does not account for the layout of the municipality. The huge variation in team sizes is likely for some part due to the layout of the municipalities. What could be done in the future is focussing more on the actual layout and not only at size. Another possibility is restricting the range to an smaller population, but this will also decrease the amount of municipalities available. Also, the overall structural impact outside of the actual structures could be expanded on, like interconnectivity between teams and the allocation of managers who manage more teams.

5.4 Recommendations

In addition to the conclusions gathered from the research question, a couple of recommendations could be formulated to aid the municipalities in achieving high citizens' perceived service performance. These recommendations are found through the conversations with the citizens, CCC employees, and the 2 different surveys. The recommendations are:

- The first recommendation is the need for feedback that is expressed by the citizens. One of the most striking and prevalent concerns of the citizens is the lack of feedback in case of requests they have for the municipality or in arranging appointments. The citizens do not know how long things take and cannot easily gather information about the situations. This heavily impacts the citizens' perceived service performance and can lead to frustrations.

- It was observed that some of the municipalities started, or are working towards shared CCC's between different municipalities. This both presents benefits and risks. First of all it has organisational benefits because it obviously creates less costs and a more flexible pool of employees. An disadvantage is that the employees are less likely to be able to answers specific questions as compared to a non-shared CCC's. Another disadvantage is that the connection with the several back offices is a lot harder which might affect the citizens' perceived service performance. So, the recommendation is that municipalities should be really careful when setting up a shared CCC, because it could easily influence the service delivery.

- The choice to use an automated message or menu's in the telephone channel and which type of automated message could also influence the citizens' perceived service performance. Because through the conversations with the citizens it became clear that some persons (mainly the older generation) do not want to deal with menus and just wants to talk to a

person. However, when all the employees are on-call all citizens would like to hear messages about their call status and how long they might need to wait. Also, according to the citizens the use of menus is much less of a problem when it can almost guarantee that you immediately get the right person for your request.

- Another point gathered from the citizens was that they would like to see more flexible opening hours. Most municipalities are accessible between 8.00 hours and 17.00 hours on weekdays (both physical as through telephone), which is inconvenient for a lot of people. The citizens are also all right with the use of appointments if this causes more flexibility.

- The type of CCC, as in generalist or specialist, could also influence the service experience of the citizens. Both types are viable under certain circumstances, because the execution of the tasks by the employees is the most important factor. A general type of CCC, which might not be able to answer that many questions themselves can work fine if the connection with the back office is structured well. If not, this could unfortunately hurt the service delivery. A specialized CCC could also prove to be beneficial if the employees are able to effectively answer the questions of the citizens.

- As mentioned before, the connection between the front and back offices is very important for the functioning of the service delivery. The municipalities stated that this does not always work so well. There are still a lot of cold transfers (citizens need to explain themselves again), not responding back offices and promises are not always fulfilled due to miscommunications. It is hard to reach the right persons and when they ought to call back, they often do not do it in time. There should be more focus on this by the management, because this negatively affects the service performance and the citizens are impacted by it.

5.5   Limitations

Finally, this research project has some limitations which could be solved by extended research. The first limitation is that this research could, due to time constraints, not gather the complete image of the perceived service performance of all municipalities except for the municipality of Oldenzaal. This made it so that some general statements may not be directed towards all the municipalities. The second limitation is the fact that the municipalities tend to use different organisational types for their CCCs, this will definitely have influenced the outcomes of the survey results. These different types can vary from a shared CCC with neighbouring municipalities to a completely outsourced CCC. Through this the perception of the citizens' perceived service performance might be a bit different. Thirdly, the way the service delivery is perceived by the citizens is influenced by factors outside of the structural and cultural characteristics of the CCC. This should be taken into account and could have influenced the answers given during the surveys. The fourth limitation is the fact that the open questions within the structure and culture survey are coded by only one person, two persons would increase the validity. And the last limitation is the role the employees have within the CCC, this could also have influenced their answers because the tasks of a generalist differs from the specialist. And this might have affected their perception of the citizens' perceived service performance and other factors.

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7. Appendices

7.1 Operationalization model

Theoretical Concepts	Variables	Definition (Context related)	Measurement	Data collection
Service Performance	Perceived service Performance	"The experienced quality of Service performance."	What is the intended service quality performance? What is the actual perceived service quality performance?	- Policy Documents - Survey
	Citizens	"The actual inhabitants of the municipalities."	Which persons are the actual inhabitants of the municipality	- Documents
Cultural Characteristics	Cultural characteristics	"Persistent, unchangeable base character of an organization (Cameron & Quinn, 2011)."	What is the character of the organization? What kind of specific culture types does the organization have?	- Survey - Documents - Survey - Documents
	Customer Contact Centre (CCC)	"The first channel through which the citizens gain contact with the municipality, and through here further service delivery is organized (Tat-Kei-Ho, 2002)."	Does the municipality use a CCC for their service delivery performance?	- Survey - Publicly available information
Structural Characteristics	Structural characteristics	"The sum total of the ways in which it divides its labour into distinct tasks and then achieves coordination among them (Mintzberg,1979)."	What is the general structure of the organization? What are the specific characteristics of the structure? How does this affect the structure of the CCC?	- Survey - Policy Documents - Survey - Policy Documents - Survey - Policy Documents
	Customer Contact Centre (CCC)	"The first channel through which the citizens gain	Does the municipality use a CCC for their service delivery	- Survey - Publicly available

		contact with the municipality, and through here further service delivery is organized (Tat-Kei-Ho, 2002)."	performance?	information
E-Governance	E-Governance characteristics	"The focus on coordinated network building, external collaboration, and one-stop-shop customer service (Tat-Kei-Ho, 2002)."	What are the e-governance aspects within the organization? How do these aspects affect the CCC?	- Survey - Policy Documents - Survey - Policy Documents

7.2 Survey Structure & Culture

	Survey Structure & Culture	
	General Questions	
1.	Which position do you have within the CCC?	Manager, Employee
2.	How long does the municipality effectively have a CCC?	Open Question
3.	Which Channels are used by the CCC?	Telephone, Mail, E-Mail, Website, Webcare, Front desk, Other…
4.	Does the CCC specialize in certain tasks? (Order)	Telephone, Mail, E-Mail, Website, Webcare, Front desk (Order)
5.	How many employees does the CCC have?	Open Question
6.	Does the CCC make use of on-call employees, next to the regular employees?	No, Yes 1-2, Yes 3-4, Yes 5-6, Yes more than 6.
7.	Does the CCC have generalists, specialists, or an combination?	Only Generalists, Only Specialists, Combination (50/50), Mostly Generalist, Mostly Specialists.
8.	Which education level is required of the employees of the CCC?	High School, MBO, HBO, WO, Other…
9.	Which are the most important competences of the CCC employees? (Order)	Professional appearance, Reliability, Responsiveness, Empathy, Assurance, Expertise & Efficiency.
10.	How much activities are available digitally to the citizen?	0-19%, 20-39%, 40-59%, 60-79%, 80-100%
11.	Has there recently been a citizen satisfaction survey within the municipality? When?	Open Question
12.	Which grade has been given?	Open Question
	Service Delivery	
13.	Does the municipality have a service policy/vision?	Yes/No
14.	Would you upload the vision or a summary?	Upload/ Summary
15.	How does the CCC fit within the vision?	Open Questions
16.	What is the quality of the services the CCC delivers to the organization? (How is it seen by the other members of the municipality)	Likert-Scale: - Neglected – Provided For - Not focussed on results – Focussed on Results - Bad – Excellent - Far beneath expectation – Far above expectation - Not customer oriented – Very customer oriented
	Cultural Characteristics	
17. – 22.	What is the Culture within the CCC? (Cultural Characteristics)	OCAI

	Structural Characteristics	
23.	Which base structure currently fits the most with the position of the CCC in your organisation?	Structure Images (Including text)
24.	Which service norms are used in managing the CCC? (Order)	Tangibility, Reliability, Responsiveness, Empathy, Assurance.
25.	What is your perception about how satisfied the different groups are about the structure of the CCC?	Likert-Scale: - Employees of the CCC - Manager of the CCC - Higher management - Citizens & Organizations (structure & Digitalization)

	Miscellaneous Questions	
26.	Would you describe the CCC as an overall success in regards to the set goals?	Open Question
27.	How does the CCC look like in three years, according to you?	Open Question
28.	What is your opinion about your own workspace?	Likert-Scale: - Performance of the direct manager. - The direct manager delivers the right information. - The direct manager is open to suggestions of support. - The direct manager recognizes and appreciates high quality service. - The direct manager takes time to instruct and guide new employees. - The direct manager is engaged with the improvement of the service delivery. - The direct manager solves problems that would hinder high quality service.
29.	How do you rate, in general, the delivered service quality?	Likert-Scale: - Excellent quality service is the key to success. - Good work atmosphere can lead to excellent quality service. - Good Knowledge and Competences can lead to excellent quality service. - Setting a good example can lead to excellent quality service. - Appreciation and rewards can lead to excellent quality service.

		- Good facilities can lead to excellent quality service. - The things done to measure quality can lead to excellent service quality. - How is the quality of the other teams the CCC interacts with? - What is the overall quality delivered by the work environment?
30.	What is your personal opinion about…	Likert-Scale: - I am always ready to enhance the service delivery. - I have specific ideas about how the delivered service could be improved. - I often do suggestions about how to improve the delivered service. - In my job I put a lot of effort in the satisfaction of the customers. - Irrespectively of my own mood, I try to do my best every customer. - I often put a lot of effort in helping out customers.
	Personal Questions	
31.	What is your name?	Open Question
32.	What is your gender?	Male/ Female
33.	What is your age?	Open Question
34.	For what municipality do you work?	Open Question
35.	How many years did you already work for the CCC?	Open Question
36.	What payment scale is used for your function in the CCC?	1-18
37.	Which e-mail address may we use to contact you?	Open Question

7.3 OCAI

Dominant Characteristics		Results
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
Total		

Organizational Leadership		Results
A	The leadership in the CCC is generally considered to exemplify mentoring, facilitating, or nurturing.	
B	The leadership in the CCC is generally considered to exemplify entrepreneurship, innovating, or risk taking.	
C	The leadership in the CCC is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	
D	The leadership in the CCC is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	
Total		

Management of Employees		Results
A	The management style in the CCC is characterized by teamwork, consensus, and participation.	
B	The management style in the CCC is characterized by individual risk-taking, innovation, freedom, and uniqueness.	
C	The management style in the CCC is characterized by hard driving competitiveness, high demands, and achievement.	
D	The management style in the CCC is characterized by security of employment, conformity, predictability, and stability in relationships.	
Total		

Organization Glue		Results
A	The glue that holds the CCC together is loyalty and mutual trust. Commitment to this organization runs high.	
B	The glue that holds the CCC together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	
C	The glue that holds the CCC together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	
D	The glue that holds the CCC together is formal rules and policies. Maintaining a smooth-running organization is important.	
Total		

Strategic Emphases		Results
A	The organization emphasizes human development. High trust, openness, and participation persist.	
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	
Total		

Criteria of Success		Results
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	
Total		

7.4 Coded Answers Open Questions

Service Vision	CCC within the Vision	Succes?	Future (3 Years)
	Zeer belangrijk	Gaat goed	Meer social domein, minder balie, hopelijk interactief meer digitaal
Dienstverlening aan inwoners en ondernemers is onze "core business". In haar visie op dienstverlening onderscheidt de gemeente (..) zich door drie kernkwaliteiten. We zijn betrouwbaar, transparant en efficiënt. Samen moet dit resulteren in klantgerichtheid.	Proberen de klant zo goed en snel mogelijk te helpen of in contact te brengen met de juiste afdeling. Daarbij geldt afspraak is afspraak.		Meer digitaal, met nieuwe kanalen. Afname fysiek contact.
			Wij kunnen nog meer vragen zelf beantwoorden en zijn nog professioneler en klantgerichter
		Servicenormen worden ruimschoots gehaald door het kcc. In de afgelopen drie jaar heeft ons KCC diverse taken naar zich toegetrokken waardoor er veel efficiënter gewerkt wordt.	Ik verwacht dat er over drie jaar nog meer taken naar het kcc getrokken wordt. Ik denk dat er meer kennis verdeeld wordt binnen het team, (wmo, apv, webcare, bekendmakingen) en dat er een bepaalde rollenverdeling/specialismen komen, naast het algemene werk van een KCC-er telefonie en beantwoorden mail en MOR-meldingen
Wij zitten in een ambtelijk fusietraject, waardoor er nu een nieuwe visie wordt opgesteld en alle aandacht daar nu naar uit gaat	Als een eerstelijns contact functie en helpdesk voor online moeilijkheden / vraagbaak functie voor organisatie brede onderwerpen.		
Onze visie op dienstverlening wil ik graag toesturen maar is te groot om te uploaden. Als ik uw emailadres ontvang, zal ik het bestand toesturen,		Het KCC is een succes als het gaat om klantvriendelijkheid. Er moeten echter teveel telefoontjes worden doorverbonden en de bereikbaarheid van de back office is niet voldoende	Meerdere kanalen in het KCC. Het digitale kanaal heeft de voorkeur. (Fysieke) balie verandert naar een servicepunt.

De gemeente richt zich op het verder ontwikkelen van de digitale dienstverlening, zonder daarbij de kwetsbare groepen uit het oog te verliezen. Daar waar mogelijk wordt samen met vertegenwoordigers van kwetsbare groepen verder invulling gegeven aan deze digitaliseringsslag.	Het KCC zal voor een groot deel verantwoordelijk zijn voor de digitale afhandeling via zaakgericht werken		
Visie gaat uit van een team frontoffice dat balie, social media, telefoon, mail e.d. afhandelt. Via social media willen we inwoners attenderen op de mogelijkheden om zaken digitaal af te handelen. Openingstijden van de balie willen we gaan veranderen. In de ochtend vrije inloop in de middag op afspraak. Er wordt op dit moment een hele duidelijke knip aangebracht tussen front en back office. Zodat alle informatie die op de website is te vinden ook telefonische en via andere communicatiekanalen wordt gegeven door de front office. Vragen die meer deskundigheid nodig hebben voor de afhandeling worden doorgezet naar de vakspecialisten in de back office.	KCC is de spil waar alle klantvragen binnenkomen en zoveel als mogelijk worden afgehandeld. Ook de afhandeling door de back office wordt gemonitord door de front office. Social media en website worden ook in dit team onderhouden en bijgehouden. Communicatie & dienstverlening komen op dat vlak samen.	Er zijn geen concrete doelstellingen geformuleerd, daarom is het lastig om te constateren wanneer het KCC een succes is	Een team dat het eerste contact heeft met de inwoner, focus op social media, actuele website en daarna pas telefonie.
De gemeente wil een goede en betrouwbare dienstverlener zijn, die de ontwikkeling van het programma Antwoord© onderschrijft.	Het KCC zal binnen de gemeentelijke organisatie steeds vaker de regie gaan voeren op klantcontacten en bewaakt dat de contacten tijdig en goed worden afgedaan, via het meest optimale kanaal.	steeds meer vorm geven aan het concept Antwoord.	Naast telefonie en brede servicebalie zijn toegevoegd mail, post en sociale media.
Vanwege de ambtelijke samenwerking van 2 gemeenten zijn we bezig een nieuwe gezamenlijke visie te formuleren.	prima	redelijk	grote ontwikkeling digitale kanaal, maatwerk waar nodig, accenten op webcare, afname fysieke kanaal
Laagdrempelig, bereikbaar, aansluitend op de vraag, vlot	het KCC draait om dienstverlening, deze visie is verweven in onze	KCC haalt gestelde doelen = succes	Nu, meer dan ooit tevoren, is dit moeilijk te voorspellen. De eerstvolgende website

	manier van werken, communiceren en handelen		(eind dit jaar online) is gericht op electronische dienstverlening, social media zal als kanaal worden opengezet, whatsap met de Gemeente zal worden gestart,
De burger centraal: Wij vinden het logisch dat onze dienstverlening aansluit op de behoefte en logica van onze burgers. In 2020 zijn we dan ook de dienstverlener die volledig denkt vanuit de beleving van de burger. Dit denken maakt dan als het ware deel uit van ons DNA.	Eerste aanspreekpunt, professionele beantwoording van de vragen	Zijn nog in oprichting. Kan hierover nog geen uitspraak doen	Minder bemensing omdat er minder telefoontjes zijn, door regionalisering van teams komen er minder vragen binnen en gaan deze naar de regio die hun eigen KCC opzetten. Door digitalisering ook minder telefoontjes.
		Redelijk succesvol	Wellicht een samenwerking met meerdere gemeenten.
		Voor de burger is het een succes: 1 ingang voor alle vragen.	Steeds meer zaken zullen digitaal geregeld kunnen worden dus zal er ipv aan de voorkant, andere taken aan de achterkant ontstaan.
digitaal, transparant en efficiënt (tegen lage kosten)	Processen daar waar mogelijk naar de voorkant halen, centraal punt van binnenkomst (één ingang), sturen op digitaal en uniform over de kanalen heen	Bevordert de tevredenheid van klanten, ontlast de afdelingen en worden steeds meer één ingang met regiefunctie voor de organisatie	Afhankelijk van de koers, nog meer geïntegreerd met andere afdelingen en taken (communicatie, balie) en meer regiefunctie. Mogelijk fusies met andere gemeentes, centralisatie.
		De gestelde doelen worden, afhankelijk van o.a. landelijke ontwikkelingen, regelmatig bijgesteld. Momenteel zijn we tevreden met hoe het KCC draait.	Qua personele bezetting beschikken we over allrounders; medewerkers telefonie zijn inzetbaar bij de publieksbalie en andersom. Daarnaast is de digitale dienstverlening naar een hoger niveau getild

in ontwikkeling		Matig; de gestelde doelen zijn nog niet gehaald. Vrij recent is er een samenwerking tot stand gekomen met een buurgemeente, waarbij er geen sprake is van een fusie maar wel van het samengaan van het ambtelijk apparaat in een gemeenschappelijke regeling. Dit zorgt voor een herschikking van een aantal doelen.	Minder fysiek contact, digitaal waar mogelijk, op maat als het nodig is.
	We hebben niet echt een gemeentebreed KCC. Wel werken we met een frontoffice. Iedere afdeling heeft personen in de frontoffice zitten die de burgers en bedrijven van dienst zijn. Het betreft dus geen eigen afdeling maar deze mensen blijven hierarchisch gezien onder hun eigen afdeling vallen. De programma manager dienstverlening zorgt er voor dat al deze afdelingen op een zelfde wijze omgaan met de dienstverlening richting deze burgers en bedrijven. Zijdelingse aansturing.	Het doel dat wij ons gesteld hebben is vrij eenvoudig, namelijk het nakomen van onze servicenormen die we hebben neergelegd in het kwaliteitshandvest. We willen ook dat burgers en bedrijven zo snel als mogelijk bij iemand terecht komen bij een medewerker die verstand van zaken heeft. Met de invulling van onze frontoffice lukt dit vrij goed. We blijven sturen op nakoming van de servicenormen (snel opnemen telefoon, weinig tot geen terugval naar de centrale receptie, e-mail beantwoorden binnen 3 werkdagen, geen wachttijden wanneer mensen vooraf een afspraak hebben gemaakt etc	Net als nu. Alleen merken we dat het aantal telefoontjes dat bij de centrale receptie uitkomt minder wordt nu we hebben gekozen voor een keuzemenu. Bezien zal kunnen worden welke taken/werkzaamheden de receptionistes (naast de meest gestelde vragen) nog op zich kunnen nemen.

DATA bestand	Is een uitgangspunt	Als een groot succes. Medewerkers werken wisselend zowel aan de telefoon als aan de balie. Klanttevredenheid is goed. Organisatietevredenheid is ook goed.	Verder doorontwikkeld als het gaat om ontsluiten van zaak- en status informatie aan de voorkant. Centraal blijft het besef dat wij als organisatie monopolist zijn en niet alleen willen sturen op efficiënte bedrijfsvoering maar leveren waar de klant behoefte aan heeft. Als een klantcontact wat langer duurt is dat geen enkel probleem.
Snelle en correcte dienstverlening voor alle klanten via het kanaal dat zij wensen	De medewerkers zijn allemaal allrounders die op meerdere werkplekken uit de voeten kunnen en elkaar dus ten alle tijden kunnen vervangen. Zo ben je heel flexibel voor het inzetten van de medewerkers. Ze hebben allemaal opleidingen gehad en worden bijgeschoold daar waar nodig.	Dat het KCC 80% van alle klantvragen kan beantwoorden zoals destijds in het antwoordconcept is vastgesteld, is niet gehaald. 80% is denk ik ook nooit een haalbare kaart. Wellicht moet je hiervoor het KCC anders inrichten met een keuzemenu in je telefoonlijn, die je doorgeleid naar specialisten ipv generalisten.	Ik denk meer een combinatie van generalisten en specialisten. Met meer HBO geschoolde mensen en een flexibele schil. Ik denk dat het KCC uitbreid met meer fte en dat er op de backoffice van de diverse afdelingen een daling in het fte plaats gaat vinden.
Dichtbij, daadkracht en duidelijk, de 3D's. Vraag doorsturen en niet de klant Als er een 'zaak' loopt bij de gemeente 1 contactpersoon van kop tot staart. Liever bellen en contact maken dan schrijven of mailen.	Eerste contact en luis in de pels, vinger aan de pols t.o.v. Klanttevredenheid	Nog steeds in ontwikkeling, wel een succes.	Nog meer gericht op aanspreken collega's, geven feedback over dienstverlening aan de klant
DATA bestand	Uitstekend. KCC is de regisseur van het klantproces	Goed	Zal niet veel anders zijn, behoudens sterk vergrote focus op de digitale dienstverlening en een afnemende fysieke dienstverlening. Door vanaf het begin in te steken op generalistisch werken zal deze omslag

			zonder al te veel problemen kunnen verlopen.
DATA bestand	Door een vrije invulling hiervan.	Redelijk groot succes, er worden ook steeds meer taken toebedeeld.	Verder geïntegreerd in de organisatie en het volledige dienstverleningsconcept
De missie op het gebied van Dienstverlening is: Wij zorgen dat de klant zich welkom voelt en dat het gevraagde product snel en adequaat wordt verstrekt of bieden een alternatief indien maatwerk nodig is. De daarbij behorende visie is: In de komende jaren hechten burgers en collega's steeds meer belang aan dienstverlening met de volgende aspecten: • de contacten met de klant worden persoonlijker en individueler volgens het principe hostmanship; • de klant verwacht steeds meer producten digitaal te kunnen afnemen en communiceert steeds vaker via "sociale media"; • de klant wenst een optimale toegankelijkheid van digitale informatie (productinformatie / gebruiksaanwijzingen e.d.); • er zal aangepaste dienstverlening nodig zijn voor burgers die niet zelfredzaam zijn (gidsfunctie / coachende rol); • overbodige regels, indieningsvereisten en procedures worden niet meer	Vanuit het KCC wordt dit geïnitieerd voor de balie- en telefonie. De website behoort nog bij een andere afdeling.	De doelen worden bereikt met weinig middelen (slim en compact)	Ondergebracht bij KCC: - Digitaal kanaal (website) en beheer van producten en diensten zijn - website ingericht op toptaken - postverwerking Regisseur rol: 1. Meer diensten worden thuis verzorgd 2. Meer selfservice

geaccepteerd; • de klant eist dat dienstverlening zo goedkoop en eenvoudig mogelijk kan worden afgenomen; • de klant hoeft maar 1x gegevens te leveren. • het waarborgen van privacy zal in toenemende mate in de schijnwerpers komen te staan;			

7.5   OCAI Answers

Mun.	DC: Family Culture	DC: Adhocracy Culture	DC: Market Culture	DC: Hierarchical Culture	OL: Family Culture	OL: Adhocracy Culture	OL: Market Culture	OL: Hierarchical Culture
A	30	30	30	10	0	0	0	0
B	20	20	30	30	30	30	20	20
C	40	20	10	30	20	20	25	35
D	20	30	30	20	25	25	25	25
E	30	30	10	30	20	10	40	30
F	50	15	15	20	25	25	25	25
G	10	20	40	30	20	20	20	40
H	50	20	30	0	50	20	10	20
I	40	10	30	20	40	10	50	0
J	80	5	10	5	40	10	20	30
K	25	15	40	20	20	15	25	40
L	70	10	10	10	5	10	10	75
M	30	20	25	25	30	30	10	30
N	30	25	30	15	40	20	20	20
O	25	15	35	25	30	25	10	35
P	30	20	30	20	30	10	25	35
Q	20	10	35	35	20	20	30	30
R	25	30	35	10	20	20	30	30
S	40	20	10	30	40	10	20	30
T	40	30	15	15	30	30	20	20
U	10	35	35	20	20	20	40	20
V	40	40	10	10	50	20	10	20
W	35	15	15	35	15	20	35	30
X	50	20	10	10	25	25	25	25
Y	40	10	40	10	30	20	20	30
Z	30	40	15	15	30	30	20	10
AA	40	20	20	20	30	20	20	30

Mun.	ME: Family Culture	ME: Adhocracy Culture	ME: Market Culture	Me: Hierarchical Culture	OG: Family Culture	OG: Adhocracy Culture	OG: Market Culture	OG: Hierarchical Culture
A	50	20	20	10	0	0	0	0
B	40	20	20	20	40	20	20	20
C	20	20	40	20	35	35	20	10
D	30	30	20	20	30	20	20	30
E	40	10	20	30	40	30	10	20
F	40	15	10	35	30	30	10	30
G	50	30	10	10	50	30	10	10
H	50	30	10	10	50	10	20	20
I	70	0	30	0	30	0	70	0
J	50	5	5	40	50	15	10	25
K	35	20	25	20	45	20	20	15
L	50	5	5	40	5	5	30	60
M	30	30	20	20	40	20	20	20
N	55	45	0	0	50	30	0	20
O	40	20	15	25	70	10	10	10
P	40	10	10	40	45	10	10	35
Q	40	10	40	10	35	15	15	35
R	40	20	25	15	30	30	20	20
S	50	40	10	0	40	40	10	10
T	30	30	20	20	40	30	10	20
U	30	40	20	10	20	40	30	10
V	50	30	15	5	40	30	10	10
W	35	20	25	20	25	35	20	20
X	45	45	5	5	60	20	20	0
Y	40	30	20	10	50	10	30	10
Z	40	25	15	20	25	25	25	25
AA	40	20	20	20	30	20	25	25

Mun.	SE: Family Culture	SE: Adhocracy Culture	SE: Market Culture	SE: Hierachical Culture	CS: Family Culture	CS: Adhocracy Culture	CS: Market Culture	CS: Hierarchical Culture
A	40	30	20	10	30	30	10	30
B	30	30	20	20	25	25	25	25
C	25	25	25	25	25	25	15	35
D	30	20	20	30	30	30	20	20
E	30	20	10	40	30	20	10	40
F	30	20	20	30	15	40	10	35
G	50	30	10	10	40	30	10	20
H	40	40	10	10	30	40	0	30
I	40	0	40	20	20	40	0	40
J	5	10	5	35	40	20	10	30
K	30	30	10	30	20	30	30	20
L	5	5	30	60	15	15	5	65
M	40	30	10	20	35	35	0	30
N	45	25	10	20	40	40	0	20
O	40	25	15	20	30	30	10	30
P	35	15	15	35	25	25	15	35
Q	35	20	10	35	20	20	10	50
R	25	30	25	20	20	35	10	35
S	40	30	10	20	40	40	0	20
T	50	20	10	20	30	40	10	20
U	30	30	20	20	10	40	40	10
V	50	30	10	10	30	50	5	15
W	20	20	20	40	20	15	35	30
X	50	40	5	5	35	35	20	10
Y	40	40	0	20	50	30	0	20
Z	40	25	10	25	30	40	5	25
AA	40	30	10	20	20	30	30	20