

Participation of the Neighborhood Representatives (Mukhtars) into Managerial Activities in Local Level: Burdur Case

Mahalle Muhtarlarının Yerel Düzeydeki Yönetimsel
Faaliyetlere Katılımı: Burdur Örneği

Mustafa LAMBA¹

Sezai ÖZTOP²

Yusuf ŞAHİN³

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Abstract

Neighborhood representatives (mukhtars) are the nearest administrative units to citizens in local level. It is required to take advantage of that the neighborhood representatives know their districts and residents better than central and local government authorities. In addition, it will be appropriate to the principles of subsidiarity and the European Charter of Local Self Government to determine problems and demands of neighborhoods by their representatives. It is necessary to maintain communication channels and keep close relations with neighborhood representatives by local governments to use that advantage efficiently.

It is aimed in this study to determine the participation level of neighborhood representatives into managerial activities in local level. For that purpose, the neighborhood representatives in the center of Burdur province are included in the research. According to the findings, it has been determined that the neighborhood representatives have participated into various activities without experiencing any difficulty, and they have been informed about the services regarding to their neighborhoods, and they have kept close relationship with central and local administrations, and most of them could communicate with local authorities directly. Therefore, it has been concluded that the neighborhood representatives have been influential enough in decision-making mechanisms in local level in Burdur.

Key Words: Managerial Participation, Neighborhood Representative, Local Government, Municipality, Governance, Public Administration.

Özet

Yerel düzeyde vatandaşa en yakın birimler mahalle muhtarlıklarıdır. Mahalleyi ve mahalle sakinlerini merkezi ve yerel yönetim temsilcilerine göre daha iyi tanıma imkanına sahip olan muhtarların bu avantajından yararlanması gerekmektedir. Mahallenin sorunlarının ve taleplerinin muhtarlık ölçeğinde tespit edilmesi aynı

¹ Assoc. Prof. Dr., Mehmet Akif Ersoy University, Faculty of Economics and Administrative Sciences, Public Administration Department, mlamba@mehmetakif.edu.tr

² Asst. Prof. Dr., Mehmet Akif Ersoy University, Bucak Zeliha Tolunay Applied Technology and Business Management School, International Trade Department, sezaioztop@mehmetakif.edu.tr

³ Asst. Prof. Dr., Mehmet Akif Ersoy University, Faculty of Economics and Administrative Sciences, Business Management Department, ysahin@mehmetakif.edu.tr

zamanda Avrupa Yerel Yönetimler Özerklik Şartı ve Subsidiyarite ilkesiyle de uyumlu olacaktır. Mahalle muhtarlarının bu avantajlarından etkin olarak yararlanılması için hem merkezi yönetimin taşra birimlerinin hem de yerel yönetimlerinin muhtarlarla yakın iş birliği içinde olmaları ve iletişim kanallarının sürekli açık tutulması gerekmektedir.

Bu çalışmada, mahalle muhtarlarının yerel düzeyde yönetsel faaliyetlere katılım düzeylerinin tespit edilmesi amaçlanmıştır. Çalışma kapsamında Burdur il merkezinde bulunan mahalle muhtarları yer almaktadır. Elde bulgular sonucunda; muhtarların belediyenin çeşitli faaliyetlerine önemli oranda katılım sağladıkları ve katılım konusunda da herhangi bir zorluk yaşamadıkları; mahalle ile ilgili hizmetlerde ve konularda kendilerinin önceden bilgilendirildiği dolayısıyla mahallenin birer temsilcisi olarak merkezi ve yerel temsilciler tarafından muhatap alındıkları; büyük çoğunluğunun yerel yöneticilerle doğrudan iletişim kurabildikleri tespit edilmiştir. Dolayısıyla yerel düzeyde karar alma mekanizmalarında muhtarların yeterince etkili oldukları sonucuna ulaşılmıştır.

Anahtar Kelimeler: *Yönetsel Katılım, Muhtar, Yerel Yönetim, Belediye, Yönetişim, Kamu Yönetimi.*

INTRODUCTION

Participation term is considered as the participation into management within this scope of this study although it is used in various fields and ways. Participation in management means the efforts of individuals to have a say in the decision-making processes affecting their lives (Eroğlu, 2006: 192). Democracy is not admitted without participation although participation is not enough for democracy. Therefore, democratization takes part in the core of participation however or in which extent it is considered, and the criterion of the democracy is evaluated by means of the participation possibilities provided in (Çitçi, 1996: 9). Since the participation indicates in what extent the society and organization are democratized, it always puts the democratization problem on the agenda in the same time (Şaylan, 1979: 19). Various participation forms are developed in the various period of democratic history. The mechanisms, initially allowing only distinctive or limited groups to participate have developed in time and created some mechanisms to enable individuals to participate in any kind of decision to affect their lives. These mechanisms or structures are designed to enable participation either based on representation or the direct-participation.

Participation efforts of individuals are considered in two categories; political participation and managerial participation. Political participation is the participation of citizens to determine their preferences in terms of national, regional or local politics in a wide span. For example, to choose political representatives, to execute campaign and to vote are considered in this scope. However, administrative participation is the participation of public in administrative and decision-making processes (Wang, 2007: 267). Political participation does not enable citizens to convey their demands and complaints to managers sufficiently since it is valid only in election periods. Therefore, it limits the participation. Especially, the critiques in relation with the insufficiency of representative democracy (related to that globalism has caused the weakening of countries' borders, and that the scale of plurality has created controversial results) have required the development of new participation mechanisms. Pluralist democracy and governance are on the top of the list for new participation mechanisms (Tekeli, 2004).

Reform efforts to modernize the state have mainly focused to make the managements and citizens nearer to each other. Managerial democracy approach allowing citizens to participate in decisions in every level democratizes the managerial relations and empowers the legitimacy of management, by considering citizens as

stakeholders of process, not only in determination of public-service politics but also in the practice of them (Şengül and Çetinkaya, 2012: 54).

The best examples of participation mechanisms are city councils activating in an organized and legal platform. The neighborhood representatives are ordinary members of city councils which are open almost for every layer of society in terms of the structure. Neighborhood representatives can convey their thoughts and demands regarding their districts and cities to municipal councils through these platforms, and play an effective role to create a public-opinion and attract related authorities.

1. NEIGHBORHOOD REPRESENTATIVES AND MANAGERIAL PARTICIPATION

In Ottoman period, neighborhoods are considered as social cooperation-based settlements in which everyone knew each other, and was responsible of each other, and worshipped in the same sanctuary. In this period, it is an indication of that the neighborhood was primary management organization that the population were registered according to neighborhoods for taxation, and the vocational groups and religious societies were concentrated in distinctive neighborhoods, and the settlement into a neighborhood required a sponsorship from an *imam* or neighborhood resident (Genç, 1984: 69-74). Neighborhoods were also the smallest managerial units in which there were schools, *madradas* (theological schools), market, public fountains, hammams and tea-coffee houses where basic daily requirements were met. Towns and cities were composed of neighborhoods. *Kadis* and *naips* (regents) were responsible of the management of towns and cities, and *imams* were responsible of the management of neighborhoods. *Imams* used to execute registration of births, deaths, marriages, divorces, population and settlement, and administration of taxation in addition to their religious duties. *Imams* were representatives of *kadis* in neighborhoods in a sense (Eryılmaz, 2010: 216-217).

First organization as neighborhood representative was established in Istanbul in 1829. One of the most important reason why it was established in Istanbul was that the immigration to Istanbul from rural areas increased since the *Yeniceri* Corps (name of a military organization in Ottoman period) were disassembled in 1826 and the security and public order problems in cities (Eryılmaz, 2010: 218-219).

First neighborhood organization after Istanbul was established in Kastamonu after insurrection of an *ayan* (representative). Two persons who were publicly distinguished residents were elected as *muhtar-ı evvel* and *muhtar-ı sani* by neighborhood residents as it was in Istanbul. As a result of successful practices, II. Mahmut issued a *ferman* (decree) to generalize the system for other towns and cities. It has been asserted that the neighborhood organization was established against the tyranny of *ayans* (representatives). It was told that some authorities of imams to neighborhood representatives caused weakening in imams' position, but it is not a valid thought since imams were guarantors for neighborhood representatives (Çadırcı, 1970: 410-411).

Inclusion of town and neighborhood units in 1864 and 1871 decrees firstly, indicates that the neighborhood representatives were adopted as a local administration units until 1913. It is also included in those decrees that the members of municipal councils would be changed with the voting of the members of town and neighborhood units (Tural, 2005: 82).

Adoption of neighborhood representatives as local administration units in that period was emerged from requirement to fill in the gap resulted from that the newly-organized municipalities couldn't carry out their duties within the cities well enough yet. Because it seems that the neighborhood representatives were tried to revoke after the municipalities completed their organization. It is understood from the legislation that the arrangements regarding neighborhood representatives between 1913 and 1933 were temporary. Later, some arrangements related to neighborhood representatives were transferred to municipalities, gendarmerie, police,



neighborhood residents and neighborhood wardens between 1933 and 1946. Neighborhood representative system were started to re-establish according to the law 4541 related to the Organization of Neighborhood Representative Offices and Board of Alderman in Cities and Towns in 1944 (Arikboğa, 1999: 107-109). The law ordered to establish neighborhood representative offices composed of one representative and four members (article 1-2) in towns and cities. The duties of neighborhood representatives and board of alderman were listed in 4th article of the law 4541. According to the law, various duties were listed in the 32nd article such as (1) affairs related to the law of population (2) specific duties regarding the law of military service (3) code of civil procedure (4) code of criminal procedure (5) affairs related to the municipality law and the law of real estate registration (6) notifications regarding epidemics with respect to the law of public health (7) provision of documents to poor people, regarding poverty. It is observed that many and distinctive duties were assigned to the neighborhood representative offices in the law. However, most of these duties have been executed by central and local government organizations.

There was no regulation related to the relation between municipality and neighborhood representative office in the Municipality Law 1580 but their relation was arranged in the Municipality Law 5393 in 2005. According to the law 5393, neighborhood management is carried out by the neighborhood representatives, the board of alderman and the residents. Organization, annulment, integration, disintegration, denomination and demarcation of neighborhood representative office within the borders of municipality are completed with the authorization of governor after the approval of kaymakam (caimacam; sub-governor) on the decision of municipal council. Neighborhood representative is responsible to determine common requirements with voluntary participation of residents, to develop the living quality in the neighborhood, to continue the relations with municipality and public offices, to represent the neighborhood in public offices, and state his/her opinions about the neighborhood, to cooperate with necessary organizations, and execute other duties listed in the laws (additional clause 12/11/2012- article 15 in the law 6360). It is not possible to establish a neighborhood representative office with the population less than 500 residents within the municipal borders. Municipality provides necessary public relief and support to meet requirements of the neighborhood and its office and to enable services to be carried out with respect the requirement of neighborhood by considering common demands of the residents.

The law imposed responsibility on the neighborhood representatives to determine common requirements by means of participation of residents, and develop the living quality in the neighborhood, and execute the affairs with municipality and other public offices, and present statements about the issues related to the neighborhood, and cooperate with other public institutions and offices, and carry out other duties in the laws. The law imposed duties on municipality to satisfy the requirements of neighborhood representative office, and to consider the common demands of neighborhood, and to try to execute services with respect to the requirements of neighborhood. By this way, the neighborhood representative offices were tried to arrange just like a unit of municipality by regulation the relationship between municipality and neighborhood representative offices (Eryılmaz, 2014: 222-223).

City councils have also been included as participatory elements in the law of municipality 5393 in addition to articles regarding neighborhood management. According to article 76 of the law, city council tries to develop a city vision and a citizenship consciousness, and to protect right and legal system of city, and to preserve the principles of sustainable development, environmental protection, social cooperation and solidarity, transparency, accountability, participation and subsidiarity. Municipalities help and support the city councils to execute their activities efficiently and effectively, which are composed of the representatives from vocational organizations, syndicates, public notaries, universities, non-governmental organizations, political parties,

public institutions and organizations, and the neighborhood representatives. Inclusion of neighborhood representatives into the members of city council indicates the importance attributed to them to determine the problems and requirements of neighborhoods and to develop suggestions for them.

Local Agenda 21 was organized under the framework of city council by means of the regulation. Neighborhood representatives were included in the members of city council with other stakeholders. Additionally, according to article 77 of the law of municipality, some issues were stated under the title of voluntary participation of municipal services. Municipality applies participatory programs for volunteers to provide solidarity and participation within municipal borders in terms of health, education, sport, environment, social services and supports, library, parks, traffic and cultural services, and services to elders, women and children, handicapped people, and people in need, and to increase efficiency, economy and productivity in municipal services. It is also stated that the methods and principles regarding cooperation with volunteers and their qualifications would be determined with a decree enacted by the Ministry of Internal Affairs. By this way, a legal framework for the mechanisms regarding participation in local level have been set to regulate the participation of neighborhood representatives and other stakeholders into local services.

Finally, the law 6360 enacted in 6th December 2012, started to apply after the local elections in 2014 has put more importance on the neighborhood representatives. The law increased the number of metropolitan municipalities from 16 to 30 and expanded their responsibility areas by provincial borders. Districts and villages have been transformed into neighborhood statues by ending the legal statues of the special provincial administrations, the town municipalities and the villages within the borders of metropolitan municipalities. That regulation increased the number of neighborhoods significantly by decreasing the number of villages in 50 percent. Therefore, neighborhood representative offices have become basic units in a sense in terms of relations with municipalities in cities and towns. The situation will be strengthened in case of implementation of current regulation in metropolitan municipalities in other cities in Turkey.

It is expected that the neighborhood representatives would be more active and sensitive to the demands and problems of the residents in neighborhoods, and to develop more frequent and closer relations with both central government authorities and local government organizations, and to try solving neighborhood problems by adopting the project culture. In addition, the importance of neighborhood representatives is increased since the neighborhoods are considered as the most appropriate scale for the development of democracy, and there are quite rich opportunities in the neighborhoods (Yalçındağ, 1998: 51).

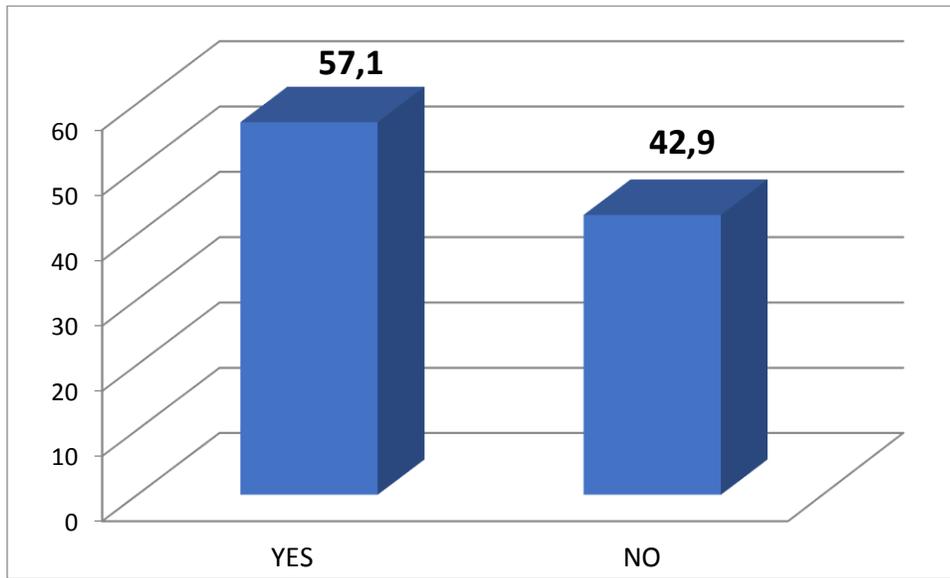
2. PARTICIPATORY BEHAVIORS OF NEIGHBORHOOD REPRESENTATIVES IN LOCAL LEVEL: SAMPLE OF BURDUR

The study aimed to determine the participation level of neighborhood representatives in local level in Burdur has been started in October 2016 after the approvals of Mehmet Akif Ersoy University and the Office of Burdur Governor. The population of the research is composed of 35 neighborhood representatives in the center of Burdur province. In this scope, face to face questionnaire method has been conducted with the neighborhood representatives. Questions have been prepared with respect to the legislation related to the duties and authorities of neighborhoods. There are 38 questions. The questions have been prepared generally as yes-no questions. The data obtained from the questionnaires have been analyzed by means of SPSS 16.0. The findings have been transformed and indicated by means of tables and graphics as following.

Table 1. Frequential Findings in the Questionnaire

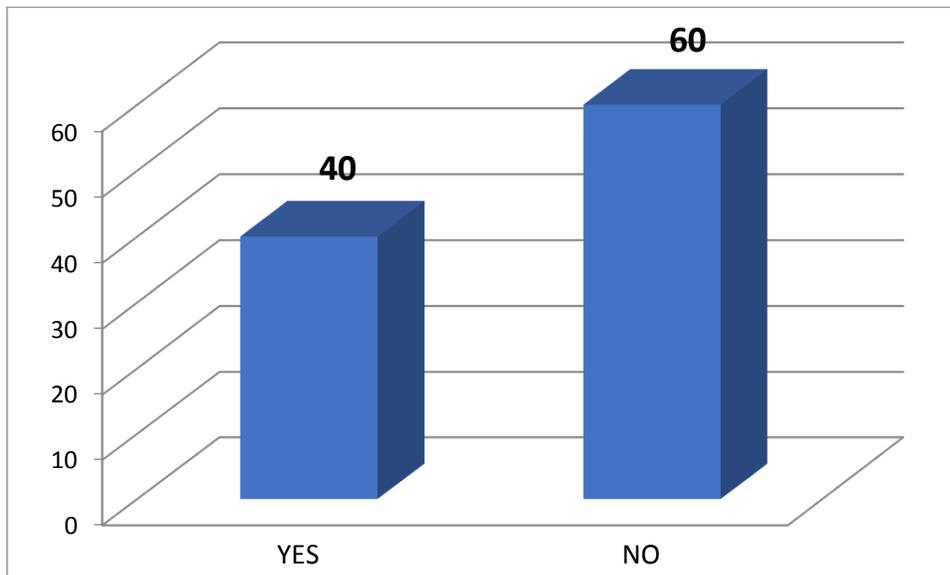
NO	QUESTIONS	YES %	NO %
1	Have you ever participated in the meetings of municipal council?	57,1	42,9
2	Have you ever participated in the workshops of strategic planning for the municipality?	40	60
3	Have you ever assigned in the expertise committees of the municipality?	8,6	91,4
4	Have you ever participated in the municipal budget commission?	8,6	91,4
5	Have you ever participated in any activity of the special provincial administration?	28,6	71,4
6	Does your municipality inform you about any activity in your neighborhood before it?	80	20
7	Does your office of governor inform you about any activity in your neighborhood before it?	60	40
8	Has any public meeting for residents ever arranged in your neighborhood?	34,3	65,7
9	Does your municipality arrange ordinary meetings with you?	94,2	5,8
10	Do your provincial officials inform the neighborhood representatives in relation to provincial issues?	51,4	48,6
11	Are you able to reach local officials with their personal phones?	97,1	2,9
12	Are you able to communicate with mayor directly?	94,3	5,7
13	Are you able to communicate with the members of municipal council directly?	82,9	17,1
14	Are you able to communicate with the branch managers/directors directly?	94,3	5,7
15	Are you able to communicate with the managers of special provincial administration directly?	68,6	31,4
16	Has any of your demand ever been discussed and approved in the municipal council?	51,4	48,6
17	Has any of your demand ever been discussed and approved by municipal execution commission?	40	60
18	I have trouble to participate in the management of municipality.	17,1	80
19	Residents apply to my office for their problems and demands related to neighborhood.	97,1	0,0
20	I think that the neighborhood representatives are influential in decision-making process in local level.	65,7	22,9
21	Most of my demands have been met by the municipality.	65,7	8,6
22	Municipality takes care of my opinions.	80	11,4
23	Office of governor takes care of my opinions.	54,3	31,4
24	I convey my demands to local administrations through political party representatives.	14,3	80
25	Political parties take care of my opinions.	25,7	54,3
26	I convey my demands to local administrations through non-governmental organizations.	20	71,4
27	Residents convey their problems firstly in my office for the issues related neighborhood.	97,1	2,9

Graph 1. Have you ever participated in any meeting of municipal council?



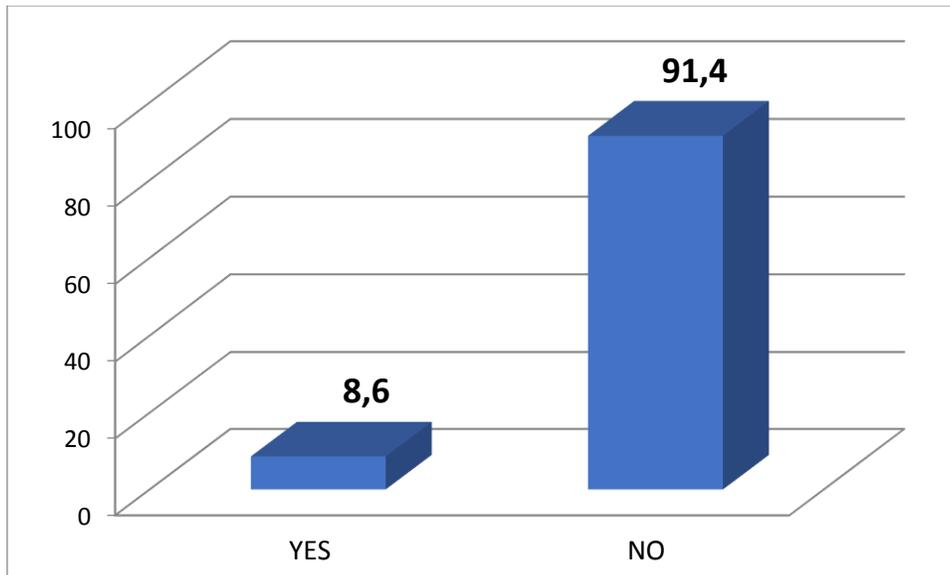
57.1 percent of the neighborhood representatives have stated that they participated in municipal meetings. It is important that more than half of the neighborhood representatives attended in meetings of municipal council which is the decision-making body of municipality although it is not high enough. It is beneficial for the neighborhood representatives to know at least how decisions are made in municipality.

Graph 2. Have you ever participated in a workshop for the strategic plan of municipality?



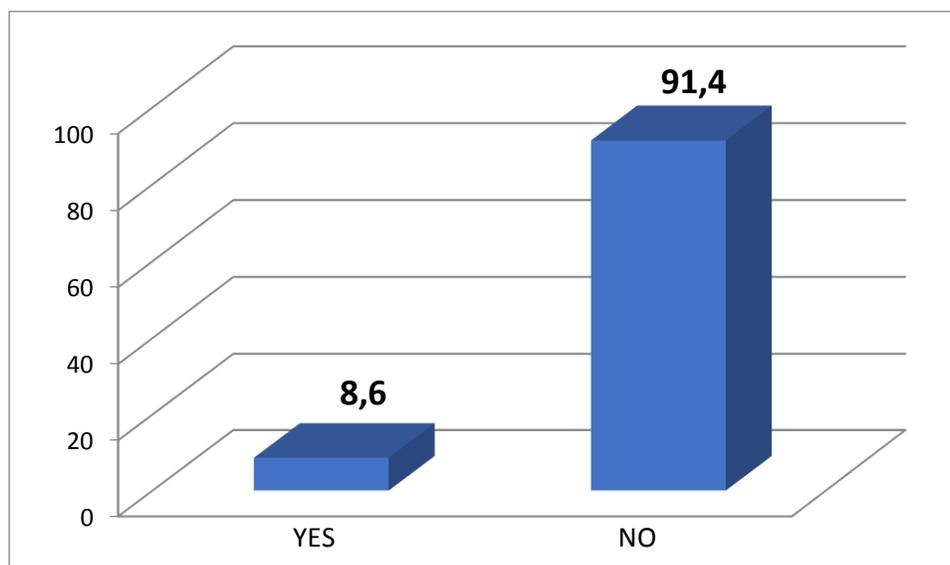
Strategic planning process has become compulsory for many public organizations including local governments with respect to article 9 of the law 5018. It is required to communicate and discuss with the stakeholders and take care of their opinions while preparing strategic plans. 40 percent of the neighborhood representatives have stated that they participated in the strategic plan workshops.

Graph 3. Have you ever taken a mission in an expertise commission?



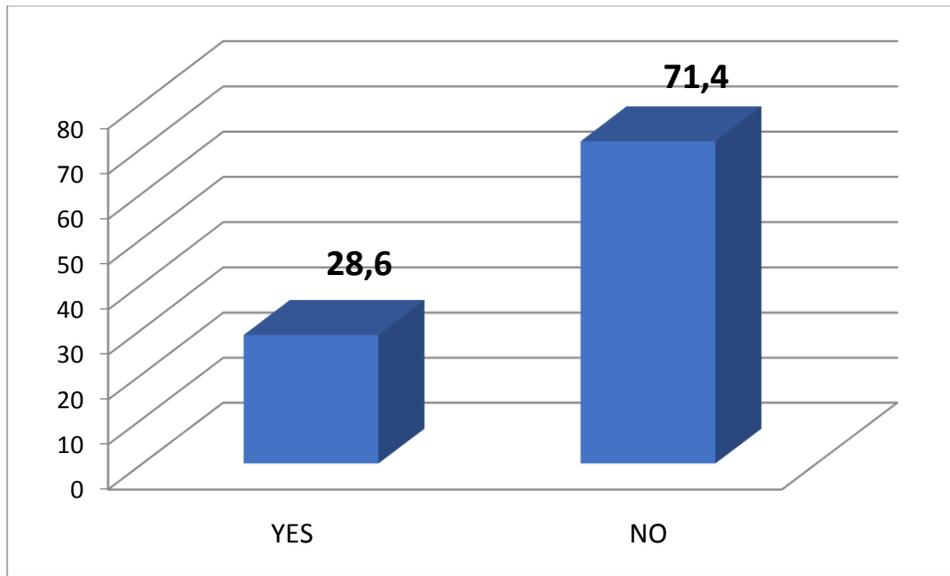
Which is one of the new organizations emerged after the law of municipality 5393, the expertise committees are one of the mechanisms enabling participation in local level. According to article 24 of the law, expertise committees are formed from the members of each political parties and independent members with a proportion with respect to number of their members in the council. It is compulsory for the municipalities with the population of over 10.000 in cities and towns to establish commissions for planning, budget and building. It is stated that neighborhood representatives and public officials and vocational organizations, universities, syndicates and non-governmental organization related the issues can attend and state their opinions in the meetings of expertise commissions without right to vote. However, the findings of research indicate that the participation level of neighborhood representatives are quite a few in these meetings.

Graph 4. Have you ever participated in a budget commission of municipal?



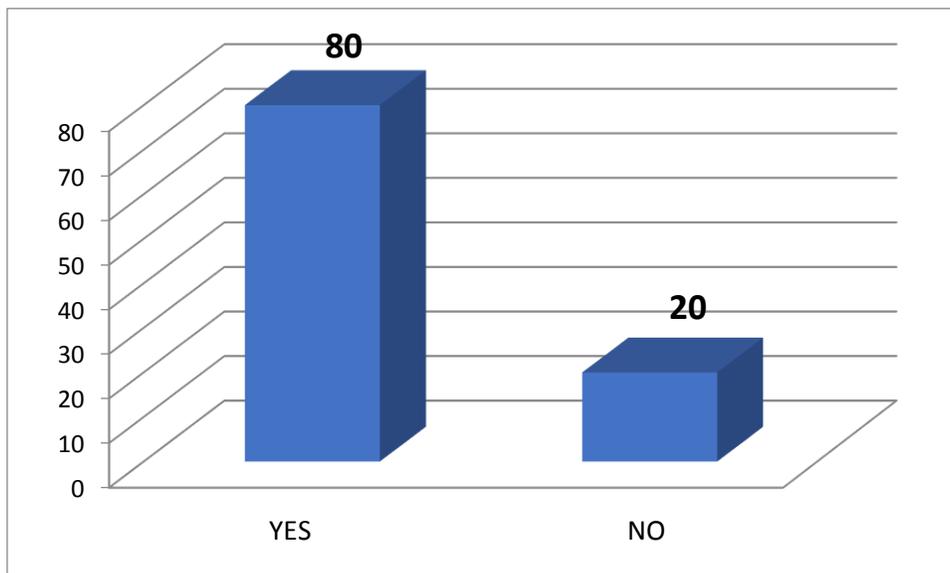
The participation level of them into budget commission is the same as previous item.

Graph 5. Have you ever participated in any activity of the Special Provincial Administration?



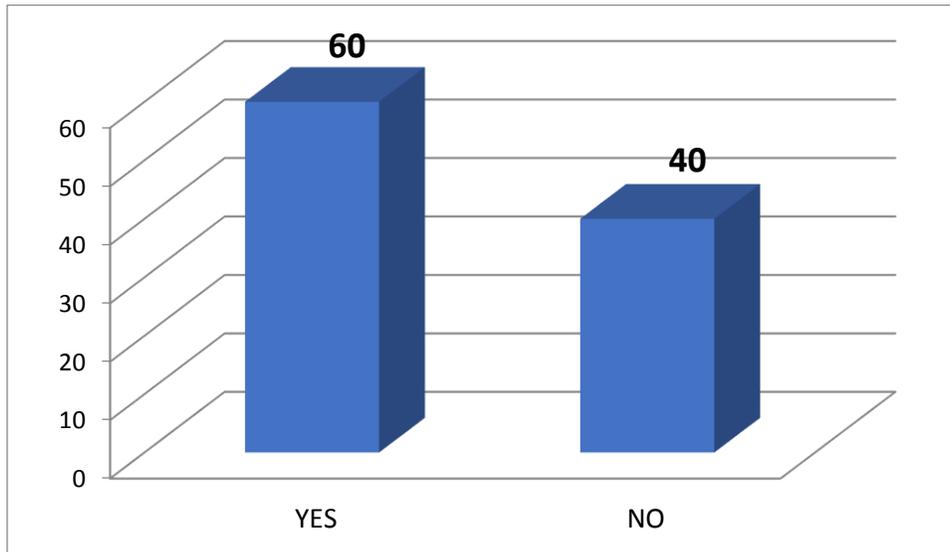
Similar participation mechanisms for expertise commissions and strategic plan workshops have been stated in the law of specific provincial administration 5302 like the law of municipality law. The findings show that the neighborhood representatives attend more in the workshops of specific provincial administrations than the meetings of municipality.

Graph 6. Does your municipality inform you about an activity related to your neighborhood before starting it?



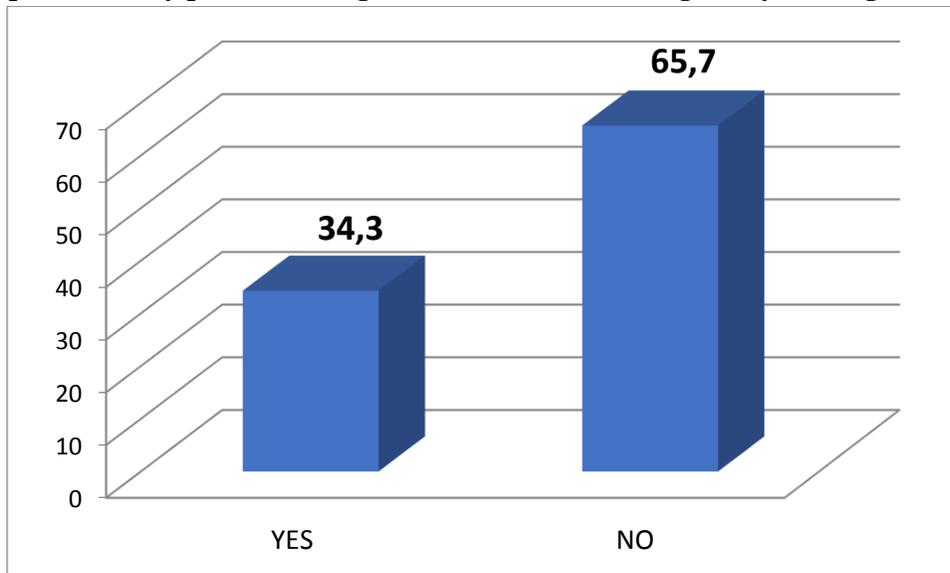
Municipalities should execute the services regarding neighborhoods with the cooperation of neighborhood representatives with respect to the law 5393. The findings of research indicate that the 80 percent of neighborhood representatives are informed about the activities related to the neighborhoods.

Graph 7. Does your office of governor inform you about an activity in your neighborhood before starting it?



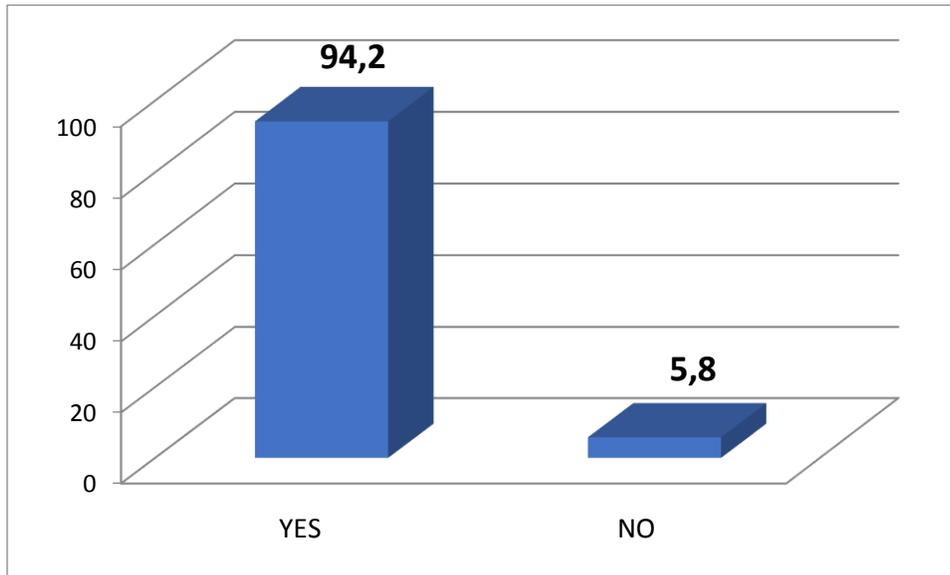
The neighborhood representatives who participated in the research have stated that they are informed by the office of governor when there would be an activity in relation to their district. But it is observed that this percentage (60%) is lower than the municipality (%80).

Graph 8. Has any public meeting for residents been arranged in your neighborhood?



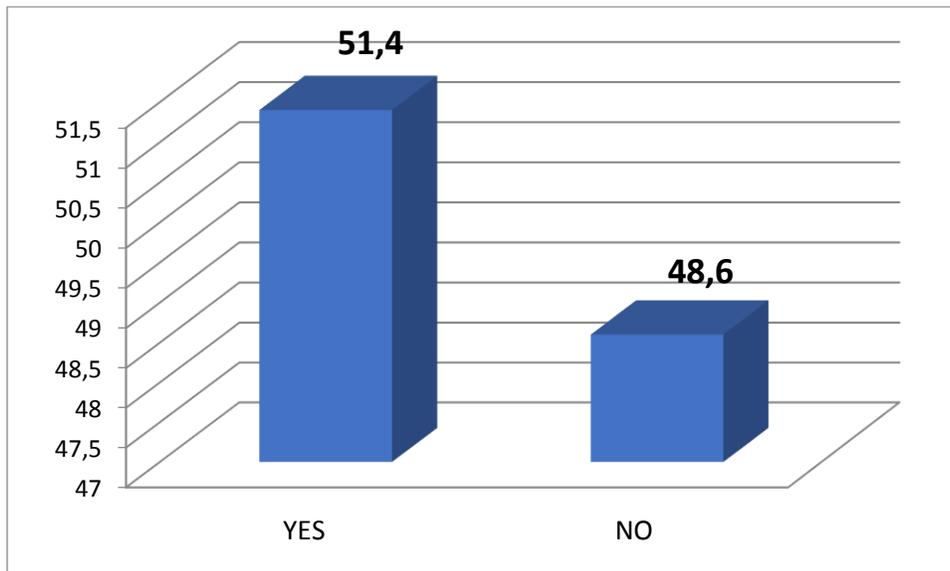
One of the local participation method is public meetings attended by the residents. Communication is possible with these meetings without use of any representative. Most of the neighborhood representatives stated that the local administrations did not arrange any public meetings.

Graph 9. Do your municipality managers arrange ordinary/frequent meetings in your neighborhood?



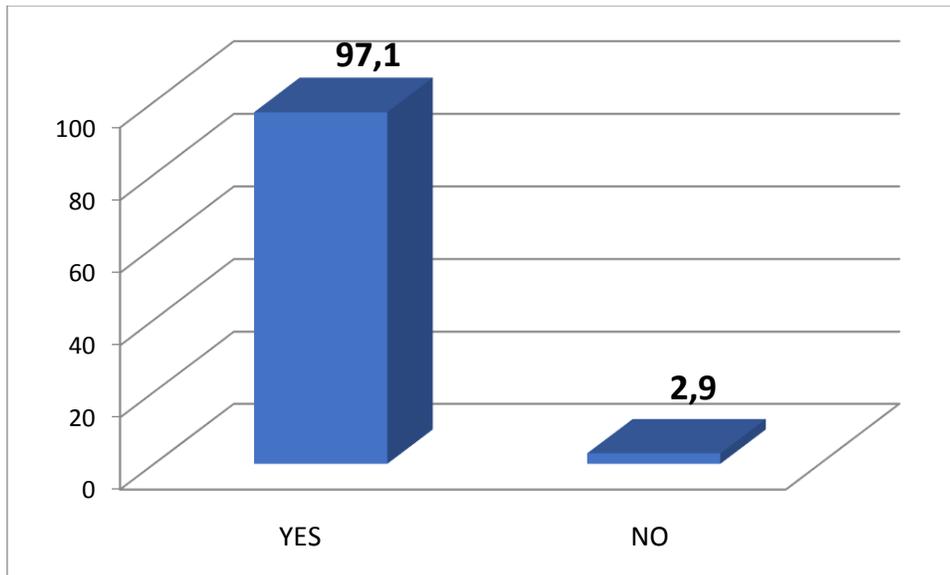
The most important assistant of municipal managers is neighborhood representatives since they know problems and demands of the residents. Municipality should arrange periodical meetings with the neighborhood representatives. Almost all neighborhood representatives stated that the municipality arranges periodical meetings with them.

Graph 10. Do your provincial officials inform the neighborhood representatives about the issues related to the neighborhoods?



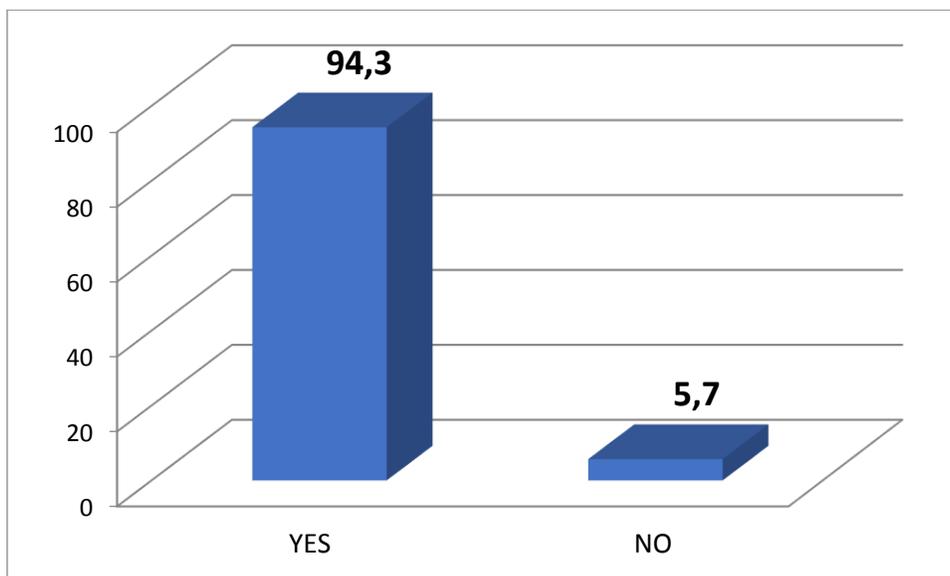
It is concluded that both central government and local government representatives informed the neighborhood representatives in the proportion of 51,4%.

Graph 11. Are you able to reach local officials by means of their personal phones?



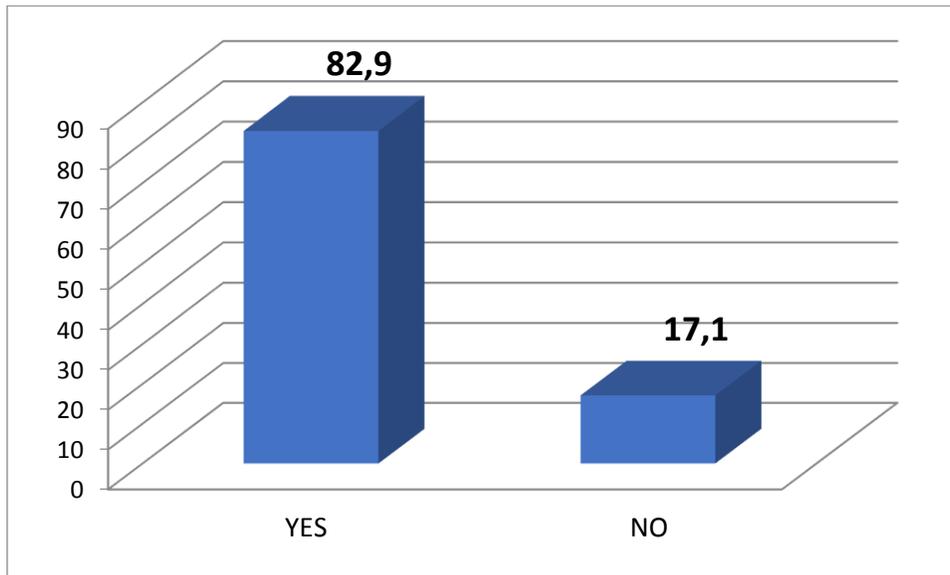
Dialog is one of the most important means to solve problems. In the information age, openness of the direct communication channels with managerial units provides to prevent expansion of many problems. It also enables residents to convey their problems to municipality directly and fast. Almost all the neighborhood representatives stated that they can reach local government officials directly with their phones.

Graph 12. Are you able to communicate with mayor directly?



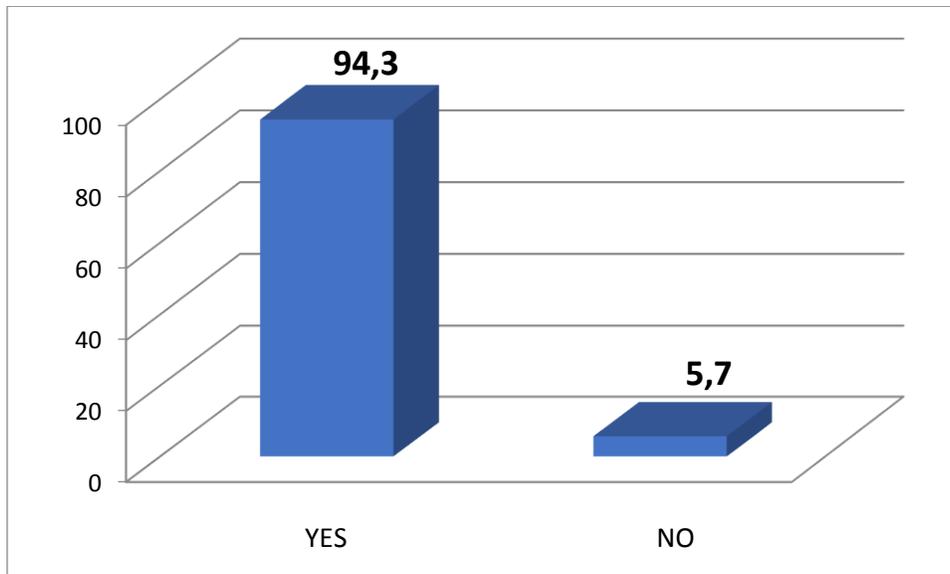
It seems that most of the neighborhood representatives can reach mayor directly by means of various communication channels as in the above finding.

Graph 13. Are you able to communicate with the members of municipal council directly?



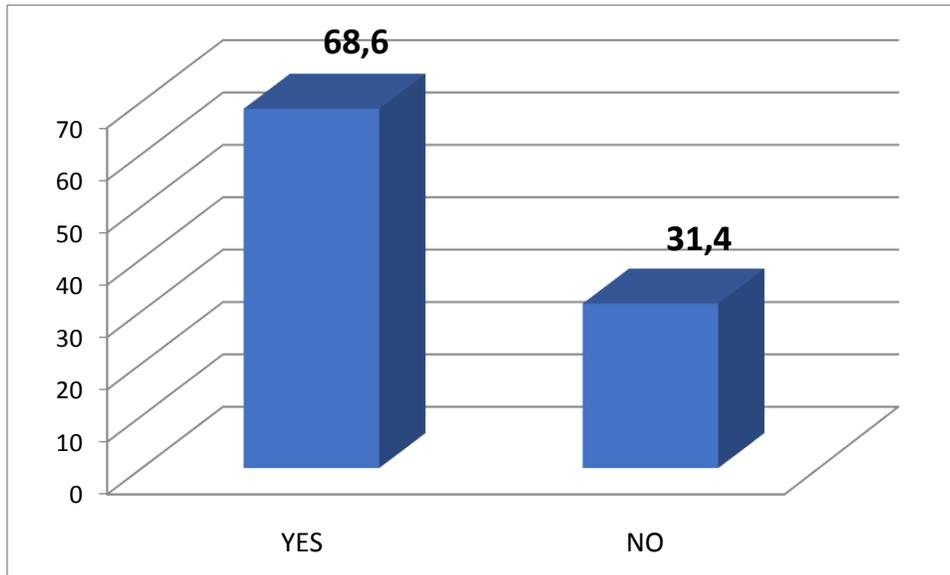
It has been determined that the neighborhood representatives are able to reach directly the members of municipal council who are decision-making body of the municipality.

Graph 14. Are you able to communicate with municipal branch managers directly?



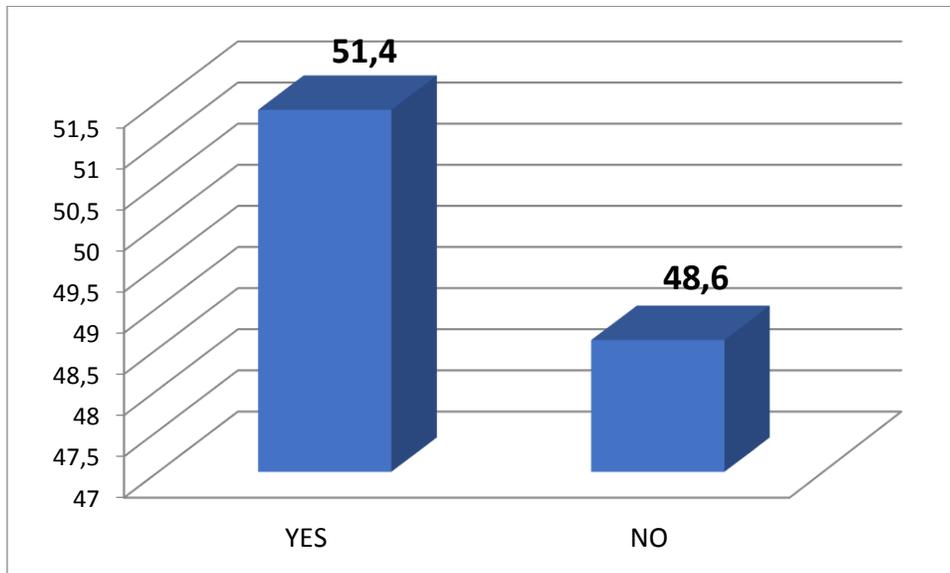
Some municipal services can be accomplished with initiatives of unit managers in the municipality. Each demand is not necessary to be asked mayor or member of municipal council. Most of the neighborhood representatives state that they can reach unit managers of municipality directly.

Graph 15. Are you able to communicate with the managers of special provincial administration directly?



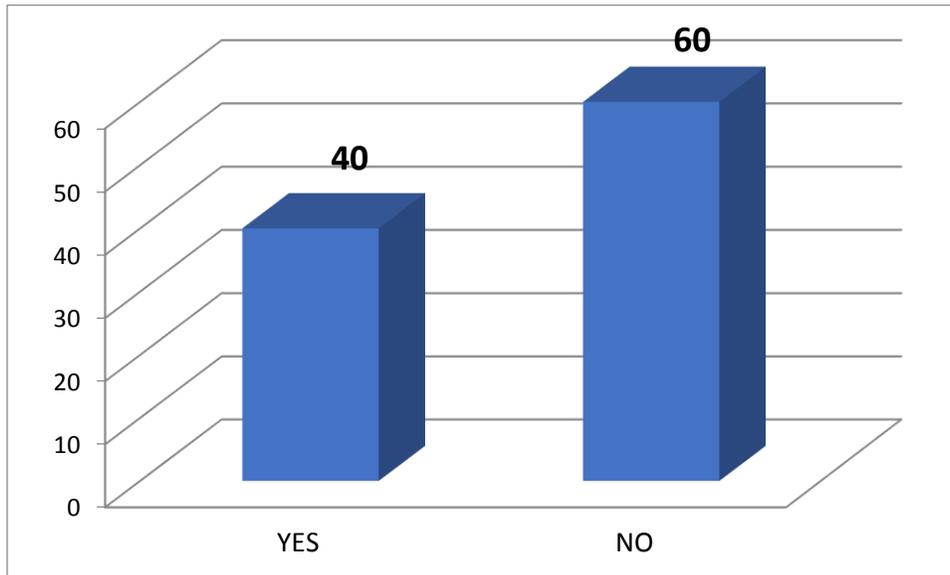
The proportion to reach municipal managers directly is higher than to reach managers in the special provincial administration. It is considered that the difference is resulted from that the special provincial administration does not provide service in neighborhood level.

Graph 16. Has any of your demands ever been discussed and approved in the municipal council?



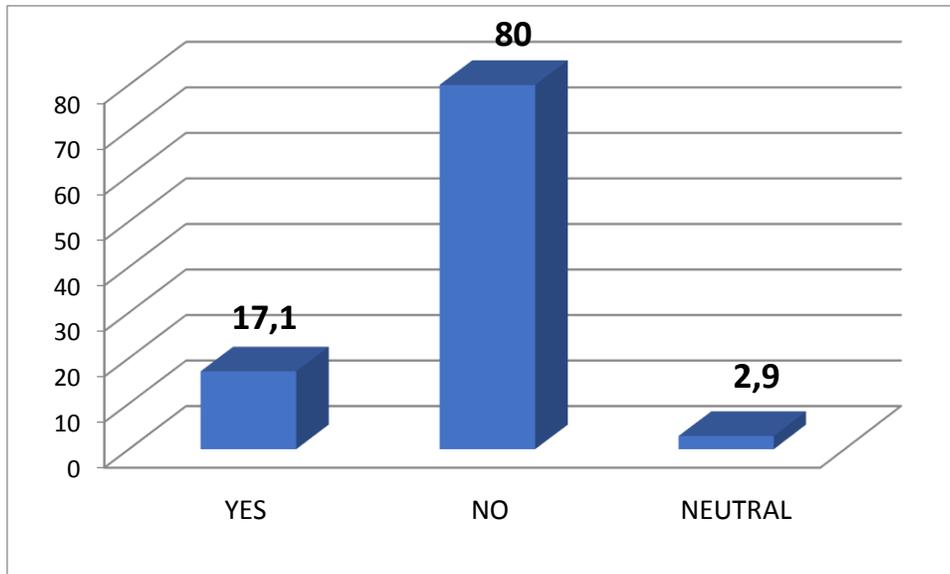
Decisions which are taken in the municipal council are executed by mayor. Therefore, any decision which is taken in the municipal council means that it will be carried out. Almost half of the neighborhood representatives state that their demands are accepted in the municipal council.

Graph 17. Has any of your demands ever been discussed and approved in the municipal execution commission?



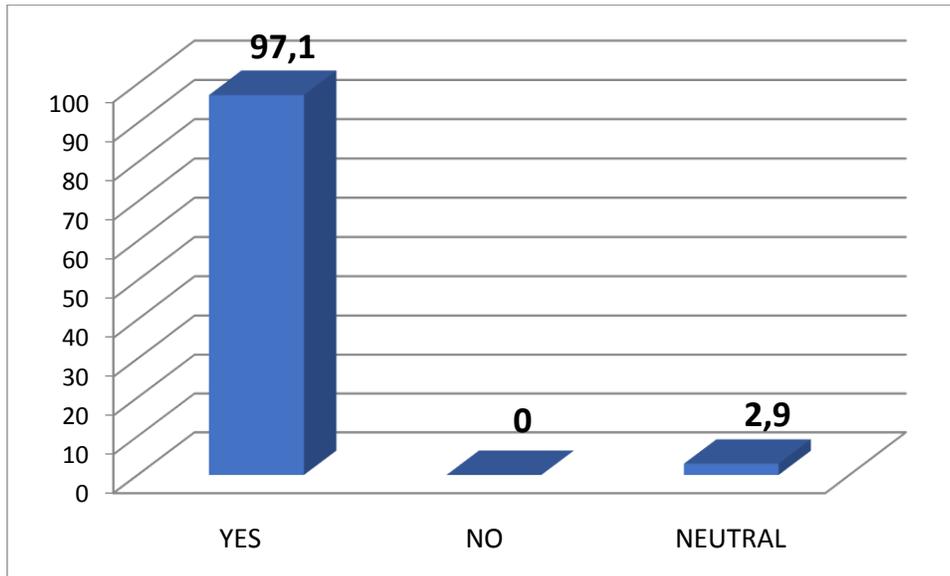
60 percent of the neighborhood representatives state that their demands are not taken care of by municipal execution commission. It is observed that the satisfaction level from municipal execution commission is lower than the municipal council.

Graph 18. I experience difficulties to participate in the management of municipality.



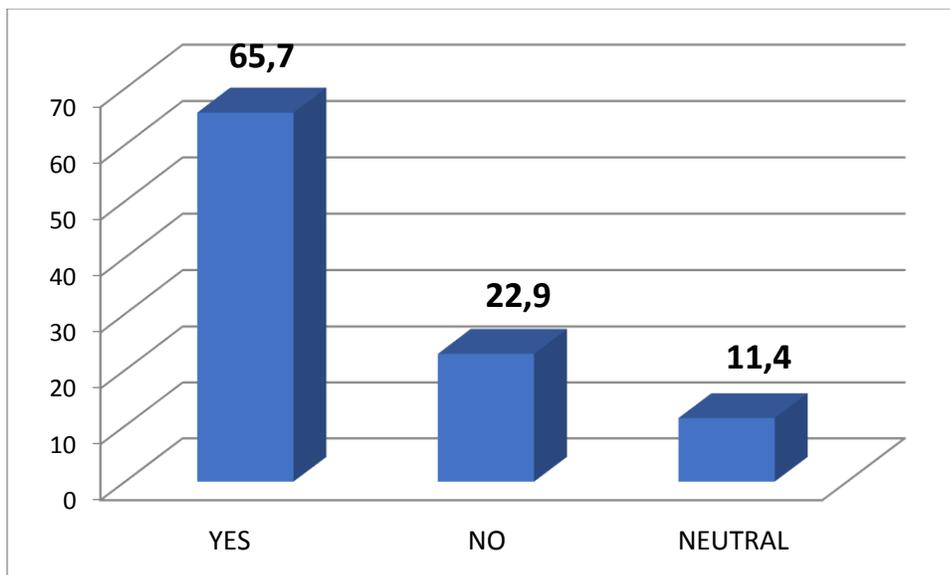
It is aimed in that question to determine whether the neighborhood representatives have any difficulties to participate in the management of municipality. 80 percent of the neighborhood representatives state that they did not experience any difficulty to participate in the management of municipality.

Graph 19. The residents apply firstly in my office about the issues related to our neighborhood.



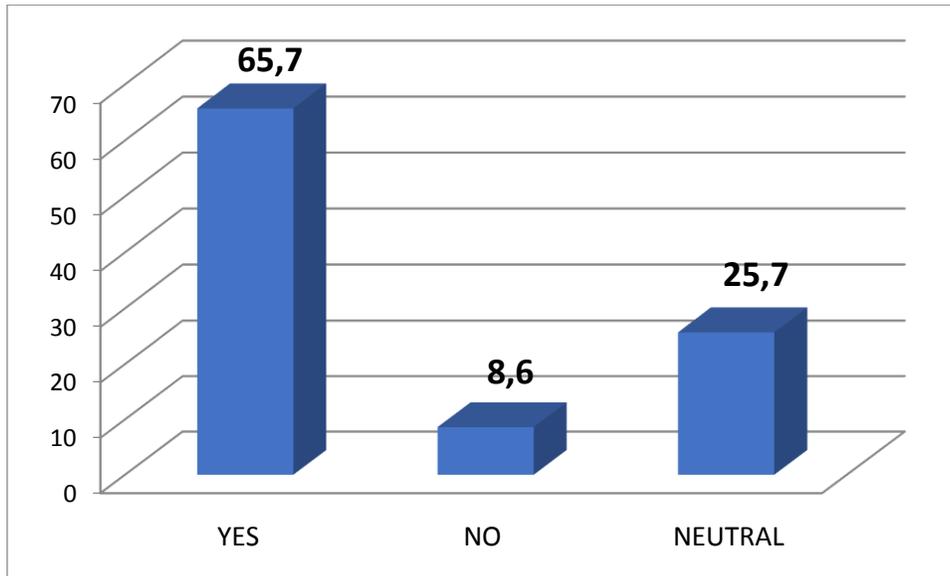
It is important in terms of participation where and how the citizens convey their problems. Because if they notify their problems to neighborhood representatives, it causes neighborhood representatives to take more responsibility and become sensitive to the residents. The findings indicate that the residents inform the neighborhood representatives firstly about their problems in the neighborhood.

Graph 20. I think that the neighborhood representatives are influential in the decision-making process in local level.



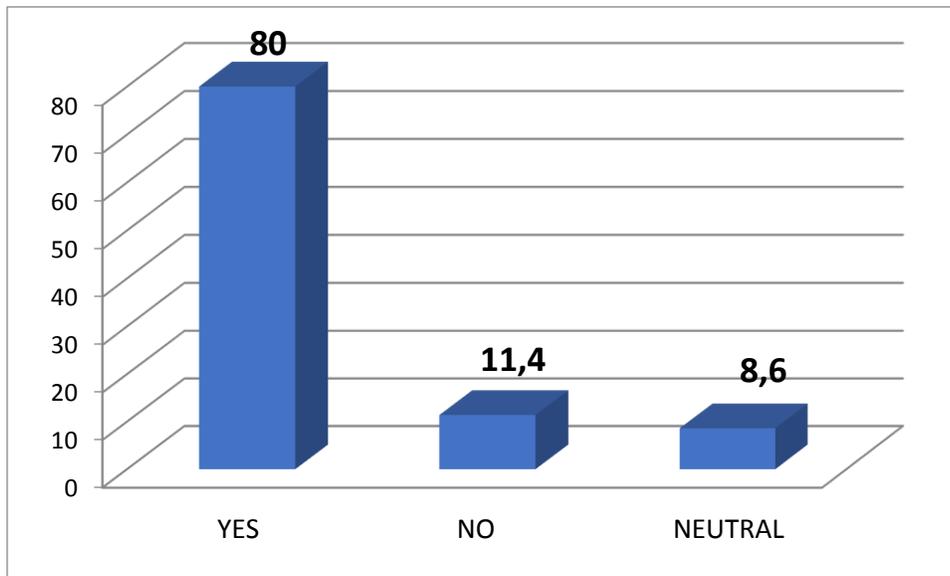
There are some limitations to be influential in decision-making mechanisms in local level. Some factors such as political, personal and economic relations can be effective in that perspective. The neighborhood representatives state that they are influential in decision-making mechanisms (65,7%).

Graph 21. Most of my demands have been met by the municipality.



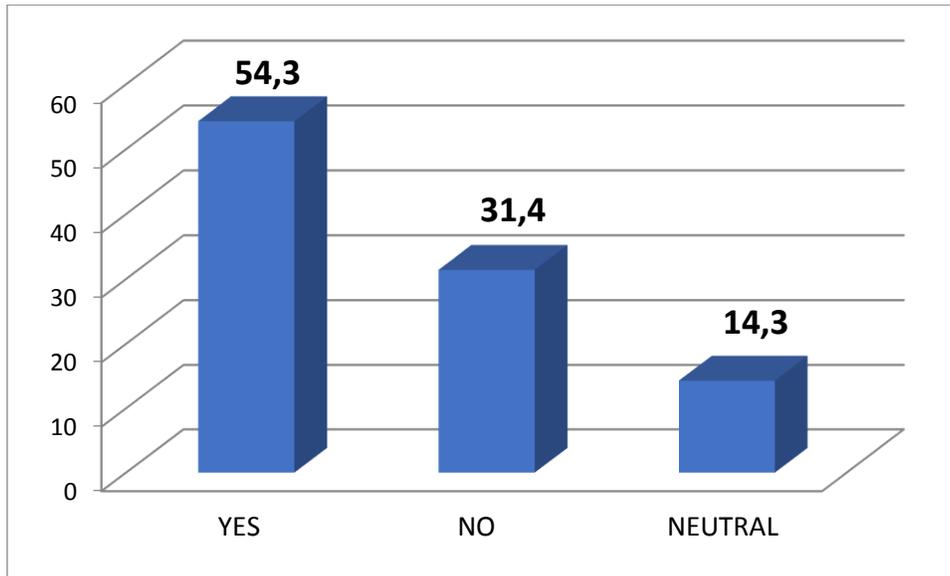
65,7 of the neighborhood representatives state that the demands they convey to the municipality have been met in large proportion. The findings indicate that the neighborhood representatives have positive outcomes for their demands to the management of municipality.

Graph 22. Municipality management takes care of my opinions.



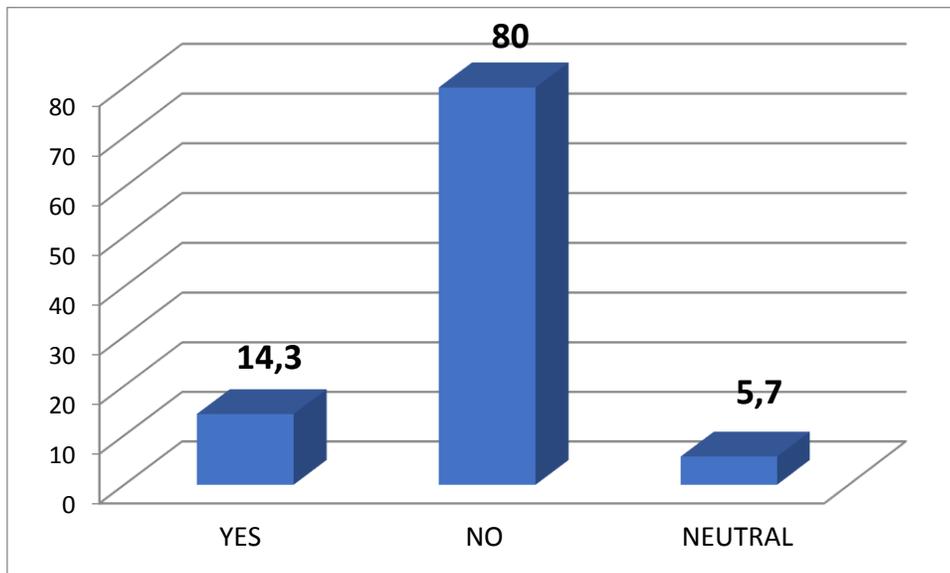
The percentage of the neighborhood representatives who state that the municipal management takes care of my opinions is 80. It is concluded with the findings in previous question that the opinions of 80 percent of the neighborhood representatives is taken care of but only 65,7 of these opinions have been met.

Graph 23. The office of governor takes care of my opinions.



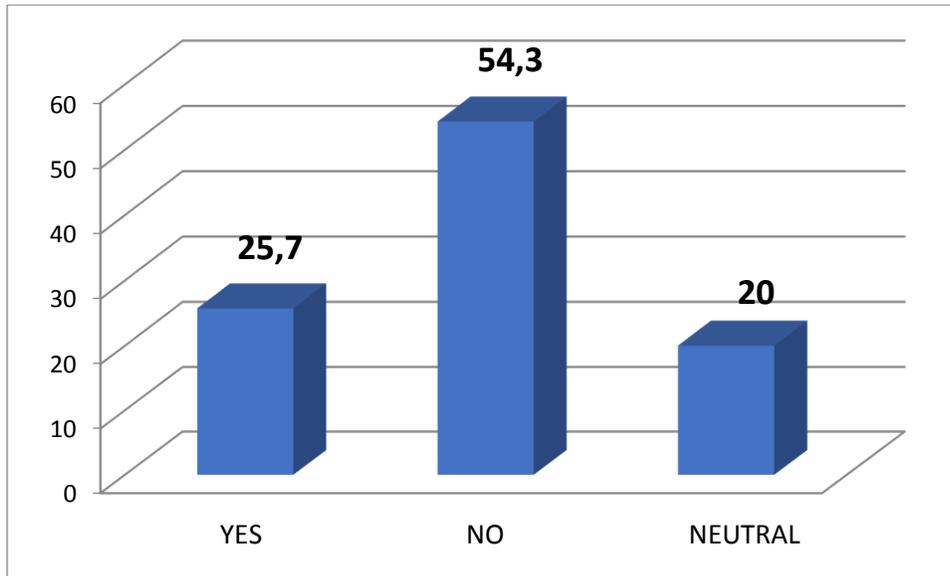
The relations of neighborhood representatives with central government is weaker than their relations with local government. Because local services are carried out by municipalities in great proportion. However, it has been determined that the neighborhood representatives are taken care of especially in the issues of coordination with central government.

Graph 24. I convey my demands to local officials through political party representatives.



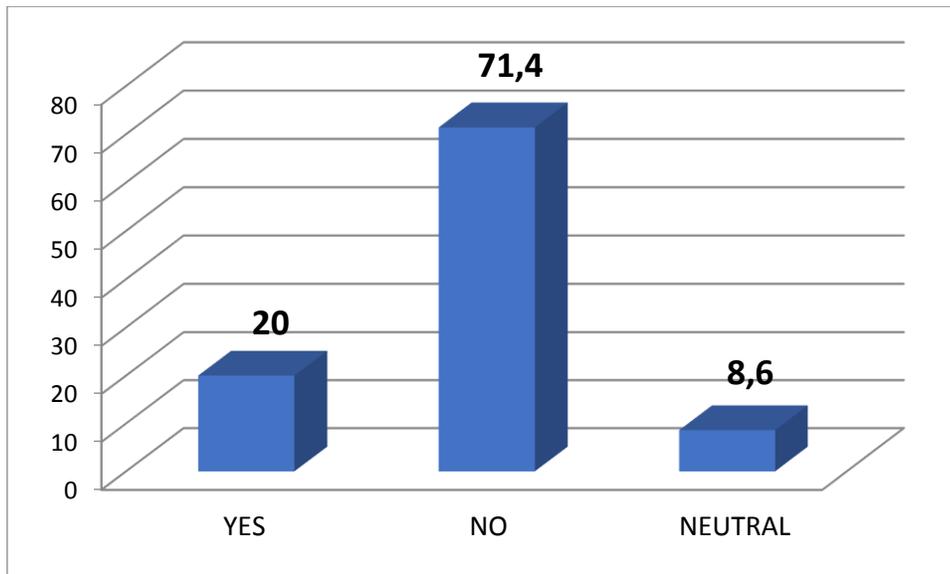
The relations of neighborhood representatives with political parties are quite weak since they cannot be suggested by political parties as candidate for neighborhood representative office. That situation is reflected in the research also. 80 percent of the neighborhood representative state that they do not convey their demands to local officials through political parties.

Graph 25. Political parties take care of my opinions.



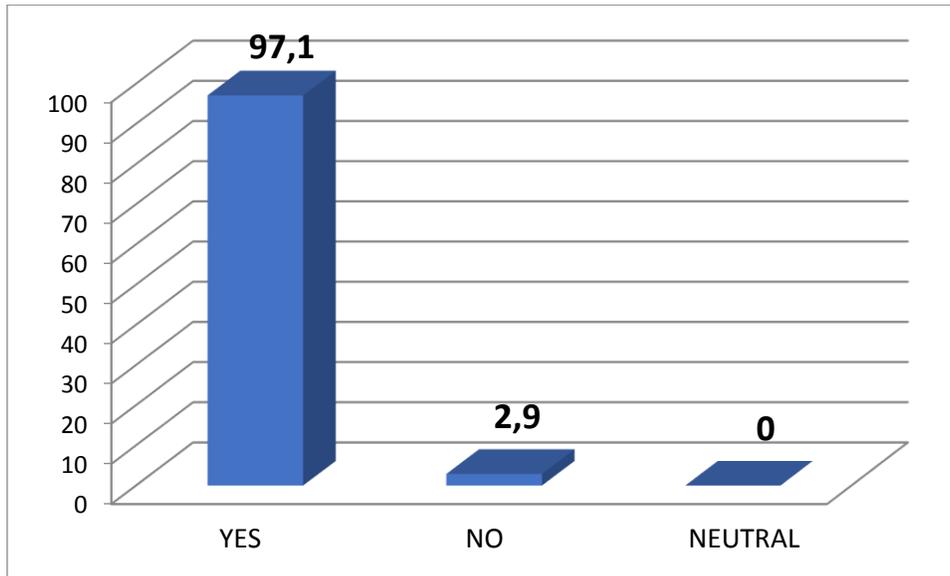
It has also been determined that 54,3 percent of the neighborhood representatives does not take care of the opinions of political parties against 25,7 percent.

Graph 26. I convey my demands to local officials through non-governmental organizations.



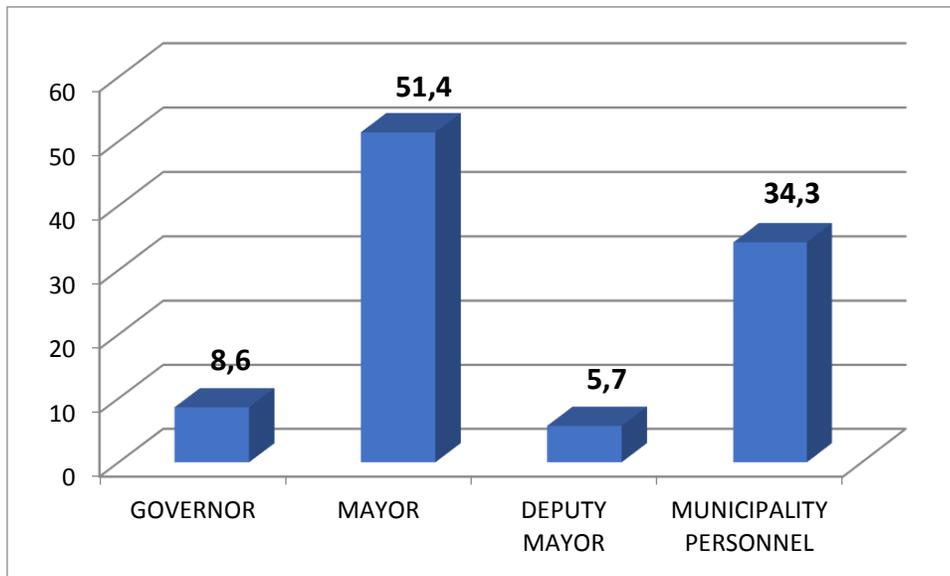
Previous findings indicate that the neighborhood representatives can convey their demands to local government officials directly. Therefore, they do not need using any non-governmental organization or political parties. It has been determined that the neighborhood representatives do not have enough demand to participate in city council. The findings prove that situation too.

Graph 27. The residents convey the problems firstly in my office in the issues related to our neighborhood.



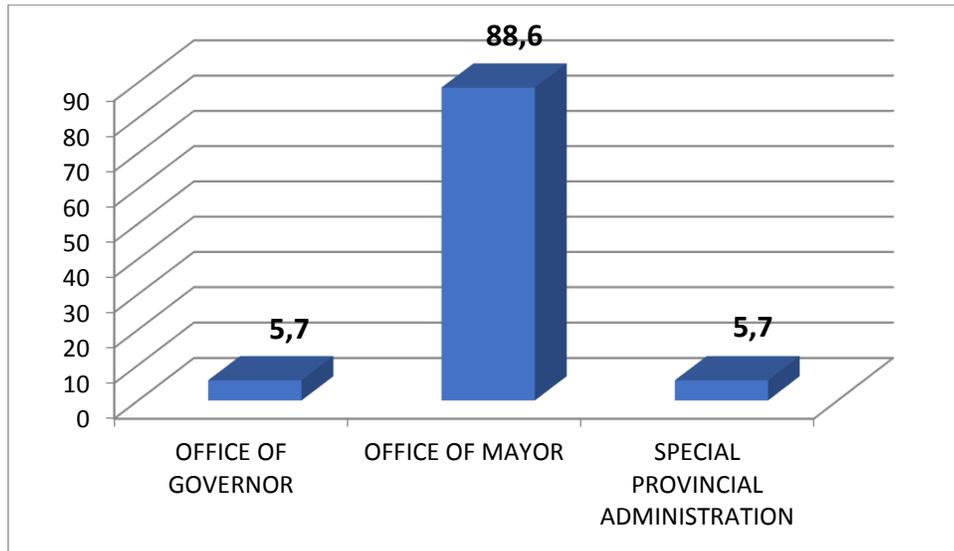
97,1 percent of the neighborhood representatives state that the residents notify their offices about their problems related to neighborhood. By this way, neighborhood representatives can learn the neighborhood problems directly and develop closer relationships with residents.

Graph 28. Whom do you communicate with about the issues related to your neighborhood?



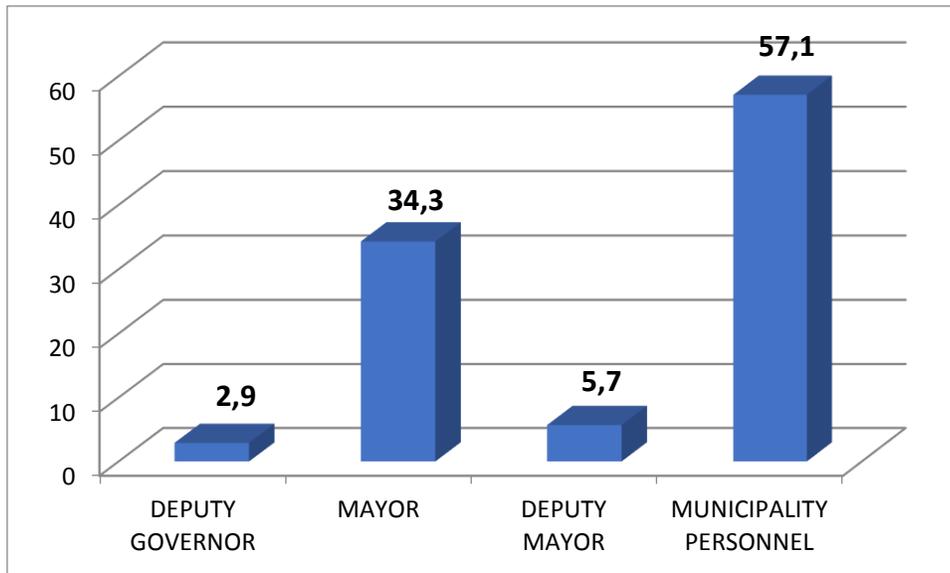
Some multi-choice questions have been asked to the neighborhood representatives. First of them is whom they communicate to solve problems of neighborhood with? 51,4 percent of them state they communicate with mayor, and 34,3 percent with the personnel of municipality. It is concluded that 91,4 percent of them communicate with the municipality for the neighborhood problems.

Graph 29. Which one is the managerial organization you communicate easily?



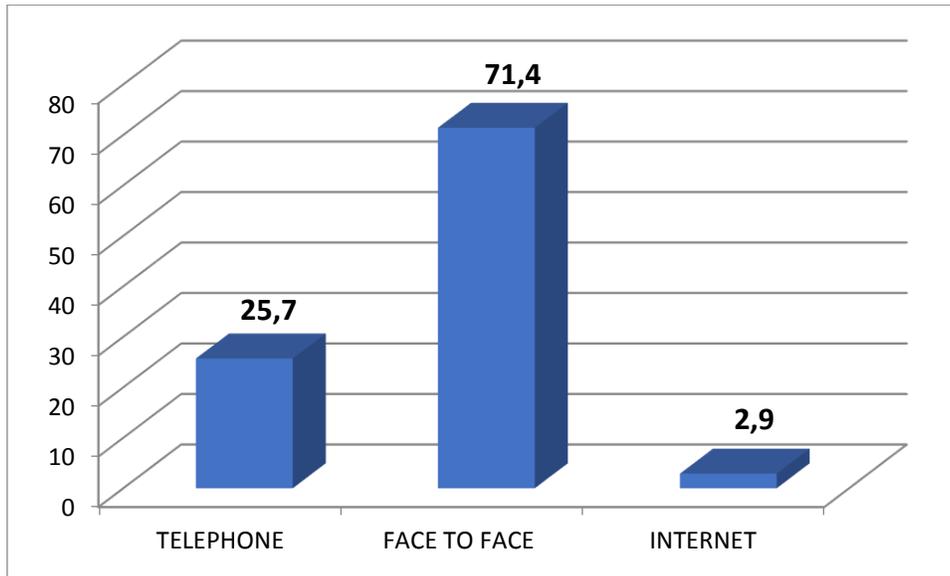
The most frequent organization with which the neighborhood representatives communicate is the office of mayor according to graphic 29. They communicate also with the office of governor (5,7%) and the office of special provincial administration (5,7%).

Graph 30. Whom do you convey your neighborhood problems and demands?



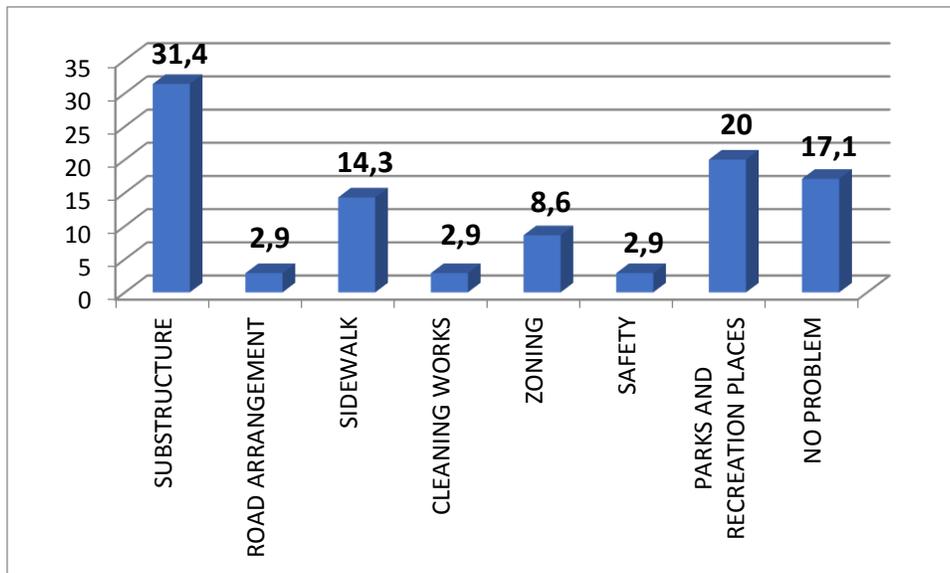
Answers to the question as to whom they convey the problems in the neighborhood in the first order indicate that they communicate with municipality, mayor, deputy mayors and deputy governors respectively. It is considered that they prefer this order because of accessibility.

Graph 31. Which way do you prefer in conveying your demands to managers?



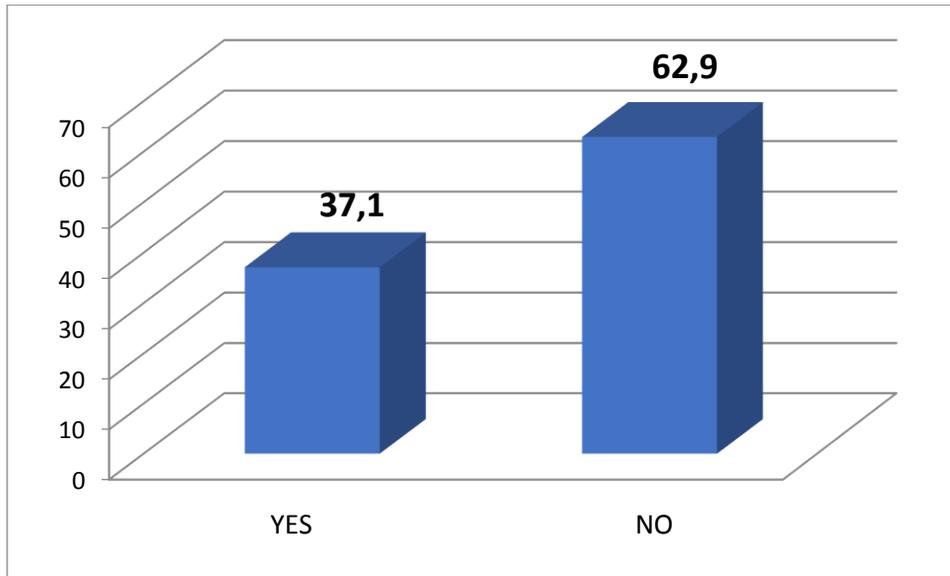
The neighborhood representatives use 71,4 percent face-to-face, 25,7 phone and 2,9 internet communication channels. It is observed that face to face communication has still been in the top line for the neighborhood representatives in Burdur.

Graph 32. Which one is the most frequent problem you experience in your neighborhood?



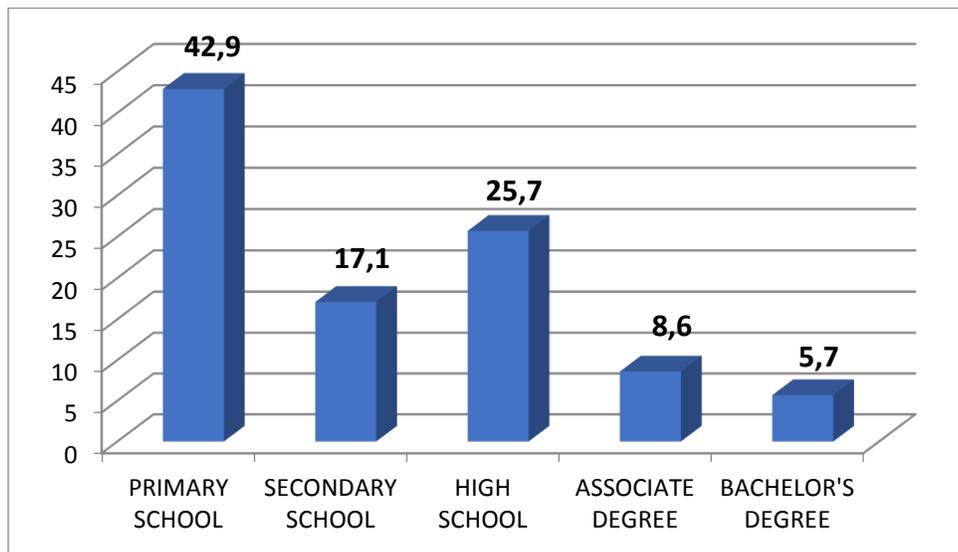
The most frequent problems in the neighborhoods are related to sub-structure (31,4%), park and recreation places (20%), sidewalks (14,3%). It is understood that the municipality accomplishes cleaning works, road-arrangement, safety works well since the neighborhood representatives do not put these choices in remarkable order. It is a good indication for Burdur Municipality.

Graph 33. Do you think that the authorities of neighborhood representatives should be increased?



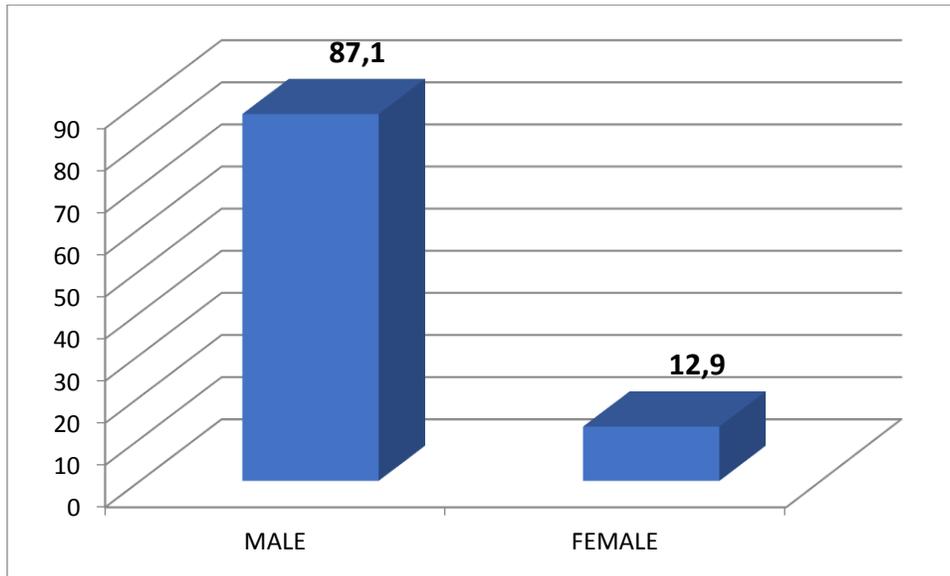
Managers usually complain about the insufficiency of their authorities. However, 62,9 percent of the neighborhood representatives state that they do not prefer having more authorities. There might be various reasons for that. It is considered that they worry about having more responsibilities because of having more authorities. The neighborhood representatives who prefer having more authorities would like to have authorities in residential areas and distribution of aids.

Graph 34. Education Level



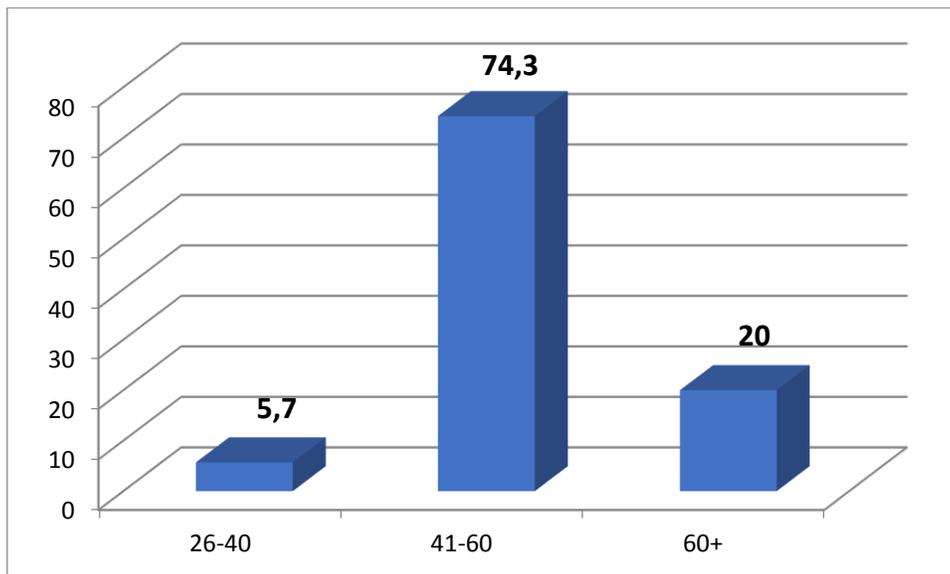
According to the answers to question 34, educational level of the neighborhood representatives is graduated from 42,9 % primary school, 25,7 % high school, 17,1 % secondary school, and 14,3 % university. The findings indicate that 85,7 percent of the neighborhood representatives are graduated from primary, secondary and high schools.

Graph 35. Gender



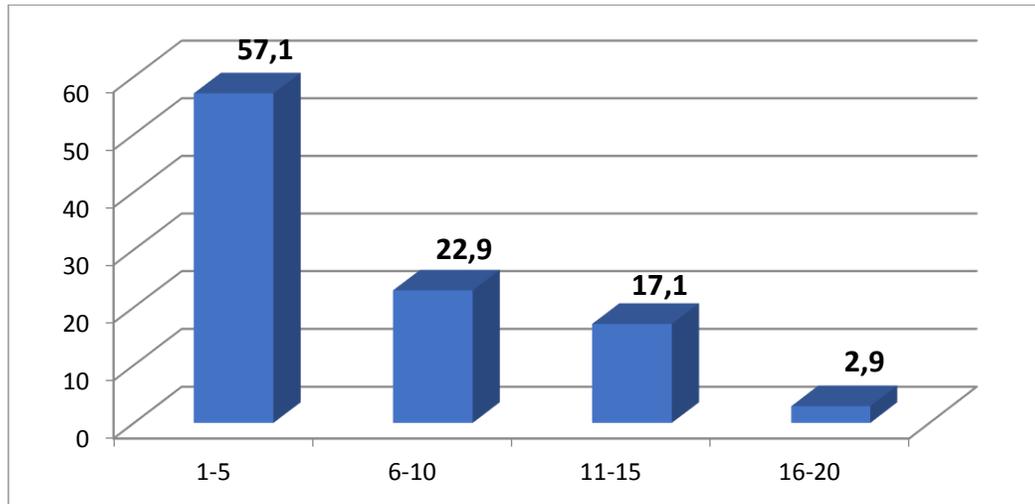
87,1 percent of the neighborhood representatives in Burdur are male and 12,9 percent are female.

Graph 36. Age



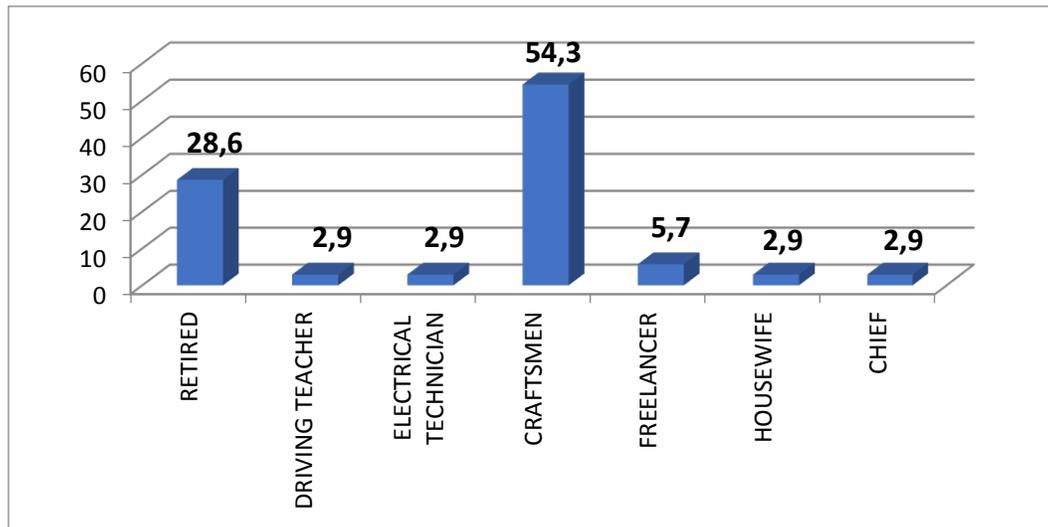
The most frequent age group of the neighborhood representatives in Burdur are between 41 and 60. 20 percent of them are over 61. There are also some neighborhood representatives between 26 and 40 years old.

Graph 37. Service in the neighborhood office (year)



Experience is important for neighborhood representatives like every other profession. 57,1 percent of the neighborhood representatives have been in their first term; 22,9 percent of them have been in the office for 6-10 years. 20 percent of them have been in the office in their third or fourth term.

Graph 38. Profession



Most of the neighborhood representatives in Burdur are craftsmen and retired. The neighborhood representative offices are mostly filled as a second job by the candidates with a professional profession or who have been retired. 54,3 percent of the neighborhood representatives are craftsmen. Retired persons are in the second frequent group (28,6 %). Other professional groups are quite low. It is observed that the craftsmen who are closer to the residents and the retired people who have enough free time are appropriate to be elected for the office. Some analyses have also been performed to determine whether their answers change significantly per demographical features. According to Kruskal Wallis H Test, a significant difference has been found in 27th question (p=0,001). There is a higher value in mean rank in that question for the neighborhood representatives who are younger than 40. There are also significant differences in 6th question (p=0,038) and 18th question (p=0,012) according to service year in the office.

CONCLUSION

The nearest administrative units to citizens in local level are the offices of neighborhood representatives. It is necessary to use the advantage of that the neighborhood representatives know their neighborhood and residents better than central and local government officials. Determination of the problems and demands of citizens in the scale of neighborhood representative offices would be appropriate for the European Charter of Local Self Government and the subsidiarity principle. It is required that both central and local government units be in close relationship with the neighborhood representatives and maintain communication channels with them to take advantage of the neighborhood representative offices.

In this research, it is aimed to determine the participation level of the neighborhood representatives into managerial activities in the center of Burdur province. Following findings have been concluded after analysis of the data collected from the questionnaires with the neighborhood representatives in Burdur:

- The neighborhood representatives have been able to participate in the various activities of the municipality in great number and do not experience difficulties in that perspective. Therefore, there is no findings in Burdur to prevent the participation of neighborhood representatives in managerial activities.
- The neighborhood representatives consider themselves as a representative and their opinions have been taken care of central and local officials. They have been informed by authorities about the services and activities related to their neighborhoods. Especially, the fact that the municipality arranges periodic meetings with the neighborhood representatives proves that finding. In addition, it has been determined that the municipality is the easiest administrative body for the neighborhood representatives to communicate with.
- One of the most important problem in participation is accessibility issues. It is observed that most of the neighborhood representatives can communicate with local officials directly in Burdur. It provides efficiency in terms of participation in managerial activities especially in local level.
- The way to increase efficiency of neighborhood representatives in local level is not only based on their relations with local or central government officials but also on preference of residents to communicate with neighborhood representatives in the first order. It is observed in that research that the residents prefer communication with the neighborhood representatives on the issues related to the neighborhood.
- The neighborhood representatives consider that their authorities are enough for the Office. It has been concluded that it is resulted from that the that they worry about having more responsibilities because of more authorities.

In the line with the findings of this research, it has been concluded that the participation level of the neighborhood representatives in Burdur is quite high; they do not have any difficulties in terms of participation; they are influential enough in decision-making mechanisms; and their communication channels with local officials are open.

It should be considered that not only efforts of the neighborhood representatives are enough in that perspective, but also efforts of central and local officials are important.

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