

Mediator Role of Emotional Commitment for the Effect of Perceived Training Service Quality on Job Satisfaction: An Implementation in Local Government Unions

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Abstract

The belonging level of the employees with high emotional commitment within the organization is known to be quite high just like their job satisfaction levels. Emotional commitment can be increased by strengthening the knowledge and skills of the employees through training. The purpose of this study is to examine the effect of in-service training provided by local government unions on job satisfaction and emotional commitment perceptions of employees. In line with this purpose, a questionnaire has been applied to the employees who have benefitted from training services of the Union of Municipalities of Turkey. Confirmatory factor analysis and structural equation modeling have been used for the analysis of the questionnaire data. According to the findings of this analysis, it has been concluded that the training provided to the employees is an important factor in increasing the emotional commitment of the employees to the organization and enabling them to reach higher job satisfaction levels.

Keywords: Local Governments, Emotional Commitment, Job Satisfaction, Service Quality

Introduction

As the population increases, the requirements and needs of the citizens increase as well; in addition, the situations such as the difficulties of the central government and the emergence of rapid changes in social and technological realms emphasize the significance of in-service training of local governments as an administrative function and responsibility. On the other hand, it can be seen that comprehensive and continuous training programs have an important role in providing all kinds of public services effectively. In-service training is a tool frequently used by local governments for both organizational development and increasing service quality. As local governments develop policies, produce services, and allocate resources; considering the effects of local governments on state services, it can be understood that local governments should improve their technical aspects. Therefore, in-service training includes many different technical subjects such as skill development, using computer technologies, governance, leadership, communication, and finance. Local governments also use in-service training to provide necessary

organizational change. Because committed and expert employees who are more efficient, technology-friendly and focused on providing quality service can be trained with in-service training (Nigro and Demarco, 1979:475-477).

In Turkey, it can be observed that local governments prioritize in-service training more than before in order to provide quality service and reach certain service standards. Considering that in-service training will increase the job satisfaction and motivation of the employees, the emotional commitment of happy employees to their workplaces may also increase. In-service trainings are very important for overcoming the problems encountered by the employees while working, for ensuring continuity of quality; for local governments to adapt to the changing environment and technology and to reach a certain service standard. In this context, measuring the effects of in-service training on the development of institutions is important, as it will contribute to the country socio-economically at both national and local levels.

The purpose of this study is to reveal the role of emotional commitment in terms of the effect of quality of in-service training on job satisfaction, which is important for local governments. In line with the purpose of this study, a questionnaire was applied to 402 people who received training services from the Union of Municipalities of Turkey.

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As a result of the analysis of the questionnaire data, it was concluded that in-service training increases the emotional commitment and job satisfaction levels of the employees. Before the findings of the study, certain concepts were explained below.

Local Government

Local government (or Decentralization) is divided into two definitions under Administrative Sciences. The first is the central institutions acting in accordance with the Decentralization Principle; these are decentralized administrations that are delegated to perform certain functions on their behalf and have no legal personality. The second is the governments that are truly decentralized. By laws, the bodies of these administrations are granted with some legal, political, and financial powers other than those left to the central administration (Keleş, 1998:17). Decentralized means local in this context. Accordingly, the concept of local government refers to the locality of administration (İnal, 2012:8). The term *local government* in English express the governing operations within certain local borders in this sense (Sütlüoğlu, 1999:14). Local governments, different from the central administration, are organizations with a certain degree of autonomy, whose administrators are elected by the people to meet the common needs of the people in their own region (Kozanoğlu, 2012:57). The concept of local administration is also widely used as local government. Today, local governments are known as organizations that ensure the development and establishment of democracy as well as providing services to the people effectively and efficiently. From a conceptual point of view, local government means meeting the needs of people living in the regions covered by the administrative structure, which includes village, municipality, and provincial administrations. According to this framework, local governments are public institutions that ensure the determination and implementation of public policies, albeit limited (Cenker, 2004:2).

Local governments are constitutional organizations established by law in accordance with Article 127 of the 1982 Constitution; the administrators of them are elected by the people (Öksüz, 2004: 4) and they are established to meet the common needs of people living in villages, towns, cities, etc. (Mutlu, 2010: 6). In addition, they have their own private income, budget and employees, and are public legal entities (İnal, 2012:8). Local governments are the most important administrative units to improve the quality of life of the people living within their jurisdiction with the

services they provide; and local governments act with certain principles (Hussin Alaawar, 2018:6). Local governments act on the principles of locality, autonomy, tutorship supervision, democratic behavior, efficiency and effectiveness, social justice, openness, impartiality, civil society, service, duty, income, and power division (Mutlu, 2010:14). In practice, the principles of local government manifest themselves in two ways. One of these principles is to meet the common needs of the people living in a certain region, which is a total local government system. The other one is the certain public services, which constitute local government in terms of service, but require technical knowledge and expertise, which the state can intervene in socio-economic terms. Local governments speed up the services due to their ability to meet the needs on site, in the locality. But they do not have enough budget. And they suffer from lack of technical staff. Since the public services left to these organizations cannot be carried out equally throughout the country; there is no balance between developed and underdeveloped regions. The success of local governments depends on the degree to which they encourage efficiency and involvement (Öksüz, 2004:4-9).

There are geographical, sociological, democratic, and financial reasons for the emergence of local governments. Local governments fulfill their duties based on public interest and with methods based on involvement. Local governments are the most fundamental institutions that contribute to the continuation and development of democracy. For purposes such as determining and meeting the priority needs of the people, local governments ensure that public services are provided more effectively and with lower costs (Mutlu, 2010:34-36).

Unions of Local Government

According to Article 127 of the 1982 Constitution, local governments are defined as: "Local administrations are public corporate bodies established to meet the common local needs of the inhabitants of provinces, municipal districts and villages, whose principles of constitution and decision-making organs elected by the electorate are determined by law." Stated in the same article: "The formation of local administrative bodies into a union with the permission of the President of the Republic for the purpose of performing specific public services; and the functions, powers, financial and security arrangements of these unions, and their reciprocal ties and relations with the central

administration, shall be regulated by law." Based on this authority, special provincial administrations, municipalities and villages can establish unions among themselves to fulfill a specific purpose. These structures are called local government unions. Unions can be established among municipalities only, special provincial administrations only or villages only; or municipalities and villages or special provincial administrations or special provincial administrations and villages can establish a local administration union together among themselves. Unions may be subject to some classifications among themselves. Considering the member local governments that make up the union; these may be called the municipal union, the special provincial administrations union or the villages union. Unions whose members do not consist of only one type of local government such as special provincial administrations only, municipalities only or villages only; that is, unions that involve various local government types are referred to as mixed local governments. Local governments can be classified as drinking water, infrastructure, irrigation, tourism unions according to their foundational purpose (www.ebb.gov.tr).

In addition, for the first time in 2005, the concept of unions established at the national level is defined by Law No. 5355 on Unions of Local Government. According to Article 20 of aforementioned Law: "Only one nationwide union for special provincial administrations and another for municipalities may be founded to represent the respective groups of local governments in order to protect the interests of local governments, assist their development, train their personnel and provide opinion in legislative preparations on local governments." In accordance with this provision, the Union of Municipalities of Turkey was established as a municipal union at the country level to represent the municipalities in 2005; similarly, Provincial Service Union was established as a country-level union for special provincial administrations.

Characteristics of Local Government

For local administrations, the first characteristics that can be easily identified are democracy and functional efficiency. Alexis Tocqueville briefly expresses the democratic aspect of local governments as: "Considering the local administrations that seek the power of free communities in communes; the role of the communes in terms of freedom is whatever the function of the primary school means for the life of

science" (Keleş, 1998: 36). On the other hand, it carries democratic qualities as its organs are elected and responsible to local people. Local governments have legal personality and autonomy (Sütlüoğlu, 1999:14). However, autonomy does not mean independence. Local government organizations are under the supervision of the national government to the extent stipulated by the laws in order to ensure unity in the administrative realm (Öksüz, 2004:8). Another characteristic of local governments is that the decision-making bodies of the administrative organizations are elected by the local people. Although local governments have budgetary constraints, they have their own initiative in terms of their actions in the regions or neighborhoods they work for. The functional efficiency of Local Governments means that the compatibility between the available resources and service purposes matches through the decisions (Sütlüoğlu, 1999:14). In line with the nature of the service provided by local governments, either the people select their administrative bodies or the government appoints the administrators, or another form of appointment is determined by the legislation (Öksüz, 2004:8). Local governments operate in a specific geographical area. Local governments of which borders are legally drawn enjoy certain rights and privileges within these borders. Local governments are both responsible and authorized to meet the local common needs in these specific areas. In other words, it can be understood that special provincial administrations, municipalities and village administrations operate only within their own borders; therefore, their duties and authorities do not exceed these border limitation (Kozanoğlu, 2012:58-62).

Types of Local Government

Local governments can be classified according to their purpose and function, nature, representation principle and local government system. Local governments are divided into two main categories as general-purpose and special purpose in terms of the purpose and function classification. General-purpose local governments are assigned for meeting all the requirements of their local community while special-purpose local governments are assigned for realizing a single purpose such as education, health, or postal services (Keleş, 1998:24). Local governments are divided into two main categories in terms of their nature as well. Local governments of which decision-making bodies are elected, operating on the principle of representation, and service

providing organizations of which the whole administration structure is appointed. The most common example of local governments operating based on the principle of representation is municipalities (Keleş, 1998:24; Mutlu, 2010:19-20). While the local government systems appear to be monotonous in some countries, they exhibit a differentiated structure in others. Local governments, among which there is no differentiation among them in terms of authority,

duty, income, etc. by laws constitute a monotonous system, while those with a differentiation constitute a system of differentiated local governments. In this respect, local governments in Turkey can be considered as monotonous (Keleş, 1998:25). Local government types in Turkey are categorized in three groups as Municipalities, Special Provincial Administrations, and Villages. The classification for them is given in Figure 1.

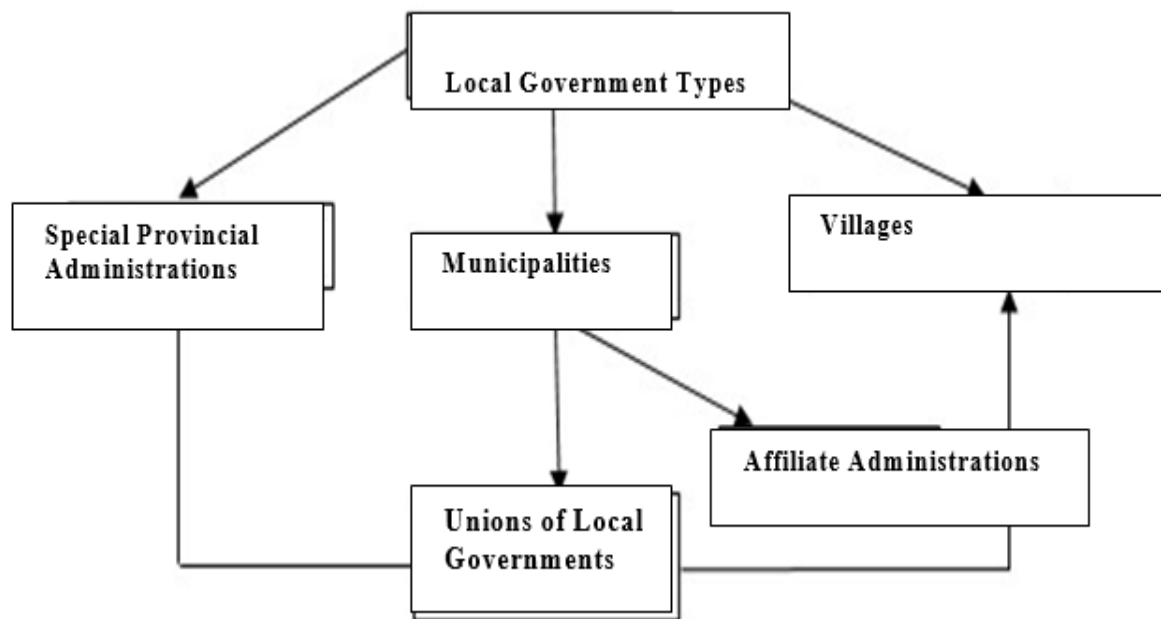


Figure 1. Local Government Types in Turkey (Alaçam, 2013:8)

Municipalities

The municipality is called “Municepe” in Italian (Uyar, 2004:31). In Turkish, the concept of town or municipality, which refers to city in Arabic, is used to express a local government unit, not a city (Keleş, 1998:200). In the Ottoman Empire, there was no such concept as municipality before 1850s. At that time, municipal services were provided by foundations, and these services were free. After the 19th century, as a result of the deterioration of the Ottoman economy and the loss of income of the foundations, the understanding of municipality developed. The municipalities were represented by the Ottoman judges (Qadi) and the traders were represented by the guilds. After the 19th century, practices in the West were considered as an example in municipal organizations (Uyar, 2004:32-33).

The municipal administration system started in the administration system of Ottoman Empire after the Edict of Gülhane (Tanzimat/Reorganization Period). After the 1854 Crimean War, many

European military officers and soldiers came to İstanbul from the allied countries of the Ottoman Empire. With the advice of foreigners who resided intensively in Beyoğlu and Galata districts, a new municipal organization was established in 1855 with the name of “Şehremaneti” in order to provide the basic services to the city such as cleaning, lighting, sewerage and pavement (Sütlüoğlu, 1999:7-9). In other words, the first attempt to establish a municipality in the Ottoman Empire started in İstanbul in 1855 (Çoban, 1996:4-6). In 1868, 14 different municipal departments were established in order to implement the Şehremaneti municipality model in other districts of İstanbul such as Adalar, Yeniköy, Tarabya, Beykoz and so forth (Sütlüoğlu, 1999:10). In the same period, municipal organizations started to be established in other provinces as well. In accordance with the Constitution of 1876, administrators in municipalities established in İstanbul and other provinces began to be elected by the people. In 1877, two separate laws were enacted, namely the

Dersaadet (İstanbul) Municipality Law for İstanbul only, and the Provincial Municipality Law for other municipalities. In accordance with the Dersaadet (İstanbul) Municipality Law, fourteen municipal departments in İstanbul became twenty (Çoban, 1996:4-6). The municipal organizations of Tuna (Danube) cities in the Balkans, Baghdad in the Middle East, and İzmir in the Aegean can be listed among the first Provincial Municipal Organizations (Sütlüoğlu, 1999:11-12)

In accordance with the Provisional Law on the İstanbul Municipality enacted in 1912, councils replaced "Şehremini" (Mayor) in İstanbul. The system, which became a more centralized structure as a result of this amendment, did not change until Municipality Law No. 1580 entered into force in 1930 after the proclamation of the Republic. In accordance with the Ankara Şehremaneti (Municipality) Law No. 417 enacted for Ankara in 1924, a mayor was assigned by the Ministry of Internal Affairs, a municipal department was established, and a 24-member Municipal General Assembly was established. Municipal Police Services were carried out by the police. After the law for Ankara, the Village Law No. 442 was

adopted on March 18, 1924. In this law, a distinction among village, town, and city was specified. As a result of the Municipal Law no. 1580 enacted in 1930, municipalities were able to be established in places that are not included in the Village Law, that is, with a population exceeding 2000 people (Çoban, 1996:4-6). The metropolitan municipality model, established in 1984, is also an example of the Şehremaneti (municipality) of that period (Sütlüoğlu, 1999:12). In 1984, the Metropolitan Municipality Law No. 3030 was put into force. For matters not specified in this law, these municipalities were also subject to the Law No. 1580 (Pustu, 2004:51). As a result of the Globalization and the European Union Membership Process, the restructuring process of the municipalities accelerated in the 2000s. Within the scope of restructuring, the Draft Law on Public Administration related to local governments, Special Provincial Administration Law, Municipality Law No. 5393, and Metropolitan Municipality Law No. 5216 were put into effect (Yörükoğlu, 2009). The duties of municipalities are classified into five groups as presented in Figure 2.

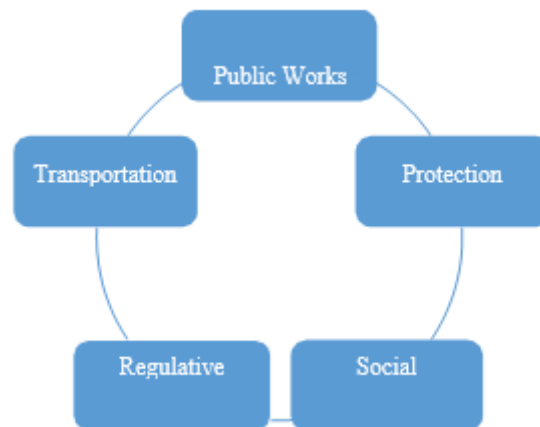


Figure 2. Duties of Municipalities (Mutlu, 2010:21)

Special Provincial Administrations

One of the local government types listed in Article 127 of the Turkish Constitution is the special provincial administrations. Special provincial administrations are units that provide services not only in settlements but also in lands such as vineyards, gardens, fields, forests, mountains, and roads (Erhan, 2007:108). Special provincial administrations were established in accordance with the Provincial Reform Law dated 1864. İdare-i Umumiye-i Vilayet Kanunu-u Muvakkat (provisional law on provincial general administration), which is the basic law on special provincial administrations, entered into force in 1913. Until Law No. 3360

adopted in 1987, all the articles regarding special provincial administrations were preserved (Keleş, 1998:137). Organs of the special provincial administration are the general provincial council, the provincial executive committee, and the governor. Special provincial administrations have decision-making organs determined by election. This institution is not local government, but rather functions like a government office that supports the central government. In terms of resources, the special provincial administrations can only get a share of 1% from the general budget (Çoban, 1996:7).

The functions of special provincial

administrations have weakened over time. Special provincial administrations ranked first among local government types in terms of income sources and budget sizes until multi-party-political life. In fact, while the budget share of local governments compared to the general budget was 20% in this period, the share of the special provincial administrations in this ratio was 13%. The share of local governments including special provincial administrations decreased after the multi-party system was established. After the 1980s, as a result of some improvements, the revenues of the municipalities have increased; on the other hand, the decrease in the share of special provincial administrations continued (Sütlüoğlu, 1999:16-17).

The Law dated 1913 assigned a wide range of duties to the special provincial administrations. Most of the duties assigned to the special provincial administrations passed to the central administration organizations with many regulations made until the enactment of the Law No. 3360 in 1987 and the Law No. 5302 in 2005 (Keleş, 1998:140). The transition to planned development in 1961 and the income insufficiency of special provincial administrations are among the important reasons for the weakening of special provincial administrations and transferring their duties to the central administration. Special provincial administrations became dependent on the central government. The revenues of the special provincial administrations decreased gradually after the

1960s. One of the biggest reasons for this situation is that the source of Real Estate Tax was taken from the provincial administrations in the 1960s and was first granted to the Ministry of Finance and then to the municipalities (Sobacı, 2005:36-37).

The duties of special provincial administrations include the establishment and operation of public works, education and training, health, agriculture, and social aid facilities (Çoban, 1996:7). Special provincial administrations use some of their duties and powers throughout the province while using some of them beyond the municipal borders (Sütlüoğlu, 1999:15). The duties and powers of the special provincial administrations are quite comprehensive. Pursuant to Paragraph 1 of Article 127 of the Turkish Constitution; in order for the services listed in Subparagraph a of Article 6 of the SPAL to be included in the duties and authorities of the special provincial administrations, these services must be local and common. On the other hand, almost all of the services listed in Article 6 of Law No. 5302 are local in nature. However, in accordance with the Paragraph 1 of Article 127 of the 1982 Constitution and Paragraph 1 of Article 6 of Law No. 5302; highways, education, etc. services are not considered within the scope of the special provincial administrations due to the principle of universality as these services are national in nature (Erhan, 2007:110). The grouping of the scope of duties of special provincial administrations is presented in Figure 3.

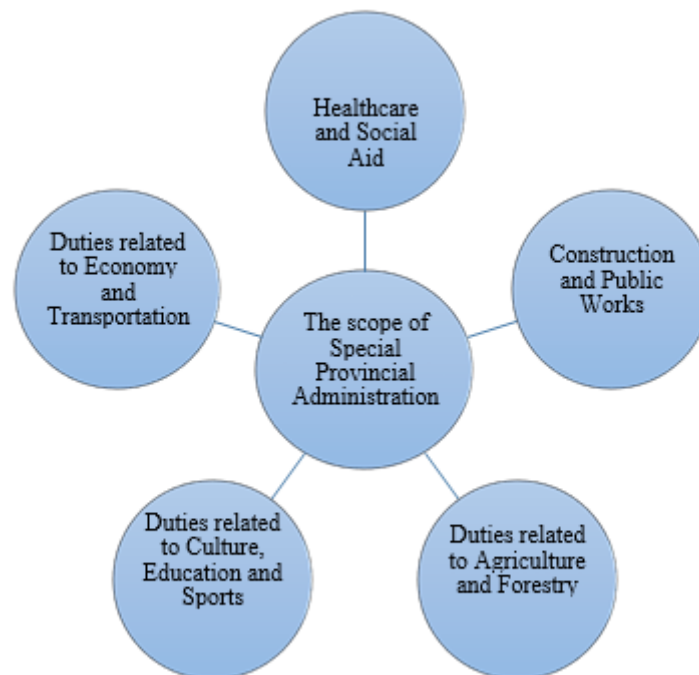


Figure 3. Duties of Special Provincial Administrations (Erhan, 2007:112-113)

Apart from these duties, Special Provincial Administrations also have duties such as: establishing a provincial printing house, publishing newspapers as a provincial media organ, establishing a village telephone, purchasing a vehicle for governor in accordance with the vehicle law no. 237, participating in the expenses of the district governor's vehicle and deliver an opinion on the establishment of a municipality. (Erhan, 2007:110-116).

Villages

Villages are accepted as the basis of local governments in Turkey (Sütlüoğlu, 1999:18). Village governance was an institutionalized local government unit that existed before the Tanzimat Period, but first mentioned in the Provincial Reform Law dated 1864 (Ünal, 2011:245). According to this law, provinces are divided into districts, and districts are divided into villages. The village governance organization is divided into two as mukhtar (village master) and executive committee. In 1870, sub-districts were included in this organization. Later, in 1913, the regulations dated 1864 and 1870 were abolished and the General Administration Provincial Law was adopted. (Shepherd, 1996:7-8)

The Village Law No. 442 was adopted on March 19, 1924. And legal personality was granted to the village governance for the first time. Considering the date, it was enacted, although it was a very comprehensive and modern law at the time; the

Municipal Law put into force six years later and some other laws later rendered the Village Law dysfunctional. Today, the influence of village governance organizations is gradually weakening. Because, together with the migration from villages to metropolitan cities, the populations of villages are rapidly decreasing. This situation ranks the villages further backwards in terms of administrative organization (Kozanoğlu, 2012:57).

The functions of the village governance are divided into two groups as mandatory and optional duties in accordance with the Article 12-14 of the Village Law. According to this law, 37 duties are mandatory, and 31 duties are optional. Besides, villages do not only serve as a local government unit. In accordance with the Village Law and many other laws, they perform many duties as a step of the general administration (Keleş, 1998:173-174). In general, the duties of the village governance are related to environmental health, environmental protection, social aids, public works, culture and education, agriculture and animal husbandry, forestry, economy, village life and order (Alaçam, 2013:15-16) (Pustu, 2004:66 -67).

Villages are established by administrative decisions and the authority to establish villages has been granted to the units of the Ministry of Internal Affairs. Village administration consists of a mukhtar, an executive committee, and a village association. The units representing the village administration are presented in Figure 4.

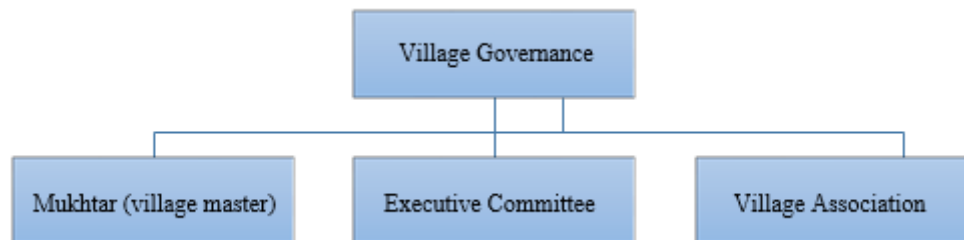


Figure 4. Village Governance

Union of Municipalities of Turkey

Local administration reform has been implemented in order to improve local democracy, increase participation, ensure openness in administration, and to enable local government units to provide faster, quality, efficient and effective services. At this point, concepts such as indigenization, governance, participation, accountability, transparency, openness, efficiency, effectiveness, and responsibility have become more frequently used. The improvements experienced have contributed to the establishment

of a new administration approach for municipalities; thus, it caused important changes in many areas such as duty and responsibility, functioning of organs, administrative tutorship, financial resources, and service providing. This change emerged the need for the establishment of the Union of Municipalities of Turkey. The Union of Municipalities of Turkey (UMT) was established in 1945 as an association to carry out its actions related to municipality. On August 21, 2002, it became a local government union with the name UMT. As a result of the Special Provincial

Administration Law No. 5302, the Metropolitan Municipality Law No. 5216, the Municipality Law No. 5393, the Law of Unions of Local Governments No. 5355, and the Law on the Establishment of Metropolitan Municipalities in Thirteen Provinces and Twenty-Six Districts No 6360, a rapid change was achieved in the understanding of local government (Akman, 2019:74-75). The Law of Unions of Local Governments dated 26.05.2005 no. 5355 was adopted by the Turkish Grand National Assembly and entered into force in the same year. UMT has been established indefinitely in accordance with Article 20 of this Law. The UMT Statute was prepared in accordance with the same Law and put into force in 2005 by the Ministry of Internal Affairs. As a result, all municipalities in Turkey became natural members of UMT, and UMT became the only local administration union at national level that has the authority to represent all municipalities in the national and international arena (Akman, 2019:77). UMT's headquarters is located in Ankara. However, if required, branches and training centers may be established with the decision of the assembly of UMT. The duties and authorities of UMT are specified by Article 20 of the Law of Unions of Local Governments No. 5355 and Article 7 of the UMT Law. UMT performs important functions such as representation, policy determination, cooperation, training, legislation development, guidance, communication and coordination within the scope of the specified duties and authorities.

The organizational structure of UMT consists of union assembly, union council, and union president. Union assembly is the decision-making organ just like it is for local government units. Union assembly consists of mayors and assembly members. The inherent members of the union assembly are the mayors of metropolitan and provincial municipalities and mayors of municipalities with a population of 100,000 or more. Substitute members are elected as half of the full members. The union council consists of 15 people, including the president of the union. The members of the council consist of mayors and are elected by the UMT Assembly for one-year term by secret ballot. UMT President is also the chairperson of the council. Council convenes one per month, if deemed necessary, an extraordinary council meeting may be held. (UMT Regulation, Article 14).

Service Quality, Emotional Commitment, and Job Satisfaction

The purpose of this study is to reveal the mediator role of emotional commitment for the

effect of perceived training service quality on job satisfaction. In line with the determined purpose, before presenting the findings of the research on local government unions, information on local government unions is briefly summarized. Under this section, the concepts of service quality, emotional commitment and job satisfaction have been explained.

Concept of Service Quality and Its Importance

The concept of service quality consists of two basic elements: service and quality. Quality is the features required for a product or service to have predetermined features and to always be produced or provided in accordance with the same standards (İriş, 2019:8). Thus, it can be defined as the value of a product or service that ensures customer satisfaction. Service quality is also the nature of the service provided. In other words, service quality can also be defined as the difference between the service provided and the service expected (Sevimli, 2006:11).

Service quality is a subjective concept for the customer. If the customer finds the difference between the service, he/she receives and his/her expectation negatively concluded, the customer evaluates the service quality as poor. For example, public institutions that provide services have to provide their services in a quality manner in order to ensure the satisfaction of the citizens (Şahin, 2011:53). Service quality is important for local governments in terms of revealing positive results such as citizen satisfaction, reduction of complaints, commitment, and providing services fast (İnce and Şahin, 2011:3). It can be seen that service quality can only be evaluated by measuring perception. The perception of service quality can be defined as the difference between expectations of receivers and actual service performance. In addition, while evaluating service quality, service providing process and service providing methods are taken into consideration, rather than the service output (Sevimli, 2006:14).

Parasuraman et al. (1985) divided service quality into ten components as reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer, and tangibles. Chen and Chang (2005) stated that some aspects of service quality can be analyzed, namely assurance, reliability, empathy, responsiveness and tangibles. Vandamme and Leunis (1993) suggested that service quality consists of physical quality, interactional quality, and company quality; Kang and James (2004) divided service quality into three dimensions:

functional, technical and image.

Uncertainty and negative results during and after the provided service may cause financial loss, unhappiness, lack of expected benefits, physical damage, and negative social image. With technological development and globalization, expectations of citizens from the public institutions and local governments have increased in the changing and evolving new world. AS a result of the increasing population and rapid urbanization, the importance of local governments, rather than central government, has gradually increased in the new understanding of administration. Today, the obligation of local governments to provide quality service has also arisen as a result of the aforementioned developments (Arslan, 2013:36-38).

Public services are provided to citizens using the taxes collected from citizens. Providing public services through taxes increases the level of satisfaction of citizens with the services provided. Service quality assessment can be affected by the income, socialization and education levels of individuals (Şahin, 2011:53).

Concept of Emotional Commitment and Its Importance

Emotional commitment can be defined as feeling of connection towards organization by employees working there. Employees with emotional commitment define themselves together with the organization and are able to establish a strong bond with the organization. Emotional commitment is also expressed as moral commitment. Therefore, employees internalize the goals, values and norms of the organization together with their managers. For emotional commitment, it can be said that people are satisfied with the membership of an organization. Emotional commitment consists of the feelings of loyalty, affection, sincerity, belonging, love, happiness, and pleasure that employees feel and their connection to the organization (Özbek & Kosa, 2009:192). Employees wholeheartedly adopt the organizational goals, policies, principles, norms, values and strategies; they identify themselves by adopting organizational activities and procedures; in other words, establishing identity built with the characteristics of the organization is called emotional commitment (Karakaplan Özer, 2019:102-103). Employees who have developed emotional commitment towards their organization will perform their operations better in order to contribute to the success of the organization (Teke, 2019:37-39). Emotionally positive attitudes of

employees towards their organizations are also indicate their level of commitment and loyalty to their organizations. The belonging level of the employees with emotional commitment towards the organization is known to be quite high just like their participation levels. In addition, they act more eager and willingly for organizational activities or the realization of their goals. If employees develop emotional loyalty to an organization, they better define values and goals; they are to be more likely to fulfill their role, and they act in a beneficial manner on behalf of the organization. Changes can be applied rapidly within the organization and there will be no resistance towards it (Vargün, 2018:31). Emotional commitment is the most desired type of commitment to be developed within the organization. In order to develop this type of emotional commitment within the organization, the following can be applied: Enriching the working fields, simulating or converging the interests of the company with the interests of the employees, recruiting a workforce that has values close to or similar to the values of the organization (Karakaplan Özer, 2019:106).

They found that the organizational goals, rules, norms and values desired to be established by the managers for the employees were internalized; and with the desire to find a loyal supporter, emotional commitment was affected by various factors. For example, faith in the leader, supportive and friendly behavior of the leader that is observed by employees play a major role in developing a strong emotional commitment. In particular, transformational leaders support the development of an instinctive motivation for all levels of the organization. These leaders provide solidarity, cooperation and teamwork, and job satisfaction among employees; they ensure that authority and responsibility are shared and thus help increase emotional commitment. The happiness of those employees who work in interesting, exciting, and challenging jobs compared to others can be seen as a factor that increases their emotional commitment. Wage is a very important factor in attracting and retaining talented people. Sometimes organizations try not to miss talented people with incentives or wages higher than the average wages. This situation creates a feeling for the employees that their performance is valued by the organization; therefore, the level of emotional commitment to the organization also increases. Rewards such as promotions, status and performance assessments after performance measurements within the organization significantly increase emotional commitment. Strengthening

employees by training also strengthens their emotional commitment by affecting their working attitudes within the organization. Training expenditures can be reduced as a result of in-company information sharing. Sharing information and ideas also enables emotional commitment to emerge. Feedback from employees and their participation in decisions are factors that increase their emotional commitment as well (Karakaplan Özer, 2019:106-119).

Concept of Job Satisfaction and Its Importance

The public image of an enterprise and its ability to attract customers depend on the abilities and success of its employees. All the resources that organizations have can be obtained by purchasing, leasing, and so forth; however, human resource is both an inimitable and an element that cannot be easily obtained. Human resource is the source of the know-how that determines the value of an enterprise. Therefore, both the public sector and the private sector must have qualified human resources in order to compete, create transformations and adapt to innovations (Taniş, 2019:70). The system of gathering human resources in local governments is therefore of great importance in terms of providing better service quality. In this sense, it can be said that employees selected with a merit-based method directly affect the service quality in local governments. It is possible to create a workforce in local governments such as municipalities and to employ qualified personnel in areas that require expertise by ensuring the job satisfaction of the employees. The job satisfaction of the employees in the local government organizations can be achieved primarily by protecting their personal rights. For instance, if there is a financial resource shortage in local government organization, failure to paying wages on time may cause a loss of workforce in that organization. In small towns, municipal personnel whose personal rights cannot be adequately protected cannot be expected to provide efficient and quality services as well. The only factor that creates a sense of satisfaction for employees is the desire to gain promotion, higher wages, and status. In the private sector, the function of managers is to support their employees while in the public sector it is to check them (Demirhan, 2007:62-76).

Regardless of the type of organizations, their effectiveness depends on the efficiency of their employees. The employees can be effective depending on their situation such as being healthy and happy in their work. Healthy and contented individuals can contribute to the organization for

achievement of its goals. Therefore, protecting the physical and psychological health of the individuals in an organization is important for organizations as well. Most part of the lives of working individuals are spent in the workplace and in the working environment. Therefore, it can be said that the person who is happy and satisfied in the workplace will also be satisfied in his/her private life. Employees who cannot achieve job satisfaction cannot reach psychological maturity, and the lack of job satisfaction eventually disappoints individuals. This situation causes an unhealthy individual, society and organizational structure (Cingi, 2015:28).

Although the factors affecting the job satisfaction of the employees are evident as factors stemming from employees themselves and the nature of the work, many other factors can be listed that affect job satisfaction. The employees having the same working conditions as another group of employees are more successful in and more satisfied with their job; this situation can be interpreted as evidence that job satisfaction depends on personal factors such as gender, age, personality, seniority, education level, status, skills and intelligence, race and culture as well (Cingi, 2015:34).

It was observed that men are more satisfied than women in terms of promotion, wage and career planning. The ages of individuals shape their perceptions, desires, and expectations about their jobs, and therefore, affect their job satisfaction. As people get older, gain experience and expertise in their jobs, their job satisfaction also increase accordingly. Employees who are self-confident and who have a developed sense of personality and self are able to get more satisfaction from their work in their workplace. When people with a good education level do not have the wages to meet their expectations, they may have a low level of satisfaction accordingly. Awareness of employees on their needs increases as their level of knowledge and experience increases. Therefore, if a need is recognized and unmet, it may have negative effects on job satisfaction of the employees. Status is an important factor that provides a person with respect in society and job satisfaction. As the owned status increases, the dignity of the person increases with it. Those who have an intelligence level below or above the intelligence level required by the job may not be able to be satisfied with their jobs. The group of people that an individual involved may also affect his/her job satisfaction (Çiçeklioğlu, 2016:30-36).

Managers try to provide motivation and job

satisfaction for their employees and increase job performance. Motivation is a necessary factor to motivate employees in line with the interests of the organization. Therefore, motivation enables people to give feedback about their performance. Unmotivated personnel should not be expected to perform well. As a result of the satisfaction of managers with their jobs, the likelihood of performing organizational citizenship behavior increases; thus, they may spend more effort on issues such as increasing the effectiveness of the organization, providing efficiency and competitive advantage (Taniş, 2019:53-54).

The Mediator Role of Emotional Commitment for the Effect of Perceived Training Service Quality on Job Satisfaction

The purpose of this study is to reveal the mediator role of emotional commitment for the effect of perceived training service quality on job satisfaction; and accordingly, a questionnaire was conducted on local government unions. In this context, the research design and the findings are explained in detail in this section.

Objective and Its Significance

The purpose of this study is to examine the effect of in-service training provided by local government unions on job satisfaction and emotional commitment perceptions of employees. Within the scope of the research purpose, the Effect of quality perception on job satisfaction and emotional commitment of employees in terms of in-service training were also revealed; the aim here is to improve the performance of institutions and to provide better quality service to the employees through in-service training in local government unions. Considering the importance of local governments for the socio-economic development

of countries, it is also important to increase the quality of services that citizens need and demand. Therefore, technical and administrative in-service training needs of local government employees are also increasing each day. In the meantime, the discussion of the findings in the literature on whether the quality of in-service training increases the job satisfaction and emotional commitment of the employees makes this study more significant.

Methodology

First, the population and sample were defined in line with the purpose of this research. Then the research model was created, and hypotheses were suggested. The questionnaire method was used to collect data from the sample.

Quantitative analysis methods were used for the analysis of the questionnaires. The purpose of using these methods is because the model to be tested complies with the relational screening method and is explanatory. Relational screening is used to reveal the relationships between two or more variables. Studies that reveal the cause-effect relationships between variables are explanatory (Gürbüz & Şahin, 2016). Confirmatory factor analysis and structural equation modeling were used after explaining the findings of the demographic variables of the participants.

Population and Sample

The population of this study consists of 46,035 people who received training services from the Union of Municipalities of Turkey and the Provincial Service Union as of 2020. The randomly selected 600 participants represent the sample of this study. According to Table 2, which statistically determines the adequacy of the sample size; sample size can represent the population (Yazıcıoğlu and Erdoğan 2004:49-50).

Table 2. Population and Sample Sizes

Population Size	+ 0.03 sampling error (d)			+ 0.05 sampling error (d)			+ 0.10 sampling error (d)		
	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	P=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	p=0.5 q=0.5	p=0.8 q=0.5	p=0.3 q=0.7
100	92	87	90	80	71	77	49	38	45
500	341	289	321	217	165	196	81	55	70
750	441	358	409	254	185	226	85	57	73
1000	516	406	473	278	198	244	88	58	75
2500	748	537	660	333	224	286	93	60	78
5000	880	601	760	357	234	303	94	61	79
10000	964	639	823	370	240	313	95	61	80
25000	1023	665	865	378	244	319	96	61	80
50000	1045	674	881	381	245	321	96	61	81
100000	1056	678	888	383	245	322	96	61	81
1000000	1066	682	896	384	246	323	96	61	81
100 million	1067	683	896	384	245	323	96	61	81

Source: Yazıcıoğlu and Erdoğan, 2004:49-50

The questionnaires were applied to 600 participants who participated in in-service training. 455 responses were received from the questionnaires. Among these surveys, as a result of the examinations made on the pre-analysis lost data and basic variables; the data of 53 questionnaires that did not answer too many questions in the questionnaire were also removed from the analysis, and the analyzes were continued

over 402 questionnaires.

Research Model and Hypotheses

The research model was created as in Figure 5 within the framework of the relationships that emerged as a result of the literature review of the variables determined within the scope of this research.

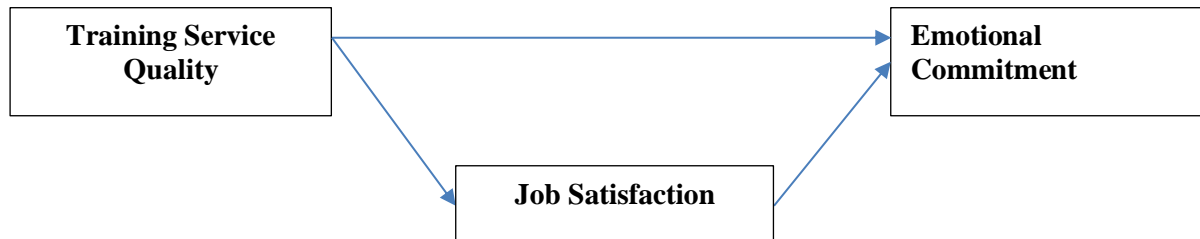


Figure 5. Research Model

After the creation of research model, the following hypotheses were suggested in order to reveal the relationships between variables.

H1: Perception of training service quality has positive significant effects on emotional commitment

H2: Perception of training service quality has positive significant effects on job satisfaction

H3: Perception of emotional commitment has positive significant effects on job satisfaction

H4: The effect of training service quality on job satisfaction involves a mediator role of emotional commitment

service quality. The scale consists of two basic parts: expected and perceived service quality. The expected service quality expresses the desire and wishes of the participants towards the service provided; on the other hand, perceived service quality is the comparison of expectations of participants before receiving service and their experiences after receiving service (Zeithaml and Bitner, 2000:53; Can, 2016:66). The scale consists of 6 different dimensions and a total of 21 questions: reliability (3 statements), responsiveness (5 statements), respect (2 statements), communication (2 statements), credibility (5 statements), tangibles (6 statements).

Data Collection Method

Within the scope of the purpose of this research, a questionnaire was applied to the sample. The questionnaire form consists of two parts. The first part explains the purpose of this research; there is information about how to proceed during the questionnaire and there are questions about determining the demographic characteristics of the participants. Questions measuring training service quality, job satisfaction and emotional commitment are included in the second part. With the range between 1=Strongly Disagree and 5=Strongly Agree, the 5-point Likert type scale was used in order to determine the level of agreement of the participants to the statements in the questionnaire form.

Job Satisfaction Scale

Job satisfaction scale adapted from Hackman and Oldham's (1975) 5-point job characteristics questionnaire was used to measure the job satisfaction perception of the participants. The scale was translated into Turkish by Şeşen and Basım (2010:180).

Emotional Commitment Scale

Allen and Meyer's (1990) 13-point emotional commitment scale was used to measure the emotional commitment perception of the participants. The scale was later developed by Fernandez et al. (2016) and turned into its final version. The scale was translated into Turkish by Özer (2019).

Service Quality Scale

The model and the scale of the model developed by Parasuraman, Zeithaml and Berry were used to measure the perception of participants on training

Validity and Reliability of Scales

Reliability is expressed as the repetition of measurement processes or the consistency of repetition throughout the measurement period (Altunışık et al., 2010:122). Reliability is used to

measure whether the questions that constitute the scale are consistent among themselves. In order to determine the reliability of the measurement in practice, Cronbach's Alpha Coefficient was calculated, and it was found that the coefficients of the scales were 0.896, 0.836 and 0.979. Based on these calculations, the overall coefficient of the scale was calculated as 0.903.

It can be said that this result ($\alpha=0.903$) is an acceptable result (Akbulut, 2010:80) according to Table 2 ($0.60 \leq \alpha < 0.80$).

Table 3. Values of Cronbach's Alpha (α) Coefficient

$0.00 \leq \alpha < 0.40$	Not Reliable
$0.40 \leq \alpha < 0.60$	Poor
$0.60 \leq \alpha < 0.80$	Acceptable
$0.80 \leq \alpha < 1.00$	Highly Reliable

Source: Akbulut, 2010:80

Results

This section includes the frequency table of the

Table 4. Findings Regarding Demographic Features

Variable	Frequency	Percent %	Cumulative Percent
Sex			
Male	254	63.2	63.2
Female	148	36.8	100.0
Education			
Highschool	99	24.6	24.6
Associate Degree	55	13.7	38.3
Undergraduate	185	46.0	84.3
Postgraduate	63	15.7	100.0
Age			
18-27	12	3.0	3.0
28-37	192	47.8	50.7
38-47	106	26.4	77.1
48-57	80	19.9	97.0
58+	12	3.0	100.0
Service Period			
1-9 Year(s)	182	45.3	45.3
10-19 Years	84	20.9	66.2
20-29 Years	76	18.9	85.1
30+ Years	60	14.9	100.0
Duty			
Civil Servant	253	62.9	62.9
Worker	99	24.6	87.6
Administrator	50	12.4	100.0

Confirmatory Factor Analysis (CFA) Results

The confirmatory factor analysis results of the training service quality, job satisfaction and emotional commitment scales used in this study are presented below, respectively.

participants, confirmatory factor analysis, Structural Equation Modeling, and results of the hypotheses. Data regarding the demographic variables included in the research are presented in the table below.

Findings Regarding Demographic Variables

There are 254 male and 148 female participants in this study. Of the participants, 99 have high school, 55 associate degree, 185 undergraduate and 63 postgraduate level education. Of the participants, 12 are between 18-27, 192 are between 28-37, 106 are between 38-47, 80 are between 48-57, and 12 are in 58+ age group. Of the participants, 182 worked for 1-9 years, 84 for 10-19 years, 76 for 20-29 years, and 60 for 30+ years in terms of service period.

Of the participants, 253 are civil servants, 99 of them are workers and 50 of them are administrators in terms of their working position. Table 4 shows the frequency distributions of demographic features.

Training Service Quality Scale CFA Results

In this study, the training service quality scale applied to 402 participants was tested with confirmatory factor analysis. Figure 6 shows the CFA Diagram.

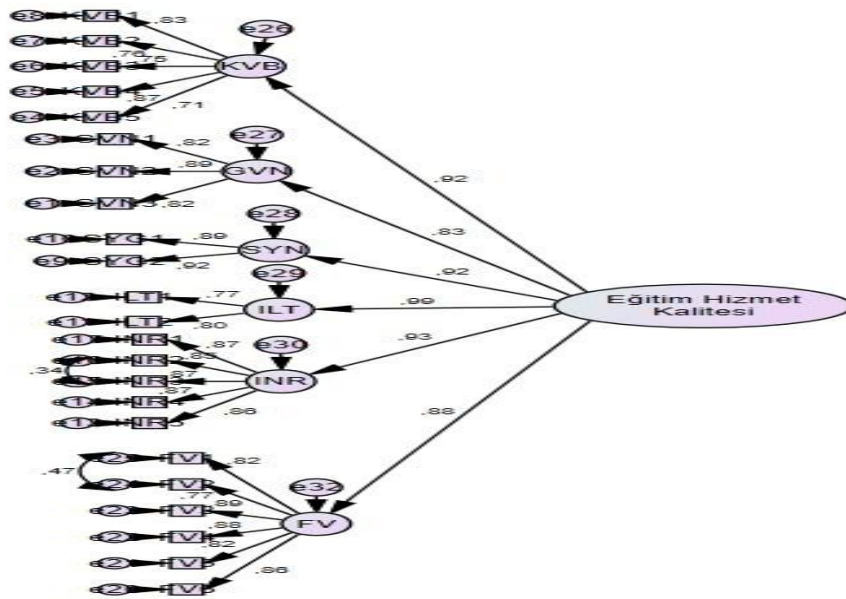


Figure 6. Training Service Quality CFA Diagram

Table 5 shows CFA analysis goodness of fit values of the training service quality scale.

Table 5. Training Service Quality CFA Goodness of Fit Values

Variable	χ^2	sd	χ^2/sd	GFI	CFI	TLI	RMSEA
Criteria			≤ 5	$\geq .85$	$\geq .90$	$\geq .90$	$\leq .08$
Training Service Quality	735.06	222	3.311	0.867	0.943	0.931	0.079

According to Table 5, as a result of the confirmatory factor analysis conducted, it was determined that the scale meets the acceptable goodness of fit criteria.

CFA Results of Emotional Commitment Scale

Figure 7 shows the CFA diagram of the emotional commitment scale.

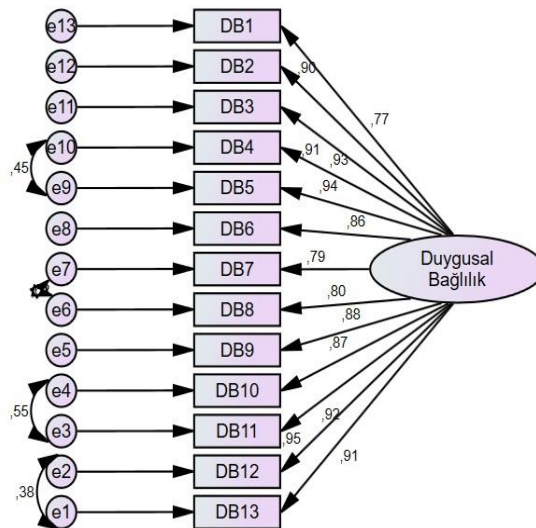


Figure 7. Emotional Commitment CFA Diagram

The goodness of fit values of the model were examined according to CFA results. Table 6 shows

the CFA goodness of fit values.

Table 6. Emotional Commitment CFA Goodness of Fit

Variable	χ^2	sd	χ^2/sd	GFI	CFI	TLI	RMSEA
Criteria			≤ 5	$\geq .85$	$\geq .90$	$\geq .90$	$\leq .08$
Emotional Commitment	90.208	61	1.478	0.968	0.993	0.98	0.073

As a result of the confirmatory factor analysis conducted, it was determined that the scale meets the acceptable goodness of fit criteria.

Job Satisfaction Scale CFA Results

Figure 8 shows the CFA diagram of job satisfaction scale.

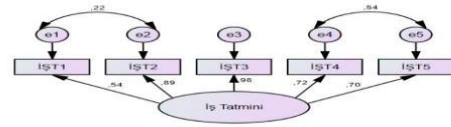


Figure 8. Job Satisfaction CFA Diagram

Table 7 shows the CFA goodness of fit values.

Table 7. Job Satisfaction Scale CFA Goodness of Fit

Variable	χ^2	sd	χ^2/sd	GFI	CFI	TLI	RMSEA
Criteria			≤ 5	$\geq .85$	$\geq .90$	$\geq .90$	$\leq .08$
Job Satisfaction	8.897	3	2.966	0.991	0.996	0.986	0.07

As a result of the confirmatory factor analysis conducted, it was determined that the scale meets the acceptable goodness of fit criteria.

Test Results of Hypotheses

In order to determine the relationship among training service quality, job satisfaction and

emotional commitment, structural equation modeling was used and analyzes were carried out based on this model. Figure 9 shows the structural equation modeling, Table 8 shows the goodness of fit values of the structural model, and Table 9 shows the regression weight values of the structural model.

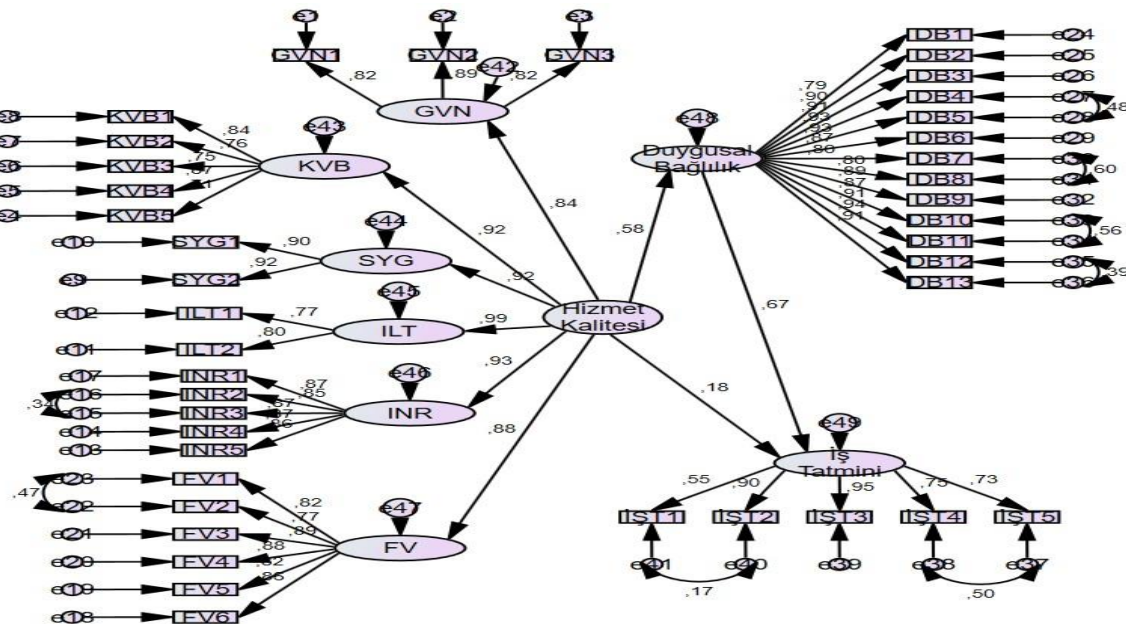


Figure 9. Structural Equation Modeling

Table 8. Structural Equation Modeling Goodness of Fit Values

Variable	χ^2	sd	χ^2/sd	GFI	CFI	TLI	RMSEA
Criteria			≤ 5	$\geq .85$	$\geq .90$	$\geq .90$	$\leq .08$
Model	2897.639	762	3.802	0.829	0.908	0.903	0.076

Note: Goodness of fit values are presented in accordance with the acceptable limits.

As presented in Table 8, it can be concluded that the structural modeling ensures good fit values due to the good fit of TLI, GFI, CFI and RMSEA values.

Table 9 shows the regression weight results analyzed with the structural modeling.

Table 9. Structural Equation Modeling Regression Weights

ANALYZED METHOD		STANDARDIZED ASSUMPTION	STD. ERROR	CRITICAL RATE	P
EMOTIONAL COMMITMENT	← Training Service Quality	0.584	0.077	10.194	***
JOB SATISFACTION	← Training Service Quality	0.185	0.052	4.103	***
JOB SATISFACTION	← Emotional Commitment	0.673	0.051	11.281	***

As presented in Table 9; results of the structural equation analysis shows that emotional commitment has a positive effect on the training quality, that job satisfaction has a positive effect on training service quality, that job satisfaction has a

positive significant effect on emotional commitment. Table 10 shows the results of the hypothesis test regarding the structural equation modeling (SEM) of the research.

Table 10. Hypothesis Test Results Regarding the Structural Equation Modeling (SEM)

Hypotheses	Prediction	F	p	Result
H1: Perception of training service quality has positive significant effects on emotional commitment	0.584	10.194	***	Positive
H2: Perception of training service quality has positive significant effects on job satisfaction	0.185	4.103	***	Positive
H3: Perception of emotional commitment has positive significant effects on job satisfaction	0.673	11.281	***	Positive

Sobel Test for Mediator Role

Sobel test was conducted to test the mediator role of emotional commitment for the effect of training service quality on job satisfaction. In the Sobel test mediation model, the indirect effect of the relationship between two variables through a third variable is hypothesized and examined. If a mediator variable is added to the model, the effect of the independent variable on the dependent variable decreases, and the effect of the mediator

variable becomes significant. After the mediator variable is added to the model, the Sobel test is used to test whether the effect decrease for the independent variable and its mediator effect is significant (Yılmaz and İlhan Dalbudak, 2018:522). Figure 10 shows the first stage of the Sobel test, Figure 11 shows the second stage, Figure 12 shows the third stage, and Figure 13. shows the fourth stage.

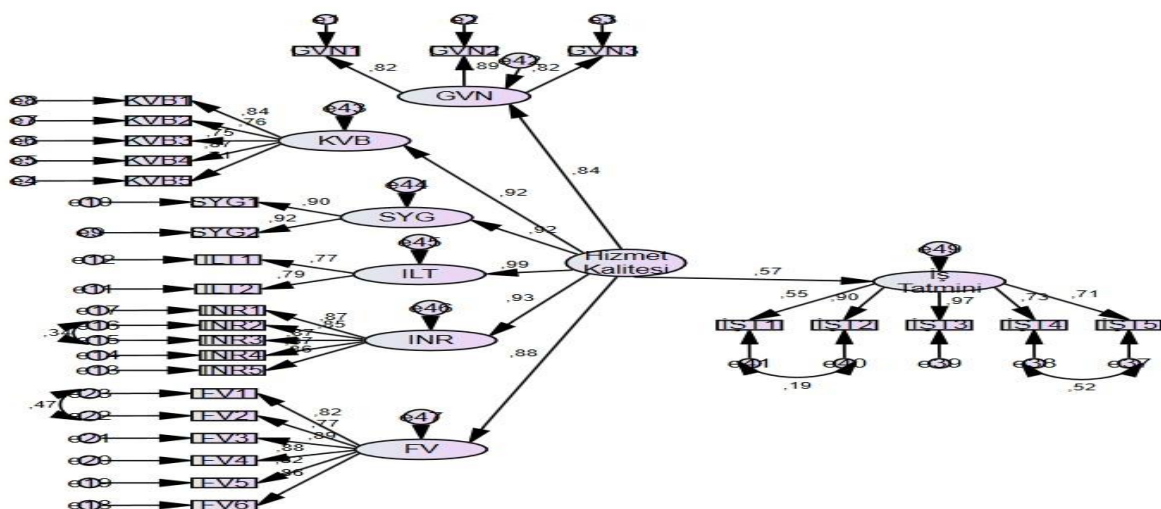


Figure 10. Sobel Test - First Stage

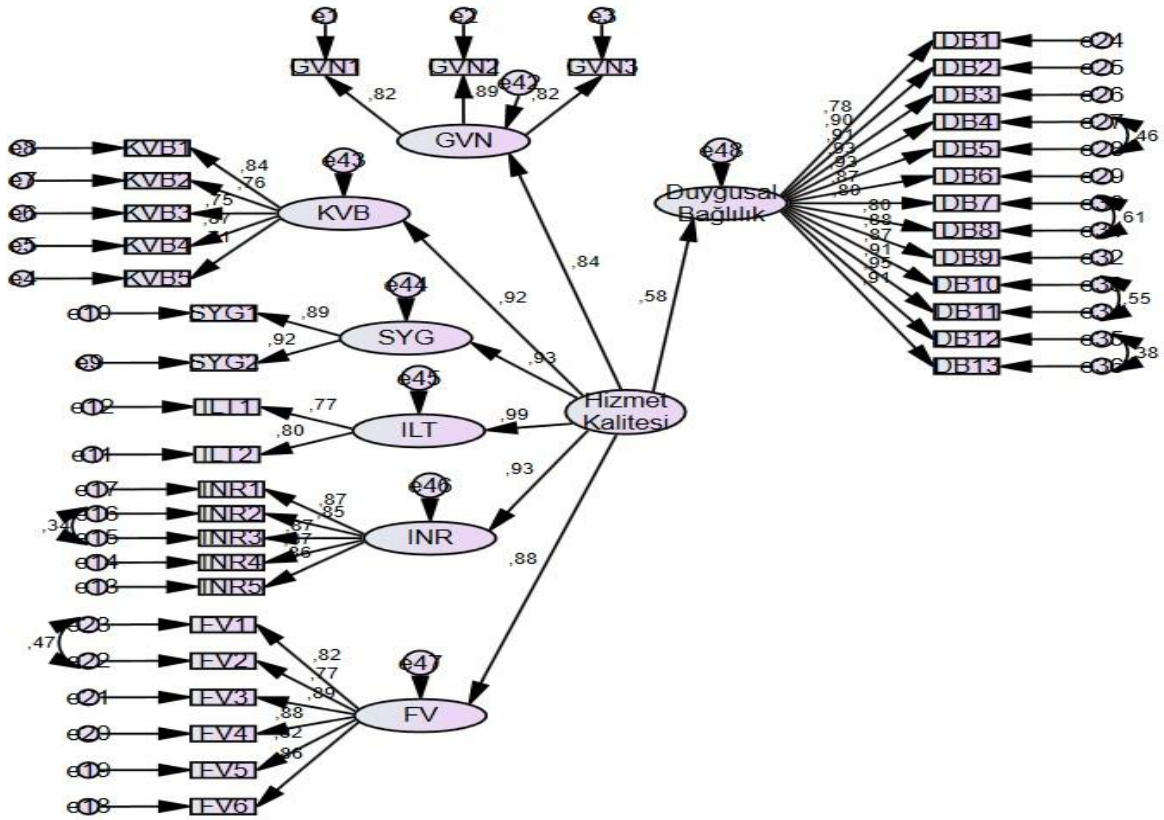


Figure 11. Sobel Test - Second Stage

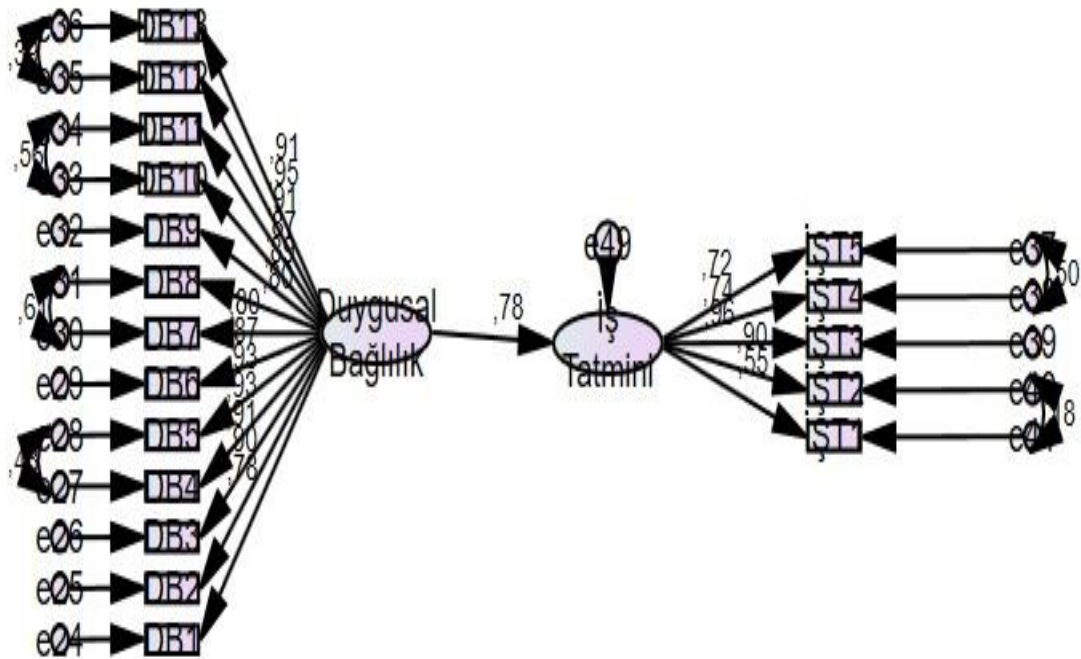


Figure 12. Sobel Test - Third Stage

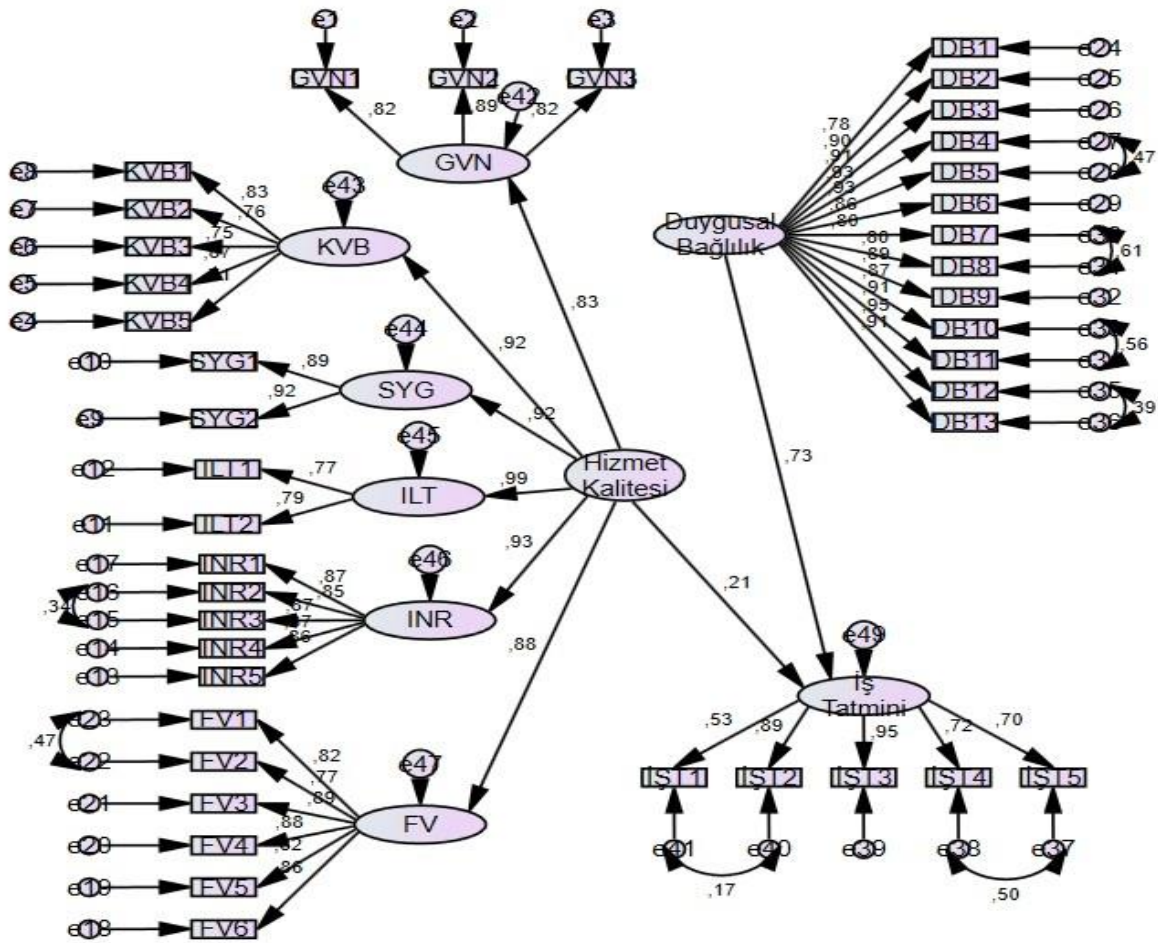


Figure 13. Sobel Test - Fourth Stage

Table 11 shows the results of Sobel test.

Table 11. Sobel Test Results

Stages	F	Std. Error	β	p
First Stage:				
Independent: Training Service Quality Dependent: Job Satisfaction	0.639	0.069	0.569	***
Second Stage:				
Independent: Training Service Quality Dependent: Emotional Commitment	0.775	0.077	0.583	***
Third & Fourth Stage:				
Independent 1: Training Service Quality Independent 2: Emotional Commitment Dependent: Job Satisfaction	0.225	0.05	0.21	***
	0.578	0.05	0.726	***

For the Sobel test, the effect of the independent variable training service quality on dependent variable job satisfaction was analyzed in the first stage. According to the results of this analysis, it was determined that the training service quality has

a significant effect on job satisfaction ($p < 0.05$).

The effect of the independent variable training service quality on the mediator variable emotional commitment was analyzed in the second stage. According to the results of this analysis, it was

determined that the training service quality has a significant effect on emotional commitment ($p < 0.05$).

The effect of the mediator variable emotional commitment on the dependent variable job satisfaction was analyzed in the third stage. As a result of this analysis, it was found that emotional commitment has a significant effect on job satisfaction ($p < 0.05$).

After examination of these findings, the final stage was started. The effect of training service quality and emotional commitment on job satisfaction was analyzed in the last stage. At this stage of the analysis, it was concluded that the training service quality has a significant effect on job satisfaction. Since the significant effect was detected, the standardized coefficient assumption values determined for the effect of training service quality on job satisfaction in the first and last stage were compared. While the beta value was 0.569 in the first stage, it was determined as 0.21 in the last stage. This decrease in the coefficient assumption value indicates that emotional commitment has a partial mediator role for the effect of training service quality on job satisfaction. Therefore, according to this analysis result;

"H4: The effect of training service quality on job satisfaction involves a mediator role of emotional commitment" hypothesis is supported.

Conclusion

Providing service effectively is at the heart of local governments. Constitutional designs and norms are shaped according to the needs of societies. Local governments act according to these written or unwritten rules. Local governments need the capability, knowledge and expertise of available institutional actors and structures to effectively distribute their responsibilities. On the other hand, local governments provide in-service training to their employees in order to improve the quality and quantity of public services and to ensure easy access. It is known that there is a close relationship between employee development and increasing the service capacity of local governments. In line with this, the employees working in local government organizations are trained to have the right knowledge and skills through training, seminars and workshops to make it easier for them to adapt to changing conditions. One of the most important questions here is whether the training or capacities of the employees always produce efficient service. Another question is whether the in-service trainings provided increase the emotional commitment of the employees for their

organizations or not. Another question is whether in-service trainings increase job satisfaction among employees. Local governments should increase the capacity of the system that produces human capital committed to provide efficient service, and local governments should act with good governance principles.

In the relevant literature, it is notable that the studies conducted about the job satisfaction and emotional commitment of the personnel working in the local governments are insufficient. Therefore, the feature that makes this research different from other studies is the evaluation of the in-service training by the employees working in local government organizations and evaluation of the reflection of this evaluation on their professional life. I attempted to fill a gap in the literature regarding this topic. In this context, the article was practically supported with questions that meet the concepts of training service quality, job satisfaction and emotional commitment on the theoretical grounds formed regarding local governments.

The reliability of the scales used in the study was found to be quite high. In order to measure the hypotheses and model created for the study, the measurement tools must be valid and reliable (Şimşek, 2007:19). For this purpose, the results regarding the validity and reliability of the study were calculated as 0.896 for the training service quality scale, 0.836 for the job satisfaction scale, and 0.979 for the emotional commitment scale. Based on the findings of this study, significant differences were observed for the hypotheses of training service quality, job satisfaction and emotional commitment. The results can be summarized as follows;

It has been determined that there is a significant relationship between the training received by employees who receive training services from local governments and their satisfaction in their workplaces. Based on this finding, it can be said that the motivation of employees who receive in-service training increases and this manifests itself in working life. It was also determined that there is a significant difference between the training quality provided to local government employees and their emotional commitment. It was concluded that there was a positive relationship between the training quality and emotional commitment, that the commitment towards the organizations increased and the sense of belonging developed as a result of the training employees received.

As a result of the analysis, it was revealed that there is a relationship between training service quality, job satisfaction and emotional commitment

and the mediator role of emotional commitment. Based on this finding, the employees feel valued when their training is of high quality; and as a result of the perception that the employees are being cared for by the organization where they work and that all opportunities for career development are offered to them, it can be said that the emotional commitment of the employees towards the organization they work for increase. On the other hand, it was concluded that this perception is a nourishing factor for job satisfaction, which stands out as the most original aspect of this study.

The results of this study are similar to those of Blonski and Jefmanski in terms of service quality and job satisfaction. Blonski and Jefmanski (2013) state that the following four factors affect the job satisfaction levels of local government employees: cooperation in providing service, stability of professional development, relationship with the supervisor, and financial working conditions. Job satisfaction makes it easier to increase the service quality of employees. Local governments strive to continuously improve the quality of public service instead of cost reduction, short-term earnings and a consumer approach in order to increase the efficiency of the organization, financial growth, performance and the efficiency of the services provided. An important factor affecting the service quality is the job satisfaction, emotional commitment, attitude, and behaviors of employees. Service quality in local governments can be increased by employee training, quality programs, service climate and quality culture. In many countries, local governments aim to increase their service quality as a result of the demand of society and the expectation of high-quality public services. However, if the employees are not suitable for their jobs or they cannot be satisfied, the performance of the organization decreases and quality service cannot be provided. In this sense, it can be said that in-service training is of great importance in order to provide quality service and in terms of changing the internal working environment, increasing the quality of the organization and ensuring accountability (Hamli et al., 2018:687-682).

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