

Public value as a framework for reforming publicly funded museums

Reforming
publicly
funded
museums

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Abstract

Purpose – In recent years, New Public Management (NPM) has been used as the major framework for administrative reforms to redesign the public museums in many countries. However, some scholars argue that this market-based transformation results in professional corrosion or shortcomings about the public museums' capacity to fulfill their traditional missions. In this regard, this paper maintains that the concept of public value provides a useful way of thinking about the objectives of public services. Therefore, the purpose of this paper is to provide a new framework for administrative reforms in the sector to keep efficiency without falling into professional corrosion or inefficiency problem.

Design/methodology/approach – The paper uses the data collected through 178 questionnaire surveys.

Findings – The conclusion of the paper is that, for reforming publicly funded museums, public value offers a balance between efficiency and the primary roles of the museums.

Research limitations/implications – In the paper, the analysis is based on the views of museum professionals. Thus, further researches based on different sources of data are required to further explain the administrative peculiarities of public museums.

Originality/value – There is a scarcity of literature on the administrative issues in public museums. This paper fulfills an identified need to study on this issue.

Keywords Public value, New public management, Professional corrosion, Public museum

Paper type Research paper

Introduction

The issue of efficiency in museum services recently came to the fore to avoid disproportionate concessions from the needs of the current generation as public museums have no difference from the rest of the public sector in terms of the expectations for clear statements of justifications for public funding, and evidence of policy effectiveness. Hence, New Public Management (NPM) has been the major label of administrative reforms to redesign the public museums in many countries because of its emphasis on efficiency (Gray, 2008, 2011; Caldwell, 2005; Gori and Fissi, 2013; Menezes *et al.*, 2009; Yamamoto, 1999).

Nonetheless, for Kletz *et al.* (2014), Yamamoto (1999), and Paquette (2010), some administrative changes for the sake of economy and efficiency raised the question of professional corrosion in publicly funded museums. Kletz *et al.* (2014) maintain that the introduction of NPM into public organizations is a factor that weakens professional autonomy, and cultural sector is no exception to this phenomenon. For Yamamoto (1999), endorsement of NPM in public museums has a risk of employee demotivation and performance decline. Likewise, according to Paquette (2010), administrative changes for the sake of economy and efficiency may have some negative impacts on public museums. Above all, for him, it does not suffice anymore for a museum director to administer a museum in traditional ways. In addition, devolving responsibility to local autonomies becomes a trend in many countries (Zan and Luciani, 2009; McCall, 2012). However, it may also be detrimental to the sector, if the process is not properly managed.



As citizens demand smarter and more knowledge-based governments with services that are efficient and effective, reorganizational reforms to address administrative ailments of the cumbersome traditional bureaucracy have become widespread. Therefore, since the early 1980s, many governments all around the world have embarked on administrative reforms engaging in rhetoric that echoes with the global paradigm of NPM (Ratner, 2012; Wise, 2002; Cheung, 2005; Christensen, 2014; Siddiquee, 2006; Kim, 2000; Horton, 2006). The main idea of NPM is to form a smaller public sector concentrated on efficiency and continuous improvement. To achieve this purpose, reforms promoting decentralization and more business like entities have been issued worldwide (Zan and Ferri, 2010; Ocampo, 1998; Osborne and Gaebler, 1992; De Vries and Nemec, 2013; Brillantes and Fernandez, 2008).

However, several unexpected consequences thinned down the targets of NPM, and even have caused a retreat from the underlying principles of NPM reform in some cases (Gray, 2008; Christensen, 2014; De Vries and Nemec, 2013). Thus, today, the notion of public value is getting more and more attention in the public administration literature. The public value perspective symbolizes a paradigmatic change which redefines the role of public managers within the public sphere (O'Flynn, 2007; Kelly *et al.*, 2002; Moore, 1995).

This paper measures the level of support for key elements of public value creation in Turkish public museums. The first section discusses public value creation and identifies relevant key factors – volunteering, budgetary discretion, museum foundations, and sponsorship – to provide the framework within which this research is grounded. Then, the paper gives details about the museum sector in Turkey to provide the context for the ensuing discussion. Afterwards, it explains the research design. Lastly, it discusses the findings and comes to a conclusion.

The significance of the study is that the reform of publicly funded museums is an under-investigated issue for social scientists, and it gets limited interest from public administration scholars.

Beyond NPM: public value as a framework for reform in museums

The concept of public value has been a magnet for managers and public policy makers across the world in the last years. In addition, its capacity and significance to symbolize a new approach going beyond the market models in public governance have been articulated by several scholars such as Kelly *et al.* (2002) or Benington (2011) mainly as a framework of networked community governance and replacement of the NPM to public sector reform. In general, this new concept points to a perception that earlier public sector models have ignored civil society and regarded the public as mere consumers in a quasi-market or passive receivers of public services (Williams and Shearer, 2011).

In this regard, for Kelly *et al.* (2002), public value is a means to make policy makers think through the fundamental objectives of public services. They claim that governments need to surpass market-oriented approach for their actions, and they should attach more importance to value-based involvement.

In addition, Benington (2011) maintains that, instead of defining the value of public services through the eyes of producers such as expert policy analysis or professional standards, the question of “what the public values” is put forward in this new framework of community governance. However, he also claims that the new patterns of “networked community governance” are still begging for a theory to offer a coherent conceptual framework and criteria by which to evaluate the value of the outcomes.

According to Alford and O'Flynn (2009), the question of why the concept of public value might be preferred to public goods or public interest or how it differs from them should be clarified first. For them, the main difference is that public value includes remedies to possible market failures which prevent the expansion of citizens' individual welfare. The second difference is that public goods are services or products produced by the public organization. Nonetheless, public value includes outcomes – i.e. impacts upon those who enjoy the value – in addition to outputs. Accordingly, a public sector organization must be designed for creating something valuable; it must attract adequate support from the authorizing environment; and it must be in the possession of organizational and external capabilities (Moore, 1995; Alford and O'Flynn, 2008). Moreover, Keaney (2006) argues that something is of value only if citizens are ready to give something for it in the form of money (i.e. taxes, donations, or charges) or time (i.e. volunteering). Likewise, Talbot and Wiggan (2010) maintain that the public value is based on a blend of legitimacy and efficiency concerns in public services, and the former element (i.e. legitimacy) is its distinctive contribution to the literature. For them, legitimacy is a vital issue because, first of all, the “authorising environment” decides whether or not an organization acquires the financial resources and authority it needs to reach its goals. Second, a degree of co-production by users or partners is necessary for public organizations, and finally public administrators have a legitimate right to articulate their demands for resources to carry out whatever mandate they have been given.

In the same vein, Williams and Shearer (2011, p. 7) specify several propositions about the concept of public value, including the following:

- (1) publicly funded organizations (and individuals within them) should understand, articulate and continually review their public value aims;
- (2) strategic planning and management practices should be geared toward the generation (and demonstration) of public value;
- (3) public value aims are not reducible to narrow (i.e. exclusively monetary) notions of benefit; and
- (4) within these constraints a pragmatic, innovative, flexible, and non-dogmatic approach to delivering public value should be adopted.

For Alford (2002), volunteering as a means of co-production provides work inputs to the organization, albeit on a voluntary rather than a purchased basis. Besides, Johnson (2003) argues that volunteers play a critical role for museums as the voluntary work in museums implies a substantial consumption element in the production process. For him, volunteers may also be a significant category of suppliers of funds by establishing a bond between the museum and people in its vicinity.

For Moore (1995), the value of the organization could be estimated by gauging the satisfaction of those who interacted with the organization. However, this approach poses a number of problems as there are different priorities among various stakeholders and it is doubtful that there will be agreement about what creates value for the public. In addition, the public may have difficulty determining merit goods, the value of which may only be known in retrospect. Therefore, there is still need for public managers' expertise to mediate between opposite views of what creates public value (Keaney, 2006; Alford and O'Flynn, 2008). Moreover, Johnson (2003) maintains that museums help to create a better educated and informed public, and may stimulate collective public pride. Hence, they may be seen as providing merit goods as well.

In addition, for Johnson (2003), museums have expanded their secondary commercial activities, such as shops and restaurants, and they have become more interested in non-government sponsorship. He adds that prospective donors are likely to be interested in how wide an audience the beneficiary museum is capable of reaching.

Considering the above-mentioned arguments, this paper takes volunteering, budgetary discretion, museum foundations, and sponsorship as key elements of value creation in publicly funded museums. Thus, the basic research question of the study is:

RQ1. What is the level of support among museum professionals for redesigning the public museum sector based on public value approach?

To be able to measure it, questions about key components of public value creation were asked to the museum professionals.

Administrative framework of cultural heritage management in Turkey

Bonini Baraldi *et al.* (2013) identify the Turkish public museum sector as highly fragmented and centralized despite intensive administrative and legal reforms within the last three decades. Regarding fragmentation, they argue that the Turkish Parliament and even the Ministry of Defence all play roles at different points in the heritage chain other than the many bodies within the Ministry of Culture and Tourism (MoCT)[1].

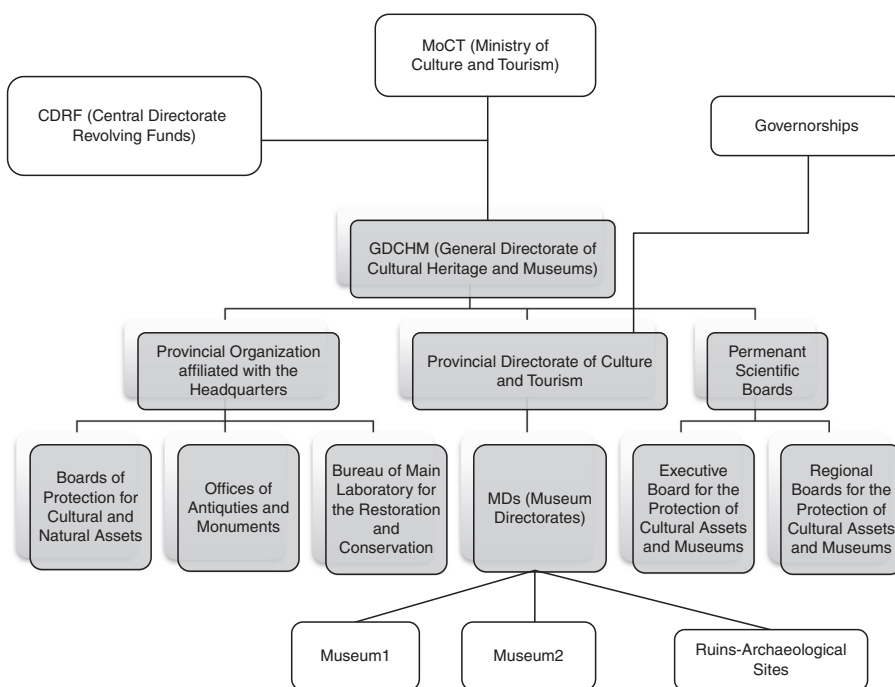
In Turkish cultural sector, The MoCT is the main institution, in which the General Directorate of Cultural Heritage and Museums (GDCHM) is the core body responsible for museums and ruins – archaeological sites open to the public. The GDCHM has its own peripheral bodies, the museum directorates (MDs), the number of which was 98 in 2009. The MDs are responsible for protecting listed heritage sites, conducting and monitoring excavations, and administering the 189 public museums and 129 ruins. The MDs, nonetheless, have little autonomy, since they do not have independent budgets. Ticket revenues are handed over to the Central Directorate of Revolving Funds (the Revolving Fund hereafter) to be redistributed within the MoCT as a whole.

According to Bonini Baraldi *et al.* (2013), this limited autonomy of MDs causes uncertainty about who should be involved in doing what. As a result, problems about conflicting responsibilities occur. Current hierarchical structure such as the Governorship-Provincial Directorate of Culture-Museum Directorate (GDCHM) decreases the cooperation among the institutions. In addition, the Revolving Fund controls the budgetary issues about MDs. There are disparities among MDs as well. For example, Antalya MD controls 15 units, whereas some MDs have only one unit to control.

Figure 1 shows the organizational scheme concerning the supervision and the administration of cultural assets. Today, as abovementioned, Turkey has 189 public museums under the supervision of the GDCHM, which has possession of a vast collection of artifacts that are of historical, cultural, and archaeological importance (GDCHM, 2013).

Major reform initiatives in the sector

In Turkey, the Act of 1983 on the Cultural and Natural Assets Protection – also known as Act No. 2863 – gives the major role for the protection of cultural heritage to the MoCT, and the protection of the cultural assets has been admitted as the responsibility



Source: Adapted from MoCT (2010, 2013) and Bonini Baraldi *et al.* (2013)

Figure 1. Organizational Scheme for the supervision and the administration of cultural assets in Turkey

of central government. Nonetheless, Act No. 5226 of 2004 replaced some articles of the Act No. 2863 of 1983, and local government units (LGUs) have been given broader authority in the administration of cultural issues (Ozel, 2005).

Based on the Article 2b of the Act No. 5226, a regulation about the founding and duties of National Museum presidencies (*Ulusal Müze Başkanlıklarının Kuruluş ve Görevleri Hakkında Yönetmelik*) took effect after being published in the Official Gazette of the Republic of Turkey on November 11, 2005 (Official Gazette, 2005). As per the regulation, 23 museums were planned to be converted into National Museums, whereas remaining archaeological museums were planned to be left to the provincial administrations and ethnography museums to the municipalities. The first paragraph of the Regulation's Preamble explains the motives of the regulation as follows:

New trends in Public Administration prioritize efficiency and economy in the administrative issues. Turkish public administration system which became over centralist throughout the 20th century lost its policy making ability and began to deal with myriad of unnecessary details causing red tape. As a result, coordination and supervision ability of the central administration has weakened, causing the loss of resources. Furthermore, the quality of the public service has diminished. Therefore, demands and expectations of the citizens have been overlooked (TGNA, 2006).

The regulation also stirred debates within the Turkish Parliament about the selection procedure of National Museums. In a written response to the parliamentary query of a deputy asking the status of the museum in Adana, the city he represents in the parliament, the MoCT indicated the rudiments in its selection process as follows: the

physical situation of the museum, number of displayed items, number of visitors, and annual income of the museum (MoCT- PPRC, 2006). It was largely expected that the regulation would be a breakthrough in the sector by diminishing the centralist nature of the sector. Nevertheless, it was withdrawn since the handover of many public museums to the LGUs aroused some negative reactions.

Method

Sample and procedure

This study is the descriptive part of a larger work discussing the administrative issues about public museums. In the study, museum professionals are regarded to be central to the reform process due to immense information asymmetry with other stakeholders. Information asymmetry exists when a party has greater informational awareness pertinent to effective participation in a given situation relative to other participating parties (Clarkson *et al.*, 2007). Furthermore, public administrators should consider public interest or the common good – in the provision of public services. The protection of cultural and historical artifacts concerns not only the current generation in any country but also future generations and all the nations. However, as the voice of next generations is missing, and the museum experts are the proven agents to link the past and current generations, they are the most likely group to voice the interest of next generations in the sector. Therefore, the universe of this study is the museum experts and administrators working in the museums under the supervision of the GDCHM in Turkey. As of 2012, the MDs and the GDCHM have 932 experts (MoCT-SDP, 2012).

In the paper, cluster sampling method was preferred due to difficulties to survey museum professional scattered across the country. Cluster sampling is a method generally used in surveys where it is uneconomic to reach individuals spread across the country. This method allows individuals to be selected in geographic groups. In this kind of sampling method, first, certain areas such as towns or electoral wards are selected by a method of random sampling. Then, generally, all the individuals within these areas are included to the study (Fox *et al.*, 2007). In Turkey, there are a total of 81 provinces, 15 of which are without any public museum. Hence, 932 museum professionals work in 66 different provinces of the country. Given the difficulty to conduct a survey among professionals in all those provinces, 22 provinces were chosen by a method of random sampling. Thus, the research was conducted at MDs located in 22 provinces out of 81.

Initially, a letter requesting authorization to collect data from museum administrators and experts working in public museums were mailed to the GDCHM. Release of the approval letter took three weeks. Later, a contact person was identified at each MD in selected provinces, to whom the questionnaire forms in closed envelopes were sent for internal distribution. Before mailing the questionnaires, contact persons were informed about the basics of the questionnaire with a preliminary information call, which also makes them aware of the purpose of the study. Then, questionnaires in small envelopes were sent to the relevant MDs with a cover letter, a copy of the approval letter of the GDCHM, and pre-stamped return envelopes for small envelopes to be placed in. The return envelopes were addressed with a computerized self-adhesive address label. Among museum personnel, only museum administrators (directors and associate directors) and museum experts (archaeologists, curators, etc.) were requested to participate in the study. Three weeks after the first call to all contact persons, follow-up calls were made to the contact persons in the museums from which the questionnaire forms were not returned. One week later, final follow-up calls were made to increase the response rate of the questionnaire. Furthermore, at the same time, several museum experts in the said

museums were contacted to investigate whether questionnaire forms in closed envelopes had been delivered to them by contact persons. At the last step of data gathering process, completed questionnaires were received by mail.

In total, 285 questionnaire forms were distributed to gather quantitative data. A total of 182 museum professionals – museum experts, directors, and associate directors – returned the questionnaires. Among those, four questionnaires were removed due to incomplete responses. Hence, 178 questionnaires were taken into consideration in the study and a 62.4 percent return rate was achieved over roughly a two-month period between July 2013 and September 2013. Table I gives the socio-demographic characteristics of the respondents.

Several difficulties were experienced during data gathering process. The utmost problem was the temporary assignment of experts outside the museums. Moreover, data were gathered in the summer period, during which many museum experts were on annual leave. These two reasons lowered the return rate of the questionnaire.

Measures

As previously mentioned, this study is a part of a larger work about public museums. The measurement in this study is based on eight questionnaire items along with the demographic questions. The questions were selected from a study about public museums by Aksoy *et al.* (2010). A total of eight items were used to measure each concept – i.e., support for volunteering, budgetary discretion, museum foundations, and sponsorship. The questionnaire was pretested with several museum professionals who indicated that the survey instrument was not difficult to complete.

Two questionnaire items on a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree) were used to measure the degree to which the museum professionals support the recruitment of volunteers in public museums: “Museum should benefit from volunteers’ contributions,” and “Volunteers are beneficial to museum operations in a number of ways.” The Cronbach’s α value was 0.72.

Categories	Frequency	Percentage
<i>Gender</i>		
Male	89	50
Female	89	50
<i>Position</i>		
Director	36	20.2
Expert	142	79.8
<i>Age</i>		
35 and above	119	66.8
Below 35	59	33.2
<i>Education</i>		
Graduate	136	76.4
Post-graduate	42	23.6
<i>Experience</i>		
Above	89	50
Below	89	50

Note: $n = 178$

Table I.
Demographic
characteristics of
cooperating museum
professionals

Another two items on a seven-point scale asked professionals to indicate how much they support the museum foundations: "The quantity and efficiency of museum associations or foundations supporting the museum should increase," and "Museum foundations should be re-established." These items had a reliability of 0.66.

A further two items asked museum professionals to indicate how much they support the budgetary discretion: "Museum Directorate should have budgetary discretion," and "The Revolving Fund should be abolished." The Cronbach's α value for these items was 0.68.

Finally, two items asked the museum professionals to indicate the degree to which they want public museums to benefit from sponsorship activities: "Laws should be favourable to find sponsorships for museum activities," and "Sponsorship is a vital source of financial support for museum activities." The Cronbach's α value was 0.71.

The study gathered the quantitative data from a seven-point Likert scale, and the sample size were determined as 168 according to ± 7 percent precision level[2]. The data were coded, entered, and analyzed using the SPSS version 20. Descriptive results were articulated as frequency, percentage, mean, and standard deviation. Scores were the average of two items in each category, and higher scores indicated greater support.

Findings

Demographic characteristics of respondents are shown in Table I. Most respondents were above 35 years old (63.4 percent). In total, 36 out of 178 were holding an administrative position (20.2 percent). It is noteworthy that the number of males and females in the sample were equal (50 percent each). Totally, 42 out of 178 museum professionals were pursuing post-graduate studies (23.6 percent).

Table II indicates the change in the level of support for key public value creation components – volunteers, museum foundations, budgetary discretion, and sponsorship – according to demographic characteristics of museum professionals. Mean support for recruiting volunteers among public museum professionals was 5.7022 out of 7 (minimum 1 and maximum 7), and standard deviation (SD) was 1.23329. In this category, the most significant difference was between professionals holding an administrative position and professionals without any administrative status. Mean support among directors for recruiting volunteers ($M = 6.0833$; $SD = 0.73193$) was higher compared to among museum experts ($M = 5.6056$; $SD = 1.31526$). Mean support for reinstatement of museum foundations among professionals was 5.6798, and SD was 1.43945. In this category, museum directors had the highest mean score ($M = 6.2222$) and showed the smallest standard deviation ($SD = 0.72155$). For budgetary discretion, museum directors had the highest mean score ($M = 6.1944$; $SD = 1.03701$), whereas young generation of museum professionals (aged below 35) had the lowest score ($M = 5.1186$; $SD = 1.66179$). Finally, about sponsorship, the most noteworthy difference was between professionals holding an administrative position ($M = 6.1944$; $SD = 0.70991$) and professionals without any administrative status ($M = 5.9437$; $SD = 1.34626$).

Discussion

The key study finding was that the rudiments of public value creation – i.e., volunteers, museum foundations, budgetary discretion, and sponsorship – had a significant support from museums professionals. This signifies that the re-organization of the sector based on public value approach is regarded promising. Another significant

Items	Total sample, <i>n</i> = 178		Gender		Position		Age		Education									
	Mean	SD	Male, <i>n</i> = 89	Female, <i>n</i> = 89	Director, <i>n</i> = 36	Expert, <i>n</i> = 142	35 and above, <i>n</i> = 119	Below 35, <i>n</i> = 59	Graduate, <i>n</i> = 136	Post-graduate, <i>n</i> = 42								
Volunteers	5.7022	1.23329	5.5506	1.42232	5.8539	0.99488	6.0833	0.73193	5.6056	1.31526	5.8235	1.062803	5.4576	1.50083	5.6176	1.27691	5.9762	1.04737
Foundations	5.6798	1.43945	5.4719	1.68953	5.8876	1.09169	6.2222	0.72155	5.5423	1.54196	5.8655	1.20679	5.3051	1.77389	5.6029	1.45184	5.9286	1.38622
Budgetary discretion	5.6011	1.41956	5.7753	1.37140	5.4270	1.45296	6.1944	1.03701	5.4507	1.46630	5.8403	1.22116	5.1186	1.66179	5.4265	1.46380	6.1667	1.10247
Sponsorship	5.9944	1.24645	6.1798	1.08252	5.8090	1.37243	6.1944	0.70991	5.9437	1.34626	5.9832	1.18596	6.0169	1.37077	5.9559	1.30451	6.1190	1.04069

Table II.
Views of
professionals on key
components for
public value creation
in museums

finding was that demographic characteristics of museum professionals did not considerably affect their level of support for public value components.

In Turkey, even if museum foundations did not get any share from the entrance fees, which were shared by the Revolving Fund and municipalities, most of the museum services except salary payments were being funded by the museum foundations (TCA, 1998). The museum protection foundations were first founded in several prominent museums to provide funds to meet the museums' needs, and they spread in time to nearly all the public museums. Some of these museum foundations in big museums even started to help the General Directorate, which was chronically suffering from the budgetary problems due to inadequate allocation from the general budget. However, with Act No. 5072 of 2004 on liaisons of Associations and Foundations with government institutions, foundations, and associations founded on behalf of public institutions were forbidden to gather donations from the people. Furthermore, with the said act, all kinds of commercial activities of museum foundations within the museum premises such as book or cultural items sale were banned. Therefore, museum foundations lost their main source of income.

In the following years, a series of outsourcing and privatization initiatives were introduced in the sector. In 2009, museum shops and cafés of 54 public museums and historical sites were handed over to a private company. In 2010, the Association of Turkish Travel Agencies (TÜRSAB) was awarded the contract for the modernization and management of ticket booths in 48 public museums and historical sites by the MoCT. Subsequently, in October 2013, the said association took over the management of ticket booths of 154 additional public museums and historical sites in the exchange of a percentage commission of the revenues.

In addition, today, the growing use of volunteers to make services more responsive to the local community by drawing on volunteers' knowledge and networks has enhanced the community engagement activities in museums. Museum volunteers hugely contribute to the educational activities within the museum, and volunteer programs can be more effective at building community engagement if the profile of volunteers reflects those of local communities (Anton, 2010; Maccario, 2002). However, the recruitment of the volunteers in Turkish public museums is not allowed, and only some students are allowed to work as intern. Therefore, opening the doors of the public museum to the volunteers and museum enthusiasts is among the most significant issues in the sector.

As shown in Table II, the support of museum professionals for recruitment of volunteers, and reinstatement of museum foundations is quite high (5.70/7.00 and 5.68/7.00, respectively).

The accounting system used by the museum is a sign of the requirements of the governing authority. It may be highly constrained to indicate specific funds to be used only for specific purposes, or unrestricted to allow greater flexibility and decision making by the museum director and staff (Edson, 2004, p. 141). For museum professionals, the lack of budgetary discretion and deficit of authorization in choosing their personnel along with limited decision-making power makes it extremely difficult to engage in public projects (Bonini Baraldi *et al.*, 2013).

In Turkey, the Revolving Fund law restrains the budgetary discretion of MDs. It is largely admitted that preservation of artifacts is an expensive work. However, strategies to minimize the costs without having negative effect on the quality are not adequately discussed in the museum sector. Particularly, budgetary discretion of MDs may increase the efficiency, and have a positive effect on the lessening of budgetary woes of the public museums.

About the sponsorship in the cultural sector, the Act No. 5225, otherwise known as the Assistance for Cultural Investments and Initiatives Act of 2004, is a springboard for the sponsorship activities in cultural sector. Thanks to the said law, protection of the archaeological and other cultural assets may be fulfilled with the external sources rather than exhausting public resources. However, success of the sponsorship in the sector depends on the support and cooperation of LGUs, NGOs, and private sector (Aygün, 2011, p. 198).

As shown in the descriptive statistics in Table II, the support for more budgetary discretion and sponsorship among museum professionals is quite high (5.60/7.00 and 5.99/7.00, respectively).

Concluding remarks

The overarching conclusion of this research is that public value theory may provide a useful balance between efficiency and the primary roles of the museums, because the museum services should not be measured in mere fiscal gains, an approach which causes professional corrosion in public museums.

The findings of the study show that the lack of budgetary discretion of MDs is regarded as a major problem in the sector. Additionally, museum experts would like to focus on their primary field of expertise, while other personnel have the responsibility for social issues. This is why, for them, the public museums should benefit from the volunteers to diminish the workload of the museum experts, and to strengthen their relations with the people in the vicinity. They expect the legal arrangements concerning the volunteers to be made. Moreover, existing laws about the sponsorship are deemed to be unsatisfactory by the museum experts. For them, to build up the financial structure of the public museums, the MoCT should seek ways to attract sponsors for the public museums. There is also a significant support for the reinstatement of museum foundations.

Finally, there is a scarcity of literature on the administrative issues in public museums. Moreover, in this paper, the analysis is based on the views of museum professionals. Thus, further researches based on different sources of data are required.

Notes

1. The Ministry of Defence operates 12 museums, and the Turkish Parliament operates ten national palaces include eight Ottoman palaces (excluding Topkapı), the mausoleum of Atatürk the founder, and a depot museum (Keles, 2003; Bonini Baraldi *et al.*, 2013).
2. The said number constitutes the size of the population in the following formula: $n = N / (1 + Ne^2)$ in which; n is the size of the sample; N = the size of the population; e = the margin of error (Calderon and Gonzales, 2011, p. 176).

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