

ADMINISTRATIVE STYLES OF MAYORS AND CITIZENS' PERCEPTION OF SATISFACTION WITH LOCAL GOVERNMENT SERVICES: THE CASE OF SELÇUKLU SUB-PROVINCIAL MUNICIPALITY

Assoc. Prof. Dr. Ali şahin

Selcuk university

Feas/department of public administration

Res. Assist. Yasin taşpınar

Selcuk university

Feas/department of public administration

Abstract

Local governments, which are the nearest service units to the citizens, are organizations to target citizen satisfaction, not only because of election system, but also their face to face positions with the citizens. There are many factors to influence the perceived citizen satisfaction with local services. Some of them are the factors such as: attitudes of the employees, speed and efficiency of the services and affordability.

On the other hand, leaders have an important position as much as any other organizations. Distinctively from many of other organizations, the leader -in other words, the mayor- is known and pursued by the people, whom they provide services for. Many of the services provided by the organization attributed to the leader and he/she is seen primarily responsible for the services. In this regard, managerial behaviours and management styles of the leaders are affective on the citizen's view about the local services.

In this study, management styles of the mayors and satisfaction of the citizens with the local services will be observed. In accordance with this aim, some results will be tried to be derived through the questionnaires conducted selçuklu sub-provincial municipality of konya metropolitan municipality. In the context of this study data derived from 249 questionnaire forms were analysed using spss software. The statistical findings stated, by analysing the data using different statistical methods, are expected to help determining citizen perception about local governments in turkey.

Keywords: administrative styles, citizen satisfaction, local governments, case of konya.

Introduction

Local governments are service units close to citizens. This closeness leads the citizens' being more face to face with the local governments and local administrators. Local governments, which have elected decision making bodies, work for providing the best service using the budgets that are reserved for them. The services, which the local governments provide for the citizens living in their area, in a sense, seal the fate of the local government bodies as well. In local terms, success of the administrators, their political parties and the ideologies they represent, is determined by the level of citizens' satisfaction with the services provided.

in local governments leader has a different position. Leaders come into office through elections such as the other local administrators. However, they are constantly pursued and their decisions give direction to their organizations. That position of the leaders brings them along a primer responsibility for the actions of the local governments. Additionally, leaders are effective of the perceptions of citizens about the local government, with their characteristics, properties, personal capacities and competencies.

Regarding all these aspects it is possible to suggest that; there is a relation between the managerial styles of mayors, who have the leader position for local governments, and citizen satisfaction. Therefore, a study in this context is expected to provide information about the mayors' managerial style, which is one of the factors related to citizen satisfaction with the services provided for them.

Overview of local governments

Local governments are constitutional institutions founded in legal order, the reason to found local government is to provide common and local needs of the citizens, who live in cities or districts. Local governments, which form a part of the political and economical system, are important constituents of public administrations, in terms of determining required local services and realizing citizen satisfaction through those services (bölükbaşı and yildirtan, 2010: 227). The more the units providing public services are scaled down; the easier it becomes to specify the needs and expectations of the citizens and increase their satisfaction by providing services for those needs and expectations (eryilmaz, 2011: 148). For that reason the local governments, which are the closest administrative units to the citizens and primarily responsible for serving the daily local needs of local community (akyildiz, 2012: 4422) have become one of the most important authorities for increasing citizen satisfaction.

In this day and age -also with the influence of globalization- the understanding of "citizens consume what public institutions provide" has come to an end, and "citizen oriented administration" has come into prominence (ardiç et al., 2004: 63). The paradigm of new public management requires the citizens to be perceived as customers and continuous measurement of performance. According to that approach, internal efficiency should be combined with external citizen satisfaction (cassia and magno: 2008: 288). In that approach, which takes the citizens forefront, satisfaction of the citizens with the goods and services provided is important. While the rate of citizens, whose needs are met, is increased; it becomes possible to increase citizen satisfaction as well. (yüksel, 2004: 4). In this respect, the public administration should take the opinions of the citizens, determine whether the services are provided in accordance with the demands and needs of the citizens, and make the necessary regulations, which are required (kara and gürcü, 2010: 80). Local governments are one of the institutions, where the demands and needs of the citizens are/should be mostly considered, just because they are closest units to the citizens among public administration.

Distinctly from other central administrative bodies, local governments are generally assertive units, which have the capacity to use alternative service provision methods, give importance to quality and ethical values, know the problems of the city, be in search for the demands and expectations of the people living in the local government area and provide appropriate services for those demands and expectations (şen and eken, 2007: 502). Behaving in accordance with the needs and demands of the citizens, achieving continuous admiration and trust of the citizens are the most desired issues for local government administrators (göküş and alptürkler, 2011: 123). Because, local governments are considered successful, if they can fulfil the requests and demands of the citizens - or in other words, if they can increase citizen satisfaction (torlak, 1999: 37-38).

Citizen satisfaction with local governments

Local governments differ from other administrative bodies in many ways. Political position and justification need of local governments lead them to aiming to realize the expectations of the citizens, using their political mechanisms, elements of power and administrative cadres. This performance is sustained using the systems founded through using the techniques such as servqual and balance score card (zaherawati et al., 2012: 143). Measuring the satisfaction level of the citizens have great importance for the administrators. Just for that, one dimensions of many of the empirical studies are generally have the aim to determine how local governments and their employees are perceived by the citizens. Thus, citizens have a judgement about local governments in the light of their past experiences, and the measurements on that subject provide ideas to local governments about at which level their administrative implementations and service provisions achieve citizen satisfaction (van ryzin, 2004: 9). On the other hand, experience and responsibly of the employees, leadership approach of the local government leader and institutional local government approach have considerable importance, in terms of citizen satisfaction as well (zaherawati et al., 2012: 143).

The method of analysing citizen satisfaction is significant from the point of activity oriented approach. That is due to the fact that, the data to be derived involves the opportunity to determine not only which issues the citizens place emphasis on, but also the perception of the local government about those issues. The reliability of the analytical method is essential in terms of either behavioural sciences (complaint, trust etc.) Or concrete satisfaction measurements (van ryzin, 2004: 10).

Accordingly, one of the subjects, which local governments should focus on, is application of a reliable analysis method for determining the level of citizens' satisfaction with the services provided by local governments

and the factors related to that satisfaction level. However, in the studies about satisfaction usually deal with the relationship between demographical characteristics of the citizens and their satisfaction with the local services, and it is ignored that local service provision is a process of transaction between local government employees and citizens and satisfaction with the local government employees is also an important factor of citizen satisfaction (kurgun et al., 2008: 33).

Citizen satisfaction is a multi-dimensional subject, due to many factors affecting the level of satisfaction. In their study, adaman and çarkoğlu (2000: 20-21) point out the three factors, which influence the citizens' level of satisfaction with the public services. Those factors are:

- Whether or not the choices are reflected in public policies,
- Whether or not efficiency principle is complied with, while providing services,
- Whether or not there is a relationship based on self-interest with the third parties.

Sevimli (2006: 18) states different factors to be effective on citizen satisfaction. Those are:

- *Experience*: citizens generally use their past experiences primarily, when deciding to receive services, and they compare the service they receive with their previous experience.
- *Personal characteristics*: citizens' demographic, social and physical, characteristics, and the factors such as their levels of education and expertise are extremely effective on their satisfaction levels.
- *Situational effect factors*: those include factors, such as advertising and public relations activities, in relation with the service.
- *Verbal communication*: that is the knowledge, which the citizens derive from their environment, about the services.

Emrealp and yildirim (1993: 3-4) states that local governments should consider the elements given below, in order to increase the satisfaction level of the local community (peker, 1996: 20-21):

- Providing public participation
- Political structure
- Understanding of mission and objectives
- Innovative and entrepreneurial management approach
- Provision of job satisfaction of staff
- Values and ethics
- Organizational structure

Service quality scale (servqual), which was developed in 1985 by parasuraman , zeithaml, and berry, is frequently used in the measurement of service quality. Taking expectations as a base, in their study they state that there are 10 dimensions, which determine service quality. Those 10 dimensions are (parasuraman et al., 1985: 47):

- *Reliability* involves consistency of performance and dependability.
- *Responsiveness* concerns the willingness or readiness of employees to provide service.
- *Competence* means possession of the required skills and knowledge to perform the service.
- *Access* involves approachability and ease of contact.
- *Courtesy* involves politeness, respect, consideration, and friendliness of contact personnel.
- *Communication* means keeping customers informed in language they can understand and listening to them.
- *Credibility* involves trustworthiness, believability, honesty. It involves having the customer's best interests at heart.
- *Security* is the freedom from danger, risk, or doubt.
- *Understanding/knowing the customer* involves making the effort to understand the customer's needs.
- *Tangibles* include the physical evidence of the service.

According to öztemel (2001) municipal services provided by the local governments should not be seen merely as actions for the local community; activities of the municipality should be evaluated within the concept of quality and citizen satisfaction. In this context, it is possible to deal with the services produced in the municipalities as internal and external services (usta and memiş, 2010: 336). Task performing styles, behaviours and attitudes of

municipal staff should be evaluated within the scope of the citizen satisfaction as well. For example, for a citizen, who wants to get water service connected for his/her house, not only the cost, speed, of the service and his effort for and previous experience about it; but also the factors such as attitudes, geniality, voice tones of the personnel offering the service, can be effective on his/her satisfaction with the service (peker, 1996: 23).

Therefore, the relationship between municipal employees' attitudes and behaviour and citizens satisfaction with the services offered by municipalities, which are types of local governments, have importance in providing data for municipalities' plans for the future, as well as adding a new dimension to the factors that influence the satisfaction perception of citizens with local services.

Recent researches on satisfaction with local governments

It is possible to see many studies about citizen satisfaction with local and central units of public administration, in the literature. Among the studies conducted at micro level, research of negiz is about citizen satisfaction with the services provided by two municipal administrations, which came to office in isparta after 2004 and 2009 local elections. In that study, it is remarkable that the citizens had put the municipal administrative staff of isparta in the first place among the causes of the planned development or underdevelopment of the city. Negiz associated this situation, with the administrative structure determined by the elected officials, rather than selected common administrators (negiz, 2012). Negiz and akyildiz (2012) has another study conducted in uşak. In that study of negiz and akyildiz, the effect of image of the candidate in mayoral elections, on voters' preferences has been discussed. According to the findings of the study, the mayor's personal and physical characteristics was seen as an important variable in voter preferences, however it was not determined to be the unique factor effecting the one. In other words, importance of the mayor's image in the preferences of voters, increases or decreases according to socio-economic characteristics of the voters.

The study of kurgun and friends (2008) is about the adequacy and quality evaluation about the services offered by karşıyaka municipality. The study also includes questions measuring the satisfaction with the mayor and municipal staff. According to the findings of the study, the positive assessments for municipal services, positively affect the level of satisfaction with the mayor. Adoption of the mayor's management style has a positive impact on the level of satisfaction. Another important finding of the research conducted by kurgun and friends is; positive views' towards the employees' attitudes and behaviours positively affecting the level of satisfaction with the mayor's administrative style. In other words, employees' positive attitudes positively influence the satisfaction with the mayor's administrative style. Another finding of the study is: local citizens, who consider local services to be adequate, are satisfied with the mayor's administrative style at the same rate (kurgun et al. , 2008: 45-51). And according to mcneil, herzog, and cosic (2009: 63) citizens complain of local governments' failure to be administrated effectively. According to the results of research, citizens complain about lack of resources, corruption, weak political leadership, party policies, lack of citizen participation and lack of proficient public personnel.

Citizens' expectations are in interaction with factors such as; values, service satisfaction and image and credibility of local administrators. It is possible to explain the factors that influence satisfaction with local services, as follows (nigro: 2012: 37-38):

- *Citizens' expectations*: this represents the reference level expected by the citizens on personal expectation, expectations about the growth of the city and country.
- *Perception of value of the municipal rates*: is the relation between the quality of public services provided by government and municipal taxes paid by the citizens on the service received.
- *Local leadership image*: this factor evaluates the brand image of the citizen-consumer of the local government executive leadership as a whole and the services it offers. It represents the set of beliefs and associations that are levied on the characteristics and charisma of local leadership and action.
- *Satisfaction citizen*: is the attitude or psychological state to the citizen who receives services provided by government, and your experience with the service and/or product.
- *Local leadership loyalty*: represents the ability of local leadership and public management team has to keep loyal to the citizens about their goals and initiatives.
- *Perception of local management service quality*: this is the key component that determines customer satisfaction according to the way it has experienced the service. This factor has a very strong relationship with satisfaction of the citizen.

Leaders, who have the capacity to meet changing societal demands, needs and requirements, are needed more, for private and also public institutions, in modern times. In the increasingly competitive environment coming forward with globalization, presence of leaders and managers can provide survival and development of the organizations. As dubrin (2005) indicated, in the success of organizations, leadership characteristics of managers have become one of the elements as much important as the financial and physical facilities (dubrin, 2005: 222). The opportunities provided by the media, created with new communication technologies raises the importance of the new leaders who will to meet the requirements, speed and mobility to respond to this changes. According to yildiz (2012: 128), the most important function of today's political or economic community leaders is, the capacity to transform them into the ones compatible with the unfavourable conditions sometimes through the media, but mostly being face to face with the individuals. Kouzes and posner state that; one of the most important qualities of a leader is "to encourage the hearts". In other words , running up people's souls as well as their minds. Achieving this has become a part of leadership more than ever before (deal and key, 2000: 255). The role of leadership in raising the quality of public service, has a significant role on not only meeting the strategic structuring needs of the organization in accordance with the social and global requests of change, but also top providing management's commitment (şahin and temizel, 2007: 185).

Field study

In this part of our study, the importance and aim of the study will be stated. Additionally, the findings and evaluation of the field study will be given.

Importance and aim of the study

It as the highest authority of municipality organization the mayor has the duties such as: direct and administer the municipal organization; protect the rights and interests of the municipality; manage the municipality in accordance with municipal strategic plan; create the institutional strategy for municipal administration; prepare the budget according to that strategy; prepare, monitor and evaluate the performance criteria for the municipal activities and staff; offer the reports about the overall activities to the council (gözlükaya, 2007: 79). For the citizens, who make use of all those services; the results of the services can lead to negative reflections such as anger, despair and anxiety; as well as positive one such as improved quality of life and satisfaction (ertekin and erkut, 2003; 70).

In terms of the municipalities; citizen satisfaction is determined by the adequacy of the services and attitudes and behaviours of the people providing those services. Satisfaction with municipal mayors and municipal staff are important measures of citizen satisfaction (kurgun et al., 2008: 33). The mayor - different from the staff - has a major power over the municipal council, in terms of being elected by the people and having unique the authority. This position paves the way for municipality to concretise around the mayor and his/her personality. Various factors such as the class, social and political relations in the community; education, profession, experience, age, or even gender are among the factors to determine mayoral approach, administrative style and relationships of the mayor. In other words, today's being a mayor emerges as a phenomenon being gathered through very different values, opinions, and feelings (yalçındağ, 1996: 82).

The aim of this study is to put forward administrative styles of the mayors and the satisfaction of the citizens with local services. In this regard, ,it will be tries to make some discussions about the points, which mayors should take care of, while administrating the local governments. Additionally, the study is expected to shed light on the satisfaction level with local services and implementations to increase the level of that satisfaction. Determination of the citizens' demands and needs will help to offer more quality and efficient local public services.

The method and sample of the study

Questionnaire method was used in the study. First, a closed-end questions were determined after conducting a questionnaire including open-ended questions over a smaller scale sample. Second, the questionnaire formed using closed-end questions was pre-estimated on another small-scale sample before giving the final form.

The universe of the study consists of the citizens living in selçuklu sub-provincial municipality of konya metropolitan municipality. The participants were included in the sample according to simple random sampling method. In this method each unit making up the universe have equal chance to be in the sample (ural and kiliç, 2005: 32).

Every question in the questionnaire except the demographical ones were prepared according to five point likert scale. While the answer of “1” means “totally disagree”, “2” means “disagree”, “3” means “partly agree”, “4” means “agree”, and “5” means “totally agree”. In evaluating the data derived from the survey, spss 16.0 (statistical package for social sciences) was used. 275 questionnaires were distributed between 21st of march 2014-23rd of march 2014 and 249 duly filled questionnaire forms were taken into consideration.

Analysis and findings

According to the aim of the study, close ended questions were used about demographical characteristics, satisfaction with the services of the municipality, satisfaction about the mayor and overall satisfaction with the municipality. In this study it was tried to find if the citizens living in selcuklu are satisfied with the services of municipality and what their opinion was about the mayor.

Table 1: reliability statistics

Cronbach's alpha	N of items
0,961	137

To measure the internal consistency and reliability of the questionnaire, cronbach’s alpha test was used. The reliability of the survey is found to be 0,961. This shows that; items in the questionnaire are harmonised and can be used to measure the same structure (gaur and gaur, 2009: 134).

Frequency and percentage distribution were used in the study to measure the distribution of the demographical data. The table about the demographical characteristics of the participants is given below.

Table 2: demographical characteristics of the participants

Age	Freq	Per%	Income	Freq	Per%
Between 18-29	94	37,90	Between 100-500 tl	19	8,30
Between 30-43	100	40,32	Between 501-1000 tl	67	29,26
Between 44-55	43	17,34	Between 1001-3000 tl	115	52,22
56 and older	11	4,44	More than 3000	28	12,22
Working field	Freq	Per%	Job	Freq	Per%
Public employee	89	41,20	Public officer	48	19,75
Private sector	85	39,35	Public administrator	8	3,29
Self-employed	42	19,45	Officer in private sector	20	8,23
Education	Freq	Per%	Public worker	15	6,17
Illiterate	2	0,81	Worker in private sector	41	16,87
Literate	4	1,61	Jobless	3	1,23
Primary school	27	10,89	Retired	12	4,94
Secondary school	25	10,08	Housewife	17	7,00
High school	63	25,40	Student	24	9,88
Undergraduate & higher	127	51,21	Teacher	7	2,88
Gender	Freq	Per%	Farmer	1	0,41
Female	105	42,17	Tradesman	34	13,99
Male	144	57,83	Free lawyer, doctor etc.	10	4,12

Most of the participants are under the age of 44. The sample group is seen to be under middle age. 41,20 percent of them work as public employees, while 39,35 of them work in private sector and 19,45 are self-employed. More than half of the participants have undergraduate and higher education. 57,83 percent of the participants are males, while 42,17 of them are females. Most of the participants have income between 1000-3000 turkish liras. A high number group of the participants work in the positions of public officer, private sector staff and tradesman respectively.

Table 3: way of having jobs done in the local government units

Method	Frequency	Percent
Using the normal way (through procedures, rules)	203	82,52
Using the ones i know to pull some strings	14	5,69
Talking to my friends or relatives in the unit	10	4,07
I have no idea	17	6,91
Others	2	0,81
Total	246	100,00

It is seen from the table that many of the participants have their job in local government units using the normal way. They obey with the standards and rules. It can be stated that the major group prefer to be moral, while they have something to be done in local government units. This finding can also be the sign of local government personnel not being in amoral behaviour about increasing the speed of changing the direction of their jobs.

Table 4: citizen satisfaction with the institutions and the mayor

Gos and ngos	N	Mean	Std. Dev.
Are you satisfied with the services of konya metropolitan municipality?	248	3,22	1,023
Is the mayor of the sub-provincial municipality administrating the municipality well enough?	249	3,37	2,176
Are you satisfied with selçuklu sub-provincial municipality?	241	3,39	0,982
Are you satisfied with the hospitals in konya?	235	3,22	1,071
Are you satisfied with the police department in konya?	236	3,44	1,002
Are you satisfied with the courts in konya?	218	3,30	0,993
Are you satisfied with the educational institutions in konya?	230	3,20	1,017
Are you satisfied with the tax offices in konya?	224	3,27	1,689
Are you satisfied with the army forces in konya?	220	3,60	0,995
Are you satisfied with konya governorate?	220	3,45	0,943
Are you satisfied with the customs office in konya?	207	3,30	0,912
Are you satisfied with the ngos in konya?	219	3,08	1,081
Are you satisfied with the revenue office in konya?	224	3,22	1,007

The citizens living in selçuklu are mostly satisfied with army forces in konya. This a compatible finding with the many of other parallel empirical studies. Turkish citizens think that the soldiers in the army are their own children. This is possibly because of compulsory military service in turkey. Despite some conflicts between elected governments and army forces in the past, the citizens still trust in, and are satisfied with the army. Mostly satisfying other institutions are the governorate, police department, selçuklu sub-provincial municipality and the mayor of selçuklu respectively. Governorate and police department having the second and third position show the statist approach of the citizens. Satisfaction level of the citizens with selçuklu sub-provincial municipality and the mayor of selçuklu are close to each other. That can be read in terms of consubstantiating the mayor with the municipality.

Table 5: citizen satisfaction with the units of the municipality

Gos and ngos	N	Mean	Std. Dev.
Are you satisfied with administrative units (mayor, vice mayor etc.)?	230	3,24	0,972
Are you satisfied with bill payment units?	238	3,35	0,985
Are you satisfied with marriages unit?	217	3,44	0,947
Are you satisfied with public relations unit?	218	3,23	0,943
Are you satisfied with koski (water and sewerage) units?	234	3,42	0,969
Are you satisfied with white desk unit?	215	3,22	0,920
Are you satisfied with substructure and drainage units?	220	3,14	1,053
Are you satisfied with bill municipal police units?	224	3,21	0,976
Are you satisfied with bill technical works units?	220	3,19	1,028
Are you satisfied with fire department?	218	3,52	0,876
Are you satisfied with accounting units?	220	3,32	0,956
Are you satisfied with transportation department?	226	3,08	1,173
Are you satisfied with property and land title units?	218	3,15	1,055
Are you satisfied with licensing unit?	219	3,11	1,035
Are you satisfied with social welfare units?	222	3,30	0,972
Are you satisfied with burial procedures units?	225	3,56	0,915
Are you satisfied with public health units?	227	3,26	1,071

When the table 5, about the satisfaction of the citizens with the units of the municipality is observed, it is seen that all the satisfaction levels are above the middle level. The units, which the citizens are mostly satisfied with, are the burial procedure units and the fire department. Citizens are thought to have sympathy towards the ones having uniforms and working in hard conditions. Mostly satisfying other institutions are marriages unit, koski (water and sewerage) units and bill payment units respectively. Citizens are seen to have some problems with the licensing unit, substructure and drainage units and property and land title units.

Table 6: questions about the mayor

Question	Answer	Frequency	Percent
Do you know the name of the mayor of the sub-provincial municipality you live in?	I know.	182	74,3
	I do not know.	63	25,7
If you see the mayor of selçuklu, can you recognise him/her?	I can recognise.	149	60,6
	I cannot recognise.	97	39,4
Do you want the mayor to be elected again and continue having his/her duty of office for the next period?	Yes, i want.	164	67,21
	No i do not want.	80	32,79

It can be stated according to the table that most of the citizens living in selçuklu know the name of the mayor, can recognise him and want to see him in office once more.

Table 7: most important problems and needs of selçuklu

Problem/need	Frequency	Percent
Substructure/drainage	47	7,07
Rubbish/cleaning	52	7,82

Electricity	18	2,71
Roads	10	1,50
Social areas/activities	59	8,87
Green fields/parks/playgrounds	50	7,52
Streets/pavements/sidewalks	28	4,21
Unplanned urbanization	51	7,67
Transportation/over bridges	59	8,87
Zoning	18	2,71
Poverty/unemployment	39	5,86
Health centres	26	3,91
Parking problem	25	3,76
Traffic	41	6,17
Touristic promotion	24	3,61
Lighting of streets and roads	28	4,21
Inspection for public health	58	8,72
Cleaning and improving drinking water	24	3,61
Protection of natural and historical places	8	1,20

According to the participants, the most common problems and needs of selçuklu given below respectively;

- Lack of social areas and activities,
- Transportation problems and need of over bridges,
- Lack of inspection for public health,
- Problems about rubbish collecting and cleaning,
- Unplanned urbanization and
- Lack of green fields, parks and playgrounds.

On the other hand they do not think that there are important problems about the service of the public institutions for the following issues;

- Protection of natural and historical places,
- Roads,
- Electricity,
- Zoning,
- Touristic promotion and
- Cleaning and improving drinking water.

Table 8: citizens' perception of the mayor

Perception	N	Mean	Std. Dev.
Has sufficient knowledge and skills to understand municipal issues.	238	3,32	1,031
Is honest/man of his word.	233	3,30	0,975
Is hardworking and dynamic.	238	3,38	1,002
Does not make discrimination, /is objective /and offers services fairly .	237	3,18	1,001
Has the ability to solve the problems of konya .	237	3,29	1,047
Worries about the people and deal with their problems, solves them.	238	3,40	2,774
In terms of service, is not partisan.	234	3,06	1,105
Has a vision/ works for the future.	228	3,26	1,028
Is a friendly and caring mayor.	234	3,74	4,169
Has a reliable personality .	233	3,38	1,052
Informs the public about local services.	237	3,34	1,126
Protects konya's historical and cultural values.	235	3,38	1,003

His words and actions are consistence with each other.	231	3,31	0,973
His profession is suitable for his task .	229	3,32	0,982
I like his city related projects .	230	3,35	0,989
I like his ideology .	228	3,24	1,105
Is young and energetic.	233	3,42	1,002
His physical appearance creates a positive image.	231	3,39	0,966
His clothing is effective.	230	3,42	0,934
Has a lush and impressive style of speaking.	233	3,29	0,955
Can speak in public without being bound to any text .	231	3,38	0,933
I am pleased with his administration.	241	3,29	1,071
Has a high practical capacity and is capable of providing services.	231	3,27	1,024
Pays attention to ethics in the provision of local services.	230	3,28	0,977
Offers services in a transparent and accountable way.	230	3,24	0,984
Can be contacted very easily.	231	3,12	1,075
Uses of municipal resources in place and efficiently.	230	3,25	0,973
Prevents bribery and corruption.	227	3,32	1,050
Stands out with the city's historical and cultural heritage.	229	3,42	1,055
Has is a democratic and participatory approach to administration.	230	3,29	1,030
Has future plans for the city.	230	3,37	1,060

From the table 8, it is understood that citizens think that the mayor is;

- A friendly and caring mayor.
- Young and energetic.
- Someone, whose clothing is effective.
- The one standing out with the city's historical and cultural heritage.
- A worrying mayor about the people and dealing with their problems, solving them.
- A mayor, whose physical appearance creates a positive image.

Table 9: profession preference of the citizens about the mayor

Profession	Frequency	Percent
Lawyer	27	11,79
Engineer	48	20,96
Contractor	10	4,37
Architect	41	17,90
Financial advisor	3	1,31
Doctor	8	3,49
Academician	24	10,48
Teacher	7	3,06
Tradesman	15	6,55
Bureaucrat	36	15,72
Others	10	4,37

One fifth of the participants prefer to see a mayor, who is an engineer, in terms of profession. Other big groups of citizens' profession preference for the mayor are architect, bureaucrat, lawyer and academician. The citizens' profession preferences indicate that they want the mayor to be a professional in construction, planning, public works and relations, justice and science. They want the mayor to, not only know his job well, but also be fair and qualified.

Table 10: correlations

		Satisfaction with local services	Satisfaction with employees' att.&beh.	Good adm. Style of the mayor	Good adm style of the administrators
Satisfaction with local services	Pearson correlation	1,000	0,387**	0,334**	0,555**
	Sig. (2-tailed)		0,000	0,000	0,000
	N	246	240	246	229
Satisfaction with employees' attitudes and behaviour	Pearson correlation		1,000	0,180**	0,381**
	Sig. (2-tailed)			0,005	0,000
	N		242	242	228
Good administrative style of the mayor	Pearson correlation			1,000	,533**
	Sig. (2-tailed)				0,000
	N			249	230
Good administrative style of the administrators (mayor, vice mayors etc.)	Pearson correlation				1,000
	Sig. (2-tailed)				
	N				230

** . Correlation is significant at the 0.01 level (2-tailed).

Table 10 involves the correlations between satisfaction with the local services and: satisfaction with the employees' attitudes and behaviour, perception of a good administrative style of the mayor and perception of a good administrative style of the local public administrators such as mayor and vice mayors. The most significant relationship is between the satisfaction with local services and perception of a good administrative style of the local public administrators. There is a significant positive relationship between perception of a good administrative style of the mayor and perception of a good administrative style of the local public administrators. The other factors significantly and positively related to satisfaction with the local services are: satisfaction with the employees' attitudes and behaviour, perception of a good administrative style of the mayor.

Conclusion

When the literature about the context is investigated, it is understood that; there are many factors to effect citizen satisfaction with general and local public services. We have conducted a field study in konya to see citizen satisfaction with other public institutions and determine and test some of those factors which influence the satisfaction with local services. We also aimed to see if there is a relationship between administrative styles of the mayors and citizen satisfaction with local services.

Our findings about the satisfaction about public institutions show that: people are mostly satisfied with the army forces. Other institutions are the governorate, police department, selçuklu sub-provincial municipality and the mayor of selçuklu respectively.

When the participants' replies to the question about the units of selçuklu sub-provincial municipality: they were seen to be satisfied with burial procedure units, fire department, marriages unit, koski (water and sewerage) units and bill payment units respectively. Citizens do not seem as satisfied with licensing unit, substructure and drainage units, and property and land title units, as the latter six one.

Most of the citizens living in selçuklu know the name of the mayor, can recognise him and want to see him in office once more. It can be stated that mayor of selçuklu is a popular administrator according to the citizens. This can also be a result of election process. During the electoral campaign, the mayor is faced to face to citizens and they can at least see him ones on the billboards.

According to the participants, the most common problems and needs of selçuklu are: lack of social areas and activities; transportation problems and need of over bridges; lack of inspection for public health; problems about rubbish collecting and cleaning; unplanned urbanization and; lack of green fields, parks and playgrounds.

The citizens in selçuklu see the mayor as: friendly and caring; young and energetic; wearing effective clothes; standing out with the city's historical and cultural heritage; worrying about the people and dealing with their problems; having a positive physical appearance. Many participants prefer to see a mayor, who is an engineer, architect, bureaucrat, lawyer or academician. The citizens' profession preferences indicate that citizens want the mayor to, not only know his job well, but also be fair and qualified.

There are significant positive correlations between satisfaction with the local services and: satisfaction with the employees' attitudes and behaviour, perception of a good administrative style of the mayor and perception of a good administrative style of the local public administrators such as mayor and vice mayors. These findings show that:

- Citizen satisfaction with the local services is increased, while the satisfaction with the administrative style of overall administrator is increased.
- Mayors are consubstantiated with the other administrative bodies of the local government. The satisfaction levels induce each other.
- Satisfaction with the employees' attitudes and behaviour towards the citizens affects the satisfaction of them with overall services of the local authority.
- Satisfaction of the citizens with local services is also influenced by the perceived success of mayor's administrative style.
- There is a significant but low levelled relationship between satisfaction with the employees' attitudes and behaviour towards the citizens and perceived success of mayor's administrative style.

In the next studies the questions in the questionnaire form can be grouped more sensitively using factor analysis and other statistical methods. The sample can be widened in terms of number and comparative studies can be made about the issue.

References

- Adaman, f. And çarkoğlu, a. (2000) türkiye’de yerel ve merkezi yönetimlerde hizmetlerden tatmin patronaj ilişkileri ve reform. İstanbul: tesev yayinlari.
- Akyildiz, f. (2012). Belediye hizmetleri ve vatandaş memnuniyeti: uşak belediyesi örneği, journal of yasas university, 26(7), pp. 4415-4436.
- Ardıç, k., yüksel, f. And çevik, o. (2004). “belediyelerde hizmet kalitesinin (vatandaş tatmininin) ölçülmesi (tokat belediyesi’nde bir uygulama)”. Çağdaş yerel yönetimler, 13 (3), pp.63-81.
- Bölükbaşı, a. G. And yildirtan, d. Ç. (2010). “yerel yönetimlerde belediyenin başarısını ve yaşam memnuniyetini etkileyen faktörler üzerine bir alan araştırması” marmara üniversitesi sosyal bilimler enstitüsü dergisi, 9 (33), pp. 227-235.
- Cassia, fabio and magno, francesca (2008). Linking citizens’ ratings to services quality improvements: an empirical analysis and some potential solutions, proceedings of the 11th toulon-verona conference on quality in services 2008, firenze university press, firenze, pp. 288-299.
- Deal, terence e. And key, m. K. (2000) kurum içi halkla ilişkiler, (translated by: özgür emir), mediacat yayinlari, ankara.
- Dubrin, a. J. (2005) fundamentals of organizational behavior, 3rd edition, south western college publishing, ohio.
- Duman, t. And yüksel, f. (2008). Belediyelerde vatandaş memnuniyetinin ölçümü: mersin büyükşehir belediyesi örneği, çağdaş yerel yönetimler, 17 (1), pp. 43-57.
- Emrealp, s. And yildirim, s. (1993). Yerel yönetimde başarınınin yollari, istanbul: toplu konut iula-emme yayinlari.
- Ertekin, özhan and erkut, gülden (2003). Yerel yönetimler için karar sürecinde şehirselle performans değerlendirilmesi, itü dergisi/a, 2 (1), pp. 69-76.
- Eryılmaz, b. (2010). Kamu yönetimi, ankara: okutman yayincilik.
- Eylem (2002). Liderlik nitelikleri, <http://www.eylem.com/lider/wlidernit.htm>. (access date: 20. 03. 2013)
- Gaur, ajai s. And gaur sanjaya s. (2009). Statistical methods for practice and research: a guide to data analysis using spss (second edition). Vivek mehra (for sage publications india pvt. Ltd.), delhi.
- Göküş, m. And alptürker, h. (2011). Belediyelerin sundukları hizmetlerde vatandaş memnuniyeti: silifke belediyesi örneği. Selçuk üniversitesi sosyal bilimler enstitüsü dergisi, 25, pp. 121-133.
- Gözlükaya, tülai (2007). Yerel yönetimler ve stratejik planlama: modeller ve uygulama örnekleri, pamukkale university, social sciences institute, master thesis, denizli.
- Kara, m, and gürcü, m. (2010). Belediye hizmetlerinde halkın memnuniyetinin ölçülmesine yönelik bir çalışma: yozgat belediyesi örneği, organizasyon ve yönetim bilimleri dergisi, 2 (2), pp. 79-86.
- Keçecioglu, t. (2006). Yönetim stillerinizi anlama ve değiştirme üzerine notlar, nobel yayinlari, ankara.
- Kurgun, a.; özdemir, a.; kurgun, h. And bakici, z. (2008). “belediyelerde hizmet yeterliliğinin ve hizmet kalitesinin artırılmasını etkileyen faktörlerin analizi: izmir karşıyaka belediyesi’nde uygulama”. Dokuz eylül üniversitesi sosyal bilimler enstitüsü dergisi, 10 (2), pp. 29-54.
- Mcneil, mary; herzog, andre and cosic, sladjana (2009). Citizen review of service delivery and local governance in bosnia and herzegovina. World bank governance working paper series, world bank, washington.
- Negiz, n. (2012) iki farklı dönem iki farklı yönetim: kentsel hizmetler düzleminde kullanıcı memnuniyeti: 2004 ve 2009 yılları isparta belediyesi örneği, selçuk üniversitesi sosyal bilimler enstitüsü dergisi, 27, pp. 171-183.
- Negiz, n. And akyildiz, f. (2012) yerel seçimlerde seçmenin tercihi üzerine aday imajının etkisi, süleyman demirel üniversitesi sosyal bilimler enstitüsü dergisi. 1 (15), pp. 171-199.

- Nigro, héctor oscar (2012). Citizens satisfaction with local governments in argentine: key predictors, journal of public administration and governance, 2 (1), pp. 35-56.
- Öztemel, e. (2001). Belediyelerde toplam kalite yönetimi, değişim yayinlari, adapazari.
- Parasuman, a.; zeithaml, a. V. And berry, l. (1985). A conceptual model of service quality and its implications for future research, journal of marketing, 49, pp. 41-50.
- Peker, ö. (1996). Belediye yönetimlerinde kalite üretimi, çağdaş yerel yönetimler, 5(2), pp. 15-23.
- Sevimli, s. (2006). Hizmet sektöründe kalite ve hizmet kalitesi ölçümü üzerine bir uygulama, dokuz eylül university, social sciences institute, master thesis, izmir.
- Şahin, ali and temizel, handan (2007). Bilgi toplumunun örgütsel ve yönetsel yapılar üzerine etkileri bağlamında türk kamu yönetiminde liderlik anlayışı: bir anket çalışması, maliye dergisi, 153, pp. 179-194.
- Şen, lütfi mustafa and eken, musa.(2007). Belediyelerde insan kaynaklari yönetimi, kamu yönetimi yazilari, nobel yayın dağıtım, ankara.
- Thompson, b. L. (1998). Yeni yöneticinin el kitabı, (translated by: v.g. Diker), hayat yayincilik, istanbul.
- Torlak, ö. (1999). Belediyelerde hizmet yönetimi ve pazarlama, seçkin yayincilik, ankara.
- International learning event report, champions of participation: engaging citizens in local governance, 31 may-4 june 2007, united kingdom.
- Ural, ayhan and kiliç, ibrahim (2005). Bilimsel araştırma süreci ve spss ile veri analizi, detay yayincilik, ankara.
- Usta, r. And memiş, l. (2010). Belediye hizmetlerinde kalite: giresun belediyesi örneği, süleyman demirel üniversitesi iktisadi ve idari bilimler fakültesi dergisi, 15 (2), pp. 333-355.
- Van ryzin, gregg g. (2004), the measurement of overall citizen satisfaction, public performance & management review, 27 (3), pp. 9-28.
- Yalçındağ, s. (1996) belediyelerimiz ve halkla ilişkileri, todaie yayinlari, ankara.
- Yildiz, n. (2012). Yeni zamanlar ve yeni liderlik anlayışı, ankara avrupa çalışmaları dergisi. 11 (1), pp. 119-134.
- Yüksel, f. (2004) kamu yönetiminde yeni eğilimler perspektifinde türk kamu yönetiminde reform ihtiyacı ve kamu yönetimi reform yasa tasarısı, kuramdan uygulamaya kamu yönetimi (edited by: a. Yılmaz and m. Ökmen), gazi kitabevi, ankara. Pp. 1-22.
- Zaherawati, zakaria; kamarudin, ngah; nazni, noordin; mohd zool, hilmie mohamed sawal and zaliha, hj hussin (2012). International conference on economics marketing and management 2012, ipedr, 28, iacsit press, singapore.