

The Effect of Communication Centers on Efficiency in Local Governance: The Case Study of Municipality of Başakşehir

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Abstract

Municipalities are of great importance in local administrations. In municipalities which are the corner stones of communication with the community, communication centers are established in order to be able to provide communication in a more intensive way, in order to meet citizens' needs and aspirations and to answer to them swiftly.

This study aims to understand whether communication centers established in municipalities do have an impact on the institutional efficiency. In this study, based on a research dealing with the impact of communication centers on efficiency, named as the effect of communication centers on efficiency in local governance: The case of Municipality of Başakşehir, a survey is conducted together with employees of Municipality of Başakşehir in the context of institutional efficiency. As a result of the analysis conducted in that direction, it is assessed that communication centers in municipalities do have a positive impact on the institutional efficiency.

Keywords: Local Governance and Administrations, Communication Centers in Municipalities, Institutional Efficiency.

Belediyelerde İletişim Merkezlerinin Verimliliğe Etkisi: Başakşehir Belediyesi Örneği

Öz

Yerel yönetimlerde belediyelerin önemi büyüktür. Halkla birebir iletişimin temel taşı olan belediyelerde iletişimin daha yoğun yapılabilmesi, vatandaşların

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ihtiyaç ve isteklerini karşılayabilmek ve onlara hızlı olarak cevap verebilmek adına belediyelerde iletişim merkezleri kurulmuştur.

Yapılan bu çalışmada belediyelerde bulunan iletişim merkezlerinin kurumsal verimliliğe etkisi olup olmadığı anlaşılmaya çalışılmıştır. Çalışma; yerel yönetimlerde iletişim merkezlerinin verimliliğe etkisi üzerine bir araştırma: Başakşehir Belediyesi örneği olarak adlandırılmış ve Başakşehir Belediyesi çalışanlarıyla kurumsal verimlilik üzerine bir çalışma yapılmıştır. Bu doğrultuda yapılan analizler sonucunda, belediyelerdeki iletişim merkezlerinin kurumsal verimliliğe olumlu bir etki yaptığı belirlenmiştir.

Anahtar Kelimeler: Yerel Yönetimler, Belediyelerde İletişim Merkezleri, Kurumsal Verimlilik

Introduction

Individual begins his life in a social environment characterized as local or regional and take his first steps in this environment. Nevertheless, all developments and events occurring around the world affect and improve this life. Consciousness and feeling which provide a sense of belonging to the individual are formed through municipal corporations. Individual spends his entire personal, social and political life in there while gaining and living a unique identity. It is observed that the places within this scale have begun to constitute the centers for the new and current economical and sociological structure.

In local administrations, municipalities are of a great importance in particular. Communication centers are established in municipalities which are the corner stones of face-to-face communication with the community in order to be able to provide communication in a more intensive way, and to meet citizens' needs and demands, and to answer to them swiftly.

The study is an attempt to understand whether the communication centers in municipalities have an impact on institutional efficiency.

In the first part of the study; the concept, history, significance, tasks, responsibilities and authority of local administration was explained in order to present a general perspective of the concept of local governance; therewithal, manners of local administrations and municipalities in Turkey were discussed.

In the second part; the relationship between communication center units and efficiency in local administrations was established and two concepts

were explained in detail while their relationship was examined. In this context; the concept and significance of communication centers in local administration were discussed and the contact points of communication centers and local administrations were mentioned. Then; efficiency in local administrations as well as their significance and the influencing factors were explained in order to reveal the relationship between communication centers and efficiency in local administrations and finally; efficiency on personal and public level was discussed and the significance along with the impacts of communication centers in local administrations with regard to efficiency was mentioned.

In the final part of the study; the research dealing with the impact of communication centers on efficiency and named as the case of Municipality of Başakşehir, a survey is conducted together with employees of Municipality of Başakşehir in the context of institutional efficiency.

This study examined; the municipality administration that Municipality of Başakşehir has established over the communication center and the perspectives of the employees of the institution with regard to this type of administration. The governance method stated below explains the governance of Municipality of Başakşehir. The case study applied as the research method and results scientifically and presented at the last part of the study.

The Concept of Municipality

Municipalities are institutions that are organized to meet the infinite demands of the current local community and offer local public service whose decision making bodies are determined by local community.¹

Besides the fact that public service is being governed exclusively and only by centralized administration; being governed by public legal entities constitutes the logic of local administration.² In democratic countries; local administrations are institutions that act as an imperative for democracy. These are local administrations that take up the position by election and are established pursuant to the public governing itself.³

¹ Adnan Kalkan and Hasan Erdoğan, "Yerel Yönetim Başarısını ve Seçmen Tercihini Etkileyen Unsurlar: Bucak İlçesinde Bir Araştırma", Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, Issue:13, 2011/1, p. 271

² Rıdvan Bülbül, "Halkla İlişkiler", Nobel Publications, Ankara, 2004, p. 139

³ Alev Ayyıldız Kızı, *Yerel Yönetimlerde Kurum İçi Hizmet Birimlerinde Halkla İlişkiler Eğitimi: Konya Büyükşehir Belediyesi KOSKİ Örneği*, Selçuk University Institute of Social Sciences (Unpublished Master's Thesis), 2010, p. 41

Municipalities are the channels closest to the public especially in public administration. Administration in public sphere may be defined as the coordination of various personal and organizational endeavors in order for public political channels to be enforced.⁴

Municipalities, different from centralized administrations are a type of organization which are united together in order to meet all of the requests and needs of the public and which has an autonomous administrative mentality. This type of administration consists of units that have a legal entity on their own and has a unique set of sources of income.⁵

The Significance of Municipalities

Local services are units that have wide supervision obligations on, rights whose general frame is determined by the law, representative qualities and special sources of income, personnel and public corporate structure. Municipalities affect social behaviors while they are also able to direct personal actions. Municipalities play a significant role in discussing the local issues within the frame of mature individual behavior and individuals acting in a respectful manner to each other's opinions, approaching permissively to the decisions made.

Since they are elected by the public; mayor and aldermen of municipalities stand closer to the community and hence, they are able to comprehend their needs and requests easily and respond faster. By this means; efficiency can be maintained on a higher level. Municipalities which relieve the burdens of the centralized administration to a great extent are more active, enterprising and dynamic compared to centralized administration. In municipalities that are of a more democratic degree; the resolution process of the problems encountered by the centralization gathers momentum and it plays a supportive role in centralized administration.⁶

Municipalities are one of the primary executors of social policies within the frames of both organization and legal obligations. They are the administrative, political and social institutions that provide public service to the community and are governed by the bodies elected by the public in order

⁴ Tuncay Ergun, "Postmodernizm ve Kamu Yönetimi", Amme İdaresi Dergisi, Volume. 30, Issue 4, December, 1997, pp. 4-5

⁵ Ömer Bozkurt, Tuncay Ergun, "Kamu Yönetimi Sözlüğü", TODAİE Publications, Ankara, 1998, p. 259

⁶ H. Ömer Köse, "Belediye olgusu ve Küreselleşme Sürecindeki Yükselişi", Sayıştay Dergisi, Issue 52, 2004

to meet the needs of the citizens residing in that region consummately.⁷ Social change processes which are difficult to be observed closely and their reflections on the individual life impose the obligation of obtaining locality on various services nowadays; hence, the starting point of different needs of the people becomes municipalities.⁸

The Concept and Significance of Communication Center in Municipalities

Municipalities are in charge of producing the services that have a priority in the public's maintenance of their daily lives and their ability to ensure the compliance of the services they offer with the requests of the public and to conduct the services efficiently, is dependent upon their ability to assess the expectations of the public skillfully and to gain their approval and support.⁹ Being a municipality that gains the support of the public is a very difficult task for municipalities. Creating an administration model that is open to the effect of the public and is able to be affected by it easily and in every stage is municipalities' share to a certain extent. In municipalities whose administration is the closest to the public; municipality-citizen relationships are an issue to be emphasized carefully. Administration shall open a window to the public which is solely possible by public relation activities. Administration gives information to the public regarding its activities, announces them; pays attention to the requests, demands, complaints and suggestions coming from the public and hence, creates a positive image in minds of the public while ensuring their trust, attention, sympathy and support. Informing the public of the policies followed guarantees the political support as a consequence.¹⁰

Public relation activities in municipalities are not limited to the relationship maintained with the citizen. These activities are qualified such as to provide significant contributions to the institutionalization of local participation.¹¹ If the consultation services do not carry out its duties properly; the bond between municipalities and the public weakens and in this case, the public relation problems regarding the local administration become tangled.¹² Since decision making and executive bodies of municipalities are

⁷ Ahmet Ulusoy, Tekin Akdemir, *"Yerel Yönetimler"*, Seçkin Publications, Ankara, 2002, p. 29

⁸ Bilal Eryılmaz, *"Kamu Yönetimi"*, Erkan Publications, İstanbul, 1998, p.115

⁹ Sariye Sezen, *"Belediyelerde Halkla İlişkiler"*, Dissertation, Institute of Public Administration for Turkey and Middle East Graduate Expertise Program, Ankara, 1991, p. 51

¹⁰ Hanife Güz, *"Halkla İlişkilerde Seçme Yazılar"*, Doğuşum Publications, Ankara, 2004, p. 13

¹¹ Şerif Öner, *"Belediyelerde Yönetime Katılmada Halkla İlişkilerin Rolü ve Önemi"*, Dokuz Eylül University, Sosyal Bilimler Enstitüsü Dergisi, Volume:3, Issue:2, 2003, p. 100

¹² Metin İşçi, *"Halkla İlişkiler"*, Der Publications, İstanbul, 2002, p. 160

elected by the local community; they are the institution whose interaction with local community is the most important. Ensuring this interaction is the duty of public relations unit. In addition to this, public relations assume important tasks and responsibilities of impregnating the residents with urban awareness and establishing “municipality of public” and “urban public opinion supporting municipality”. Local communities having the democratic, egalitarian, participatory or autocrat tendencies affect the development of Municipalities and hence, local democracy.¹³

The Concept and Significance of Efficiency in Municipalities

In business literature, the concept of efficiency is defined as the ability to obtain maximum outcome with minimum inputs. The standard in efficiency is to use the least amount of input to obtain the outcome. It shows the amount of input that the institutions turn into product or service and the amount of institution resources used rationally.¹⁴ To put in other words; efficiency is the ratio between the amount of output and input used for the actualization of the amount of output and it expresses the procuration of the efficiency of an action with the highest amount of outcome possible with a certain amount of inputs or the actualization of a certain amount of output by using minimum amount of resources possible with a certain amount of inputs.¹⁵

High level of efficiency means high amount of national income. A high amount of national income results in the increase in the tax being taken and hence, public services are better provided. This means the life standards being even more comfortable.¹⁶

The primary reasons for the measurement of efficiency are population increase, limited resources, costs constantly increasing, advancing technology, thriving industry, etc. In short; the main reason is to adapt to the changing economic and social conditions.¹⁷

If businesses wish to be engaged in productive and efficient activities; they have to use certain strategies to achieve efficiency. The efficiency

¹³ Ruşen Keleş, “Yerinden Yönetim ve Siyaset”, Cem Publications, İstanbul, 2009, p. 23

¹⁴ Güngör Erdumlu, “Büyükşehir Belediyeleri Araştırması”, DPT Yayınları, Ankara, 1993, p. 12.

¹⁵ Doğan Üzeyme, “Verimlilik Analizleri ve Verimlilik-Ergonomi İlişkileri”, İzmir Ticaret Borsası Publications, İzmir, 1987, p. 7

¹⁶ Fatma Ayanoglu, “İletişim ve Örgütsel İletişimin İşgören Verimliliği Açısından Değerlendirilmesi”, Marmara University Institute of Social Sciences, (Unpublished Master’s Thesis), İstanbul, 2002, p. 68

¹⁷ Serpil Özdamar, “Endüstriyel İlişkiler ve Verimliliğin Önemi”, Türkiye’de Endüstriyel İlişkiler ve Verimlilik Semineri Notları, MPM Publications, No: 376, 1998, p. 2.

improvement strategies to be applied in a business must cover the following issues:¹⁸

- Identifying the objects, using planning and coordination and industrial engineering techniques;
- Ensuring the interest of the employees in the business in the issue of improving efficiency and their commitment to the issue;
- Ensuring that the employees in the business gain new skills and are offered the opportunity to use these skills;
- Providing appropriate leadership and awards;
- Initiating long-term production improvement programs.

The Significance and Effects of Communication Centers in Municipalities in terms of Efficiency

Nowadays, it is certainly understood that one of the most important elements playing a part in the productivity and efficiency of the organizations is organizational communication. Organizational communication plays a two-way role in the efficiency of the institution.¹⁹ Communication Center gathers the entire public relation services and operations under a single roof. This results in the economization of time, personnel, labor and manpower. If technological developments are followed and applied regularly in the communication center at the same time; problems may be solved fast and efficiently.

Communication Center ensures the resolution of requests and problems received by all units of the Municipality, organization and the performance auditing of units. Through Communication Center; unit managers and personnel are not obliged to be personally involved with the requests and problems coming from the citizens; they can focus only on their jobs and this helps to work productively and efficiently. Since unit supervisors will be interested in the jobs being performed and personnel in the unit; the quality of service improves and service efficiency increases.

¹⁸ Yakup Yiğit, "Yerel Yönetimlerin Spor Hizmetlerinde İnsan Kaynaklarının Etkin Ve Verimli Kullanım Düzeyinin Araştırılması: İ.B.B. Spor A.Ş. Örneği", (Unpublished Master's Thesis), Dumlupınar Üniversitesi, Kütahya, 2010.

¹⁹ Cangül Tosun, "Kamu Kurumlarındaki Örgütsel İletişim Biçimlerinin Verimliliğe Etkisi", Kocaeli University Institute of Social Sciences, (Unpublished Master's Thesis), Kocaeli, 2006, p. 96.

The effects of communication centers on the efficiency of the municipality:

- 1- One, single center available for the citizens to deliver any requests, questions or problems increases the communication efficiency.
- 2- Communication center records the requests, questions or problems on the database specially designed and distribute them to the respective units through the computer software. Taking action fast is ensured.
- 3- Questions received by communication center are recorded on the database and hence, similar questions can be answered with standard answers.
- 4- Since the employees in the communication center are subjected to training and examinations on a regular basis; accurate and sufficient answers are given.
- 5- Communication centers enable the measurement of the satisfaction of the public from the municipality services through the special database and software used.

For quality communication center service:

1. Information and communication technologies should be used.
2. For the application of proper and healthy-operating public relations; it is an imperative to use current communication technologies.
3. Thanks to communication centers; not only the communication channels between the citizen and the state are kept open and the applications can be made any time at anywhere; but also the responses to applications are given fast, efficient and more economically.
4. The problems of the citizens should be transmitted to the relevant authorities and resolved with the necessary cooperation and coordination.

The Structure and Functioning in the Communication Center of Municipality of Başakşehir



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Figure 1. General view of Municipality of Başakşehir Communication Center

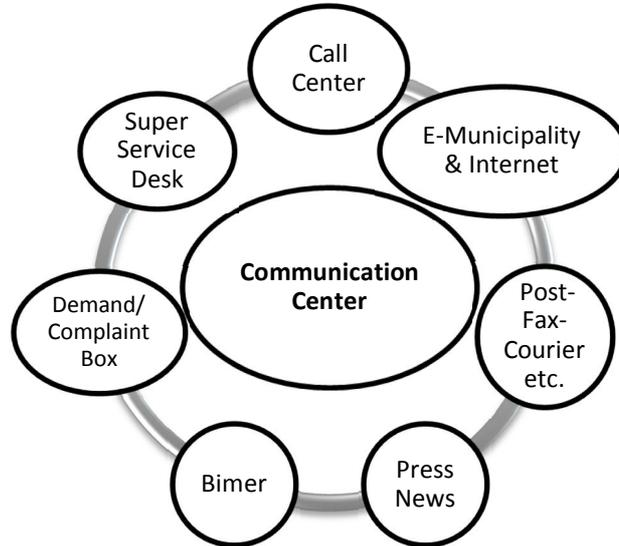


Figure 2. Structure of Municipality of Başakşehir Communication Center Units

Municipality of Başakşehir Communication Center communicates with citizens through the personnel in charge at the contact points shown in Figure 2. The citizens' requests, demands and complaints, etc. are transmitted to the solution partners displayed in Figure 1; and the individual citizen is provided feedback at the end of the resolution process. Service quality regarding an issue is prioritized attributable to the technological infrastructure established in the municipality with respect to this operation and performance measurement can be performed on the service provided.

INTEGRATION OF COMMUNICATION CENTER AND SERVICE UNITS

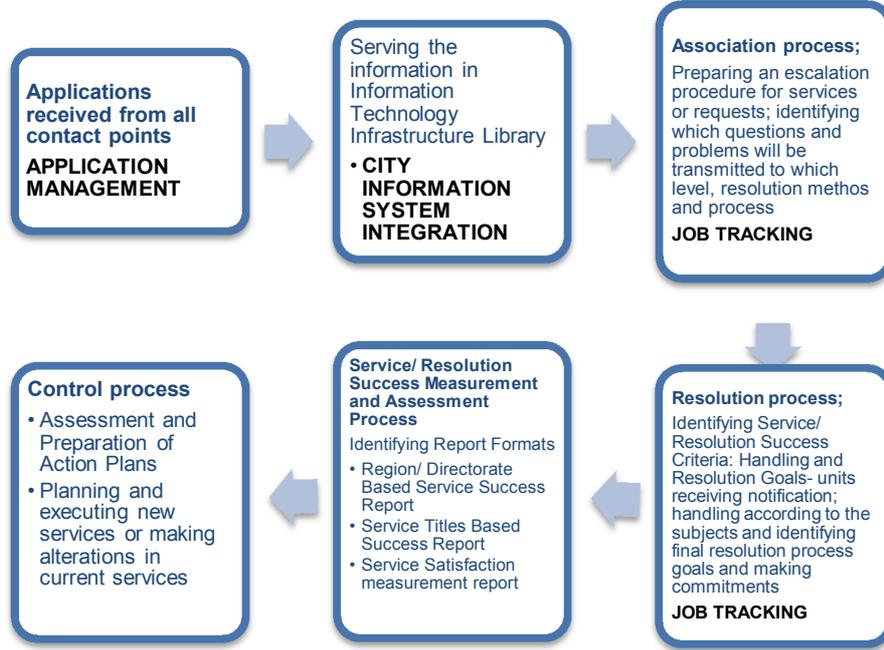


Figure 3. Municipality of Başakşehir Communication Center and Service Units Integration

The process between the time after communication center unit personnel contact with the citizen and the time when the request is concluded is shown in Figure 3.

Table 1. First five subjects articulated by the citizens in line with Municipality of Başakşehir Communication Center Reports (To be submitted to senior management)

AUGUST 2014	SEPTEMBER 2014	OCTOBER 2014	NOVEMBER 2014
VOTER POLLS INFORMATION	ACCEPTING APPLICATIONS FOR AID ON SCHOOL CLOTHING	INFORMATION ON APPLICATION STATUS (SOCIAL)	TAX DEBT INQUIRY
INFORMATION ON APPLICATION STATUS (SOCIAL)	INFORMATION ON APPLICATION STATUS (SOCIAL)	INFORMATION ON SUPPORTING CARD LOADING DATE	PAYMENT TRANSACTIONS
INFORMATION ON SUPPORTING CARD LOADING DATE	INFORMATION ON SUPPORTING CARD LOADING DATE	EXTERNAL INSTITUTIONS SERVICE INFORMATION	INFORMATION ON APPLICATION STATUS (SOCIAL)

AUGUST 2014	SEPTEMBER 2014	OCTOBER 2014	NOVEMBER 2014
PLANNING STATUS INFORMATION	PLANNING STATUS INFORMATION	PAYMENT TRANSACTIONS	INFORMATION ON SUPPORTING CARD LOADING DATE
INFORMATION ON APPLICATION STATUS (TECHNICAL WORKS)	INFORMATION ABOUT APPLICATION STATUS (TECHNICAL WORKS)	ADDRESS-PHONE INFORMATION REQUEST	PAYMENT POINTS

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Table 2. First two subjects coming from the citizens in line with Municipality of Başakşehir Communication Center Reports (To be submitted to senior management)

	District	Sept. 14	Oct. 14	Nov. 14	Dec. 14
1	Altınşehir	OTHER (SCIENCE JOBS) ABOUT APPLICATION STATUS (SCIENCE JOBS)	TRAFFIC REGULATION PAVEMENT PATCH-COLLAPSE	TRAFFIC REGULATION BEDAŞ STREET LIGHTING	PAVEMENT PATCH-COLLAPSE (PIT) BEDAŞ STREET LIGHTING
2	Bahçeşehir Section 1	NOISE AND LIGHT POLLUTION COLLECTING OF STRAY ANIMALS	WASTE PICK UP COLLECTING OF STRAY ANIMALS	PAVEMENT PATCH-COLLAPSE (PIT) NOISE AND LIGHT POLLUTION	ENVIRONMEN TAL POLLUTION LAVATION AND NOZZLE WORKS
3	Bahçeşehir Section 2	NOISE AND LIGHT POLLUTION BEDAŞ STREET LIGHTING	COLLECTING OF STRAY ANIMALS WASTE PICK UP	COLLECTING OF STRAY ANIMALS NOISE AND LIGHT POLLUTION	CURE AND TREATMENT OF INJURED ANIMALS COLLECTING OF STRAY ANIMALS
4	Başak	NOISE AND LIGHT POLLUTION COLLECTING OF STRAY ANIMALS	GENERAL HYGEINE OF GREEN FIELDS AND PARKS ABOLISHING OF VEGETATIVE WASTE COLLECTING OF STRAY ANIMALS	COLLECTING OF STRAY ANIMALS GENERAL HYGEINE OF GREEN FIELDS AND PARKS ABOLISHING OF VEGETATIVE WASTE	SNOW SHOVELLING - SALTING PAVEMENT PATCH-COLLAPSE (PIT)

	District	Sept. 14	Oct. 14	Nov. 14	Dec. 14
5	Başakşehir	NOISE AND LIGHT POLLUTION ENVIRONMENTAL POLLUTION	COLLECTING OF STRAY ANIMALS PAVEMENT PATCH-COLLAPSE (PIT)	PAVEMENT PATCH-COLLAPSE (PIT) COLLECTING OF STRAY ANIMALS	COLLECTING OF STRAY ANIMALS SNOW SHOVELLING - SALTING
6	Güvercintepe	CONDUIT PROBLEM (İSKİ) ABOUT APPLICATION STATUS (SCIENCE JOBS)	PAVEMENT PATCH-COLLAPSE (PIT) WASTE PICK UP	MOBILE ACTIVITY COLLECTING OF STRAY ANIMALS	MOBILE ACTIVITY COLLECTING OF STRAY ANIMALS
7	Kayabaşı	ENVIRONMENTAL POLLUTION OPEN FIELD PEST CONTROL	ENVIRONMENTAL POLLUTION WASTE PICK UP	COLLECTING OF STRAY ANIMALS WASTE PICK UP (CONTAINER AND TERRAIN WASTE)	PAVEMENT PATCH-COLLAPSE (PIT) ENVIRONMENTAL POLLUTION
8	Şahintepe	ABOUT APPLICATION STATUS (SCIENCE JOBS) CONDUIT PROBLEM (İSKİ)	FLOOD OPEN FIELD PEST CONTROL	SIDEWALK - KERB BUILD CONDUIT PROBLEM (İSKİ)	PAVEMENT PATCH-COLLAPSE (PIT) COLLECTING OF STRAY ANIMALS
9	Şamlar	OTHER (SCIENCE JOBS) CONDUIT PROBLEM (İSKİ)	CURE AND TREATMENT OF INJURED ANIMALS ENVIRONMENTAL POLLUTION	COLLECTING OF STRAY ANIMALS LAYOUT OF STABILIZING MATERIAL (ORGANIZATION OF DISTORTED SUPERFICIES)	COLLECTING OF STRAY ANIMALS ENVIRONMENTAL POLLUTION
10	Ziya Gökalp	ABOUT APPLICATION STATUS (SCIENCE JOBS) ENVIRONMENTAL POLLUTION	WASTE PICK UP CURE AND TREATMENT OF INJURED ANIMALS	WASTE PICK UP (CONTAINER AND TERRAIN WASTE) COLLECTING OF STRAY ANIMALS	PAVEMENT PATCH-COLLAPSE CURE AND TREATMENT OF INJURED ANIMALS

Table 3. Regional distribution of the applications of the citizens according to the Municipality of Başakşehir Communication Center Reports (To be submitted to senior management)

District	May	June.14	July.14	Aug.14	Sep.14	Oct.14	Nov.14	Dec.14	Total 2014
Altınşehir	646	641	669	619	506	461	425	350	5688
Bahçeşehir 1	753	548	438	355	340	475	498	487	5223
Bahçeşehir 2	1689	1246	1007	1056	1220	1045	1204	947	11726
Başak	1874	1443	1246	1540	1015	1550	1941	2014	15282
Başakşehir	1412	944	764	723	565	846	818	485	8088
Güvercintepe	1154	1472	2363	3226	1502	1572	1216	948	15833
Kayabaşı	503	486	537	506	412	387	637	419	4511
Şahintepe	4441	2902	2039	2043	1533	2104	1568	1260	20260
Şamlar	213	107	130	96	52	72	87	62	1015
Ziya Gökalp	2273	1259	1970	2061	1267	1369	1678	1396	16356
No info	3518	766	937	1640	660	779	1162	122	12513
Total	18476	11814	12100	13865	9072	10660	11234	8490	116495

The reports stated in Table 1, Table 2 and Table 3 are issued monthly and submitted to the senior management by communication center officers. By this means; municipality administrators are able to see the demands and requests of the citizens clearly and set their priorities in their investments and projects accordingly. Additionally regarding the district- based requests; the municipality of the citizens living in the respective district is able to identify their demands and requests from the municipality on a monthly basis and to plan which service is to be given in which district according to their priority and importance.

Table 4. Distribution of Directorate- Based Applications (To be submitted to senior management)

Related Directorate	June	July	August	September	October	November	December
Press and Public Relations Directorate	329	326	1037	241	894	172	206
Information Technologies Directorate	33	16	12	11	22	38	9
Support Services Directorate	95	49	65	29	45	36	33
Property Condemnation Directorate	28	21	25	50	59	22	28
Technical Work Directorate	829	783	605	530	912	519	662
Law Operations Directorate		2	1	2		1	1
Public Works and City Planning Directorate	333	388	386	527	976	521	522
Cultural and Social Works Directorate	877	1194	310	411	546	393	505
Fiscal Services Directorate	1269	595	526	503	517	3486	974
Private Secretariat Directorate	11	12	12	6	13	6	3
Parks and Recreations Directorate	504	344	228	176	170	76	109
Plan and Project Directorate	168	212	166	81	85	54	73
Concession and Governance Directorate	49	66	45	45	709	63	49
Health Works Directorate	1055	1142	793	852	824	607	667
Social Aid Works Directorate	3145	3745	5429	2385	4261	2163	1598

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Related Directorate	June	July	August	September	October	November	December
Cleaning Services Directorate	848	1095	999	932	999	787	847
Editorial Directorate	253	191	203	212	243	163	196
Constabulary Directorate	527	596	576	449	637	366	392

Table 5. Types of First Two Subjects as per the Distribution of Directorate-Based Applications (To be submitted to senior management)

RELATED MANAGEMENT	APPLICATION TYPE	APPLICATION COUNT
PRESS AND PUBLIC RELATIONS DIRECTORATE	ACCEPTING İŞKUR JOB APPLICATIONS	114
	BEDAŞ STREET LIGHTING	56
INFORMATION TECHNOLOGIES DIRECTORATE	OTHER (INFORMATION TECHONLOGIES DIRECTORATE)	3
	E-BLD PASSWORD RECALL	2
CALL CENTER	ADDRESSES AND PHONE INFORMATION REQUEST	983
	SERVICE INFORMATION	376
SUPPORT SERVICES	REGARDING APPLICATION STATUS	8
	OTHER (SUPPORT)	7
PROPERTY CONDEMNATION DIRECTORATE	CELL TOWER LOCATION	9
	KIOSK LOCATION	7
TECHNICAL WORKS DIRECTORATE	REGARDING APLICATION STATUS	133
	PAVEMENT PATCH-COLLAPSE	107
LAW OPERATION DIRECTORATE	PUBLIC WORKS AND CITY PLANNING JURISTICAL CONSULT	1
PUBLIC WORKS AND CITY PLANNING DIRECTORATE	HEALING RESTORATION STATUS INFORMATION	577
	SUBDIVISION	290
CULTURAL AND SOCIAL WORKS DIRECTORATE	THEATER ACTIVITIES	112
	SMS REJECTION	92
FISCAL SERVICE DIRECTORATE	TAX-DUE QUERY	454
	PAYMENT OPERATIONS	100
PRIVATE SECRETARIAT DIRECTORATE	APPRECIATION	4
	WALK IN APPOINTMENT (PRESIDENT)	1

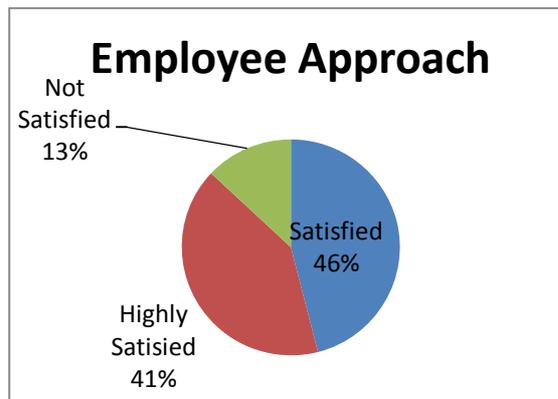
RELATED MANAGEMENT	APPLICATION TYPE	APPLICATION COUNT
PARKS AND RECREATIONS DIRECTORATE	GENERAL HYGEINE OF GREAN AREAS AND PARKS, REMOVAL OF VEGETATIVE WASTE	26
	TREE PRUNNING SERVICES REQUEST	12
PLAN AND PROJECT DIRECTORATE	PLAN INFORMATIONS REQUEST WITH 1/1000 AND 1/5000 SCALES	28
	ADDRESS INFORMATION/UPDATE REQUESTS (UAVT)	14
CONSESSION AND GOVERNANCE DIRECTORATE	REGARDING APPLICATION STATUS	13
	UNLICENSED WORKPLACE DENOUNCEMENT	12
HEALTH WORKS DIRECTORATE	STRAY ANIMALS	132
	PATIENT TRANSFER VEICHLE REQUEST	115
SOCIAL AID WORKS DIRECTORATE	REGARDING APPLICATION STATUS	678
	INFORMATION REGARDING DESTSEKKART INSTALLMENT	638
CLEANING SERVICES DIRECTORATE	PACKAGE WASTE PICK UP (OFFICE TYPE BOXES)	393
	REQUEST OF OFFCE TYPE RECYCLABLE BOX	96
EDITORIAL DIRECTORATE	REGARDING ASSIGNED SERVICES	74
	REGARDING APPLICATION STATUS	64
CONSTABULARY DIRECTORATE	COMPLAINT/DENUNCIATION (CONSTABULARY)	94
	ENVIRONMENTAL POLLUTION	56

On the account of distribution of applications stated in Table 4 and Table 5; senior management is able to identify the periodic intensities of the directorates and to prepare the work flow planning in accordance with these tables as they see the subjects leading to these intensities. Hence, citizen-based work planning is performed.

Table 6. Directorate-Based Success Status Analysis (To be submitted to senior management)

Directorate	Total Applications	Completed in Period of Service	Delayed Completion	In Process	Total Completed	Success Rate
Technical Operations Directorate	365	228	5	132	233	98%
Cleaning Services Directorate	201	187	1	13	188	99%
Social Aid Works Directorate	164	147	11	6	158	93%
Health Works Directorate	133	108	12	120	120	90%
Constabulary Directorate	74	62	11	1	73	85%
Fiscal Services Directorate	53	41	12	0	53	77%
Press and Public Relations Directorate	52	50	2	0	52	96%

According to Table 6; the operation of Communication Centers with regard to recording, concluding and giving feedback as per the demands, requests and complaints of the citizens is performed in relation with service standards. By this means, job performances of directorates may be measured by communication centers and success percentages may be submitted to Municipality's senior management on a regular basis. This in turn, helps overseeing the works of the directorate or the personnel transparently and their assessment by the senior management in cases of success or failure. It also requires the motivation of personnel and setting team work as priority in their works. By this means, the efficiency of the institution increases.



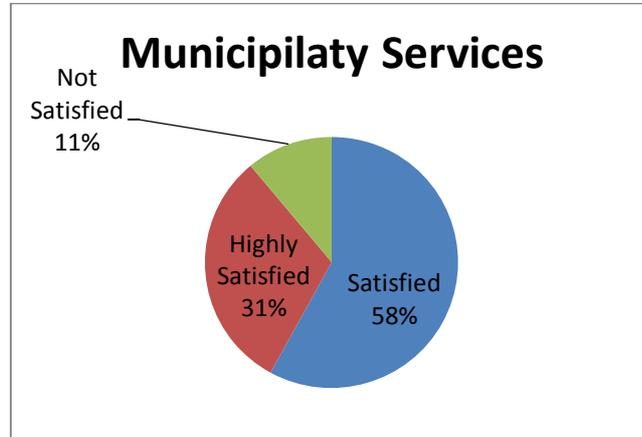
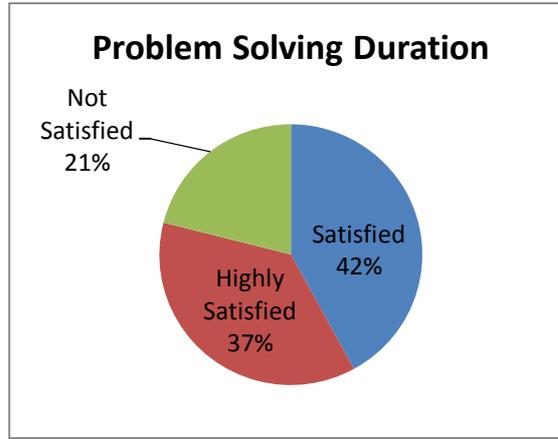


Figure 4. Satisfaction Survey Question- Based Assessment (to be submitted to senior management)

According to Figure 4; after the request of the citizens are concluded; the citizens are called by communication center personnel and satisfaction survey is conducted. Results are measured and submitted to the senior management. Hence, the level of satisfaction of the citizen is known by the

senior management and municipality is able to plan its administration in accordance with that.

Significance of research on the impact of communication centers on efficiency

Efficiency which is one of the most important factors in institutions supplying goods and services has significance for public institutions and organizations like every other business. Increasing efficiency in institutions and organizations is one of the important points to be worked on in ensuring both continuity and maximum benefit in long term.

In this context, the object of the study is to examine which factors have an impact in ensuring the efficiency specific to communication centers. The study conducted here carries the purpose of supporting theoretical findings.

The study is conducted with the people working actively in Municipality of Başakşehir in order to measure the contributions made to the institution by communication centers operating within Municipality of Başakşehir.

In the study; face to face interview was used as data collecting method. A questionnaire was conducted on 206 people working actively in 11 different departments in Municipality of Başakşehir. In each questionnaire conducted, feedback was received. In other words, no loss was detected in the data collected within this study. Since the questionnaire was conducted in a specific plot area; the feedbacks and the scanning or controlling processes of questionnaires could be monitored with attention and it was confirmed whether the questions in the questionnaire were correctly comprehended.

Measurement of communication center efficiency in municipalities

The study which was conducted with simple random sampling method; wherein different scale types were used and various analyses were performed. The data obtained in the study through questionnaires was analyzed with SPSS 11.0 package program. Basic frequency analyses, sampling efficiency analysis, variance analysis (ANOVA) and factor analysis were performed and the results obtained were attempted to be assessed. Through frequency analysis; basic internal factors of the observation group were attempted to be understood and distributions with percentages were evaluated. To comprehend the effectiveness of the results to be deduced; it is important if sufficient amount of observations is achieved. To understand if sufficient amount of observations is achieved, sampling efficiency analysis and to group the factors influencing the efficiency which is the dependent variable we are

trying to explain, factor analysis was conducted. Additionally, with the variance analysis (ANOVA) test, it was attempted to be understood whether there is a difference between the units in which the individuals work and the general performance score.

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In comparisons done statistically; the probability (significance) values below $p < 0,05$ are considered as statistically significant. The information regarding the questionnaire form used in the study; are as follows: The questionnaire consists of 5 sections on fundamental level. First section is general demographic definition which includes and examines variables such as department, age, gender and educational background. In this section, age groups are determined as 18-25, 25-40, 40-60, 60 and above. Regarding the educational background; they are grouped as high school, undergraduate (BA), postgraduate (MA), postgraduate research (PhD). In the second section; individuals were asked which units in the municipalities they work in. 11 different departments are written as answers of the questions. These departments are as follows:

- 1-Press and Public Relations Directorate
- 2-Culture and Social Works Directorate
- 3-Social Aid Works Directorate
- 4-Information Technologies Directorate
- 5-Property Condemnation Directorate
- 6-Technical Works Directorate
- 7-Editorial Directorate
- 8-Plan Project Directorate
- 9-License and Control Directorate
- 10-Financial Services Directorate
- 11-Health Works Directorate

In the third section of the questionnaire used in the study, a sorting scale was used in order to understand which unit of communication center is more efficient. Three sorting variables were given which are; "Efficient", "Neither Efficient nor Inefficient", "Inefficient"; and the answers were grouped within this scale. In the fourth section, attempt will be made to understand which communication center unit the individuals work in cooperation with. In the final section of the questionnaire; the variables on which factors analysis will be conducted are presented. In the fifth and last section; five different levels of answering are sorted as; 1-Strongly Agree, 2-Agree 3-Neither agree nor disagree, 4-Disagree, 5-Strongly Disagree.

Hypothesis of the Study

Main Hypothesis formed regarding the analysis of the data in the study and the results desired to be obtained are as follows:

Ho: Communication centers in municipalities do not have impact on institutional efficiency.

H1: Communication centers in municipalities have impact on institutional efficiency.

Analysis of Data and Findings

In the assessment of the findings of the study; firstly, the demographic characteristics of the participants were investigated. The main object here is to obtain predictions regarding the population of the participants. By utilizing from these data, interpretations will be made in further analysis. The data was determined through frequency analysis.

First of all; age distribution was examined through frequency analysis. When we look at the age distribution of the respective population; basically 3 age groups are observed. When these age groups which are classified as young, middle age and elderly are analyzed; it was seen that most of the employees belong to the age group 25-40 which is considered as middle age. Among the 206 employees participated in the research; 49 of them are in (%23,8) 18-25 age group while 129 of them are in (%62,6) 25-40 age group and 28 of them (%13,6) is between ages 40-60; there no employees above the age of 60.

Table 7. Frequency Analysis of Age Distribution of the Participants in the Study

Age Distribution	Frequency	Percentage (%)
18-25	49	23,8
25-40	129	62,6
40-60	28	13,6
60 and Above	0	0
Total	206	100

The age distribution of the respective population; basically 3 age groups are observed. When these age groups which are classified as youth, middle age and elder are analyzed; it was seen that most of the employees belong to the age group 25-40 which is considered as middle age. Among the 206 employees participated in the research; 49 of them are in (%23,8) 18-25 age group while 129 of them are in (%62,6) 25-40 age group and 28 of them (%13,6) is between ages 40-60; there no employees above the age of 60.

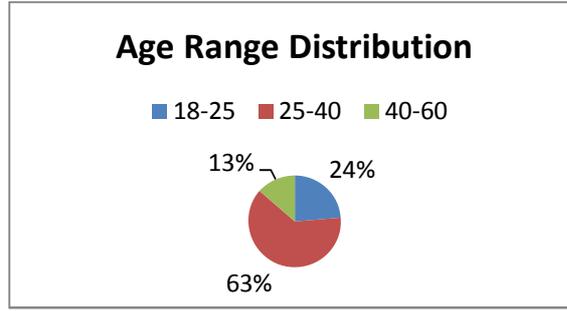


Figure 5. Frequency Analysis of Age Distribution of the Participants in the Study

As a second frequency analysis in the analysis of the data of the study; genders of the participants were examined. When we look at the gender distribution, it is seen that the ratio of females and males are almost equal. Among the 206 people who participated in the study, 102 of them (%50,5) are female and 104 of them (%49,5) are male. Ratio of females and males being almost equal was predicted as a barrier that may prevent the deviations occurring due to gender in the process of analysis.

Table 8. Frequency Analysis of Gender Distribution of the Participants in the Study

Gender Distribution	Frequency	Percentage (%)
Female	102	50,5
Male	104	49,5
Total	206	100

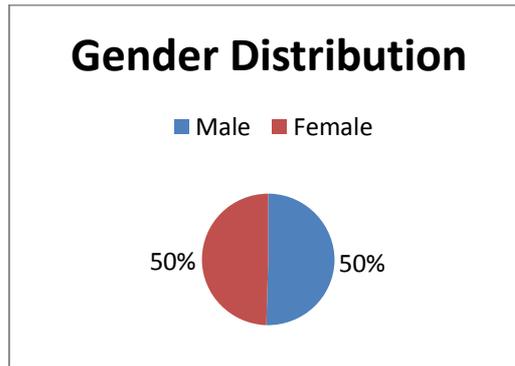


Figure 6. Frequency Analysis of Gender Distribution of the Participants in the Study

Another variable that was analyzed demographically is the education background of the participants in the study. When we look at educational

backgrounds of the sample chosen for the study; 4 groups are listed as high school, undergraduate (BA), postgraduate (MA), postgraduate research (PhD). Among the 206 participants, 1 of them (%0,5) PhD, 26 of them (%12,6) masters, 102 of them (%49,5) bachelors and 77 of them are (%37,4) high school graduates or students. It is observed that participants mostly have a bachelor degree or are bachelor students. Additionally, the ratio of the participants who have undergraduate (BA), postgraduate (MA), degrees is 62,6%. This ratio which is highly above the average of Turkey is hopeful regarding the reliability of the study results.

Table 9. Frequency Analysis of Educational Background Distribution of The Participants in the Study

Educational Background Distribution	Frequency	Percentage (%)
Postgraduate Research (PhD)	1	0,5
Postgraduate (MA)	26	12,6
Undergraduate (BA)	102	49,5
High School	77	37,4
Total	206	100

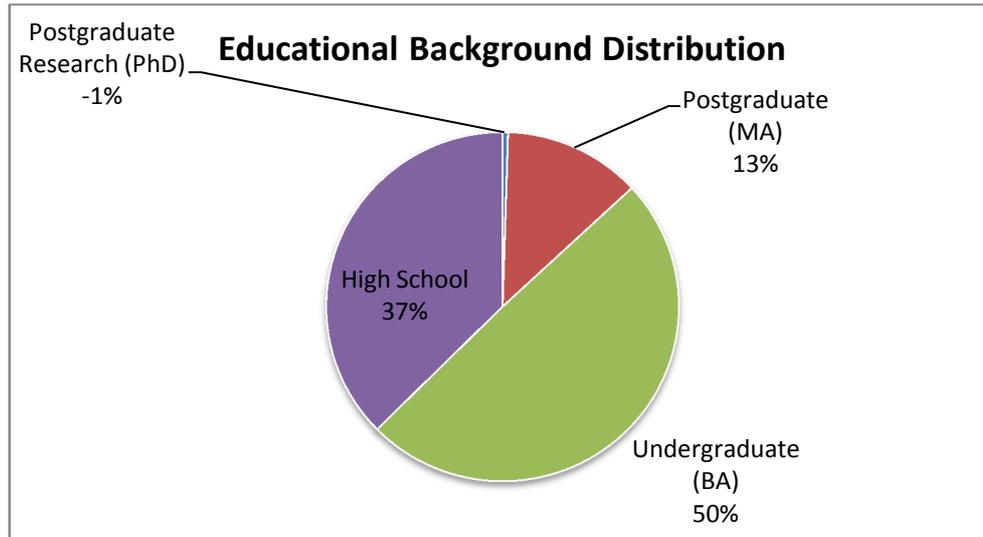


Figure 7. Frequency Analysis of Educational Background Distribution of the Participants in the Study

Different than the demographic variables in the study, the questions regarding which department the participants work in are measured with frequency analysis. It is known that the participants work in 11 different departments in Municipality of Başakşehir. When we look at the distribution of the participants between departments; among the 206 participants, 44 of

them (%21,4) works in press and public relations directorate, 17 of them (%8,3) in information Technologies directorate, 11 of them (%5,3) in property condemnation directorate, 34 of them (%16,5) in technical works directorate, 26 of them (%12,6) in culture and social works directorate, 8 of them (%3,9) in financial services directorate, 13 of them (%6,3) in Plan Project directorate, 6 of them (%2,9) in license and control directorate, 8 of them (%3,9) in health works directorate, 15 of them (%7,3) in social aid works directorate, 24 of them (%11,7) in Editorial Directorate. It is observed that most of the participants in the study work in press and public relations directorate and Technical Works Directorate.

Table 10. Frequency Analysis of Work Department Distribution of the Participants in the Study

Work Department Distribution	Frequency	Percentage (%)
Press and Public Relations D.	44	21,4
Information Technologies D.	17	8,3
Property Condemnation D.	11	5,3
Technical Works D.	34	16,5
Culture and Social Works D.	26	12,6
Financial Services D.	8	3,9
Plan Project D.	13	6,3
License and Control D.	6	2,9
Health Works D.	8	3,9
Social Aid Works D.	15	7,3
Editorial D.	24	11,7
Total	206	100

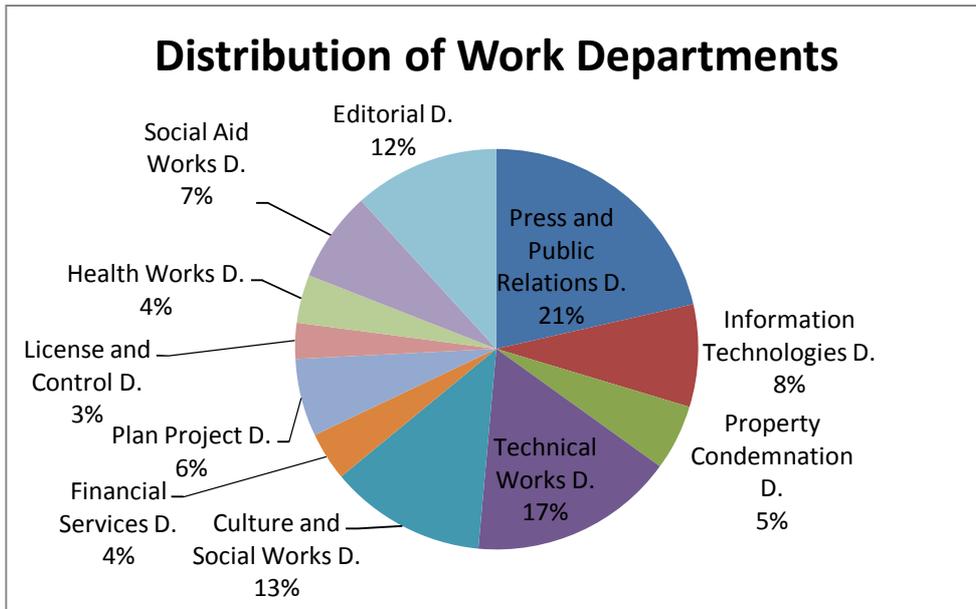


Figure 8. Frequency Analysis of Work Department Distribution of the Participants in the Study

In the study, after the frequency analysis of the demographic factors has been conducted, in order to be able to examine the relationship between these variables. The analysis conducted with using crosstabs, some characteristics which don't give significant results by themselves were attempted to be deepened with more specific results. First of all; age distribution and gender distribution were cross-examined and the results below were obtained.

Table 11. Crosstab Analysis of Age distribution-Gender of Participants

Age Distribution	Frequency		Percentage (%)	
	Male	Female	Male	Female
18-25	28	21	13,6	10,2
25-40	59	70	28,6	34
40-60	17	11	8,3	5,3
Subtotal	104	102	50,5	49,5
Total	206		100	

When looked at the results; among the 206 participants, 28 of them (%13,6) are males in age group 18-25; 21 of them (%10,2) are females in age group 18-25. The number of males in age group is 59 (%28,6) while the number of females are 70 (%34,0)'dir. 17 of the participants (%8,3) are males between ages 40-60 and 11 of them (%5,3) are female from the same age group.

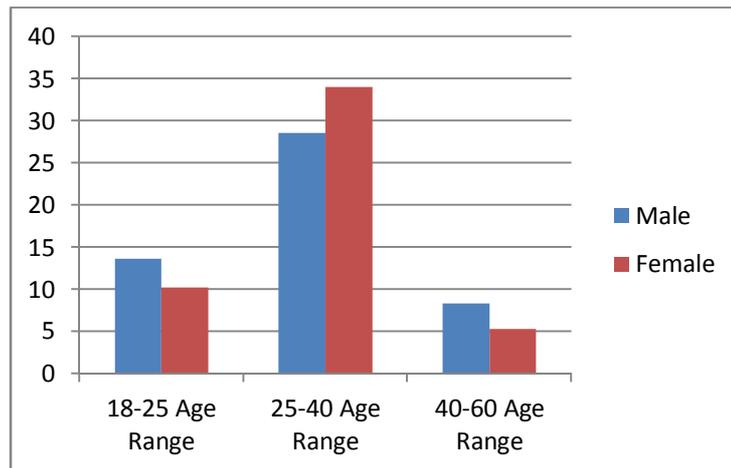


Figure 9. Crosstab Analysis of Age distribution- Gender of Participants

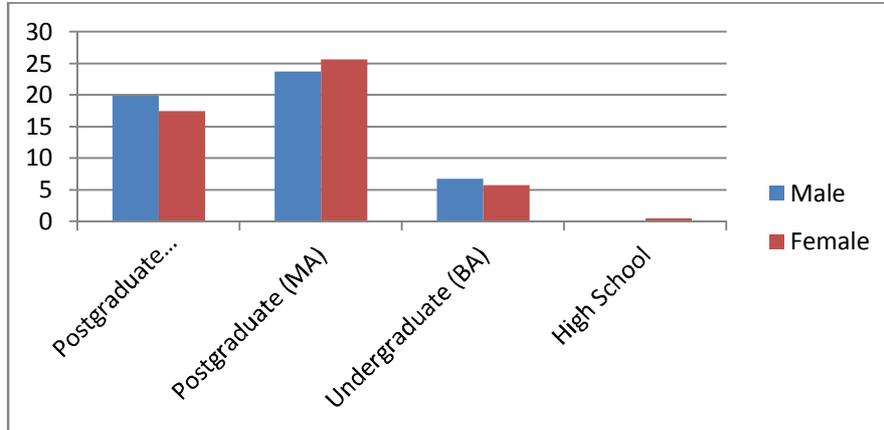
Cross-examination will be the second to be the subject of analysis and will be the examination conducted between participants' educational backgrounds and gender distribution. The results of this examination are as follows:

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İGÜSBD
Cilt: 2 Sayı: 2
Ekim /
October 2015**Table 12.** Crosstab Analysis of Educational Background-Gender of Participants

Educational Background Distribution	Frequency		Percentage (%)	
	Male	Female	Male	Female
Postgraduate Research (PhD)	41	36	19,9	17,5
Postgraduate (MA)	49	53	23,8	25,7
Undergraduate (BA)	14	12	6,8	5,8
High School	0	1	0,0	0,5
Subtotal	104	102	50,5	49,5
Total	206		100,0	

According to the crosstab analysis results; among 206 participants, 41 (%19,9) is high school graduate males and 36 of them (%17,5) are high school graduate females. 49 (%23,8) of them are males with bachelor's degree and 53 (%25,7) of them are females with bachelor degree. 14 of them (%6,8) are males with master's degree or master student males, 12 of them (%5,8) are females with master's degree or master student females. 1 person (%0,5) constitutes the female population with a PhD degree or PhD student.

**Figure 10.** Crosstab Analysis of Educational Background-Gender of Participants

The 11th question in the scanning questions in section 5 of the study which is "I think the communication center units make a contribution to the operational efficiency of the institution" is considered as a relatively more general question compared to other questions. This question is placed in the middle of the question set on purpose so that the participants would not act with selective perception and their normal reactions would be able to be

measured during the questionnaire. The answers to this general question were considered as the general efficiency score and the analysis below were conducted within this scope.

Table 13. Analysis of the Relationship of Age Distribution of Participants-Efficiency

I think communication center units have an impact on the efficiency of the institution.	I strongly agree		I agree		I neither agree nor disagree		I disagree		I strongly disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
18 – 25	34	16.5	12	5.8	3	1.5	0	0	0	0
25 – 40	58	28.2	59	28.6	9	4.3	2	1	1	0.5
40 – 60	11	5.3	13	6.3	1	0.5	3	1.4	0	0
Overall	103	50	84	40.8	13	6.3	5	2.4	1	0.5

Depending upon the interpretation of the table above, considering the age distribution; the participants between ages 18-25 definitely agree with the fact that communication center units have an impact on the operational efficiency of the institution; while the ones between age ranges 25-40 have chosen the answer “I Agree”. In general; the impact of communication centers on efficiency is perceived as positive while 6,3% of the participants do not state any opinions.

Table 14. Analysis of the Relationship of Gender Distribution of Participants-Efficiency

I think communication center units have an impact on the efficiency of the institution.	I strongly agree		I agree		I neither nor disagree		I disagree		I strongly disagree.	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Male	49	23.8	42	20.4	10	4.8	2	1	0	0
Female	54	26.2	42	20.4	3	1.4	3	1.4	1	0.5
Overall	103	50	84	40.8	13	6.2	5	2.4	1	0.5

Depending upon the interpretation of the table above, considering the gender distribution; 54 of the female participants definitely agree to the fact that communication center units have an impact on the operational efficiency of the institution; while 42 of them has chosen the answer "I Agree". 3 people did not state any opinions. Among the male participants in the study; 54 of them definitely agree to the fact that communication center units have an impact on the operational efficiency of the institution; while 42 of them have chosen the answer "I Agree". 10 people did not state any opinions.

Table 15. Analysis of the Relationship of Educational Background Distribution of Participants-Efficiency

I think communication center units have an impact on the efficiency of the institution.	I strongly agree		I agree		I neither agree nor disagree		I disagree		I strongly disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Postgraduate Research (PhD)	0	0	1	0.5	0	0	0	0	0	0
Postgraduate (MA)	10	4.9	12	5.8	3	1.4	1	0.5	1	0.5
Undergraduate (BA)	50	24.2	41	19.9	7	3.5	4	1.9	0	0
High School	43	20.9	30	14.6	3	1.4	0	0	0	0
Overall	103	50	84	40.8	13	6.3	5	2.4	1	0.5

Depending upon the interpretation of the table above, considering the educational background distribution; 43 of high school graduate participants definitely agree to the fact that communication center units have an impact on the operational efficiency of the institution; while 41 high school graduates have chosen the answer "I Agree". 3 people did not state any opinions. 50 participants with bachelor's degree definitely agree to the fact that communication center units have an impact on the operational efficiency of the institution; while 41 have chosen the answer "I Agree". 7 people did not state any opinions. 10 participants with master's degree definitely agree to the fact that communication center units have an impact on the operational efficiency of the institution; while 13 have chosen the answer "I Agree".

In section 3, when analyzing the part where participants were asked which communication units is efficient, which is inefficient and which is neutral (neither efficient nor inefficient); it was determined through frequency analysis that the communication unit which displays the highest efficiency is call centers. Call centers are followed by super service desk. Then; e-municipality and internet units come next. The communication unit determined as the most inefficient is demand and complaint box. It was followed by post, fax and courier unit.

Table 16. Analysis of Efficiency of Communication Units as per the Participants in the Study

Educational Distribution	Most Efficient(1)		Neither efficient nor inefficient (2)		Inefficient (3)	
	Freq.	%	Freq.	%	Freq.	%
Press News	6	2.9	20	9.7	17	8.3
BIMER	10	4.9	22	10.7	21	10.2
Call Center	139	67.5	28	13.6	16	7.8
E-municipality and Internet	19	9.2	70	34	22	10.7
Mail, Fax, Courier	8	3.9	15	7.3	42	20.4
Demand and complaint box	2	1	22	10.7	48	23.3
Super Service Desk	22	10.7	29	14.1	40	19.4
Overall	206	100	206	100	206	100

The findings we encountered during our study made us think that some individuals may differ in their view of efficiency according to the department he/she is working in. Therefore, whether the comprehension of the case, if communication centers contribute to the efficiency differs according the department in which the participants work was intended to be tested. For this reason; hypotheses stated below were formulated and the validity of these hypotheses were attempted to be identified by conducting variance analysis through ANOVA test.

H0: There is no significant difference between the unit in which individuals work and efficiency score.

H1: There is a significant difference between the unit in which individuals work and efficiency score.

Table 17. Factor Loads

		Component		
		1	2	3
1	Communication centers are efficient considering the feedbacks of the citizens.	0,704		
2	Communication centers facilitate workloads of the employees.	0,524		0,648
3	Communication centers are efficient in terms of gathering all the applications done by the citizens in one particular point.	0,674		
4	Communication centers are useful for determining the demands and expectations of the citizens.	0,693		
5	Communication centers ensure profitability in terms of time dedicated to the services provided to the citizens.	0,807		
6	Communication centers provide a more proactive structure in the communication with citizens.	0,692	0,403	
7	By means of communication centers, the applications of the citizens are responded more quickly and actively.	0,725		
8	Attributable to the communication center units it became easier to inform citizens.	0,692		0,442
9	Communication centers increase the quality of the services provided to the citizens.	0,776	0,402	
10	The quantity of the communication center units is sufficient.		0,601	
11	Communication centers contribute to the organization's working efficiency.	0,518	0,507	
12	Appropriate measurement and evaluation is obtained for the communication center units by making comparisons.		0,608	0,452
13	Communication center units provide services by focusing on the citizens.	0,539	0,415	0,415
14	Call center as one of the units of the communication centers increases efficiency of the organization.	0,409		0,708
15	BİMER as one of the units of the communication centers increases efficiency of the organization.		0,816	
16	Press news as one of the units of the communication centers increases efficiency of the organization.		0,781	
17	Demand and complaints box as one of the units of the communication centers increases efficiency in terms of feedbacks.		0,701	
18	E-municipality and internet services as one of the units of the communication centers increases efficiency in terms of costs.		0,473	0,585

		Component		
		1	2	3
19	Super service desk as one of the units of the communication centers increases efficiency in terms of time factor.		0,528	
20	Feedbacks of the citizens on the communication center units affect the motivation of the employees.			0,757
21	The relationship between the solution partners from the communication center units and other units increases efficiency.		0,545	0,44
22	The solution partners from the communication center units contribute to the feedbacks.		0,446	0,531

According to the distribution of questions and factor naming; the questions 2, 14, 18, 20 and 22 were determined as a factor group and named 'Feedback'. In this factor load; especially the contribution of the feedback obtained from the communication centers in municipalities on efficiency were attempted to be measured.

In the factor analysis conducted in the study; questions 10, 12, 15, 16, 17, 19 and 21 were determined as second factor load. This factor load was named 'Structure and Diversity of Center Units'.

Finally there is another factor group named 'Service Quality' which includes the questions 1, 3, 4, 5, 6, 7, 8, 9, 11 and 13.

Table 18. Grouping of Factor Loads – Service Quality

Communication centers are efficient with regard to the feedback received from the citizens	0.704
Communication centers are efficient with regard to the gathering of all the applications by citizens at one place	0.674
Communication centers are beneficial for the determination of the needs and expectations of citizens	0.693
Communication centers provide efficiency in terms of time to the services provided to citizens	0.807
Communication centers provide a more proactive structure for the communication with citizens	0.692
Communication centers provide faster and more efficient responds to the applications of citizens	0.725
It has become easier to inform citizens by communication center units	0.629
Communication centers increase the quality of services provided to citizens	0.776
Communication center units contribute to the work efficiency of the institution	0.518
Communication center units provide services by focusing on citizens	0.539

Table 19. Grouping of Factor Loads – Structure and Diversity of Center Units

The number of communication centers is sufficient	0.601
By the comparison of communication center units, appropriate quantification and evaluation are performed	0.608
BIMER, as one of the communication center units, increases the efficiency of the institution	0.816
Press News, as one of the communication center units, increases the efficiency of the institution	0.781
Demand complaint box, as one of the communication center units, increases the efficiency of the institution with regard to feedbacks	0.701
Super service desk services, as one of the communication center units, increase the efficiency of the institution with regard to time	0.528
The relations of solution partners, as one of the communication center units, with other units increase the efficiency of the institution	0.545

Table 20. Grouping of Factor Loads – Feedback

Communication Centers facilitates the workloads of the employees.	0,648
Call centers, as one of the communication center units, increases the efficiency of the institution	0,708
E-municipality and internet services, as one of the communication center units, increases the efficiency of the institution with regard to expenses	0,585
Feedbacks of the citizens on Communication Center units affect the motivation of the employees.	0,757
Solution partners, as one of the communication center units, contribute to Feedbacks.	0,531

Table 21. Factor Load Distribution of the Variables used in the Study

Components	“Eigenvalues” Value		
	Total Coefficient	Variance Explanation Percentage (%)	Cumulative Variance (%)
1	11,738	53,354	53,354
2	1,531	6,958	60,312
3	1,038	4,719	65,031

When the component matrix in the study is examined; it is seen that the questions are gathered under 3 basic factors. When we look at the findings obtained from the table in which the total variance had been explained; 3 factor loads is present. At this point; by grouping 22 variables under 3 factors; the analysis is carried to a more fundamental level. Here, defining the three factors with the characteristics they share in common that come to the fore and interpreting the analysis with 3 factors according to these definitions will assist the study in achieving the main goal of factor analysis. From this point

forth; these three factors were determined. According to this; these three factors were determined as Structure and Diversity of Center Units, Feedback and Service Quality.

Table 22. General averages Analysis with regard to the Answers of the Participants in the Study

Average score of the answers provided	Averages in 5 Point Likert Scale
Question 1	4.45
Question 2	4.33
Question 3	4.44
Question 4	4.28
Question 5	4.34
Question 6	4.17
Question 7	4.32
Question 8	4.24
Question 9	4.33
Question 10	3.94
Question 11	4.36
Question 12	3.96
Question 13	4.41
Question 14	4.34
Question 15	4.05
Question 16	3.88
Question 17	4
Question 18	4.13
Question 19	4.38
Question 20	4.15
Question 21	4.21
Question 22	4.25
Overall	4.22

For the questions in 5th section in the study; general average analysis was conducted. According to this; the average of the answers provided in accordance with 5 point Likert Scale are as follows: It is seen that the general

average of the answers provided for the questions are 4.22 out of 5. In other words; the answers "I agree" and "I strongly agree" are provided the most.

Table 23. Conformity Analysis of the Sample Used in the Study

KMO and Bartlett Test

Kaiser-Meyer-Olkin and Bartlett Test Statistics.	<u>0,936</u>
Degree of Freedom (df)	231
Significance Value (sig.)	<u>0,000</u>

In order to obtain significant results in the evaluation of the findings of the study; the conformity of the sample size should be tested. KMO and Bartlett test is performed for this purpose. The coefficient to be obtained according to this test is expected to be in between 0,8-0,7; in the case where coefficients are below this interval, number of observations should be increased.

According to the results obtained; the coefficient 0,936 shows that the sample size is good and sufficient. Significant value being below 0,05 indicated that the test is significant. Since KMO and Bartlett Test shares in common the key features with correlation matrix; this test also shows if there is a relationship between the variables. From this point of view; in the study conducted, test was identified as significant; in other words, it was put forward that there is a significant relationship between the variables.

On the other hand; correlation matrix was examined separately and it was observed that correlations are above 0,30 and in general they are in between the differential of 0,60-0,70. This outcome shows us that the observations can be separated by factors.

According to total variance test; it is seen that there are 3 factor loads bigger than "Eigenvalues" value of 1. This situation may be interpreted as there will be basically 3 factor loads as a result of the factor analysis or it is expected as such. 3 factor loads are observed to explain 65% of the variance. This ratio is a sufficient one if previous literature is examined.

Table 24. The Relationship between the unit in which the participants in this study works and efficiency

ANOVA Results Table

	Total of squares	Degree of freedom	Average squares	F Statistics	Significance
Intra group	18,689	11	1,699	3,388	0.000
Intergroup	97,272		0,501		
Total	115,961	205			

In the study, according to the ANOVA test statistics; the significance level is 0,00; in other words, smaller than 0,05 ($p < 0,05$; $0,00 < 0,05$). In this case H0 hypothesis is objected and H1 hypothesis is accepted. That is to say, it is accepted that there is significant difference between the units in which individuals work and general efficiency score. The most significant result obtained at this point is that the opinions of the people regarding whether the communication centers within the municipality contribute to efficiency may differ according to the units they work in.

Conclusions

Municipalities, formed in an area with borders determined beforehand, with the purpose of satisfying the needs of the community, whose decision making bodies are chosen by the people, are legal personalities with their own organizational structures and employees, and their authorities are determined with the laws. These governments are not only highly participating in providing of regulations of society, but also are the basis of the democratic administration perception.

In order to keep the communication more intensive, supply the demands of the citizens, and respond to them fast enough, the municipal governments, the corner stones of one on one communication, have established communication centers in them.

Municipalities are institutions who assign the decision making bodies with the election of the public and governed by administrators authorized for a certain period of time. The administrators on the top of decision making bodies are considered successful or unsuccessful as per the satisfaction of the public. The administrators who receive the satisfaction of the public through services he has given keeps his position by being elected by the public or the ones failing to receive the satisfaction of the public becomes required to leave

his position to the new administrator. This shows that the success criteria are very much dependent upon the satisfaction of the public.

If we think of municipalities as business; its equity capital is the satisfaction and appreciation of the public. For a municipality to be considered successful is dependent upon the hearts of the public. Hence; for a municipality to be successful, the most important task belongs to Communication Centers for the purpose of receiving the satisfaction of the public. In a successful municipality, good communication with the citizen ensures the institutional loyalty of the citizen and the service of the municipality administration provided in the respective region with appropriate projects and investments through identifying the demands and requests of the public right. If you do not build an appropriate communication with the citizen and tell your various investments and projects to the public right; the citizen may think of you as unsuccessful since he is not aware of your services and this leads to the loss of the next election. Yet, a municipality administration that does not have a project or service but is very good in communicating with the citizens and hence, is able to tell the citizen the reasons for failing to provide service may win the elections again and keep its position despite its failing in providing service.

As it is founded that; a successful municipality; basically has to satisfy the public needs and wants. In order to do this; it has to build proper communication with the public and plan its services according to the demands they have.

Communication centers have become the most important units within the municipalities due to this. Municipality administrations place importance to communication centers and establish the organizational structure of municipality administration over communication centers. By this means, citizen oriented administrative mentality is formed and services are provided through making plans as per the demands, requests and complaints of the public. As a result; the satisfaction of the public as well as success is ensured.

As an example of this; communication center of Municipality of Başakşehir and the municipality administration executed over this was examined and the level of success of this perspective was determined. With the help of contact points established in Municipality of Başakşehir Communication Centers; citizens are able to contact swiftly with the municipality.

With city information system supported by communication centered technological infrastructure; demands of the citizens are instantly transmitted

to the respective directorates over the software program. Solution partners located in every department in contact with communication centers follow the demands, resolve them and citizens are given feedback. Demands of citizens can be measured with regard to service quality thanks to the established service standards and performance of personnel is evaluated by senior management. Directorates are able to connect with each other through a software network with an established automation and performances of directorates are also subjected to evaluation. With the reports prepared, district based demands and requests are identified and investment plans are made in accordance with the significance and priority lists of the senior management. Taking into consideration the demands of the citizens and providing service accordingly leads to satisfaction and citizen finds its municipality successful.

A successful municipality is the one working efficiently. Most important role played in this efficiency belongs to communication centers. Additionally, thanks to communication centers; within the frame of the operation of the institution, district based or periodical intensities may be measured through the reports prepared in line with the demands of the citizens, directorates are able to plan personnel assignments correctly and therefore reduce the time loss and increase the efficiency. Communication centers are at the center of municipality administration since service mentality is established in senior management in line with these reports. This makes communication centers the most important unit in the center of the efficiency of the municipality.

As a result of all of these evaluations; the results stated below were obtained in our thesis study.

In this study, whether communication centers in municipalities have an impact on institutional efficiency was attempted to be comprehended. As a result of the analyses conducted in line with this; it was determined that communication centers in municipalities have a positive impact on institutional efficiency. In other words; in the main hypothesis formed in our study, H0 hypothesis was rejected and H1 hypothesis was approved.

In this direction, it was determined that communication centers in municipalities increase institutional efficiency. Especially call centers were identified as being the most successful regarding this issue. In the increase in the efficiency which employees also have an impact on; the trainings in call centers, personal performance measurements or call center system was stated to be sufficient. Correspondingly, another communication center unit established in order to assist call center and called white table was determined as a unit having an impact on institutional efficiency.

Opposite to this; post, fax and courier unit which regress due to constantly developing technology and is almost never used was identified as having negative impact in terms of both cost factor and efficiency. Nonetheless; demand, complaint and request box which is another communication unit was determined as not having an impact on efficiency and having lots of deficiencies.

In addition to these, especially in the factor analysis conducted; three mail subjects were identified. First one is service quality. The fact that; as service quality increases; efficiency increases as well. So this result displays a directly proportional relationship between these two variables. With new additions to call centers recently; service quality was increased and citizens were responded even faster and hence, it is considered as the communication center unit that makes the most contribution to efficiency.

Another subject identified in factor analysis is about the structure and diversity of center units. In the results obtained in relation with the sufficiency of the amount and diversity of the units in communication centers; it was put forwards that the units are sufficient in resolving the problems and responding to the needs of the citizens; but the communication between the units should be stronger.

The last subject identified with factor analysis is feedbacks. Feedbacks which is one of the most important subjects for communication centers is an important variable coming from the citizens and indicating the services' level of response to their demands. In this point, with feedbacks, satisfying the needs and understanding the demands more clearly is facilitated and efficiency is contributed. As a result; communication center units in municipalities are the most important units that provide communication with the citizen with service purposes, receive the demands, requests and complaints from citizens and executes follow-resolve- conclude- report process and concludes the satisfaction of the citizen through measurement, submitting the results to senior management and ensuring that the service, investment, project planning of the municipality are performed in accordance with these. It is the most important municipality service point that has a direct impact on the efficiency of municipality. Communication centers have positive impact on institutional efficiency.

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Summary

Bu çalışmada belediyelerde bulunan iletişim merkezlerinin kurumsal verimliliğe etkisi incelenmiştir. İletişim merkezleri belediye faaliyetlerinin yürütülmesinde kurum içi iletişimin gerçekleştiği ve kontrol edildiği birimlerdir. Aynı zamanda kurum dışından; başta vatandaşlar olmak üzere; tüm birey ya da kurumların talep, soru ya da sorunlarının alındığı ve yönetildiği merkezlerdir.

Birey, hayata yerel ya da yöresel olarak belirtilen sosyal bir ortamda başlamakta ve yaşamın ilk adımları burada atmaktadır. Bununla birlikte dünyadaki tüm gelişmeler ve olaylar, bu hayatı etkilemekte ve geliştirmektedir. Bireyi topluluğa ait kılan bilinç, aidiyet ve duyguların gelişiminde içinde yetiştiği en yakın çevre büyük önem taşımaktadır. Bu bağlamda yerel yönetimler sadece verdikleri teknik hizmetler yanında sosyal, kültürel ve toplumsal açıdan önemli gelişim ve gelişmelere de aracılık etmektedir. Birey kişisel, sosyal ve politik yaşamının tümünü bu alanda yaşamakta, kendine özgü kimliklerini edinmekte ve yaşatmaktadır. Bu ölçekteki alanların, günümüz yeni iktisadi ve sosyolojik yapısının merkezlerini oluşturmaya başladığı görülmektedir. Belediyeler verdikleri tüm hizmetlerin yapısı, işleyişi ve sonuçları açısından yönetişimin merkezinde olan kurumların en başta gelenlerindedir.

Yerel yönetimlerde özellikle belediyelerin yaşamsal önemi bulunmaktadır. Halkla birebir iletişimin temel taşı olan belediyelerde, iletişimin daha verimli yapılabilmesi, vatandaşların ihtiyaç ve isteklerini karşılayabilmek ve onlara hızlı olarak cevap verebilmek adına belediyeler kurulan iletişim merkezleri araştırılmaktadır.

Çalışmada yerel yönetimlerde belediyecilik kavramına genel bir bakış açısı sunulması açısından, belediye kavramı, önemi, görev, sorumluluk ve yetkileri bağlamında belediye iletişim merkezleri irdelenerek, belediyelerde iletişim merkezi birimleri ve verimlilik ilişkisi kurularak, her iki kavram ayrıntısıyla açıklanmış ve aralarındaki ilişki irdelenmiştir. Bu bağlamda yerel yönetimlere iletişim merkezi kavramı ve önemi anlatılarak, yerel yönetimlere iletişim merkezi temas noktalarına değinilmiştir. Yerel yönetimlerde iletişim merkezleri ve verimlilik ilişkisini ortaya koymak adına belediyelerde verimlilik kavramı anlatılarak, önemi, etki eden faktörlere değinilmiştir. Birey ve kamu düzeyinde

verimlilik kavramları incelenerek, yerel yönetimlerde iletişim merkezlerinin verimlilik açısından önemi ve etkilerine değinilmiştir.

İletişim merkezlerinin işleyişinde veritabanı ve yazılımın etkin ve etkili olması; bu sürecin e-belediyecilik altyapısını güçlendirdiğinden; çalışmada iletişim merkezi tüm boyutlarıyla irdelenmiş ve işleyiş süreçlerinin tanımlanması açıklanmıştır.

Mal ve hizmet tedarik eden kurumlardaki en önemli faktörlerden biri olan verimlilik unsuru, tüm işletmeler gibi kamu kurum ve kuruluşları açısından da önem arz etmektedir. Kurum ve kuruluşlarda verimliliği arttırmak hem süreklilik hem de uzun vadede maksimum faydayı sağlamak için üzerinde çalışılması gereken önemli noktalardan biridir. Bu kapsamda araştırmanın amacı iletişim merkezleri özelinde, verimliliğin sağlanmasında hangi faktörlerin etkili olduğunu araştırmaktır. Gerçekleştirilen araştırma, teorik bulguların desteklenmesi ve e-belediyecilik etkinlikleri kapsamında iletişim merkezlerinin, bu bağlamda kurulan bir modelde incelenmesi ile ilgili tek ve özgün yönetim çalışması olma özelliğini taşımaktadır.

Araştırma Başakşehir Belediyesi'nde faaliyette bulunan iletişim merkezi birimlerinin kuruma sağladığı katkıları ölçmek adına Başakşehir belediyesinde ve aktif olarak çalışan bireylerle yapılmıştır. Araştırmada veri toplama yöntemi olarak yüz yüze anket yöntemi kullanılmıştır. Toplamda 206 kişiye anket yapılmış ve anket Başakşehir belediyesindeki 11 farklı departmanda halen aktif olarak çalışan bireylere uygulanmıştır. Yapılan anketlerin tamamına güvenilir geri dönüş alınmıştır. Yani yapılan bu çalışmada toplanan verilerde kayıp saptanmamıştır. Anket belirli bir pilot bölgede yapılmış olduğundan geri dönüşler ve anketlerin tarama/kontrol süreçleri titizlikle takip edilebilmiş ayrıca anket sorularının doğru anlaşılıp anlaşılmadığı teyit edilmiştir.

Çalışma, "Belediyelerde İletişim Merkezlerinin Verimliliğe Etkisi Üzerine Bir Araştırma: Başakşehir Belediyesi Örneği" olarak adlandırılmış ve Başakşehir Belediyesi çalışanlarıyla kurumsal verimlilik üzerine bir anket çalışması da örnek olay analizine katkı sağlayacak biçimde gerçekleştirilerek, yorumlanmıştır. Yapılan analizler sonucunda belediyelerde bulunan iletişim merkezlerinin kurumsal verimliliğe olumlu etkisi olduğu sonucu ortaya çıkmıştır.