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The relationship between transformational leadership and citizen motivation in co-production: How does transformational leadership influence the motivation of individual citizens to stay engaged in co-production initiatives?

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The relationship between transformational leadership and citizen motivation in co-production

How does transformational leadership influence the motivation of individual citizens
to stay engaged in co-production initiatives?

Master thesis

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Abstract

This thesis analyses the relationship between leadership and citizens' motivation during processes of co-production. In particular, this research tries to test whether the transformational leadership of professionals have an influence on the motivation of citizens to stay engaged in processes of co-production. Each dimension of this particular style of leadership is analysed and is applied to the motivation of citizens in the context of co-production. This research aims to explain whether there exists a relationship between the transformative leadership style and a continued engaged motivation of citizens during processes of co-production.

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1. Introduction

Involving citizens to make, create and contribute to the delivery of public services is becoming a major topic in research on public management and in the field of public administration (Brandsen & Pestoff, 2006). The co-production process itself entails the delivery of public services in a reciprocal and in an equal relationship between the professionals and the citizens that consume the public services that are produced by the collaboration of both parties (Boyle & Harris, 2009). The main idea of co-production is that the users of public services can be mobilized as hidden resources by the professionals to deliver public services more effectively. This process shifts the responsibility, the balance of power, and resources from professionals to the individual citizens, by involving these citizens in the delivery of their own services. Moreover, co-production recognizes that citizens are not just the recipients of services but perceives the citizen as an important resource that can turn around the delivery of public services (Boyle & Harris, 2009).

In order to mobilize individual citizens to participate in the co-production of public services, citizens first have to be interested or motivated to become members of the co-production process or to participate in co-production initiatives. Therefore, it is important to comprehend the different motivations that citizens have to engage in co-production. In the 1980s, scholars commonly assumed that citizens tend to co-produce because of the direct benefits they receive (Brudney & England, 1983; Parks et al., 1981). This stems from the dominant economic approach in relation to co-production (Brandsen, Verschuere & Steen, 2018). As the definition of the concept encompassed the collaboration between regular producers and the individual citizens who directly benefit from the delivered services, the argument was made that, citizens are eager to co-produce because the opportunity to expand the quality or number of services citizens enjoy was facilitated by this process (Brandsen, Verschuere & Steen, 2018). Two decades later, Alford (2002) argued that citizens do not simply want to maximize their material self-interest as was assumed by the dominant economic approach on co-production. Instead, citizens are also motivated to engage in co-production because of intrinsic rewards, the expressive values, and the sociality that the co-production process brings about. These different motivators extract co-production in different contextual circumstances according to the author. By now, the motivations for citizens to co-produce are found to be much more complex than was concluded beforehand (Alford, 2002). Nowadays, there are more recent streams of literature that try to explain the decision of citizens to become an active co-producer indicating that both capacity and willingness are important factors that explain why citizens tend to engage in co-production. With regards to the current literature, the emphasis is mainly on the different sets of motivations that citizens have and that citizens have different motivation profiles to engage in co-production. Therefore, citizens can be seen as a very diverse group regarding the motivations they have (Van Eijk & Steen, 2014).

As is stated in the previous paragraph, a lot has been written about the reasons for citizens to engage and participate in co-production processes. Therefore, the motivations that citizens have to take part in co-production initiatives are present in different academic works (Alford, 2002; Bellé, 2013; Van Eijk & Steen, 2014; Van Eijk & Steen, 2016; Van Eijk, Steen & Verschuere, 2017). However, there is another aspect on motivation that is studied less according to Petukiene, Tijunaitiene & Damkuviene (2012). Namely, the question on how to

get and keep citizens motivated during the co-production process itself. Different studies argue that it remains difficult to keep the co-producer motivated and engaged during the process (Alford, 2009; Brandsen et al., 2016; Van Eijk, 2017). For instance, Van Eijk (2018) emphasizes that the perceptions that citizens have on professionals that they work with during the processes of co-production, and vice versa, have an impact on the engagement and on the efforts, one is willing to invest. During the process of co-production, professionals sometimes do not feel committed, are not convinced of the added value of co-production, are not open-minded or do not want to contribute efforts themselves. For this, the participation of the citizens is not taken seriously and valued, and it can lead to disengagement among citizens in the co-production process. Therefore, it is essential for the professionals that are leading the process, to be truly engaged with the citizens that are participating to create a continuing co-productive relationship (Van Eijk, 2018). So, without keeping the individual citizen motivated, this can lead to a discontinuity in the co-production process as the citizen gets disengaged due to the professional that is unable to motivate the individual citizen. The responsibility of motivating citizens during processes of co-production, lies with the professionals. This is because according to Brandsen, Steen & Verschuere (2018), the professionals are not only mobilizing and activating citizens, but they are supporting and orchestrating the collaboration as diverging interests have to be coordinated.

The current literature is as such mainly concerned with the role of governmental professionals. Yet, it should be noted that within practice we also find co-production initiatives in which some of the citizens involved take a different role in the process compared to the other citizens involved (see Lub, 2016). Some citizens take more of a coordinating role in the initiative and can be seen as 'semi-professionals'. They can also have a motivating effect towards the 'regular' participants. Therefore, this thesis will not only look at the role of government professionals but will try to expand the research by looking at the role of coordinating citizens/semi-professionals who are involved in processes of co-production.

Petukiene, Tijnaitiene & Damkuvienė (2012), argue that motivating citizens to engage in co-production is a complicated process for the leading professionals and that it requires not only physical but also emotional and psychological efforts from the leaders themselves. The ways of motivating that influence the activeness of citizens in participation is therefore linked with a great responsibility of the leading subject (Petukiene, Tijnaitiene & Damkuvienė, 2012). In this thesis, we define the leading professionals in the co-production process as the people who work from within the organizations where co-production takes place. They can be seen as the 'regular producers' in the processes of co-production. To add, this thesis will not only study the professionals that work from within the governmental organization but will also pay attention to the citizens that assume a coordinating or leading role during the process. Furthermore, the authors assume that the active participation of citizens in co-production can be reached by motivating citizens, training them, and adding clarity to the role of the citizens. In order for citizens to perform their role within the process successfully, they must understand their role clearly and be suitably motivated. Therefore, it is important for leaders to manage the citizen participation during the process of co-production by planning, coordinating, and controlling the activities that are related to the selection, training, and motivation of citizens so they are actively participating in the co-production of public services (Petukiene, Tijnaitiene & Damkuvienė, 2012).

Additionally, Bussu & Tullia-Galanti (2018) state that the attitudes that different leaders may have in the co-production process inevitably play a crucial role in disincentivising or encouraging participation, through their interaction with citizens and service users. The way that leadership emerges in these processes is a complex and collective activity, rather than choices or actions taken by leaders individually. Leadership in co-production may therefore contribute positively or negatively to the process of co-production (Bussu & Tullia-Galanti, 2018). Furthermore, it is important to mention that the terms 'professional' and 'leader' will be used interchangeably throughout this thesis. This is because the focus of this research is on the leadership of the professionals and semi-professionals that are involved during the processes of co-production.

For this research, the focus will be on how the leadership of professionals and semi-professionals that are involved in the co-production of public services can impact the motivation of citizens during co-production processes. The aim is to not only look at how to motivate citizens to participate in co-production, as different studies already explained, but more explicitly to zoom in on how to motivate citizens during the process itself. As leadership mainly plays a role when the citizens are already participating in the process and since leadership can contribute to the process in a positive or negative way (see last paragraph), this thesis will look at if leadership can influence the motivations of citizens to keep them engaged or motivated during the co-production process. Namely, the leading process can play an important role to motivate citizens to stay engaged in co-production (Van Eijk, 2018; Petukiene, Tijunaitiene & Damkuvienne, 2012; Bussu & Tullia-Galanti, 2018), but the managing or leading process itself is understudied (Petukiene, Tijunaitiene & Damkuvienne, 2012). There are theories on leadership that do have been studied with regards to motivating followers or employees in other context than co-production.

A relevant leadership theory that has been studied is the one of transformational leadership. It is highly relevant for this context because this type of leadership involves motivating followers to transform their self-interest in order for the organization or the team of which they consist, to perform better (Shamir, House & Arthur, 1993). What is interesting is that in the field experiment of Bellé (2013), followers outperformed their task, due to the manipulation of transformational leadership, without getting a compensation in the form of money or extrinsic rewards (Bellé, 2013). In processes of co-production, there is no such form of compensation neither. Therefore, researching whether the leadership of professionals and semi-professionals has an impact on the motivation of individual citizens and testing what role transformational leadership plays during these processes of co-production, would be highly relevant. For this, the thesis will focus the research around one central research question:

How does transformational leadership influence the motivation of individual citizens to stay engaged in co-production initiatives?

So, instead of researching the motivations of citizens to engage in co-production and to become a co-producer, this research aims to investigate how professionals and semi-professionals that are leading co-production initiatives, keep individual citizens motivated during the process itself. By doing so, this study will contribute to the field of public administration as this thesis attempts to research a topic that is quite understudied and relates to scholarly questions that are posed in the field of Public Administration. Namely,

according to Van Eijk, Van Steen & Verschuere (2017), scholars are still searching answers on the question of what motivates co-producers due to different studies that only theorize on motivations instead of empirically investigating these, which causes a replication of already existing arguments (Meijer, 2014). Therefore, this thesis will add an empirical component to answer the research question by carrying out fieldwork during the research process. Moreover, from a societal point of view, this thesis aims to investigate how professionals and semi-professionals can keep individual citizens motivated during the co-production process whereby a sustainable co-productive relationship between professional and citizen can be established. By trying to investigate how a co-productive relationship can be maintained between both parties, it would enhance the continuity in the process of co-production and therefore benefit practitioners that are involved in the co-production process. For this, this research will contribute to the societal relevance in the public domain.

Case: Neighbourhood prevention teams in Rotterdam

Rotterdam is a lively city with many districts and neighbourhoods with their own character and with committed residents. The municipality and the police do their best every day to keep the city clean, whole, and safe. In some neighbourhoods they receive help from neighbourhood prevention teams. There are currently more than 38 neighbourhood prevention teams active in the city. The municipality would like to expand this in order to make the city of Rotterdam a safer place, together with its residents (Gemeente Rotterdam, n.d.).

A neighbourhood prevention team consists of a group of active residents who supervise the neighbourhood. They do this by patrolling the neighbourhood together several times a month. For the municipality and the police, they are the extra ears and eyes of the neighbourhood. If they encounter an unsafe situation while walking, they report this to the municipality and the police. This creates a safety network that ensures that the neighbourhoods become safer and more liveable (Gemeente Rotterdam, n.d.).

The 38 neighbourhood prevention teams are supervised by the head coordinator who coordinates the teams on behalf of the Municipality of Rotterdam, safety department. The head coordinator is in direct contact with the neighbourhood prevention teams. Approximately once a month, there is a meeting between the head coordinator and the coordinators of the neighbourhood prevention teams that are active within an area box. Namely, each neighbourhood prevention team has a coordinator with whom the head coordinator maintains contact to discuss important issues or to pass on things that are at play (A. de Jong, personal communication, May 7, 2021). It is important to mention that the team coordinator is a citizen that has a more leading and coordinating role than the regular members of the neighbourhood prevention team.

The creation of a neighbourhood prevention team works as follows. The citizens of the neighbourhood set up a team because they consider this necessary and patrol the neighbourhood. There is always one citizen who coordinates an individual team because he or she makes the schedules and because he or she maintains contact with the safety department from the Municipality of Rotterdam. The safety department ensures that all coordinators are trained by professionals. They receive a resilience course from a local police officer and also a first aid course from healthcare personnel. These courses are scheduled by the main coordinator of the neighbourhood prevention teams and they ensure that the

neighbourhood prevention teams can and continue to function properly in order to support the municipality and the police in Rotterdam and to guarantee the safety of the city (A. de Jong, personal communication, May 7, 2021). Furthermore, the emergence of neighbourhood prevention teams fits in with a general trend in which the government and the police increasingly appeal to the active participation of citizens, also when it comes to safety and quality of life. Safety is increasingly seen as a responsibility and citizens are taking that responsibility within their neighbourhoods (Lub, 2016).

This case illustrates a collaboration between in this case the Municipality and police of Rotterdam (professionals) and the citizens of the city (co-producers). Together they try to contribute to the safety of the city by patrolling the neighbourhood and passing this on to the municipality and the police. The citizens who participate in the neighbourhood prevention teams are part of the public that benefits from this collaboration. In this thesis, a comparative case-study design will be used to collect data regarding how the citizens can be kept motivated to collaborate in this co-production initiative. This translates to collecting the data through qualitative interviewing the citizens and the professionals that collaborate in this process by including aspects on why citizens were motivated to participate in this process and on how the citizens are kept motivated during the process itself. Furthermore, the professionals that are involved in this process will be interviewed to try to understand how they keep citizens motivated during the process itself. Interviewing both parties create a better understanding on what keeps co-producers motivated and in which ways the professionals try to keep citizens motivated. This will create more insights in the citizens' need to stay motivated and engaged, and to comprehend whether the involved professionals provide these needs.

This research is structured as follows. The second chapter contains a literature review informing this study and culminates in a theoretical framework stating the hypotheses. Subsequently, the third chapter describes the research design and methods that are used for this research. Chapter 4 analyses the results of the findings. Finally, this thesis will end with the conclusions of this research, the limitations of the study, and suggestions for further research in Chapter 5.

2. Literature review

As is pointed out in the introduction, the main purpose of this research is to investigate how the leadership of professionals can influence the motivation of citizens during the process of co-production. As indicated in the introduction, this thesis will also pay attention to the leadership of citizens who take on a leading or coordinating role. It will be examined whether the theory about leadership can also be applied to these citizens. Therefore, in this chapter, the term 'professional' will be used that refers to both actors, to both the professional and the semi-professional. Therefore, this section of the thesis will firstly review the existing literature on the motivation that citizens have to co-produce. The second part of the review entails the work of several scholars which touch upon the topic of leadership within co-production. Finally, the third part of the review aims to connect the concepts of citizen motivation and leadership within co-production and tries to create a common ground between the two concepts.

2.1 The motivation of citizens to co-produce

In his work, Alford (2002) states that it has become impossible for governments to deliver their services without the contribution of time and effort by citizens. Therefore, the author argues that in the first place, it is important for public administrators to understand what would motivate citizens to co-produce. The challenge for the organization in this case is not whether it should use co-production involving citizens, the question is rather how co-production can best be used. Best practices that are pursued by organizations or governments regarding co-production depend on the *willingness* and on the *ability* that citizens have to co-produce. Because it involves positive actions, the co-production of citizens "depends very much on the willingness of the clients to donate time and effort ... and requires an impulse to undertake positive actions" (Alford, 2002, p. 41). Furthermore, the author explains that there are several constructs that organizations use to try to stimulate the willingness of citizens to co-produce and to undertake these positive actions. However, Alford (2002) argues that not all constructs that organizations use will influence citizens to undertake these positive actions and stimulate their willingness to co-produce.

First, the organization can use *sanctions* within co-production which in the first place are inadequate as they "do not mobilize material self-interest to generate client willingness to co-produce" (Alford, 2002, p. 43), but eventually can be adequate as they can elicit co-production because they facilitate the mobilization of other types of incentives. Second, the organization can introduce *material rewards* as motivators for citizen co-production. These practices as well do not motivate citizens to engage in co-production as they want to contribute time and effort within the organization, because citizens have their own good reasons which are more complex than the avoidance of punishment or money. Third, there are three different kinds of motivations in terms of *non-material rewards* which have to do with complex co-production activity. These non-material rewards consist of the intrinsic motivation of citizens, solidarity incentives and expressive values in terms of norms and commitments about social and moral issues (Alford, 2002).

As the author discussed the different constructs that organizations tend to use to try to influence the motivations of citizens to engage in co-production, Alford (2002) develops a two-dimensional typology of contingencies that includes the different types of incentives that citizens have to engage in co-production. These can be found in Table 1.

Table 1. Alford’s two-dimensional typology model of contingencies

Contingencies for Different Types of Incentives for Client Coproduction		
<i>Nature of Value Consumed</i>	<i>Specificity of Coproductive Work</i>	
	<i>Simple</i>	<i>Complex</i>
Private	Material rewards (e.g., postal customers)	Intrinsic rewards: interest, self-esteem, self-determination (e.g., long-term unemployed)
Group	—	(Intrinsic rewards +) Sociality (e.g., public housing tenants)
Public	—	(Intrinsic rewards +, Sociality +) Expressive values (e.g., taxpayers)

Source: Alford (2002)

The author explains the model by arguing that the first dimension considers “the specificity of the work, from simple to complex, the former calling for material rewards and the latter for non-material rewards” (Alford, 2002, p. 48). The second dimension makes a distinction between individual, group, or public with regards to how the value is consumed. Intrinsic motivations are listed under the first one, the second adds sociality, and the last one combines the first two with expressive values. The author highlights the importance of heightening the value that citizens receive from the service that is being delivered by stressing the non-material aspects that co-production has in terms of intrinsic rewards, solidarity incentives and expressive values. The organization can make more visible the less immediately apparent collective or private value the citizen is receiving by offering these non-material rewards. Along these lines, there is an added additional exchange to the basic exchange in which the citizen and the organization are normally engaged. Namely, the perception of the citizen that is willing to spend its time and effort for the heightened value that is being delivered which influence the motivations of citizens to co-produce (Alford, 2002).

The work of Alford (2002) explained above can to some extent be related to the work of Van Eijk & Steen (2014) who also try to explain why citizens tend to co-produce. They indicate the importance of both capacity and willingness when trying to explain the reasons of why citizens tend to participate in co-production. Capacity encompasses the possibility that a citizen will find in terms of relevance to participate, and how the citizen will judge its competences to do so. This term relates to human capital (education, income) as to social capital (time, availability, belonging to networks) (Van Eijk & Steen, 2014). For this, one can

argue that the different works relate to one another and that the authors build on previous work in a related stream of literature using the same or similar terms to explain the concept of citizen motivation and the reasons that citizens have to engage in co-production.

Pestoff (2012) adds on the pertinent literature with regards to the willingness of citizens to co-produce by taking in consideration two issues that are related to one another. Firstly, he emphasizes the ease of involvement for citizens to get involved in the delivery of public services and becoming active participants in the process of co-production. This ease or facility to involve citizens will depend on different things, “like the distance to the service provider, the information available to citizens about the service and its provision, etc.” (Pestoff, 2012, p. 1110). These things can be seen as the transaction costs of participation and relate to the time and effort that is required from the citizens to become involved in co-production. If the cost of transaction is low, it is easier for the citizen to get involved and vice-versa, a high required effort for the citizens will make it less likely for them to get involved in co-production. Here again, this issue can be related to the term of capacity mentioned in the previous paragraph by Van Eijk & Steen (2014), to explain the reasons for citizens to engage in co-production. Furthermore, the second related issue that Pestoff (2012) introduces is the importance or salience of the provided service and the motivation of citizens to become involved in co-production. Citizens are more likely to become highly motivated in a service that is very important for themselves or crucial for their chances in life. This aspect of salience ensures whether or not citizens will be highly motivated to get involved in public service delivery within co-production (Pestoff, 2012).

Another interesting perspective on the motivation of citizens to co-produce comes from Bovaird & Löffler (2012) who introduce the concept of the creation of ‘public value’¹. Adding value to the public sector consists of different dimensions which can be categorized as: user value, value to wider groups (friends or family of service users), social value, environmental value, and political value. It is assumed by the authors that all of these dimensions of public value are important for public organizations and that user value often is outweighed by the other dimensions. According to Bovaird & Löffler (2012), the understanding of the concept of public value provides a key insight on the motivations which citizens have to engage in co-production. Ensuring high levels of user value may explain the motivation of citizens as purely selfish in their willingness to engage in co-production. However, the authors try to demonstrate that citizens are also motivated to engage actively in the delivery of public services to increase other dimensions of public value as “environmentally conscious users may be active in the planning, design and delivery of a service to ensure that its carbon footprint is minimized, while community-conscious users may wish to push the design and management of the service towards goals which emphasise social inclusion and the spreading of benefits

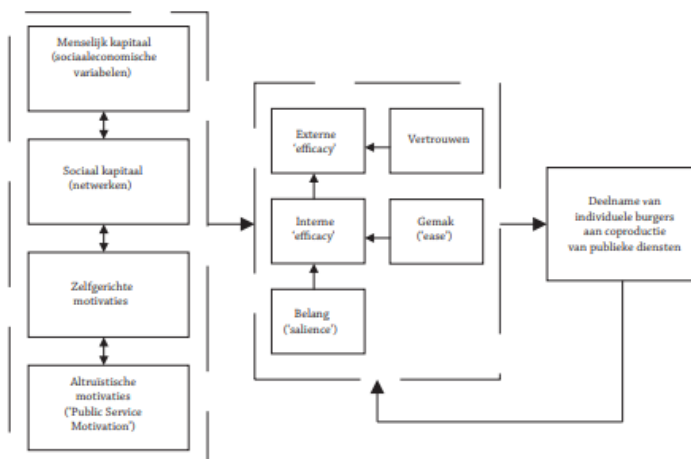
¹ The concept of public value can be conceptualised as on the one hand, individuals that are satisfied and enjoy desirable outcomes and on the other hand the satisfactions that citizens have in seeing a collective need, fashioning a response of that need by the public through participating in the construction of a community (Moore, 1995)

across the widest possible range of local community members” (Bovaird & Löffler, 2012, p. 9). To add on the motivations that citizens have to engage in environmental co-production and add environmental value in co-production, other scholars outlined different motivators that induce citizens to engage in environmental co-production (Alonso, Andrews, Clifton & Diaz-Fuentes, 2019). Namely, they argue that intrinsic rewards such as believing that one can influence local policy decisions positively play a key role that motivates citizens to engage in this co-production behaviour. Furthermore, they associate another key motivator with the satisfaction that citizens can gain from doing ‘the right thing’. Lastly, the authors emphasize the importance of socio-demographic characteristics that citizens have regarding their motivation to engage in co-production; middle-aged citizens, women, the well-educated and citizens that live in rural areas are more likely to be motivated to engage in co-production activities (Alonso et al., 2019).

The authors that are discussed until now, point out that citizens have several motivations to become engaged in co-production. They focus on the motivators of citizens and try to explain that these motivators influence citizens to become co-producers. Van Eijk & Steen (2013) supplement the literature on citizen motivation to co-produce by including theories on Public Service Motivation, political participation, and volunteering. In their work, the authors explain three different factors that can influence a citizens’ motivation to be willing to participate in co-production processes, namely, the perceptions, capacities, and motivations of citizens (Van Eijk & Steen, 2013). Here again, we can detect similarities in the terminology that different authors use as we can identify the term ‘capacities’ that is applied in several works.

The model of Van Eijk & Steen (2013) tries to explain the perception of citizens on both the tasks and their competences to contribute to public service, the social and socio-economic capacities citizens have, and the altruistic and self-directed motivations of citizens. They integrate these factors in their model and address the difficulty of mixing these streams with each other as the explanations that the different streams give, can be related but are not completely the same (Van Eijk & Steen, 2013). Their model is constructed in Table 2.

Table 2. Van Eijk & Steen’s model of perceptions, capacities, and motivations



Source: Van Eijk & Steen (2013)

The authors explain their model by discussing the factors that are incorporated in the scheme.

First, the perceptions that citizens have. Van Eijk & Steen (2013) argue that it is impossible for a citizen to pay attention to every problem in which they can contribute actively. Therefore, citizens run through a series of decisions before they decide to actively participate in co-production. The first step they take is that citizens consider whether the problem is important to them. In other words, they consider what is called the *salience* of the problem at hand. The second step has to do with the *internal efficacy* a citizen has, which has to do with how competent a citizen finds itself to understand the problem and to be a good co-producer. The third step concerns the *external efficacy*, which encompasses the expected impact that their active participation will have (Van Eijk & Steen, 2013).

Second, the capacities of citizens. According to the authors, in political participation and in voluntary work, importance is given to the socio-economic factors that people have which entail profession, education and income. This refers to the human capital that citizens have. Furthermore, the authors stress the importance of already existing networks in which people operate. These networks ensure that people engage more easily in co-production, and this is referred to as social capital (Van Eijk & Steen, 2013).

Third, the motivations of citizens. The last factor that Van Eijk & Steen (2013) discuss, concerns the motivations that citizens have. A distinction is made between altruistic motivations and self-directed motivations of citizens. Altruistic motivations refer to the realization that citizens have regarding their responsibility towards society. Self-directed motivations are more materialistic in nature because it refers to the motivation that citizens have in using a service that is better delivered at a lower cost because of their participation.

Fledderus & Honingh (2016) add another aspect on why people become engaged in co-production in their work. They argue that when citizens have higher levels of trust in the municipality or in public officials, the result is that citizens tend to participate more easily in the co-production of services. Furthermore, they state that “this is underlined by the finding that (municipal) trust relates to general motivation to join work corporations” (Fledderus & Honingh, 2016, p. 84). It is important to mention that in this work, the authors only focus on the co-production within activation programmes and not on co-production initiatives in general. Furthermore, they state that demographic characteristics that relate to the capabilities and resources of citizens, such as ethnicity, health, social contacts, do not seem to determine whether citizens tend to co-produce within these activation programmes (Fledderus & Honingh, 2016). This contradicts with the work of Alonso et al (2019) who emphasise the importance of socio-demographic characteristics that citizens have and that this actually does relate to their motivation to become engaged in co-production.

Another relevant study that was conducted by Van Eijk & Steen (2016), is their empirical contribution to what drives citizens to engage in co-production. According to them, the

motivations that citizens have in order for them to engage in co-production is discussed majorly from a theoretical perspective instead of from an empirical point of view. Here again, they not only look at the literature on co-production but try to broaden the scope of research by incorporating insights from volunteerism and political participation. They integrated these different streams of literature into a model and identify three sets of factors that they expect to be influencing one's willingness to co-produce. These are: "(1) perceptions of the co-production task and competency to contribute to the public service delivery process, (2) individual characteristics, and (3) self-interested and community-focused motivations" (Van Eijk & Steen, 2016, p. 30). The sets of factors that influence citizens' motivations to engage in co-production consist of different elements that the authors discuss in-depth in their research.

To conclude this first subsection of the literature review, one can argue that the above studies mainly focus on why individual citizens decide to participate in processes of co-production. The streams of literature focus less on the continued participation of individual citizens over time. This is what the literature fails to deliver. As mentioned in the introduction, the leadership of professionals within processes of co-production, can have an impact on the motivation of citizens during the process itself. In particular, the citizens who are in that leading or coordinating role can also play a role in this process. They mediate between professionals and citizens and have a more professional, orchestrating role. Therefore, it is important to look at the aspect of leadership during these processes of co-production. For this, the following section discusses the pertinent literature on different theories of leadership that are relevant and can influence the motivation of individual citizens during processes of co-production.

2.2 Leadership within co-production

In his work, Schlappa (2012) tries to initiate a debate regarding the concept of leadership within processes of co-production. The author argues that within co-production, theories of collective or distributed leadership are relevant because co-production is based on the engagement, participation, and empowerment of citizens (Bolden in Schlappa, 2012). Distributed leadership supports the notion that leadership can no longer be the main role of an individual because it emerges and relies on different actors, in this case citizens and professionals, who have to negotiate continuously on the collective action they have to produce within processes of co-production. According to Schlappa (2012), the important variables that facilitate co-production are in this case the relational dynamics between the different actors that perform the task, instead of organizational structures. However, Tuurnas (2015) argues that these practices might be difficult for the professionals or initial leaders in co-production initiatives. She argues that it becomes difficult for professionals to view the citizens, who are concurrently the users of the services being delivered, as equal partners. It has to be said that this only applies for public service systems that are strongly professionalised, according to the author (Tuurnas, 2015).

Boyle & Harris (2009) also discuss the importance for public service workers or professionals to change their way of thinking about the role they have, the way they operate and their attitudes towards citizens who are their equal partners in the co-production process. The authors argue the necessity for the professionals to change their priorities, attitudes, and training and that they need to move from fixers to facilitators (Boyle & Harris, 2009). What the authors fail to provide in their work is how the professionals can do this. It seems like the professionals are left alone in this process of change, and that it is assumed that they have to change these attitudes and these ways of thinking on how they worked before in order for co-production to work better. The authors do not touch upon the point of 'how can professionals make these changes?' or 'how are these professionals helped to change?'

Another perspective that Fledderus & Honingh (2016) provide, is that the front-line professionals that are involved in processes of co-production are the key actors who are able to influence the motivation of citizens to co-produce, in order for them to be motivated to participate. This relates to the earlier work of Verschuere, Brandsen & Pestoff (2012) who mention the effectiveness co-production can have when the needs of the citizens are managed in a good manner. For this, it is important for the professionals to understand and to know the needs and motivations that citizens have to engage in co-production.

Therefore, one can argue that the abovementioned scholars stress the importance of professionals' ability to conceive the motivations citizens have to engage in co-production in order for citizens to stay motivated within these processes.

Bussu & Tullia-Galanti (2018) agree with the notion of Schlappa (2012) as they both argue the necessity of distributed leadership in co-production. They reviewed several empirical cases of co-production, and the authors emphasise a multifaceted role of leadership, with not one but multiple types of leaders who intervene in the process of co-production. In their cases, they demonstrate that "leadership emerges as a complex and collective activity, rather than the actions or choices of individual leaders. Managers, politicians, and community leaders may contribute (positively or negatively) to co-production ... concepts of public integrative leadership and distributed leadership all seem very promising in pushing forward research on co-production (Bussu & Tullia-Galanti, 2018, p. 356)". For this, the authors state that in co-production, the role of the leader can no longer be understood as being the role of an individual or primarily political in its nature. Namely, this kind of leadership relates more to formal organizational structures and can therefore not interpret the varied values and interests that merge within a process of co-production. Bussu & Tullia-Galanti (2018) add a similar type of leadership in relation to Schlappa's (2012) work. They opt for a facilitative leadership style that is required in processes of co-production. This style relates to distributed leadership as the facilitative style also is reliant on the continuous negotiation on collective actions by different actors that are involved in co-production (Bussu & Bartels, 2014).

In their research, Vanleene, Voets & Verschuere (2017) show a different perspective regarding the leadership of professionals within processes of co-production. Their research has shown that professionals can take four different roles during these processes, whether or not at the same time. These can be categorized as “Friend”, “Leader”, “Mediator”, “Representative” (Vanleene et al., 2017).

First, the leader can take the role of *friend* in co-production. In this role, the professional works actively to create a bond between them and the citizens they work with, in order to inform, reach and, where possible, advise citizens that are insecure and vulnerable. Second, the professional can take the role of *leader* during the process. This role stems from the experiences the professional gains in the role of friend. They first have to know and understand the citizens they work with, so that they can influence the competences of their citizens and strengthen them indirectly by encouraging them during the process, setting up specific lessons to increase knowledge and capabilities and even offering advice in the context of personal problems. Third, the role of *mediator*. The authors argue that professionals have to mediate between citizens who disagree with each other during the process, which can also affect the sense of fairness in these processes. Lastly, the professional can take the role of *representator*. The professional must represent the citizens he or she works with in relation to the authorities to ensure that resources and opportunities for co-production processes are obtained (Vanleene et al., 2017).

This view on leadership within co-production relates less to the other works that were discussed previously as no specific leadership style is being discussed. Instead, the authors gave importance to the different roles a leader should engage in during processes of co-production. Still, the authors make an interesting contribution to the literature but what is different from the work of Vanleene et al. (2017) is that the importance of distributed leadership is not clearly reflected in their work. In this case, there is one clear leader in the process of co-production who can take different roles when performing the task and with that, every role could also entail other styles of leadership.

To conclude this subsection of the review, several scholars argue the necessity of a certain style of leadership that has to emerge during processes of co-production. Different authors agree on the notion of collective or distributed leadership as a leadership style that suits these processes of co-production. Some of the works briefly elaborate on the connection between the motivation of citizens and the need for certain styles of leadership. However, the connection between these two concepts that stand central in this research, seems to be somewhat insufficient. Therefore, the following section aims to connect the motivation of citizens with the leadership of the involved professionals in co-production and how leadership influences the motivation of citizens.

2.3 Citizen motivation and leadership in co-production processes

When connecting both the motivation of citizens with the leadership of professionals within co-production processes, Van Eijk (2018) highlights the importance of mutual perceptions

between citizens and professionals during the process itself. The author studied the different actors who are involved in the process of co-production and concludes that the perceptions that different actors have regarding their engagement, impact the collaboration that exists during co-production. The author makes four interesting observations that encompass the relationships and the motivation between professionals and citizens (Van Eijk, 2018).

First, her research shows that citizens have different motivations to engage in co-production, but also show different levels of engagement. The citizens differ in what motivates them to be a co-producer, but also in how much effort they are willing to invest and in how they perceive their role as a co-producer. Second, the co-productive relationship between citizens and professionals, changes over time during the process. The author mentions the importance of the starting phase of the co-production process. If professionals are not willing to contribute actively and collaborate, there emerges a risk that citizen initiatives are stillborn. Furthermore, as co-production initiatives undertake an extended time period, it is necessary for public organizations to enable the involved professionals to support the process of co-production over a longer period of time. Third, as citizens differ in their motivations and their willingness to engage in co-production, it is important for the professionals to understand the different approaches that different citizens might want to take during the process itself. Lastly, it is important that citizens feel appreciated for the work they deliver; this also counts for the professionals themselves. Active contribution to co-production might be reduced when citizens or professionals believe that their efforts are not valued, not taken seriously or not relevant for the output of the delivered service (Van Eijk, 2018). In other words, the author tries to explain that citizens, and at the same time professionals, can get disengaged or demotivated in their willingness to put time and effort in co-production, during the process itself. It is important that both actors keep being motivated through in this case, appreciating the work that each individual deliver in the process.

Petukiene, Tijunaitiene & Damkuvienė (2012) also incorporate the aspect of motivating during the process of co-production in their work. The authors speak about the management of citizen participation in the delivery of public services. They define managing client participation in public services as “the process during which the service provider plans, coordinates, organizes and controls activities related to citizen selection, training and motivation in seeking for their active participation in public services” (Petukiene, Tijunaitiene & Damkuvienė, 2012, p. 306). Furthermore, they state that motivating citizens in participation processes is necessary to ensure an active attitude from the citizens in the delivery of public services through co-production by providing the resources that are necessary to keep citizens motivated. The organization can influence the active participation of citizens by taking into consideration the motivations they have. The authors also give a definition on citizen motivation to participate which is seen as “identification of motives for the behaviour of the citizen and employment of suitable material and non-material methods in seeking to motivate citizens to participate as the co-producers of public services” (Petukiene, Tijunaitiene & Damkuvienė, 2012, p. 306). Relating their work to Alford (2002), the authors expect more

active citizen participation in public services where the personal reward for the citizen is of a high level, but simultaneously are aware of several citizens that tend to participate not only for the personal benefit (Petukiene, Tijnaitiene & Damkuvieni, 2012).

What could be important to mention about this work, is that the authors use the term of 'managing' the process of co-production instead of 'leading' co-production. The authors elaborate on the work of managing client participation by defining this as the manager who is planning, coordinating, organizing, and controlling the activities during the process. They fail to look at the engagement a leader must have to keep the citizens motivated with which they collaborate during the process, as is stated by Van Eijk (2018).

The current literature that researches the leadership in co-production regarding citizens' motivation, fails to practically answer the ways a leader can motivate citizens to stay engaged in co-production processes. Therefore, it would be interesting to look beyond the literature of leadership in co-production to see if an answer can be given to solve this shortcoming. As stated earlier, the work of Van Eijk (2018) emphasizes that both the citizen and the professional have a responsibility in keeping each other motivated during the process. Petukiene, Tijnaitiene & Damkuvieni (2012) elaborate on managing the process instead of leading the process, during co-production. It would be interesting to try and fill the current gap that exists on what ways a leader can use to motivate citizens during processes of co-production. Involving Bellé's (2013) work on transformational leadership in this thesis would therefore be very interesting when testing it in a co-production setting. The transformational style of leadership involves motivating followers to transform their self-interest in order for the organization or the team of which they consist, to perform better (Shamir, House & Arthur, 1993). Transformational leadership contains four behavioural dimensions by the leader to motivate his or her followers. The first dimension is *inspirational motivation*. In this dimension, the leader articulates a vision of the future that is inspiring and appealing to followers. Second, there is *idealized influence* which entails the charisma a leader displays in order for followers to identify with their leader. The third dimension concerns *intellectual stimulation* which solicits the ideas of followers and challenges them to question old assumptions and shed light on problems from new perspectives. Finally, there exists *individual consideration*. This dimension encompasses the understanding of the follower its needs through, coaching, mentoring or other similar activities (Bellé, 2013).

What is interesting about this study is that, due to the manipulation of transformational leadership, followers tend to outperform their task, without getting a compensation in the form of money or extrinsic rewards (Bellé, 2013). Therefore, this theory could be useful for the literature on co-production, as citizens can be motivated by the professional to perform their task in a better way, without getting payed. By this, the author shows that this theory enables the leader to positively influence the motivation that followers have when performing the task that they have to perform.

2.4 Theoretical framework

The theoretical framework of this study will be based on the four different dimensions of transformational leadership and how each of these contribute to motivation. Since the scope of this research focuses on the motivation of citizens during processes of co-production, each of the dimensions of the transformational style of leadership will be related to the theory on citizens' motivations in co-production that was discussed in the literature review section. The theory on transformational leadership is highly relevant to this study because according to the theory, a leader can motivate its followers through these four dimensions to better perform the task, without the followers getting compensated in the form of money or extrinsic rewards (Bellé, 2013). This specific leadership theory can therefore be related to the interaction between professionals and citizens in processes of co-production. The theory on transformational leadership is tested in the field experiment of Bellé (2013), but not in the context of co-production. It would be interesting to conduct a deductive study and test the theory on transformational leadership in the context of co-production. This section includes the four different dimensions of transformational leadership and connects this to the context of co-production, which will culminate in four different hypotheses that provide a tentative answer to the research question of this study.

2.4.1 Inspirational motivation

The dimension of *inspirational motivation* can be described as leaders who have the ability to use symbols to gain focus on hard work, explain important goals in a simple way, and who can communicate high expectations to their followers (Avolio, Walumbwa & Weber, 2009). Furthermore, this transformational style of leadership can be reflected as leaders who are challenging high-standard followers, who have an appealing vision of the future, who speak optimistically and with enthusiasm and provide a meaningful stimulus for what followers need to do. By engaging in this behaviour, leaders can influence the motivation of followers to cultivate optimism and enthusiasm, can inspire achievement motivation, so that individuals are motivated to seek for standards of excellence with high achievers (Susilo, 2018).

Connecting this dimension to the context of citizen motivation in co-production, the literature states that co-production initiatives undertake an extended period of time, it is important for the professionals who are involved in co-production, to positively support the process of co-production over a longer period of time in the future (Van Eijk, 2018). Furthermore, it is important that the individual citizens who take part in the process of co-production, are continued to be motivated throughout the process by being appreciated in the work that each individual deliver in the process (Van Eijk, 2018). This can be related to the positive or meaningful stimulus a leader can provide to its followers.

Thus, followers can be motivated by a leader that provides a long-term vision of the future and that creates a meaningful stimulus on what is expected by its followers. The involved professionals have knowledge of the entire process of co-production and on what needs to be done within the process. This leads to the following hypotheses:

H1a: *Transformational leadership influences citizens' motivation to stay engaged in co-production because it helps the leader in establishing a long-term vision during the process of co-production.*

H1b: *Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader is able to create a meaningful stimulus for the citizens on what is expected of them during the process of co-production.*

2.4.2 Idealized influence

The dimension of *idealized influence* can be described as the behaviour of a leader that keeps his followers respecting, admiring, and believing at the same time. The term 'charisma' plays an important role in this dimension and can be seen as a fundamental factor in the transformational process (Avolio, Walumbwa & Weber, 2009). Additionally, when a leader displays its charisma, it means being able to earn the respect and trust of its followers, giving them vision and mission, and growing pride. The behaviour of transformational leaders lies on integrity or perceptions of conformity between role value and support value. When supporting the dimension of idealized influence or charisma, transformational leaders are expected to act as positive role models and provide examples in attitudes, achievements, behaviour, or commitment with followers (Susilo, 2018). This is reflected in ethical standards and high moral. The leader should be aware of the need of his followers, should only use its power, when necessary, instil a sense of pride in his followers, and vision a mission for them. Through such admiration, influence, trust, and respect in the leadership of the organization, it influences the willingness of followers to do the same thing as their leaders do (Susilo, 2018).

When relating the dimension of idealized influence or charisma to the context of co-production, the leaders within an organization can influence the motivation of citizens to participate actively by taking into consideration the different motivations they have (Petukiene, Tijnaitiene & Damkuviene, 2012). Furthermore, citizens differ in their motivations and their willingness to engage in co-production. For this, it is important for the leader to understand the different approaches that citizens might want to take during the process of co-production and understand the motivations that citizens have to co-produce (Verschuere, Brandsen & Pestoff, 2012; Fledderus & Honingh, 2016; Van Eijk, 2018). In addition, according to the literature on co-production, best practices that are pursued by organizations or governments in the context of co-production, depend on the willingness and on the ability that citizens have to co-produce. Because it involves undertaking positive actions, the co-production of citizens depends on the willingness that citizens have to donate time and effort to co-produce.

Thus, followers can be motivated by a leader that understands the needs and motivations that its followers have and influences citizens' motivation to stay engaged in co-production as they are motivated to collaborate with the professionals in processes of co-production who understands their needs and motivations. This leads to the following hypothesis:

H2: Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader understands the needs and motivations that citizens have during the process of co-production.

2.4.3 Intellectual stimulation

The dimension of *intellectual stimulation* can be described as a leader who is able to create a climate that is useful for the development of creativity and innovation (Avolio, Walumbwa & Weber, 2009). This dimension of leadership can be reflected in a leader which provides creative solutions to the problems faced by followers, which grows new ideas, and which motivates followers to find new approaches when carrying out the tasks that they are facing. This dimension enables the introduction of a cautious, rational, and ingenious manner of solving so that individuals can think about problems differently so that creative solutions are developed (Avolio, Walumbwa & Weber, 2009). It is important for leaders to grow an intellectual stimulus which respects dissent, develops rationality, appreciates ideas, and makes careful decisions. By engaging in these behaviours, followers really do feel empowered and involved in the process of formulating problems and finding solutions. Furthermore, the transformational style of leadership entails the sharing of power in the sense of involving followers so that changes can be made together. Influencing followers in this dimension provides great benefit because a strong sense of self efficacy is pursued, so that followers will be able to succeed and work better in performing various tasks (Susilo, 2018).

Relating this to the context of co-production, this intellectual dimension of transformational leadership sheds light on the distributed leadership that needs to be pursued in processes of co-production according to Schlappa (2012) and Bussu & Tullia-Galanti (2018). This is because co-production is based on the engagement, participation, and empowerment of citizens (Bolden in Schlappa, 2012). In this context, the professional that leads the process needs to involve the citizens to formulate problems and find solutions together, because by doing this, the citizens will feel motivated and empowered to contribute to the process of co-production. The professional must keep stimulating the citizens' intellectual and keep appreciating their new ideas, so they feel that their efforts are being valued and that they are being taken seriously throughout the process, which is important during processes of co-production (Van Eijk, 2018).

Thus, it can be hypothesized that followers can be motivated by a leader that empowers its followers to keep actively formulating problems and keep presenting creative solutions together, because the efforts that they keep making are being taken seriously by the leader throughout the process. This leads to the following hypothesis:

H3a: Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader empowers the creativity of citizens during the process of co-production

H3b: Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader takes their contribution seriously during the process of co-production.

2.4.4 Individual consideration

In the dimension of *individual consideration*, the transformational style of leadership can be described as when leaders attentively listen to follower complaints, inputs, and is especially willing to pay attention to the needs of followers for their personal development, career, and soft skills (Susilo, 2018). Furthermore, in this dimension, the emphasis lies on the personalized and individual attention, providing guidance, providing advice, support, and caring for individual followers (Avolio, Walumbwa & Weber, 2009).

In the context of co-production, this dimension of transformational leadership can be related to the work of Petukiene, Tijnaitiene & Damkuvienė (2012). They mention that the active participation of citizens can be influenced by the professionals when they train them and add clarity to the role they have within the process. Furthermore, citizens must understand their role clearly to perform their role within the process successfully. Therefore, according to the authors it is important for the professionals to manage the participation of citizens during the process of co-production by coordinating, planning, and controlling the activities that are related to the selection, training, and motivation of citizens. Taken altogether, it is important that the professionals that lead the process in co-production keep citizens motivated by stimulating their personal development to keep developing themselves and adding clarity to the role they have throughout the process. Thus, it can be hypothesized that followers can be motivated by a leader who creates a climate for their personal development and adds clarity to their role, so they continue to be stimulated to stay engaged in processes of co-production. This leads to the following hypothesis:

H4a: *Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader stimulates the personal development of citizens during the process of co-production.*

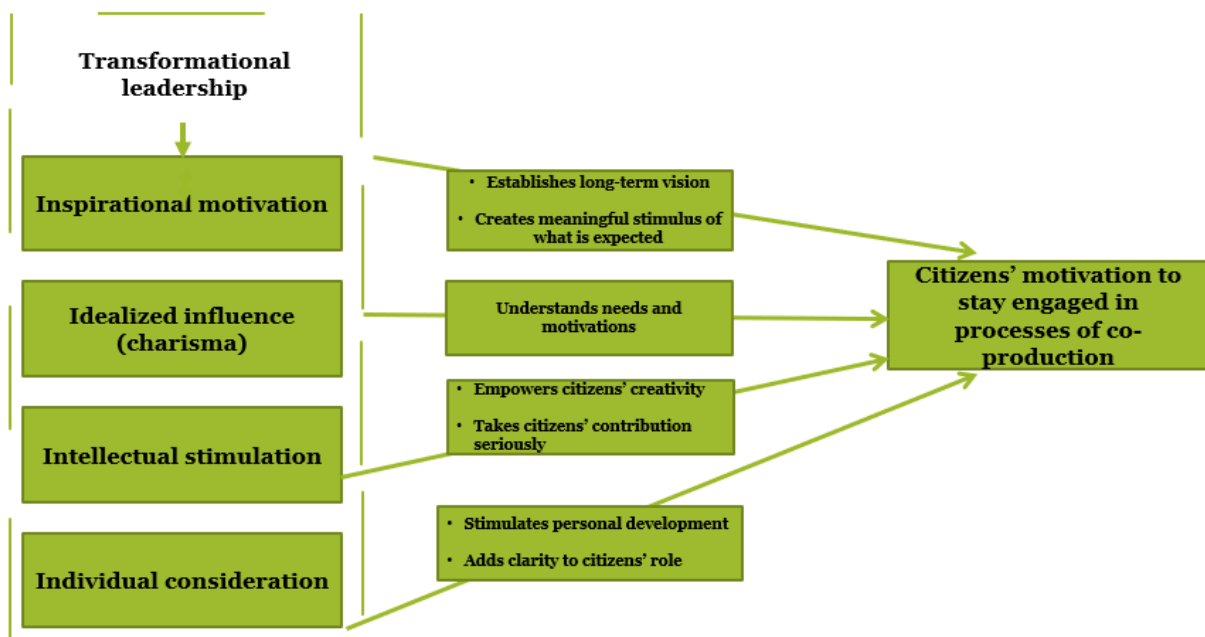
H4b: *Transformational leadership influences citizens' motivation to stay engaged in co-production because the leader adds clarity to their role during the process of co-production.*

Apart from the four dimensions of transformational leadership that will be tested in this research, it may be that transformational leadership is not always handled by the professional within the process of co-production. This research will deliberately not elaborate on other types of leadership that could be used by professionals within these processes. There are two reasons why this research will only focus on the four dimensions of transformational leadership and will not address other forms of leadership. First, this study would become too complex, given the fact that the transformative style of leadership will already test four dimensions with different hypotheses. Second, based on the theory, it is not possible to make arguments that are just as detailed as described for transformational leadership, in comparison to other forms of leadership. Therefore, this theoretical framework will be closed with an additional hypothesis, which indicates that not every leader will use transformational leadership within the process of co-production, because it is not possible to establish this in advance. Still, it would be interesting to see what happens with the motivation of citizens when transformational leadership is not used. For this study, there is not enough information

to test this deductively because it is too complex to add other styles of leadership, and furthermore, the focus of this study will be on transformational leadership. Therefore, this expectation will be left more open, and this part will act as the inductive component of this study. Therefore, this leads to the following additional hypothesis:

H5: *The general leadership of professionals has an influence on citizens that take part in processes of co-production.*

Figure 1. Transformational leadership to explain continued engagement of individual citizens in co-production processes.



Types of variables

Transformational leadership	Independent variable (X)
Inspirational motivation	Independent variable (X1)
Idealized influence (charisma)	Independent variable (X2)
Intellectual stimulation	Independent variable (X3)
Individual consideration	Independent variable (X4)
Citizens' motivation to stay engaged in processes of co-production	Dependent variable (Y)

3. Research design and methods

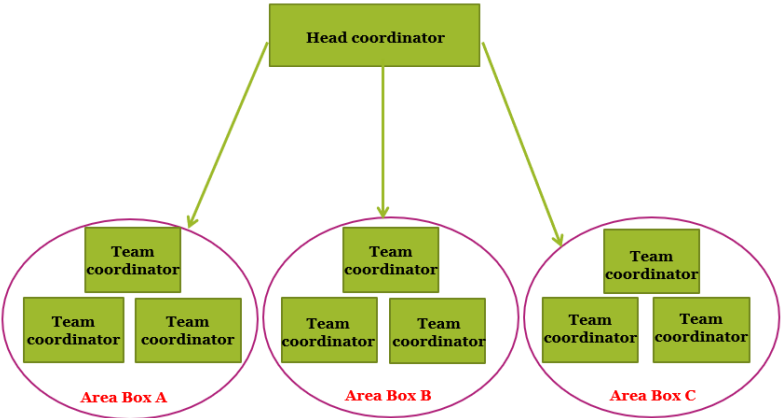
In this research, a qualitative study was carried out to test the hypotheses and address the research question. To better understand the insights into the collaboration between citizens and professionals and the influence transformational leadership has on the ongoing motivation of citizens within processes of co-production, a comparative case study design was conducted. The reason for why this type of study was chosen will be explained in the subsection of case selection.

Furthermore, this chapter will elaborate on the case selection, the method of data collection and data analysis, and the chapter will conclude by reflecting on the validity and reliability of this research.

3.1 Case selection

For this research, neighbourhood prevention teams – within the city of Rotterdam – were selected. It is the second largest city of the Netherlands and has over 600.000 residents. The city is divided into many districts and neighbourhoods which have their own character and with residents which are committed to improve the city its safety and liveability. Several residents in different neighbourhoods, try to help the municipality and the police by participating in a neighbourhood prevention team. Currently, the city counts more than 38 of these prevention teams to keep the city clean, whole, and safe, together with the municipality and the police. The city has had many years of experience with the neighbourhood prevention teams, as some of them already exist over more than ten years (A. de Jong, personal communication, May 7, 2021). All teams are led by a head coordinator who works for the municipality of Rotterdam, safety department. This head coordinator maintains the contact with each team coordinator that leads an individual neighbourhood prevention team. The team coordinators within an area box, assist monthly meetings with the head coordinator to discuss important issues or to pass on things that are at play (A. de Jong, personal communication, May 7, 2021). To gain a better understanding of the relation between the head coordinator and the team coordinators, see Figure 2. Each box that is titled as ‘Team coordinator’ represents one neighbourhood prevention team and multiple teams are active within one ‘Area Box’. Individual citizens are not shown in this figure, only the team coordinators and the head coordinator from the municipality.

Figure 2. Contact between head coordinator and team coordinators neighbourhood prevention teams Rotterdam



As there are multiple neighbourhood prevention teams active within different areas, it makes it possible to compare the different teams with each other. Due to the time limit of the field work, it would be impossible to research all the different neighbourhood prevention teams within the city of Rotterdam. Therefore, a sample was studied from all the neighbourhood prevention teams within the city. As Toshkov (2016) states, we can study a sample of cases to learn or infer something about the broader population. For this, three different neighbourhood prevention teams were selected and can be marked as neighbourhood A, B, and C.

These cases have been selected because these were the neighbourhoods who were willing to participate in this research. Access was granted to the contact details of the neighbourhoods that were willing to participate. For this, these three neighbourhoods were selected to answer the research question. Multiple cases were needed in which one or more professionals lead a group of citizens in a co-production initiative. It is crucial to study multiple cases because it is important to have variation in the cases to test the different dimensions of transformational leadership. In this case, there are professionals and citizens involved during the process of co-production, who have regular contact moments, meetings, and gatherings with each other. For this, a comparative research design for these three neighbourhood prevention teams was conducted.

3.2 Methods of data collection

3.2.1 Semi-structured interviews

For this research, the method of data collection that was used were conducting semi-structured interviews. By handling this form of data collection, it increased the internal validity of this study as the interviews helped to discover the understandings, experiences, and opinions of a particular group of people (Kuzmanic, 2009). In this particular case, the semi-structured interviews provided detailed answers about the experiences that the professionals and the citizens had about one another during the process of co-production. Therefore, these types of interviews were helpful to provide an answer to the research question of this study.

3.2.2 Number of interviews

It was important to decide the number of interviews that had to be conducted to reach a pleasant point of data saturation for this research. In the field of public administration, the general consensus in this field states that a researcher needs to do approximately ten to twelve interviews to reach a point of data saturation (Saunders et al., 2018). For this, the respondents that I interviewed from the neighbourhood prevention teams in Rotterdam for this research, was structured as follows:

- 1) First, I interviewed three citizens from neighbourhood A, two citizens from neighbourhood B and one citizen from neighbourhood C. The main reason I interviewed a different number of citizens per neighbourhood has to do with the fact that these were the only respondents who wanted to be interviewed.

Nevertheless, the analysis and the discussion chapter of this thesis will reflect on the fact that three citizens were interviewed in one neighbourhood and only one citizen was interviewed in another.

- 2) Second, each of these teams have a team coordinator that was interviewed. This team coordinator is a citizen but fulfils a special role and is in the lead of the neighbourhood prevention team as he or she makes the schedules and maintains the contact with the head coordinator of the neighbourhood prevention teams in Rotterdam. Therefore, these team coordinators are considered to be professionals in this research, as they have a different role than the citizens who participate in the co-production process.
- 3) Third, the head coordinator was interviewed that is in the lead of the neighbourhood prevention teams, the coordinator works from within the organization where co-production takes place and can be seen as the 'regular producer' in the process of co-production.

This sums up to a number of ten in-depth interviews that were conducted during this research.

3.2.3 Informed consent

Before the interviews were held, I presented the respondents with a consent form that explained the procedure of the interviews. In the consent form, I included a different set of aspects from the interview which were important for the respondents to be aware of. First, it stated that the interview would be recorded, how their personal information would be stored and who would have access to the data. Second, I explained that the respondents could withdraw from the research at any point and that their interview would be anonymized. Finally, the respondents signed the consent form in advance of the interview and at the beginning of each interview I asked the respondents if they had any questions about the form. The consent form was based on the School of Geosciences of the University of Edinburgh (2013). This form can be found in Appendix III of this document.

3.2.4 Interview questions

For the interviews, I prepared a set of questions, which were centred around the functioning of the neighbourhood prevention teams in Rotterdam. Furthermore, the main questions for this interview are related to the four different dimensions of transformational leadership. It is crucial for this research to incorporate several questions who relate to these dimensions, to test whether transformational leadership is present in the cases of this research. I left space for follow-up questions in the interview and some questions already had prompts to give more depth to the interview that was conducted.

First, I formulated some questions that do not provide me with an answer to the research question, but function to gain the trust of the respondents that I interviewed, which is quite important. These questions are more personal and are about the organization or team in which the respondent is involved.

Second, the main questions of the interviews are posed in the middle part of the interview, and they help me to answer my research question. These questions are centred around the four dimensions of transformational leadership, and I formulated several follow-up questions or prompts if necessary.

Third, the last two questions of the interview are reflective questions and are not centred around the research question. I formulated these questions for the respondents so they can reflect on the process of co-production without asking them directly, and to give them the space to pose questions to me or give me any advice about their initiative.

Lastly, I developed three different questionnaires as there are three different groups that I interviewed, namely: citizens, team coordinators, and the head coordinator. These questionnaires can be found in the Appendices I, II and III.

3.2.5 Overview interview questions and variables

In the following tables, an overview is given of the different interview questions that were posed to the respondents, and to which variables they relate. As I developed three different questionnaires for the three different groups of respondents, the next three tables show which interview questions correspond to which variable:

Table 3. Questionnaire professional (head coordinator)

Variable	Interview questions
Inspirational motivation (X1)	6 & 7
Idealized influence/charisma (X2)	8 & 9
Intellectual stimulation (X3)	10 & 11
Individual consideration (X4)	12 & 13

Table 4. Questionnaire professional (team coordinator)

Variable	Interview questions
Inspirational motivation (X1)	6 & 7
Idealized influence/charisma (X2)	8 & 9
Intellectual stimulation (X3)	10, 11 & 12
Individual consideration (X4)	13 & 14

Table 5. Questionnaire citizen

Variable	Interview questions
Inspirational motivation (X1)	6 & 7
Idealized influence/charisma (X2)	8 & 9
Intellectual stimulation (X3)	10 & 11
Individual consideration (X4)	12 & 13

3.3 Method of analysis

For the analysis of the data, great importance was given to the coding process of the interviews. As Weston et al. (2001) argue, the process of coding is not what happens before the analysis but consists of an important part of the analysis that is written during the research. First, the interviews were recorded on a voice recording application on my laptop. Second, the interviews were transcribed verbatim as there were no sufficient financial resources to transcribe the interviews via a software like Amberscript. Third, the coding of the interviews started from the coding scheme that is presented in Figure 3, which was developed based on the theoretical framework of this thesis.

Figure 3 – Coding scheme used for the interview



3.4 Validity and reliability

Firstly, I will reflect on the reliability aspect of this research by mentioning that due to the method of data collection, it does not make the research very reliable. This is because it is almost impossible to conduct the exact same interview with different respondents in the future due to the semi-structured questions that are posed in the interviews, which give the respondents the freedom to answer freely to these questions and share us their thoughts and experiences regarding these topics.

Second, the semi-structured interviews help to increase the internal validity of this research, as the semi-structured interviews provide detailed answers about the thoughts and experiences that the respondents have.

Lastly, as there is only as sample that is studied from the target population, the results that I obtain might be generalizable to the target population, but I cannot guarantee that it will have any relevance for different populations, in this case different contexts of co-production (Toshkov, 2016). For this, this research is bound to the context of the cases that I am studying, and to increase the external validity of this type of research, it is essential for other researchers to conduct this type of research in other contexts of co-production initiatives.

4. Empirical findings and analysis

In this chapter, the results of the empirical research that was conducted will be described and analysed. The question that guides this research is the following:

How does transformational leadership influence the motivation of individual citizens to stay engaged in co-production initiatives?

To test the relationships between the variables that are studied in this research, the interviews conducted with the respondents are analysed. The structure of this chapter is divided into five different sections.

The first section is dedicated to the head coordinator of neighbourhood prevention Rotterdam. This professional stands above the three neighbourhoods studied for this research. This section will discuss the empirical results regarding the four dimensions of transformational leadership. First of all, the intended leadership of the head coordinator will be displayed. Then it will be discussed how the leadership of the head coordinator is perceived by the team coordinators and the citizens.

In the three consecutive paragraphs, the empirical results of the three different neighbourhoods that were studied, namely, the neighbourhoods of A, B and C will be discussed. Each neighbourhood will separately discuss the four dimensions of transformational leadership. First of all, the intended leadership of the team coordinators will be displayed. Then it will be discussed how the leadership of the team coordinators is perceived by the citizens of each neighbourhood watch team.

Thus, the sections on the head coordinator and the three different neighbourhoods only discuss the empirical findings regarding the leadership of the leader and how this is perceived by its followers. The relationships between the two variables of this study are therefore not yet discussed, because the empirical findings of the head coordinator and the three different neighbourhoods are presented separately. After the results have been presented and displayed, the relationships between the two variables that stand central to this research will be tested as a comparison is being made between the respondents.

The last paragraph of this chapter will actually test the relationship between the variables. This involves making a comparison between the respondents. It will be analysed whether one semi-professional does it differently from the other or whether there are similarities and if these differences or similarities have consequences for the motivation of citizens during the process of co-production. In this section, the studied variables will be discussed, and the connection will be made with the theoretical framework and the hypotheses.

4.1 The head coordinator

4.1.1 Inspirational motivation

To find out whether the head coordinator displayed the characteristics that suit the dimension of inspirational motivation, I asked two questions which were centred around this particular dimension (questions 6 & 7). The first question addressed whether the respondent had a clear long-term vision during the process of co-production. The second question encompassed whether the respondent makes clear on what is expected of its followers.

According to the head coordinator

"We always try to make sure that they learn something. Soon we will have a webinar about the guidelines of neighbourhood prevention teams. So, we try to involve them in that, so it's not that we determine everything, but we do have certain rules that we have to adhere to, but otherwise they really have to do it."

Head coordinator

"We indicate how we would prefer it. Usually this is also perceived well. We also give the teams cards that they can throw through the letterbox of residents who noticed something. Examples are open windows, valuables in sight, waste container was next to the ladder, people can see that you are on vacation. They can throw that through the letterbox and that is also an example of involving the teams in things."

Head coordinator

The answers that the respondent gave to the questions that were asked, do not correspond with the dimension of inspirational motivation. There is no clear vision of the future in the first place and the respondent does not provide a meaningful stimulus for what followers need to do. These characteristics are necessary to influence the motivation of followers to cultivate optimism and enthusiasm (Susilo, 2018). The only characteristic that is displayed is that the respondent indicates what the followers need to do. For this, we can assume that the leader does not engage in this dimension of transformational leadership.

According to the team coordinators

"I have to say, if I ask my coordinator, I get full cooperation, that is absolutely true. But that is also true at Woonstad and from the police, we also get all cooperation, who also try with the help of support, if we've had a tough year."

Team coordinator A

"I think there is a bit of social control missing in society and that has created a negative impact on society, and I hope that in the future we can reintroduce that bit of social control."

Team coordinator C

The perceptions that the respondents gave in comparison to the intended leadership of the head coordinator, do not correspond with the dimension of inspirational motivation. Although team coordinator A shows that the head coordinator provides full cooperation during a tough year, it does not appear that the head coordinator provides a clear vision of the future towards the coordinator. Furthermore, team coordinator C shows that there is a problem within society and the coordinator hopes that this will be solved in the future. This thought about the future is also not in line with the answer given by the chief coordinator to this question. Therefore, there is no intended leadership from the head coordinator in this dimension and the team coordinators do not perceive a dimension of inspirational motivation from their leader.

According to the citizens

"With regards to the future, I think it is very important that the government should be more transparent. In this way we gain more trust among each other in any case."

Citizen 1 (A)

"Speaking about the future, there could be a little more police force in the neighbourhood, maybe a little more could be done with camera surveillance in the neighbourhood."

Citizen 2 (A)

"Well, initially the team coordinator explained this to me, but I've been on the neighbourhood watch for so long that that mechanism has also become clear to me, I just see it working."

Citizen 2 (B)

The perceptions that the respondents gave in comparison to the intended leadership of the head coordinator, do not correspond with the dimension of inspirational motivation. Citizens portrayed future ideas about their neighbourhood, these do not correspond with the answers from the head coordinator. Furthermore, citizen 2 of neighbourhood B states that it was the team coordinator who made clear of what is expected, instead of the head coordinator.

4.1.2 Idealized influence (charisma)

To find out whether the head coordinator displayed the characteristics that suit the dimension of idealized influence or charisma, I asked two questions which were centred around this particular dimension (questions 8 & 9). The first question addressed how the respondent ensures the trust of its followers. The second question that I asked had to do with whether the respondent understand the needs and motivations of its followers.

According to the head coordinator

"By contacting them regularly and checking if something is going wrong. There are complaints about household waste that is not collected quickly enough, then it is reported and then we pass it on, but it is not always the case that it is collected immediately, we cannot solve everything of course. We also depend on other services."

Head coordinator

"I think it is better to ask the team coordinators themselves because that is different for everyone. Every coordinator has his own way of working, there are also very small teams that only run once every two weeks, they are less motivated."

Head coordinator

The answers that the respondent provided to these questions, do not correspond with the dimension of idealized influence. First, the only way that the leader is trying to gain trust in its followers is by contacting them regularly and checking whether something is wrong. Furthermore, the leader is not aware of the motivation and needs of its followers, as the respondent states that it would be better to ask the team coordinators what motivates them and which needs, they have. These characteristics are needed for the leader within the organization to influence the motivation of citizens to participate actively by taking into consideration the different motivations they have (Petukiene, Tijnaitiene & Damkuvienė, 2012). For this, we can assume that the leader does not engage in this dimension of transformational leadership.

According to the team coordinators

"Yes, citizens and trust in the government is something that has been hard to find in recent years. Whether it is the municipal government or the national government, that trust is not there ... I think people think, the government should show themselves in order to gain more confidence from the citizen, just come to the citizen and ask what they need."

Team coordinator A

"Well, the most important thing is of course that they see that what they are doing, that something more is being done there. So that is a very important thing. Sometimes you run into issues that are not resolved so quickly, but they are That the municipality forwards certain problems to other authorities and that it sometimes remains there a little longer. Then it is sometimes annoying when you arrive on location a week later, that nothing has been done with the report that has been made. "

Team coordinator B

The perceptions that the respondents gave in comparison to the intended leadership of the head coordinator, do not correspond with the dimension of idealized influence. Team coordinator A shows that there lacks a sense of trust between the citizens and the municipality and the government. The head coordinator claimed that there is contact on a regular basis, but the coordinator argues that the municipality should show themselves more in order to gain confidence from the citizen. Besides, team coordinator B answered that the municipality forwards certain problems to other authorities. This actually does correspond with the answer from the head coordinator, stating that the municipality cannot solve all the problems in each neighbourhood. For this, there is no intended leadership from the head coordinator with regards to idealized influence, and this is not perceived by the team coordinators.

According to the citizens

"I have absolutely no confidence in the municipality, because we also had a very good example of that. We had a reorganization of the canal here, which took more than two years, it was about parking spaces that had to go away, agreements were made and at least 72 parking spaces were gone instead of almost 40 places. So, you're like, what they wanted was literally and figuratively pushed down your throat."

Citizen 2 (A)

"Yes, but you see very little of the municipality here. They sometimes clean a street and for the rest you see very little, but we have also been away a lot lately."

Citizen 3 (A)

"Yes, 100% percent. Both in the team coordinator and the municipality, you can come to them with everything."

Citizen 1 (B)

"These are certainly heard; everyone understands that we want to commit ourselves to the neighbourhood. Our team is aware, but the municipality is also aware of it."

Citizen 1 (C)

The respondents gave mixed answers regarding the perceptions they had about the leader's intentions in comparison to the dimension of idealized influence. The citizens from neighbourhood A state that they do not have trust in the municipality and that the municipality is not very visible in their neighbourhood. Hence, the two quotes from neighbourhood B and C show that the citizens fully trust the municipality and that their motivations and needs are being heard, also by the municipality. So, there is no intended leadership from the head coordinator and some respondents perceive the intended leadership, but not all of them.

4.1.3 Intellectual stimulation

To find out whether the head coordinator displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 10 & 11). The first question addressed whether the respondent empowers the creativity of its followers. The second question encompassed whether the respondent takes the contribution of its followers seriously.

According to the head coordinator

"The coordinator, of course, he or she is not always present, but then a lot is reported to the coordinator. If a team coordinator is familiar with city management or city surveillance, it is reported there immediately, or if they have short lines with the police, it is reported there. Or they call 112."

Head coordinator

"There are quite creative people out there, but of course they cannot solve everything themselves and they also have to look after themselves and that is why we always tell them to call 112 and not do anything themselves. Because that does not really make sense unless they call in the local police officer."

Head coordinator

The answers that the respondent provided to these questions, do not correspond with the dimension of intellectual stimulation. The leader does not empower the creativity of its followers and only pinpoints that there are creative people, but that they cannot solve the problems by themselves and that in several cases it is better to not do anything. It is important for the leader to engage in these behaviours, as followers can feel empowered and involved in the process of formulating problems and finding solutions (Susilo, 2018). Therefore, we can assume that this dimension of transformational leadership is not pursued by the leader.

According to the team coordinators

"Yes, that is certainly done. If someone proposes it and it has the desired result or the goal is achieved, then it will certainly be adopted. But at times we also see that it does not work enough, and then we have to we'll think of something else to solve it."

Team coordinator B

"This will be discussed within the team, then we will see whether we can do something about it and what the possible approach could be."

Team coordinator C

The perceptions that the respondents gave in comparison to the intended leadership of the head coordinator, actually do correspond with the dimension of intellectual stimulation. According to team coordinator B, the creativity of followers is empowered by the head coordinator as creative solutions are being adopted by the municipality. Furthermore, the head coordinator is aware on how a problem is tackled within a neighbourhood prevention team, as this is done via the team coordinator. This answer is confirmed by team coordinator C because this coordinator discusses the problems within the team. Therefore, there is no intended leadership from the head coordinator but, the followers do perceive the dimension of intellectual stimulation.

According to the citizens

"If there are problems, I try to pass this on to the municipality or the police as best I can and nine times out of ten action is taken."

Citizen 1 (A)

"We are approached every week by people who we can help a little by referring them to the police, or the local police officer, or we can help with this."

Citizen 2 (B)

"Well, I think so, because the notifications I make are certainly taken seriously because something is definitely happening with them. Also, the graffiti on the wall, it is expensive to clean it again, but it is done by the municipality."

Citizen 3 (A)

The perceptions that the respondents gave in comparison to the intended leadership of the head coordinator, actually do correspond with the dimension of intellectual stimulation. Citizen 1 from neighbourhood A comments that the municipality acts almost always with

regards to the problems that happen in the neighbourhood. Furthermore, the contribution of the followers is taken seriously by the head coordinator as Citizen 2 (B) and Citizen 3 (A) state that they can propose their solutions to help people and that the municipality acts on the notifications that are being made by the citizens. For this, there is no intended leadership from the head coordinator but, the followers actually perceive this dimension of intellectual stimulation.

4.1.4 Individual consideration

To find out whether the head coordinator displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 12 & 13). The first question addressed whether the respondent stimulates the personal development of its followers. The second question encompassed whether the respondent adds clarity to the role of its followers.

According to the head coordinator

“Well, we try to offer them different training courses, if they want, they get a first aid and CPR course, because you could also come across something like this during a shift. Some teams have also purchased an AED, which they have launched a campaign for in the neighbourhood. Then they know that there is an AED nearby and how to operate it. We also organize webinars, but we have also organized meetings for the teams to train them, for example in the field of subversion, which is the last one we did.”

Head coordinator

“Usually that is up to the coordinator, but usually they know that themselves and they take on the role in the neighbourhood that works best. Because one does it this way and the other does it that way. Something works in one neighbourhood that doesn't work in another. The resilience course we give also addresses this and they can also answer questions if they have them.”

Head coordinator

In this case, the answers that the respondent provided to these questions, do correspond with the dimension of individual consideration. First, the leader stimulates the personal development of its followers through the different training courses they offer in order for them to grow in their tasks. Besides, the leader organises webinars and meetings for the teams to train them. Second, the leader trusts its followers by stating that they take on the role that works best in their neighbourhood. Furthermore, the leader ensures that the role of its followers is clear by stating that their tasks are context-dependent in each neighbourhood and that the leader is prepared to answer questions for its followers. The leader who engages in this transformational style of leadership attentively listens to follower complaints, inputs, and

is especially willing to pay attention to the needs of followers for their personal development, career, and soft skills (Susilo, 2018). For this, we can assume that the leader engages in the behaviours that align with this dimension of transformational leadership.

According to the team coordinators

"Yes, I like to see that the citizens receive some form of emergency response training, so that they grow in their tasks, that they not only observe in the neighbourhood but also aid in certain cases ... Actually, you should have people take a training beforehand so they know what we are talking about, after that they should take part in the team."

Team coordinator A

"I have regular contact with the coordinator via email, if there are any issues, I know that I can approach her for that. If there are municipal matters, she comes to us on the net for that, and if there are matters, I can always reach them."

Team coordinator B

"Fortunately, we are also offered training courses from the municipality, which can be found exciting by people, but that can also be fun and educational for them. Those are also things to enthuse them, then we get AED training or short first aid, those are things that you get people enthusiastic about. They give you a little respect."

Team coordinator C

Regarding the dimension of individual consideration, all three coordinators confirmed that their leader displays behaviours of this dimension of transformational leadership. They feel like they are being heard by their leader and that the trainings that are provided by their leader serve a purpose for them. In this dimension, the intended leadership of the head coordinator is actively perceived by all team coordinators of neighbourhood A, B, and C. According to Susilo (2018), the leader listens attentively to its followers and pays attention to their personal development, career, and soft skills. Therefore, we can assume that the intended behaviours of the leader are perceived by the team coordinators and align with this dimension of transformational leadership.

According to the citizens

"The government should listen a little better to the people who live in the neighbourhood and not let it be determined by people who live outside a neighbourhood. The communication is of course very bad on that point, they often think of you say so, but we think so."

Citizen 2 (A)

“The enthusiasm mainly comes from the fact that the things we perform or report to the municipality, that they are always picked up within one or two weeks. So, something happens to it. That is one thing you say I can get excited about.”

Citizen 2 (B)

With regards to the citizen its perceptions, different answers are given that relate to whether the head coordinator displays behaviours of individual consideration within the transformative style of leadership. As is stated above, citizen 2 of neighbourhood A comments that the communication between the head coordinator that works for the municipality and the citizens is very poor. Meanwhile citizen 2 of neighbourhood B comments that the problems they report to the municipality, are always picked up quickly and it makes the citizens enthusiastic about their work. For this, we can assume that the intended behaviours of the leader are perceived in some cases, but not always.

Conclusion head coordinator

Taken altogether, it can be concluded that the head coordinator uses transformational leadership to a very little extent. The leader only shows its intended leadership in the fourth dimension of individual consideration. Furthermore, there are different dimensions where there is no intended leadership from the leader, but the dimensions are perceived by its followers. For example, in the dimension of idealized influence, there is no intended transformational leadership, and it is almost never perceived. However, the dimension of intellectual stimulation is not intended but is actually perceived by the followers. Lastly, the dimension of individual consideration really stands out, as the transformational leadership from the leader is intended and this is almost always perceived by the followers. Therefore, it can be concluded that the transformational leadership from the head coordinator is used to a very little extent and is perceived by its followers to some extent.

4.2 Neighbourhood A

4.2.1 Inspirational motivation

To find out whether the team coordinator of neighbourhood A displayed the characteristics that suit the dimension of inspirational motivation, I asked two questions which were centred around this particular dimension (questions 6 & 7). The first question addressed whether the respondent had a clear long-term vision during the process of co-production. The second question encompassed whether the respondent makes clear on what is expected of its followers.

According to the head coordinator

“Yes, well you have to take care of an increasingly safer neighbourhood together, where you have to see if there are more people who want to join to make the neighbourhood safer, also in the WhatsApp groups or who want to participate. We are going to start another campaign to get people involved. And if you ask me about the future, I think the time will come when Woonstad will say that they will stop and that they will build new buildings.”

Team coordinator A

“Yes, they are all told what the goals are, that we strive for a safe neighbourhood and that we want to get there. We therefore also expect that if they are not working with the team during a shift, that they work on the safety of the neighbourhood too”

Team coordinator A

“I tell them, if you see something you call the police, do not go there yourself, we will not do that because the risk is too great, especially in modern times.”

Team coordinator A

The answers that the respondent gave to the questions that were asked about inspirational motivation, do correspond with this dimension on transformational leadership. The team coordinator comments to its followers that only together, you can increase the safety of the neighbourhood and that you need more people living in the neighbourhood to help better the safety of the neighbourhood. Furthermore, the leader even plans to start a campaign to get more citizens involved within neighbourhood prevention and that he foresees a change of the neighbourhood in the future, relating this to the housing corporation of the neighbourhood. In addition, the team coordinator makes clear of what is expected from the citizens by telling them the goals that neighbourhood prevention has and that pursues the citizens to ensure the safety of the neighbourhood, even outside their shifts. Furthermore, the team coordinator

instructs the citizens on what they need to do in certain situations so they can understand of what is expected from them during their shifts. This portrays a leader who seeks for high standards of excellence, with high achievers and who can communicate high expectations to its followers (Avolio, Walumba & Weber, 2009; Susilo, 2018). For this, we can assume that the leader highly engages in this dimension of transformational leadership.

According to the citizens

"Well then there could be a little more police force in the neighbourhood, perhaps a little more could be done with the camera surveillance as well ... It is very clear what is expected, never go anywhere alone, always with two or three people, just stay neat. If they don't want to listen, they don't listen, then we just keep walking."

Citizen 2

"Yes, it is clear to me. Because you are not a police officer, no enforcement, you are just a citizen. It is clear what is expected of us from the municipality. If we see something on the street, we speak to people in a normal way. If this is possible, we will pass the rest on to the police. We are not going to take action ourselves soon, because before you know it you will be under it yourself, you never know how or what these days."

Citizen 1

"Yes, I find it quite interesting what our coordinator does and how he talks about the neighbourhood, because he sees a lot more things and hears a lot more things and then we get to hear the minutes at the meeting."

Citizen 3

The perceptions that the respondents have with regards to the intended leadership of the head coordinator, correspond the dimension of inspirational motivation to some extent. When asked about the future of the neighbourhood, neither of the citizens gave a clear answer on what they think about their vision of the future. It was hard for them to come up with a clear answer. It is therefore difficult to match the future vision of the team coordinator with the citizens' thoughts about the future. Citizen 2 only commented that it would be preferable if there would be more police force on the streets in the future, but this answer did not encompass a clear vision of the future. Furthermore, when asked about whether the team coordinator ensures clearness of what is expected by the citizens, citizen 1 and 3 confirmed that it is clear of what they have to do. The answer of citizen 1 almost completely matches the answer of the team coordinator within this dimension. Namely, it is clear for the citizen that they are not police officers and when they see something, it is expected from them to pass it on to the police and not to act themselves. Citizen 3 only confirmed that the team coordinator makes clear of what is expected from the citizens but does not really explain why and only

states that the citizen finds it quite interesting what the team coordinator does. For this, we can assume that the intentions of the leader are perceived to some extent.

4.2.2 Idealized influence (charisma)

To find out whether the team coordinator of neighbourhood A displayed the characteristics that suit the dimension of idealized influence or charisma, I asked two questions which were centred around this particular dimension (questions 8 & 9). The first question addressed how the respondent ensures the trust of its followers. The second question that I asked had to do with whether the respondent understand the needs and motivations of its followers.

According to the team coordinator

"You're just trying to motivate people and tell them, let that government go because we are doing it for ourselves, for our neighbourhood. We are doing it for our safety, and that government will get involved in some way. One of the problems of the government is that many civil servants who are well trained and who know their way around are transferred and then you have to wait and see who you get in return."

Team coordinator A

"Yes, what motivates them, that is the safety in the neighbourhood, to get it as good as possible, because that is what they want, to have that safety."

Team coordinator A

"That everything is clear to the people what they are doing. There are always things that have come up. We keep an eye on the people. It is not only safety, but it is also social the work that you have to do. "

Team coordinator A

"What they also need more of is more equipment. Good equipment, we only get a telephone or walkie-talkie, but we do not get a computer or a laptop. We need that, also to make schedules and update everything. "

Team coordinator A

The answers that the respondent gave to the questions regarding the dimension of idealized influence or charisma, do correspond with transformational leadership. First, the team coordinator gains trust from its followers by emphasizing that the team does it for themselves, for their neighbourhood and that by doing this, the municipality will get involved in some way. Second, the team coordinator clearly states what motivates the citizens to participate in this neighbourhood prevention team, namely, to ensure the safety of the neighbourhood. That is

what they want, to get the neighbourhood as safe as possible, according to the team coordinator. Third, the team coordinator states the needs of the citizens, besides their motivation to participate. This encompasses the clearness of their task as well as the need for more equipment from the municipality. To sum up, the leader tries to earn the respect and trust of its followers and shows that he is aware of the needs of his followers (Susilo, 2018). Therefore, it can be concluded that the leader engages in the behaviours regarding the dimension of idealized influence within transformational leadership.

According to the citizens

"Yes, I certainly have. Because if I see something ... I take a picture and send it to my coordinator, and he makes sure that BOAs come, and they go to the people and then they get a warning to bring it in. Things like that are handled really good, that our coordinator does all of this, I really trust him because of that."

Citizen 3

"Yes, that is true. He really stands up for the neighbourhood and was also like we have these drawings how it should be, and you are now coming up with completely different drawings. When the whole project also started, but then just see a leg to stand on, but you just do not have one."

Citizen 2

"I just want to do something for the neighbourhood, especially, in addition to the normal work that I do. Yes, they certainly realize that. Especially the fellow residents with whom we have a lot of contact, who also understand what we do for the neighbourhood."

Citizen 1

The perceptions that the respondents have about their team coordinator in comparison to the dimension of idealized influence, do correspond with behaviours of transformational leadership. First, citizens 3 and 2 state that they fully trust their team coordinator by commenting that the team coordinator really handles the notifications of the citizens and that therefore, the citizen trusts the coordinator because of that, according to citizen 3. Furthermore, citizen 2 confirms that the team coordinator is being trusted and adds that their team coordinator really stands up for the neighbourhood and really cares about their neighbourhood prevention team. Moreover, the answer that citizen 1 gave to the question whether the leader understands the needs and motivations of its followers, corresponds to the answer that the leader gave about citizens' motivation to do something for the neighbourhood and better the safety of their neighbourhood. Therefore, we can assume that the intentions of the leader are fully perceived by its followers with regards to the dimension of idealized influence.

4.2.3 Intellectual stimulation

To find out whether the team coordinator of neighbourhood A displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 10, 11 & 12). The first two questions addressed whether the respondent empowers the creativity of its followers. The third question encompassed whether the respondent takes the contribution of its followers seriously.

According to the team coordinator

"First of all, if there are problems, the police are there for it and the BOA. Neighbourhood prevention is not a police officer and no BOA, it is also not a vigilante, you should not do that. I am also not in favour of addressing people. see then you call the police, don't go there yourself, we won't do that because the risk is too great, especially in modern times."

Team coordinator A

"Yes, in some cases yes and sometimes not. Sometimes it depends on what it is about. Sometimes you really have to push to achieve something. Not all cases go smoothly, although people do want to take over things, but where we already "We work together a lot with the BOA and the community police officers, they are fun and enthusiastic, but behind that are bosses and there is the money pot and the policy pot and that is something completely different."

Team coordinator A

"It is always taken seriously in the group; I take care of that myself. I also ensure that the ideas of the citizens also reach the municipality. In the first instance I write down the problems that the citizens make known to me. These I then pass on to the municipality, who do not always like to hear this. But you just have to work with the citizens."

Team coordinator A

Regarding the dimension of intellectual stimulation, the answers that the respondent gave to the questions partially correspond to behaviours of transformational leadership. The leader lacks empowering the creativity of its followers when problems arise in the neighbourhood. This is supported because the leader mentions that when problems occur, that the citizens do not have to act on their own and just have to call the police, because the personal risk is too great. The leader its reasoning seems very logical, but if we look strictly at the leadership behaviour, this does not correspond with empowering the creativity of followers to come up with solutions themselves. However, when it comes to taking the contribution of the followers seriously, this leader actually does engage in behaviours that correspond with

transformational leadership. Namely, the team coordinator states that he takes the ideas of the citizens seriously within the group, and that he ensures that these ideas also reach the municipality. The leader also explains the process of writing down the problems and passing them on to the municipality. For this, the leader tries to get the followers involved in the process because they can formulate problems (Schlappa, 2012; Susilo, 2018). Besides, the leader stimulates the ideas of the citizens and keeps appreciating these by handing them on to the municipality. Their efforts are being valued and they are being taken seriously, which is important to keep these citizens motivated (Van Eijk, 2018). Therefore, we can conclude that the leader engages in this dimension of transformational leadership to a great extent, but not fully.

According to the citizens

"I certainly have that feeling. Because there is good communication between me and the people around me. When we forward something, action is usually taken, or we receive a response or counter-message."

Citizen 1

"Yes, there is enough space, but often not much comes out. The municipality just does not do anything at all. Or just so little that you do not notice it. They say they are working on it, but they do not. In any case, they have their own coordinator who ensures that the reports are passed on to the municipality and tells us whether they are going to do something with it or not."

Citizen 2

"Well, I think so, because the notifications I make are certainly taken seriously because something is definitely happening with them. Also, the graffiti on the wall, it is expensive to clean it again, but it is done by the municipality."

Citizen 3

Regarding the dimension of intellectual stimulation, the answers that the respondents gave in comparison to the leadership of their team coordinator, actually do correspond to behaviours of transformational leadership. According to citizen 1, the creativity of the citizen is empowered as there is good communication between him and the team members, which include the team coordinator, when passing on problems. The citizen states that they always receive response or a counter-message from the team coordinator, which relates to taking the contribution of the followers seriously. Furthermore, citizen 2 also comments that there is enough space to come up with creative solutions to problems that present themselves. However, there is no follow-up on the solutions that are presented by this citizen, and too few are being done with it, according to the citizen. In addition, citizen 3 argues that the contribution

of the citizens is being taken seriously, because action is being taken on the problems, they bring in. It is interesting to note that within this team, different answers are being given with regards to the action of the municipality. Furthermore, all three citizens spoke positively about the behaviour of their team coordinator and how the team coordinator empowers their creativity and takes their contribution seriously (Susilo, 2018). For this, we can assume that the intentions of the leader are fully perceived by its followers.

4.2.4 Individual consideration

To find out whether the team coordinator of neighbourhood A displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 13 & 14). The first question addressed whether the respondent stimulates the personal development of its followers. The second question encompassed whether the respondent adds clarity to the role of its followers.

According to the team coordinator

"Yes, I like to see citizens receiving some form of emergency response training, so that they grow in their tasks, that they not only observe in the neighbourhood but also aid in certain cases. Not only first aid or resuscitation but also just the real aid, where they can learn a lot of things."

Team coordinator A

"Yes, I'm going to try again in the fall to set up a training session, we are now working on CPR, this month I have three more training sessions planned ... So, people just have to get the chance to somehow develop themselves within neighbourhood prevention, because then you will also get more people who want to participate."

Team coordinator A

"Well, I discuss all of that in advance. Then I consult with everyone in advance, what are you going to do and what is he or she going to do? If you have a larger district, you can say, for example, you arrange the containers and you arrange the lighting, then you can make a division of tasks. So, it depends on the size of the neighbourhood, how you are going to divide the roles."

Team coordinator A

The answers that the respondent gave to the questions regarding the dimension of individual consideration, do correspond to transformational leadership. First, the team coordinator stimulates the personal development of its followers. This is because the team coordinator is

stimulating the training that citizens receive, so they can grow in their tasks by not only observing the neighbourhood, but by also aiding in certain cases. Furthermore, the leader states that he tries to contribute to the personal development of the citizens by setting up different training sessions, so they have the chance to develop themselves within the team and trying to get more citizens involved who want to participate. Lastly, concerning the clarity of the role of its followers, the team coordinator mentions that he discusses the division of roles in advance of every shift. The team coordinator shows that the division of roles has to be contingent to the neighbourhood they are watching, and that that depends on how the division of roles is going to be presented. For this, it shows that the leader is concerned with the personal development, career, and soft skills of its followers (Susilo, 2018). Additionally, the leader ensures that its followers understand their role clearly so they can perform their tasks successfully within the process (Petukiene, Tijnaitiene & Damkuviene, 2012). Therefore, we can conclude that the leader fully engages in behaviours of this dimension of transformational leadership.

According to the citizens

"We do have the idea that you see more and more, you know better and better how to approach things, but the motivation is completely lost in this way because too little is achieved as I explained earlier. The team is getting smaller and smaller, and at first, we certainly walked with ten people. That is a shame because we also did CPR courses and first aid courses."

Citizen 2

"Yes, we all do it together and do good by keeping our eyes open, then we just say this or that is going on and then the team coordinator writes it down and it is passed on to the municipality and it will also be discussed in the meeting again. Fortunately, this is being done better and better and we are getting better at the job, even since I started."

Citizen 3

"That is very clear to me, we are not police officers, but we are civilians, and we have to abide by that rule. We are just the ears and eyes, just observe and report."

Citizen 1

Regarding the dimension of individual consideration, the perceptions that the respondents have about the team coordinator, do correspond with behaviours of transformational leadership. First, citizen 2 states that the citizens received the trainings of which the leader spoke about, but this citizen complains that there are less people participating in their neighbourhood prevention team and that this is a shame because they received these

trainings. Second, citizen 3 comments that they are doing a good job by keeping their eyes open, stating their problems to the team coordinator, which passes it on to the municipality and discusses the problems during the meetings. The citizen adds to this by saying the work is being done better and better and that they are getting better at the job, since they started. Regarding the clarity of the role of the followers, citizen 1 states that everything is very clear to them, that they are the extra eyes and ears of the neighbourhood and that they are not police officers or public officials, they are citizens. Therefore, we can assume that the intended leadership is perceived well by its followers.

Conclusion team coordinator A

Overall, it can be concluded that team coordinator A uses transformational leadership to a great extent. In each of the four dimensions, the leader displays behaviours of transformational leadership. There are interesting points to make with regards to the different dimensions. Namely, the leader fully engages in the dimension of inspirational motivation, but this is only perceived to some extent by its followers. With regards to the dimension of idealized influence, the leader highly engages in this dimension and these intentions are fully perceived by its followers, therefore, this dimension really stands out. Furthermore, within the dimension of intellectual stimulation, the intended leadership from the team coordinator is only partially present, meanwhile the citizens fully perceive this dimension of transformational leadership. Lastly, the leader fully engages in behaviours that correspond to the dimension of individual consideration, and these intentions are perceived well by its followers. For this, the dimensions of idealized influence and individual consideration really stand out in the leadership from the team coordinator of neighbourhood A.

4.3 Neighbourhood B

4.3.1 Inspirational motivation

To find out whether the team coordinator of neighbourhood B displayed the characteristics that suit the dimension of inspirational motivation, I asked two questions which were centred around this particular dimension (questions 6 & 7). The first question addressed whether the respondent had a clear long-term vision during the process of co-production. The second question encompassed whether the respondent makes clear on what is expected of its followers.

According to the head coordinator

"Yes, what am I trying to pass on. I try to pass on that most changes start with yourself, if you run into a number of issues, then sometimes you just have to take matters into your own hands. That is what I am trying to convey to them, because you can have a bit of a wait-and-see attitude, I am not into that. I really like to be proactive. Can I achieve something with it, or can I change something with it? I will try to pass that on with regards to the future."

Team coordinator B

"I indicate that we are only signalling persons who see and pass on things and we are not a police officer, we are the ears and eyes of the neighbourhood. These are all things that I try to indicate to the citizens, that there are courses and that we go through cases to make clear what is expected of them. That it is important that they know first aid and CPR, so that it is clear what they can do for neighbourhood prevention."

Team coordinator B

The answers that the respondent gave to the questions that were asked about inspirational motivation, do correspond with this dimension on transformational leadership. The team coordinator from neighbourhood B indicates that he has a clear vision of the future and that he tries to pass this on to its followers. He comments that most changes start with yourself, and that sometimes they have to take matters into their own hands in order for changes to be made. The team coordinator states that he tries to be proactive and that he tries to achieve or change something with regards to the future. Furthermore, the team coordinator has a clear answer in terms of what he expects from the citizens. He indicates that they are not police officers, but that they are the extra eyes and ears of the neighbourhood. These are the things he tries to indicate to the citizens and goes through cases to make clear of what is expected from the citizens. That it is important that they do the trainings on first aid and CPR, so that it is clear for the citizens what they can do for their neighbourhood. According to the

literature, this portrays a leader who expects high standards of its followers, with high achievers and who communicates these expectations to its followers (Avolio, Walumba & Weber, 2009; Susilo, 2018). Therefore, we can conclude that the leader highly engages in this dimension of transformational leadership.

According to the citizens

"What I would like is for more enforcers to walk through the neighbourhood, because of corona that has completely disappeared ... So that has to be started again, we are currently only working for the city's waste service, but there are more things."

Citizen 1

"Yes, as I did say, the neighbourhood prevention team has two important tasks. We are a communication channel between the citizens and the police, and an extra pair of eyes for the police. We walk through the neighbourhood, observe because the police have the manpower is not necessary, so it is really an extra pair of eyes for the police ... Well, at first the team coordinator explained this to me, but by now I have been on the neighbourhood watch for so long that that mechanism has also become clear to me, I see that just work. The team coordinator also said at the beginning, as a neighbourhood watcher we expect this from you, and you should absolutely not do this."

Citizen 2

The perceptions that the respondents have regarding the intended leadership of the team coordinator from neighbourhood B, partially correspond the dimension of inspirational motivation. When asked about the future of the neighbourhood, citizen 1 states that he would like to see more enforcement on the streets², something that the team coordinator does not speak of in his answer. However, when asked about whether the team coordinator provides clarity of what is expected from the citizen, the answer that citizen 2 gave perfectly matches the intentions of the team coordinator. They both state that neighbourhood prevention consists of citizens that are signalling persons who communicate problems between the citizens and the police. They are an extra pair of eyes and ears for the police. Therefore, the team coordinator ensures clearness on what is expected from the citizens. Accordingly, we can assume that the intentions of the leader are perceived to some extent within this dimension.

² In the Netherlands we call this 'more blue on the streets' (meer blauw op straat)

4.3.2 Idealized influence (charisma)

To find out whether the team coordinator of neighbourhood B displayed the characteristics that suit the dimension of idealized influence or charisma, I asked two questions which were centred around this particular dimension (questions 8 & 9). The first question addressed how the respondent ensures the trust of its followers. The second question that I asked had to do with whether the respondent understand the needs and motivations of its followers.

According to the team coordinator

"Yes, by at least standing there for them and being present for them. If there are issues, that they know that they can knock on my door. That is why I regularly have those meetings, that we sit together. If they have points that they would like to discuss, they can pass it on to me, in addition to the points that I have on the agenda myself. Then I make sure that these are on the agenda ... That way I try to get everyone involved and make sure everyone has their podium at that time."

Team coordinator B

"Well, the most important thing is of course that they see that what they are doing, that something is also being done with it. So that is a very important thing. Sometimes you run into issues that are not resolved so quickly, but they are being handled ... Sometimes they get frustration with that, I don't mind that either, and then I say to them "get it out to me", and then I'll try to solve it in the future."

Team coordinator B

With regards to the dimension of idealized influence, the answers that the respondent gave to these questions, actually correspond with behaviours of transformational leadership. The team coordinator shows how he gains trust from its followers, namely, by being present for the followers and by hearing them if they are experiencing problems that they want to address. Furthermore, the team coordinator plans meeting regularly where the citizens can bring up points that they would like to discuss. By doing this, he ensures the involvement of all the citizens, and he makes sure that everyone has a chance to speak up for themselves. In addition, the team coordinator expresses that he is aware of the needs and motivations of the citizens. He states this by saying that the most important thing for the citizens is that something is being done with the things they signal. Moreover, the team coordinator remarks that citizens sometimes get frustrated when issues are not being resolved quickly. The team coordinator allows them to express their frustration on him. Again, the leader shows that he gains the respect and trust of its followers and illustrates that he is aware of the needs of his followers (Susilo, 2018). Therefore, we can assume that the leader highly engages in behaviours of idealized influence.

According to the citizens

"I have to be honest, the coordinator from the municipality, I don't see much of that. Once a year we get an invitation from the municipality, those are actually the occasions when you see the bigwig. I actually do everything through my team coordinator, or the local police officer sometimes comes by, but I have to say that I have very little interaction with the higher layers of the organization."

Citizen 2

"Well, I just love the neighbourhood and that's why I did it...Yeah, they certainly have. Like I say, I don't just walk through the neighbourhood on Tuesday, but I walk through the neighbourhood all week."

Citizen 1

"Well, actually two things. The first is just wanting to contribute to society, doing your bit, I thought that was a nice thought to participate. The second is the social aspect and the social contacts next to work ... I think so, I think they understand well, and I know my fellow team members well now of course. I think they all have a bit of the same reasoning."

Citizen 2

The perceptions that the respondents have about their team coordinator in comparison to the dimension of idealized influence, do correspond with behaviours of transformational leadership, to some extent. Citizen 2 states that there are many more moments of contact with the team coordinator in comparison to the municipality or to higher layers in the organization. This indicates that there is more trust between the citizens and the team coordinator compared to the interaction between the citizens and the municipality. Furthermore, Citizen 1 and 2 both state that the team coordinator and the members of their team are aware of the motivations and needs they have when participating in neighbourhood prevention. For this, we can conclude that the intentions of the leader are perceived by its followers within the dimension of idealized influence.

4.3.3 Intellectual stimulation

To find out whether the team coordinator of neighbourhood B displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 10, 11 & 12). The first two questions addressed whether the respondent empowers the creativity of its followers. The third question encompassed whether the respondent takes the contribution of its followers seriously.

According to the team coordinator

"Well, there are some who certainly know how they do things, but I also have a few people who are more doers. The thinking is a little less, but that doesn't matter. They then indicate to me, I run into this or that and then I try to think with them about what we can do."

Team coordinator B

"Yes, that is certainly done. If someone proposes it and it has the desired result or the goal is achieved, then it will certainly be adopted. But at times we also see that it does not work enough, and then we have to We'll come up with something else to solve it anyway. Then I'll also sit down with the one from, it's good what you came up with, but we want to go there a bit, do you have any other ideas about how we could approach this?"

Team coordinator B

"Yes, we all respect each other, and we all get on well with each other. Sometimes you also have proposals that don't make sense, but then we discuss it with each other like "what you are saying is not quite the intention" It's just important that we don't kick those people down, so they don't never say anything next time."

Team coordinator B

The answers that the respondent gave regarding the dimension of intellectual stimulation, highly correspond to the behaviours of transformational leadership. According to the team coordinator, the citizens from his team come up with solutions to ideas, and the team coordinator provides the space to talk about the problems the team is facing and how this can be solved together. Furthermore, the team coordinator states that if someone proposes a solution which has the desired result or goal, the solution will be adopted. This is not always the case, but the leader creates this space for creativity among the followers (Schlappa, 2012; Susilo, 2018). Furthermore, the team coordinator shows that he takes the contribution that the citizens make, seriously. He does this by commenting that sometimes citizens come up with solutions that do not quite fit the goal, but that he tries to keep them involved and provide them with positive feedback, so they keep on participating within the team. The leader values their efforts and the citizens are being taken seriously, which is important to keep citizens motivated (Van Eijk, 2018). For this, we can assume that the leader fully engages in the dimension of intellectual stimulation.

According to the citizens

"Yes, when we walk through the neighbourhood on Tuesday, two trucks from the waste service will drive through the neighbourhood, especially for the reports we make, to solve them right away ... Yes, we also have a line with enforcement, so if there is something we can call them personally. Then they will come right away."

Citizen 1

"Well, actually in all discussions already. At some point you get discussions about certain things in which people indicate that they have seen this or that and ask how they should react to that. Then everyone has their contribution and I think I am heard in the discussions, that I can make my contribution and that people take it seriously."

Citizen 2

The answers that the respondents gave concerning the intentions of their leader regarding the dimension of intellectual stimulation, do correspond with behaviours of transformational leadership. Citizen 1 states that action is being taken on the notifications they make during their shifts. The problems they notify, are solved right away by, in this case, the waste service of the city. Furthermore, citizen 2 comments that he feels that his contribution is being taken seriously in all the discussion they have. The citizen has the confidence to make its contribution and that this is being taken seriously. Therefore, we can conclude that the intentions of the leader match the perceptions of the citizens, regarding the dimension of intellectual stimulation.

4.3.4 Individual consideration

To find out whether the team coordinator of neighbourhood B displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 13 & 14). The first question addressed whether the respondent stimulates the personal development of its followers. The second question encompassed whether the respondent adds clarity to the role of its followers.

According to the team coordinator

"You see that in the course of time, with issues that they have encountered, they are starting to become more and more adept at that. They are starting to think more and more in the process and that is very nice. You see everyone growing. "

Team coordinator B

"Yes, of course, I try to stimulate them as much as possible and that is also why we want to continue to hold certain trainings every year, such as first aid and CPR ... You also see a lot of people growing in that, because many people dare to really don't start approaching young people ... That also gives a bit of self-confidence and I think that's nice to see within the group. People who are a bit shy in the beginning and who can now tackle certain problems with confidence. "

Team coordinator B

"Yes, exactly, we have a certain division of tasks within the group. What they now know is that it is not just reporting bulky waste, or defects, but it is also just looking beyond your nose. The team members now know how to. You have to look better through the neighbourhood, at homes, you see a window open where someone can easily climb in. Those kinds of things, they all pay attention to that."

Team coordinator B

The answers that the respondent gave in relation to the dimension of individual consideration, do correspond with the transformative style of leadership. First, the team coordinator makes clear that he is very happy that his team members become better in their tasks and that everyone is growing within the team. He tries to stimulate the citizens as much as possible when it comes to following trainings on first aid or CPR. Thus, the leader pays attention to the needs of its followers in their personal development and soft skills (Susilo, 2018). He sees that its team members are growing when they are approaching or tackling certain problems, that they start to do this with more confidence. In addition, the team coordinator states that there is a division of tasks within the group. This ensures that the citizens understand their role within neighbourhood prevention. For this, the citizens understand their role clearly and can therefore perform their task within the process successfully (Petukiene, Tijunaitiene & Damkuvienė, 2012). Therefore, we can conclude that the leader highly engages in behaviours regarding the dimension of individual consideration.

According to the citizens

"Well, I know better what to look out for, two aspects really. The first is, I get to know the people better and if you get to know the people better you can communicate with them more easily and communicate better with them ... The second is that I know exactly what to look out for, you know the neighbourhood better, you know where things go wrong more often, so after two years you start looking at things with different eyes, you start to see things differently ... It just works much more streamlined of course."

Citizen 2

"Yes, of course, just pay attention, report and pass on. We are the extra ears and eyes of the waste service, the police and the government actually."

Citizen 1

With regards to the dimension of individual consideration, the perceptions that the respondents have about the team coordinator, do correspond with behaviours of transformational leadership. Citizen 2 states that, after participating for some time in neighbourhood prevention, he knows better what to look out for. The citizen can communicate more easily with its team members over time, and he knows exactly what to look out for. It works much more streamlined after participating in the team for some time. Furthermore, the answer that citizen 1 gave about the clarity of the role, aligns with the answer that the team coordinator gave in relation to this. The citizen understands its role and comments that they are the extra eyes and ears of the neighbourhood, just as the team coordinator explained earlier. For this, we can assume that the intentions of the leader are perceived well by its followers, with regards to the dimension of individual consideration.

Conclusion team coordinator B

On the whole, we can conclude that team coordinator B uses transformational leadership to a high extent. The leader highly engages in all four dimensions of transformational leadership. First, it is interesting to notice is that in the dimension of inspirational motivation, the leader fully engages in this dimension, but the intentions are only perceived to some extent by its followers. Second, in the dimension of idealized influence the intentions of the leader are perceived well by its followers. Third, the intentions that the leader has in relation to the intellectual stimulation of the citizens, match the perceptions that the citizens have about the leader. Fourth, the intentions of the leader are perceived well by its followers, regarding the dimension of individual consideration. Therefore, the dimensions of idealized influence, intellectual stimulation and individual consideration are both intended by the leader and perceived by the followers and stand out in the leadership from the team coordinator of neighbourhood B.

4.4 Neighbourhood C

4.4.1 Inspirational motivation

To find out whether the team coordinator of neighbourhood C displayed the characteristics that suit the dimension of inspirational motivation, I asked two questions which were centred around this particular dimension (questions 6 & 7). The first question addressed whether the respondent had a clear long-term vision during the process of co-production. The second question encompassed whether the respondent makes clear on what is expected of its followers.

According to the head coordinator

"So that we can all contribute to this. I always say we should do it together; I also have the ambition or the idea to bring to the people that their efforts really matter. So, that you are committed to the neighbourhood, that it spreads like an oil slick across the neighbourhood and that we just start paying attention to the people in your immediate vicinity, to see if someone is doing well."

Team coordinator C

"And what is expected, I also have a vacancy on the Facebook page and then you know what is expected of you, that is your social feeling, your commitment, that a bit. Because experience in the field of prevention is necessary. I don't always expect that. You learn that with time, so to speak. Looking in a certain way, you hope to bring that in with training and experience. I don't expect much from them, except for commitment and an active participation, actually."

Team coordinator C

The answers that the respondent gave to the questions that were asked about inspirational motivation, do correspond with the dimension of transformational leadership. The team coordinator from this neighbourhood shows that he has a clear vision of the future and tries to surpass this vision to the citizens that participate in his team. He does this by stating that the efforts that the citizens bring to neighbourhood prevention, actually do matter and that these commitments spread like an oil slick across the neighbourhood. Furthermore, the team coordinator makes clear of what is expected from the citizens beforehand, as the team coordinator made a vacancy on social media about the work of neighbourhood prevention team members. Besides, he expects from the citizens to bring commitment and participate actively during the process. He indicates that certain things can be brought with training and experience, but during the process, it is important for the citizens to be committed and to participate actively. For this, it can be concluded that the leader has an appealing vision of the

future and provides a meaningful stimulus of what is expected by the followers (Susilo, 2018). Therefore, this leader highly engages in the dimension of inspirational motivation within transformational leadership.

According to the citizen

"Yes, then you have to talk very practically these days, not too much of the same population group in one street. Not even putting people with a problem background in a neighbourhood or putting them in a street, and that happens a lot."

Citizen 1

"Yes, everyone gets a booklet, and it says what is expected during neighbourhood prevention. Then people know a little bit what is expected from them."

Citizen 1

The perceptions that the citizen has in relation to the intentions of the leader, regarding the dimension of inspirational motivation, partially correspond with this dimension of transformational leadership. First, the vision that citizen 1 has about the future, does not equal the vision of the team coordinator. When it comes to clarity of what is expected from the citizen, this actually is equivalent to the answer that the team coordinator gave. It is clear to the citizen through the booklet they receive, but also during the activities of neighbourhood prevention. For this, we can conclude that the intention of the leader is perceived by the follower to some extent, but not fully.

4.4.2 Idealized influence (charisma)

To find out whether the team coordinator of neighbourhood C displayed the characteristics that suit the dimension of idealized influence or charisma, I asked two questions which were centred around this particular dimension (questions 8 & 9). The first question addressed how the respondent ensures the trust of its followers. The second question that I asked had to do with whether the respondent understands the needs and motivations of its followers.

According to the team coordinator

"That is of course very important, of course it still lacks sometimes. It is not always, for example, if you look at city management, the BOA or the enforcers, there is not much mutual trust ... I try to portray myself as just one of them, I think that's all right."

Team coordinator C

"What we always find very important is that they receive a little guidance from the professional, or well, guidance from the police, for example. That the police have something for you that you can work with, so that you can feel appreciated and that you

also contribute. So, if they tell us, you can do this for us or you can do that, it motivates them! "

Team coordinator C

The answers that the respondent gave regarding the dimension of idealized influence, correspond to behaviours of transformational leadership to some extent. First, the leader comments that there is a lack of trust between the citizens and the municipality or the government. He then indicates that he portrays himself as one of the team members, promoting a non-hierarchical environment among the team. It is questionable whether the team coordinator enforces trust from the citizens by doing this. On the other hand, with regards to understanding the needs and motivations of the citizens within neighbourhood prevention, the team coordinator states that he comprehends what motivates the citizens during their shifts. Namely, the citizens need to receive a bit of guidance from the professional, in this case, the police. He indicates that the citizens can feel valued or appreciated when they are involved in the process. Therefore, it is ambiguous whether the leader gains the trust of the followers, but it is clear that he is aware of the needs and motivations of its followers (Susilo, 2018). For this, we can conclude that the leader engages in behaviours of idealized influence, to some extent.

According to the citizen

"There is no trust between citizens and the government, only we now know more because we have had information ... I definitely trust the team coordinator yes"

Citizen 1

"These are certainly heard; everyone understands that we want to commit ourselves to the neighbourhood. Our team is aware, but the municipality is also aware of it."

Citizen 1

The perceptions that the respondent had regarding the intentions of the team coordinator in the dimension of idealized influence, do correspond with behaviours of transformational leadership. First, the citizen confirms the statement of the team coordinator, commenting that there is no trust between citizens and the government, but that he trusts the team coordinator. Second, citizen 1 comments that the needs and motivations are certainly heard and that everyone understands that they want to commit themselves to the neighbourhood, including the team coordinator, but the municipality as well. Therefore, we can conclude that the intentions of the leader are perceived well by the follower within this dimension of idealized influence.

4.4.3 Intellectual stimulation

To find out whether the team coordinator of neighbourhood C displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred

around this particular dimension (questions 10, 11 & 12). The first two questions addressed whether the respondent empowers the creativity of its followers. The third question encompassed whether the respondent takes the contribution of its followers seriously.

According to the team coordinator

"That is discussed within the team, then it is looked at whether we can do something about it and what the possible approach can be. I must also say that opinions also differ on what people do and do not agree with. dare to interfere. There is sometimes discussion about it and that is allowed."

Team coordinator C

"Yes, of course, if there is a good solution for one thing or the other, then I'm recommended ... There is sometimes a difficulty. That is with citizens in general, I think, that is not always taken up by the professionals sometimes for logical reasons, for example that something is not possible under administrative law. Of course, you as a citizen are not always aware of that."

Team coordinator C

"By just saying that all input is good in that regard, and if there are really good ideas, I also communicate them to the relevant authorities as coordinator. And I share that feedback within the group."

Team coordinator C

The answers that the respondent gave regarding the dimension of intellectual stimulation, do correspond to the behaviours of transformational leadership. The team coordinator indicates that he discusses the ideas that citizens have within the team, then he looks whether this idea or solution could be adopted. Furthermore, the team coordinator states that discussions can arise from the ideas that citizens propose, and that this is allowed. This also shows that the team coordinator takes the contribution that the citizens bring, seriously. Thus, the leader creates this space for creativity among the followers (Schlappa, 2012; Susilo, 2018). In addition, the team coordinator takes the contribution of the citizens seriously by communicating that all input is good, passing good ideas on to the relevant authorities, and counter message the feedback. It is important that a leader values the efforts of the citizens and takes them seriously, to keep citizens motivated (Van Eijk, 2018). Therefore, we can conclude that the leader highly engages in the dimension of intellectual stimulation.

According to the citizen

"We don't really have it, our coordinator does have an entrance to the neighbourhood council, we try to quote that too, but not really that we are asked for advice. We do get to read reports, we are allowed to participate in meetings, but nothing more, we only provide information."

Citizen 1

"Yes, but even if they did not take it seriously, I'm patrolling around with my people, and I think I'm doing my part. Within the team it is always taken seriously yes."

Citizen 1

The answers that the respondent gave in relation to the intentions of the leader regarding the dimension of intellectual stimulation, partially correspond with behaviours of transformational leadership. First, citizen 1 did not really give a clear answer on whether there is enough space for the creativity that citizens can bring to this neighbourhood prevention team. The citizen speaks about a council that, in my opinion, does not really have something to do with the neighbourhood prevention team itself. Second, citizen 1 states that he feels that the contribution that he delivers to the team, is being taken seriously within the team. Therefore, we can assume that the intentions of the leader correspond the perception of the citizen to a little extent, regarding the dimension of intellectual stimulation.

4.4.4 Individual consideration

To find out whether the team coordinator of neighbourhood C displayed the characteristics that suit the dimension of intellectual stimulation, I asked two questions which were centred around this particular dimension (questions 13 & 14). The first question addressed whether the respondent stimulates the personal development of its followers. The second question encompassed whether the respondent adds clarity to the role of its followers.

According to the team coordinator

"I hope that the team members will grow by mainly giving positive feedback and in the end, there are of course not really literal positions within the team, but if you show something by taking your responsibilities, yes then you can at some point, become a day coordinator and then you get some extra information and other tasks. Then you still have a positive feeling and then you have achieved something."

Team coordinator C

"I always try to introduce a bit of a division of roles before you go and see who does what and who speaks easily. That you have clear in advance, what is your role at that moment."

Team coordinator C

The answers that the respondent gave in relation to the dimension of individual consideration, do correspond with the behaviours of transformational leadership. First, the team coordinator hopes that the citizens will grow in their tasks by giving them positive feedback. In addition, the team coordinator gives citizens who take their responsibilities serious, more attention by promoting them to become a coordinator of the day, together with the team coordinator. This shows that the leader is really concerned with the personal development of the citizens during the process (Susilo, 2018). Second, the team coordinator states that he always introduces a division of roles before each shift. By doing this, he ensures that the citizens understand what their role is at each moment of the process, which is important for the citizens to perform their task successfully (Petukiene, Tijunaitiene & Damkuvienė, 2012). For this, we can assume that the leader highly engages in behaviours regarding the dimension of individual consideration.

According to the citizen

"Obviously I have a huge backpack of experience, so yes, I do not perform any better, I hope the team gets better with my ideas ... I've been a professional military for forty years. So, surveillance and patrolling are in some way, my profession."

Citizen 1

"Yeah, we don't really have a hierarchy, but some people are a little more decisive than others."

Citizen 1

The perceptions that the citizen has about the team coordinator in relation to the dimension of individual consideration, do not correspond with behaviours of transformational leadership. According to the citizen, he does not perform better or is not growing in the tasks within the neighbourhood prevention team. This has to do with the background of the citizen, namely, he has been a professional military official for his whole life. For this, it seems logical that he performs the same during within the neighbourhood prevention team over time. Furthermore, citizen 1 only confirms that the role that he has within the team is clear, that there is no real hierarchy, and that he observes that some citizens are more decisive than others. Therefore, we can assume that the intentions of the leader regarding the dimension of individual consideration, are not perceived by the follower, due to the background of the citizen.

Conclusion team coordinator C

All in all, we can conclude that team coordinator C uses transformational leadership to a great extent. The leader engages highly in three of the four dimensions of transformational leadership. First, it is interesting to point out once again, that in the dimension of inspirational motivation, the leader fully engages but the intentions are only perceived to some extent by its follower. Second, the intentions of the leader are well perceived by the follower within the dimension of idealized influence. Third, with regards to the dimension of intellectual stimulation, the intentions of the leader correspond with the perception of the citizen to a little extent. Fourth, the intentions of the leader regarding the dimension of individual consideration are not perceived by the follower, which has to do with the background of the citizen itself.

Overview transformational leadership of the head coordinator and team coordinators

To sum up, the analysis determined whether each leader engages in the behaviours of the transformative leadership style and to which extent they engage in these behaviours. By doing this, we can conclude whether having a more transformative leadership style has the desired effect of motivating the citizens to stay engaged in processes of co-production. This citizen motivation and continued engagement can be deduced from the hypotheses drawn up from the theoretical framework.

First, citizens are willing to continue to participate in processes of co-production due to the long-term vision of the future and a meaningful stimulus on what is expected of the followers, created by the leader. Second, citizens are willing to continue to participate in processes of co-production due to the understanding of their needs and motivations during the process of co-production, which is understood by the leader. Third, citizens are willing to continue to participate due to the empowerment they receive when presenting creative solutions to problems, and because their efforts are being taken seriously by the leader throughout the process. Fourth, citizens are willing to continue to participate due to the personal development they receive, and the clarity of their role, which is provided by the leader.

Regarding each different coordinator, the following can be concluded:

- 1) The head coordinator used transformational leadership to a very little extent, and this is perceived by its followers to some extent. Only one of the dimensions of transformational leadership was intended by the leader and perceived by its followers, namely, the dimension of individual consideration.
- 2) Team coordinator from neighbourhood A used transformational leadership to a great extent, and this is perceived by its followers to a moderate extent. The dimensions of idealized influence and individual consideration were intended by the leader and perceived by its followers.
- 3) Team coordinator from neighbourhood B used transformational leadership to the greatest extent, and this is perceived by its followers to a great extent. The dimensions of idealized influence, intellectual stimulation and individual consideration were intended by the leader and perceived by its followers.
- 4) Team coordinator from neighbourhood C used transformational leadership to a great extent, and this is perceived by its followers to a moderate extent. The

dimension of idealized influence was intended by the leader and perceived by the follower.

The following section encompasses the common ground between the dimensions and will look at the relationship between the two variables. A comparison is being made between the different respondents, how the leaders act and what consequences it has regarding the continued motivation and engagement of citizens during the process of co-production. A connection will be made with the theoretical framework and the hypotheses.

4.5 Common ground

This section provides an analysis of the results of the interviews, which were guided by the following research question:

How does transformational leadership influence the motivation of individual citizens to stay engaged in co-production initiatives?

This question can be answered by examining whether the citizens who interact with a leader who uses transformational leadership to a greater extent, are actually more motivated to continue to participate in processes of co-production. An important feature to take into consideration, is that it was not possible to interview an equal number of citizens for each neighbourhood. It is therefore possible that different answers would have emerged if the same number of citizens had been interviewed per each neighbourhood.

First, the head coordinator engaged in behaviours of transformational leadership to a very little extent, and both team coordinators as citizens expressed that they were not motivated by the leader in several areas. There is a lack of trust, the personal communication sometimes is missing, and the team coordinators and citizens generally expressed that they are not heard enough by the municipality. For this, the leader does not provide the proper leadership to keep its followers motivated and engaged in the process of co-production.

Second, the team coordinator from neighbourhood A engaged in behaviours of transformational leadership to a great extent, and two of the three citizens were actually motivated when participating in co-production. One of the citizens expressed that too little is being achieved within the team. So, we can see that this leader used transformational leadership to a greater extent, and its followers were motivated and more engaged to continue to participate in the process of co-production in comparison to the head coordinator.

Third, the team coordinator from neighbourhood B engaged in behaviours of transformational leadership to the greatest extent, and both citizens expressed their motivation towards the team coordinator to continue to engage in the process of co-production. The team coordinator enthusiastically engages the citizens and he is available for the citizens at all times.

Fourth, the team coordinator from neighbourhood C engaged in behaviours of transformational leadership to a great extent, and in some cases, the citizen expressed that he was motivated by the leader to continue participating in the co-production process. This particular case was interesting, as the background of the citizen played a significant role in his attitude towards the leader.

Connection with hypotheses

This section elaborates on whether the hypotheses that were formulated in the theoretical framework, correspond to the research that has been carried out.

First, hypothesis 1a that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because it helps the leader in establishing a long-term vision during the process of co-production. In neither of the cases did the leader's intended leadership relate to citizens' motivation to stay engaged in co-production. The leaders' visions of the future did not match the citizens' thoughts about their neighbourhood. Therefore, there is no relationship between the variables here. Furthermore,

hypothesis 1b that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader is able to create a meaningful stimulus for the citizens on what is expected of them during the process of co-production. In most of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production. This is the case for the leaders of neighbourhood A, B and C. They provided the clearness towards the citizen on what is expected from them. Therefore, there is a relationship between the variables in this case.

Second, hypothesis 2 that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader understands the needs and motivations that citizens have during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high or moderate extent. Therefore, there exists a relationship between the variables in this case.

Third, hypothesis 3a that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader empowers the creativity of citizens during the process of co-production. In almost all of the cases, except for neighbourhood C, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. In neighbourhood C, this was to a moderate extent. Therefore, there exists a relationship between the variables in this case. Furthermore, hypothesis 3b that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader takes their contribution seriously during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. The citizens felt that they are being taken seriously in all neighbourhoods and by the municipality. Therefore, there exists a relationship between the variables in this case.

Fourth, hypothesis 4a that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader stimulates the personal development of citizens during the process of co-production. In almost all the cases, except for the citizens' perceptions on the head coordinator and in neighbourhood C, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. A recurring factor was that citizens indicated that they become and remain motivated by the training they receive from the municipality. Therefore, there exists a relationship between the variables in this case. Furthermore, hypothesis 4b that was hypothesized as transformational leadership influences citizens' motivation to stay engaged in co-production because the leader adds clarity to their role during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. The citizens expressed that it motivates them that they understand what their role is, by stating that they mainly are the extra ears and eyes of the neighbourhood, but also of the police and the municipality. Therefore, there exists a relationship between the variables in this case.

5. Conclusion and discussion

Conclusion

The aim of this research was to gain a better understanding of the relationship between leadership and the motivation of citizens within the context of co-production. This study hypothesized that the transformational leadership style has an influence on citizens' motivations to stay engaged in processes of co-production. This has been empirically tested by applying the four dimensions of transformational leadership to a co-production initiative. To empirically support this research, interviews were conducted with different professionals and semi-professionals, and with citizens that participate in the process of co-production with these professionals and semi-professionals. The research question guiding this research was formulated as follows:

How does transformational leadership influence the motivation of individual citizens to stay engaged in co-production initiatives?

This research sheds light on this question by looking at whether citizens are more motivated to stay engaged in co-production when their leader engages more in behaviours of transformational leadership. Based on the analysis, it can be concluded that individual citizens are more motivated to stay engaged in processes of co-production when their leader engages more in behaviours of transformational leadership. This is because, the leaders that were interviewed during this research, showed different levels of engagement with regards to behaviours of transformational leadership. In addition, the citizens that cooperate with each leader, also showed different levels of motivation and staying engaged in the process of co-production. Therefore, this research showed that when the leader engaged in behaviours of transformational leadership to a higher extent, the citizens or followers were more motivated to stay engaged during the process of co-production.

After answering this research question, it is important to accept or reject the hypotheses that were formulated in the theoretical framework of this thesis.

First, hypothesis 1a is rejected because in neither of the cases did the leader its intended leadership relate to citizens' motivation to stay engaged in co-production. The leaders' visions of the future did not match the citizens' thoughts about their neighbourhood. Therefore, this hypothesis is rejected. Furthermore, hypothesis 1b is confirmed because the leader is able to create a meaningful stimulus for the citizens on what is expected of them during the process of co-production. In most of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production. The leaders provided the clearness towards the citizen on what is expected from them. Therefore, this hypothesis is confirmed.

Second, hypothesis 2 is confirmed because the leader understands the needs and motivations that citizens have during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high or moderate extent. Therefore, this hypothesis is confirmed.

Third, hypothesis 3a is confirmed because the leader empowers the creativity of citizens during the process of co-production. In almost all of the cases, the intended leadership

actually related to citizens' motivation to stay engaged in co-production to a high extent. Therefore, this hypothesis is confirmed. Furthermore, hypothesis 3b is also confirmed because the leader takes the contribution of its followers seriously during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. The citizens felt that they are being taken seriously in all neighbourhoods and by the municipality. Therefore, this hypothesis is confirmed.

Fourth, hypothesis 4a is confirmed because the leader stimulates the personal development of citizens during the process of co-production. In almost all the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. A recurring factor was that citizens indicated that they become and remain motivated by the training they receive from the municipality. Therefore, this hypothesis is confirmed. Furthermore, hypothesis 4b is confirmed because the leader adds clarity to the role of its followers during the process of co-production. In all of the cases, the intended leadership actually related to citizens' motivation to stay engaged in co-production to a high extent. The citizens expressed that it motivates them that they understand what their role is, by stating that they mainly are the extra ears and eyes of the neighbourhood, but also of the police and the municipality. Therefore, this last hypothesis is also confirmed.

Discussion

This section will elaborate on the limitations of this study, thereafter, it will elaborate on what its implications are on the literature of co-production.

First, it is important to mention that in the research of social science, there are always threats to causal inference. While the main interest of this research is to gain a better understanding between the relationship of transformational leadership and citizens' motivation to stay engaged in co-production, it is also possible that the associations between the variables in this study arise due to confounder bias, reversed causality, collider bias or chance (Toshkov, 2016). This problem could have been solved by controlling for possible confounding variables that have an influence on the motivation of citizens to stay engaged in processes of co-production. A way to solve this, is to not only test the transformative leadership style, but also test other styles of leadership and analyse whether these styles have an influence on the motivation of citizens to stay engaged in co-production. However, even if we would use this strategy, it is impossible to guarantee in social sciences that all possible confounders have been included or identified in the research. For future research, it would be interesting to test other styles of leadership in different contexts of co-production. By doing so, this will build on the literature of leadership within co-production, a topic that to this day, is quite understudied. In terms of practice, by conducting this type of research, we can gain a better understanding of how leaders can influence citizens to stay engaged in processes of co-production. By now, several works only focus on the reasons why citizens are motivated to start participating in co-production at all.

Second, one of the limitations of this study in terms of the research design is that not an equal number of citizens were interviewed for each neighbourhood. If this had been done, there might have been different outcomes to this research. Furthermore, this research only

relies on the qualitative research method of qualitative interviewing. For future research it would be preferable to do more observations by attending meetings between the team coordinators and the citizens. Due to the fact that this thesis was written in times of the corona pandemic, it was not possible to make these kinds of observations.

Third, I would like to make some recommendations for the municipality that is connected to the neighbourhood prevention teams in Rotterdam:

- 1) Almost all of the citizens stated that the communication between the municipality and the citizens could be improved. The citizens indicate that they would have more trust in the municipality, if and when civil servants show that they are committed to these initiatives by joining some of the shifts on a regular basis. Momentarily, the citizens do not feel represented by their municipality. This also provides food for thought for other municipalities where neighbourhood prevention teams are active.
- 2) If this means too much work pressure for the civil servants of the municipality, then it is at least recommended to regularly visit the neighbourhood prevention teams and asking them how they are doing. This can be done by the head coordinator. There are regular contact moments between the head coordinator and the team coordinators, but the head coordinator stands too far from the citizens that participate in the teams.
- 3) Another recommendation that I would personally give, do not be too optimistic about creating more and more neighbourhood prevention teams throughout the city. A respondent commented that the alderman wants to see the number of neighbourhood prevention teams grow exponentially in Rotterdam, but there are also teams that are disbanded after a certain period of time. This can be because of internal conflicts that happen, but also a lack of support from the local government or the municipality. The municipality invests a lot of money in, for example, materials such as flashlights, jackets, training courses. The money is wasted if these team stop existing after a certain period of time. It would be better to ensure good stable teams that will continue to exist, with professional support, so that teams continue to exist in the future. Creating new teams that stop existing every once in a while, does not work.
- 4) These are the things I recommend to better the cooperation between citizens and the municipality of Rotterdam, but it can be adopted by other municipalities as well.

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Appendices

Appendix I – Questionnaire professional (Head coordinator)

1. Kunt u iets vertellen over wat u doet voor buurtpreventie Rotterdam?
 - a. Wat zijn uw taken?
 - b. Hoe lang bent u al bezig voor buurtpreventie binnen uw stad?
 - c. Hoe functioneert buurtpreventie in Rotterdam?
2. Hoe zou u de veiligheid van de stad Rotterdam omschrijven?
3. Waarom is het nodig dat er buurtpreventieteams actief zijn binnen verschillende wijken?
4. Vindt u dat de teams die u coördineert, op een prettige en goeie manier functioneren? Waar bent u trots op?
5. Hoe probeert u de team coördinatoren die actief zijn te enthousiasmeren voor het werk dat zij doen? Wat motiveert de coördinatoren om mee te doen? Staat u ook in contact met de reguliere burgers van de teams? Op wat voor manier?
6. Wat probeert u aan de teams mee te geven als het gaat om de toekomst van de leefbaarheid en veiligheid van Rotterdam?
7. Maakt u duidelijk wat er verwacht wordt van de team coördinatoren die actief deelnemen aan buurtpreventie Rotterdam? Op wat voor manier?
8. Hoe belangrijk vindt u het dat er onderling vertrouwen is tussen burgers en overheidsinstanties? Hoe zorgt u ervoor dat de team coördinatoren en/of burgers vertrouwen hebben in u?
9. Wat motiveert de team coördinatoren tijdens hun werkzaamheden en welke behoeften hebben zij tijdens hun werk?
10. Als er zich een probleem voordoet, hoe wordt dat dan aangepakt? Wie neemt het voortouw hierin?
11. Vindt u dat de team coördinatoren en/of burgers van de preventieteams creatieve oplossingen aandragen wanneer er zich problemen voordoen binnen hun team/wijk? Kunt u een voorbeeld geven? Worden deze ideeën overgenomen door u of door de gemeente? Waarom wel/niet?
12. Is het mogelijk dat de team coördinatoren steeds beter worden in hun werk en groeien in hun taken? Hoe wordt dit mogelijk gemaakt?
13. Hoe zorgt u ervoor dat de team coördinatoren duidelijk begrijpen wat hun rol is binnen de preventieteams?
14. Zijn er nog verbeterpunten als het gaat om de samenwerking tussen burgers en overheidsinstanties?
15. Tot slot, wilt u mij verder nog iets meegeven over buurtpreventie Rotterdam of heeft u verder nog vragen aan mij?

Appendix II – Questionnaire professional (Team coordinators)

1. Kunt u iets vertellen over wat u en uw buurtpreventieteam doen?
 - a. Wat zijn uw taken?
 - b. Hoe lang bent u al actief bij dit team?
 - c. Hoe gaat zo'n surveillancedienst in zijn werking?
2. Hoe zou u de veiligheid van deze wijk omschrijven?
3. Waarom is het nodig dat er een buurtpreventieteam actief is in deze wijk?
4. Vindt u dat het team waar u mee werkt, op een prettige en goeie manier functioneert? Waar bent u trots op?
5. Hoe probeert u de burgers die in uw team actief zijn te enthousiasmeren voor het werk dat zij doen? Wat motiveert u om mee te doen? Hoe wordt u gemotiveerd door uw coördinator?
6. Wat probeert u aan uw team mee te geven als het gaat om de toekomst van de leefbaarheid en veiligheid van de wijk?
7. Maakt u duidelijk wat er verwacht wordt van de burgers die actief deelnemen in uw team? Op wat voor manier?
8. Hoe belangrijk vindt u het dat er onderling vertrouwen is tussen burgers en overheidsinstanties? Hoe zorgt u ervoor dat de burgers en uw coördinator vertrouwen hebben in u?
9. Wat motiveert de burgers tijdens hun werkzaamheden en welke behoeften hebben zij tijdens hun werk?
10. Als er zich een probleem voordoet, hoe wordt dat dan aangepakt? Wie neemt het voortouw hierin?
11. Vindt u dat de burgers van de preventieteams creatieve oplossingen aandragen wanneer er zich problemen voordoen binnen hun team/wijk? Kunt u een voorbeeld geven? Worden deze ideeën overgenomen door u? Worden deze ideeën overgenomen door de gemeente? Waarom wel/niet?
12. Probeert u ervoor te zorgen dat de ideeën van burgers serieus genomen worden in de groep? Op wat voor manier?
13. Vindt u het belangrijk dat de burgers in het preventieteam steeds beter worden in hun werkzaamheden en groeien in hun taken? Hoe draagt u hieraan bij?
14. Hoe zorgt u ervoor dat de burger duidelijk begrijpt wat zijn rol is binnen het preventieteam?
15. Zijn er nog verbeterpunten als het gaat om de samenwerking tussen burgers en overheidsinstanties?
16. Tot slot, wilt u mij verder nog iets meegeven over buurtpreventie Rotterdam of heeft u verder nog vragen aan mij?

Appendix III – Questionnaire citizen

1. Kunt u iets vertellen over wat het buurtpreventieteam doet waar u actief in bent?
 - a. Wat zijn uw taken?
 - b. Hoe lang bent u al actief bij dit team?
 - c. Hoe gaat zo'n surveillancedienst in zijn werking?
 - d. Wat komt u tegen tijdens zo'n dienst?
2. Hoe zou u de veiligheid van deze wijk omschrijven?
3. Waarom is het nodig dat er een buurtpreventieteam actief is in deze wijk?
4. Vindt u dat het goed gaat met het team waarin u actief deelneemt? Waar bent u trots op?
5. Heeft u het gevoel dat u enthousiast wordt gemaakt in het werk dat u doet? Zo ja, door wie komt dat voornamelijk? Medeburgers, team coördinator, gemeente?
6. Wat vindt u belangrijk als het gaat om de leefbaarheid en veiligheid van de wijk, met het oog op de toekomst?
7. Is het voor u duidelijk wat er van u verwacht wordt wanneer u actief deelneemt in uw team? Waarom?
8. Hoe belangrijk vindt u het dat er onderling vertrouwen is tussen burgers en overheidsinstanties? Heeft u vertrouwen in de personen die het buurtpreventieteam coördineren? Dus de teamcoördinator en de hoofd coördinator van de gemeente?
9. Worden uw behoeften en motivaties om deel te nemen aan het buurtpreventieteam gehoord? Kunt u hier een voorbeeld van geven?
10. Is er genoeg ruimte voor oplossingen die u aandraagt wanneer er zich tijdens een dienst problemen in de wijk voordoen? Zo ja, wie biedt u deze ruimte dan?
11. Wanneer heeft u het gevoel dat uw bijdrage aan het team serieus wordt genomen?
12. Heeft u het gevoel dat u steeds beter wordt in het werk dat u doet? Waarom?
13. Is het voor u duidelijk wat uw rol is binnen het preventieteam?
14. Zouden er volgens u nog verbeterpunten zijn als het gaat om de samenwerking tussen burgers en overheidsinstanties?
15. Tot slot, wilt u mij verder nog iets meegeven over buurtpreventie Rotterdam of heeft u verder nog vragen aan mij?

Appendix IV – Consent form for interviewees



**Universiteit
Leiden**
The Netherlands

Toestemmingsformulier voor het interview

Onderzoeksproject: Buurtpreventieteams in Rotterdam

Onderzoeker: **Iddo Adam Geerse**

Naam deelnemer: _____

Het interview duurt ongeveer een uur. We verwachten niet dat er risico's zijn verbonden aan uw deelname, maar u kunt altijd het interview stoppen wanneer u dat zou willen.

Bedankt voor uw toestemming om geïnterviewd te worden als onderdeel van het bovenstaande onderzoeksproject. Het is voor de Universiteit Leiden belangrijk dat de geïnterviewden toestemming geven om een interview te houden en ook hoe de informatie van hun interview zal worden gebruikt. Dit toestemmingsformulier is nodig om ervoor te zorgen dat u het doel van uw deelname begrijpt en dat u het eens bent met de voorwaarden van uw deelname. Wilt u daarom het bijgevoegde informatieblad lezen en vervolgens dit formulier ondertekenen om te bevestigen dat u het eens bent met het volgende:

- Het interview wordt opgenomen en er wordt een verslag gemaakt;
- U ontvangt het verslag en u krijgt de gelegenheid om fouten te corrigeren;
- Het verslag van het interview wordt geanalyseerd door Iddo Adam Geerse als onderzoeker;
- Toegang tot het verslag van het interview wordt beperkt tot Iddo Adam Geerse en andere collega's en onderzoekers met wie hij zou kunnen samenwerken als onderdeel van het onderzoek;
- Alle samenvattende inhoud van het interview die beschikbaar worden gesteld via academische publicaties, worden geanonimiseerd zodat u niet kunt worden geïdentificeerd, en er zal voor worden gezorgd dat andere informatie in het interview die u zou kunnen identificeren niet wordt onthuld;
- De daadwerkelijke opname wordt vernietigd nadat het onderzoek is gepubliceerd;
- Elke wijziging van de bovenstaande voorwaarden zal alleen plaatsvinden met uw toestemming.

De gehele of een deel van de inhoud van uw interview kan worden gebruikt:

- In wetenschappelijke artikelen, beleidsstukken of nieuwsartikelen
- Op onze website en in andere media die we kunnen produceren, zoals gesproken presentaties
- Op andere feedbackgebeurtenissen
- In een archief van het onderzoek zoals hierboven vermeld

Door dit formulier te ondertekenen, ga ik ermee akkoord dat:

1. Ik vrijwillig deelneem aan dit project. Ik begrijp dat ik niet hoeft deel te nemen en ik kan het interview op elk moment stopzetten.
2. Het verslag of uittreksels daaruit kunnen worden gebruikt zoals hierboven beschreven.
3. Ik heb het informatieblad gelezen.
4. Ik verwacht geen uitkering of betaling voor mijn deelname.
5. Ik kan een kopie van het verslag van mijn interview opvragen en kan wijzigingen aanbrengen die ik nodig vind om hiermee de vertrouwelijkheid te waarborgen.
6. Ik heb al mijn vragen kunnen stellen, en ik begrijp dat ik vrij ben om met eventuele toekomstige vragen contact op te nemen met de onderzoeker.

Naam

Handtekening deelnemer

Datum

Handtekening onderzoeker

Datum

Contactgegevens

Als u nog vragen of opmerkingen heeft over dit onderzoek, neem dan contact op met:

Iddo Adam Geerse

Turfmarkt 99, Den Haag, Nederland

+31614548195

i.a.geerse@hum.leidenuniv.nl

Wat moet ik doen als ik me zorgen maak over dit onderzoek?

Als u zich zorgen maakt over dit onderzoek, of als u zich zorgen maakt over de manier waarop het wordt uitgevoerd, kunt u contact opnemen met de begeleider van de onderzoeker, dr. Carola van Eijk (of een e-mail sturen naar c.j.a.van.eijk@fgga.leidenuniv.nl).