DETERMINATION OF LABOR PREFERENCE PRIORITIES BY FACTOR ANALYSIS: INTERNAL ANATOLIA REGION EXAMPLE

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ABSTRACT

This study was carried out to reveal preferences in labor selection and employment procurement in Turkey and to find out what the ways and methods used for this purpose are by using factor analysis. In this study, the questionnaire was applied to a total of 257 persons who are in the position of private sector employers or employers operating in the Central Anatolia region. As a result of the factor analysis, it was determined that preference priorities were collected under 4 factors when recruiting in private sectors. According to the results obtained from the study, the names of these four factors are named as Labor Criteria, Social Compliance Criteria, Interaction Criteria, and Personal Image Criteria, considering the expert opinions. According to related sampling, it is seen that these four factors are prioritized in labor preference priorities. The reliability of the scale was tested and the Cronbach Alpha test score was found to be 0,658. The findings are categorized and explained in the conclusion.

Keywords: factor analysis, labor, human resources, employment
JEL Codes: C38, C44, M54, O15

FAKTÖR ANALİZİ İLE İŞGÜCÜ TERCİH ÖNCELİKLERİNİN BELİRLENMESİ: İÇ ANADOLU BÖLGESİ ÖRNEĞİ

ÖZ

Bu çalışma, Türkiye'de işgücü ve istihdam alımındaki tercih önceliklerini ortaya çıkarmak ve bu amaçla kullanılan yol ve yöntemlerin faktör analizi kullanılarak neler olduğunu bulmak amacıyla yapılmıştır. Çalışmada, İç Anadolu bölgesinde faaliyet gösteren özel sektör işverenleri ya da işveren pozisyonundaki yöneticilerden oluşan rastgele seçilmiş toplam 257 adet işletmeye anket uygulanmıştır. Faktör analizi sonucunda özel sektörlerde işe alımlarda tercih önceliklerinin 4 faktör altında toplandığı belirlenmiştir. Çalışmadan elde edilen sonuçlara göre, bu dört faktörün adları, uzman görüşleri dikkate alınarak "Çalışma Kriterleri, Sosyal Uygunluk Kriterleri, Etkileşim Kriterleri ve Kişisel İmaj Kriterleri" olarak belirlenmiştir. Çalışma örneklemine göre; bu dört faktör, işgücü tercihindeki öncelikler olarak görülmektedir. Ölçeğin güvenirliği test edilmiş ve Cronbach Alpha test puanının 0,658 olduğu bulunmuştur. Elde edilen bulgular sınıflandırılmış ve sonuç bölümünde de açıklanmıştır.

Anahtar Kelimeler: faktör analizi, işgücü, insan kaynakları, istihdam
JEL Kodları: C38, C44, M54, O15

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1. INTRODUCTION

Factor analysis is a multivariate statistical technique aimed at bringing together several interrelated sub-concepts developed to explain a particular context. Taking into account the correlation strengths of these sub factors with each other by using factor analysis; a collection of these sub-concepts is provided under a single wider and more effective expression. It is a technique that has been and continues to be used frequently in many social sciences for many years. Because of the widespread use of this technique, it can be said that convenience in structure and exhibiting an integrative attitude by collecting various structures that seem to be unrelated to each other under a single concept.

In this study, the applicability of factor analysis in occupational selection in the private sector is examined. In business life, the most important input is undoubtedly "labor". The most important employment decision that must be taken by business owner or manager for meeting the labor need is to provide the right worker with the right job. For this purpose, a proper personnel planning is required at the beginning of human resources activities. In Turkey, while employment priorities in the private sector vary from sector to sector, there is no standard process and procedure for employment preferences. Even though many examples illustrate that preference for employment is unqualified with respect to job priorities, such as having a blood bond with a workplace owner or manager, being a friend or close friend, or even refusing a higher-level "request" phone, the reasons such as the tendency to work, training or experience are more often taken on the second plan. While benefiting from the labor force for women and children may be one of the reasons for recruitment in terms of reducing labor costs; there are companies that prefer labor in the context of social issues such as ethnic origin, belief and even sports team, along with physical factors such as age, height, weight. However, first of all, the efficiency and profitability dimensions of the business need to be taken into consideration. In fact, in the selection of personnel suitable for operation; it is more important to decide on the suitability of the personnel both for the operator's human resources, for production and efficiency, and even for the image, based on whether it is appropriate to the relevant employment conditions, rather than any external factors. Perhaps the most important thing to be revealed with this study is to find out what are the reasons of preference which are most important in the supply of labor force and to develop solution suggestions accordingly.

2. FACTOR ANALYSIS

Factor analysis is a multivariate statistical method that explains the structure of data by explaining correlations between variables (www.minitab.com). The common factor analysis model was first developed by Spearman (1927) for two factors and after spread by Thurstone (1935). The Spearman-Thurstosm approach dominated day-to-day factor analysis (Rummel, 1970: 104). It was developed by the psychologist Charles Spearman with a study of measuring human intelligence. It is a technique that seeks a causal relationship. For this, it is based on the principle of measuring the correlation between the set of observed variables with the help of linear combinations of unrecognized sub-factors (Timm, 2002: 496).

It is used to assign the number of distinct constructs assessed by a set of evaluations (Fabrigar and Wegener; 2012:3). The widespread use of Factor Analysis comes after the 1970's when the use of computer technology accelerated in the world (Öngen, 2010: 1).

Factor analysis can generally be grouped under two main categories. These are called explanatory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA gives the information to the researcher about the direction of a possible relationship, since there is no anticipation between variables. On the other hand, CFA is used to test the accuracy of a predetermined relationship (Altunışık et.al, 2010: 262-264). EFA has been used to understand the possible underlying factors structure of a set of evaluated variables without imposing any biased structure on the outcomes (Suhr, 2005: 2). Explanatory Factor Analysis has some assumptions. These can be explained as follows:

➢ The data are at least equally spaced.
➢ Random sampling technique is used.
➢ There is a linear relationship between the observed variables.
➢ Variables have normal distribution.

> ➢ Observed variable pairs have bivariate normal distribution.
> ➢ The variables observed in the last place are multivariate normal distribution.

The CFA has also some assumptions like as EFA. These can be listed as follows:
> ➢ Multivariable normality,
> ➢ An adequate sample size (n> 200),
> ➢ The correct a priori model specification,
> ➢ The data are based on random sample (www.statisticssolutions.com).

Factor analysis has four basic stages. These are, firstly the calculation of the correlation matrix for all variables, then determining the factor numbers, and then the rotation of the factors (or factor conversion process), finally, calculation of factor scores and describing its names. In addition, three methods are used to evaluate the suitability of the data set: the creation of the correlation matrix, the Kaiser-Meyer-Olkin (KMO) and the Bartlett tests (Akgül and Çevik, 2005:419-428).

The general factor model (GFA) can explained that for p observed variables and q factors or implicit variables:

$$GFA_i = \alpha_{i0} + \alpha_{i1}f_1 + \alpha_{i2}f_2 + \alpha_{i3}f_3 + ... + \alpha_{iq}f_q + e_i \qquad (i = 1,2,3,...,p) \qquad \textbf{(1)}$$

In the above form, e_i are residuals. $f, f_2, f_3, ..., f_q$ refer to common factors or latent variables. $\alpha_{i1}, \alpha_{i2}, \alpha_{i3}$ and α_{iq} are named the factor loadings. α_{i0} is known that constant term and it has any role fitting and interpreting the analysis model (Bartholomew et al, 2002:180-181).

3. IMPORTANCE OF LABOR AND WORKING PRIORITY IN ORGANIZATIONS

Although it is not exactly known where and how the first organizational activities took place in the first workplace, the collective work environment, or the brief organizational activities, the first developments in machine production and the majority of the workforce were undoubtedly realized through the Industrial Revolution. Although the burden of production is thought to be driven by machines from the workforce, it is not possible for an organization to produce without labor.

Approximately half of Turkey's population is working in rural areas. Small-scale production in rural areas and unpaid family labor are common, while in industrial cities it is widespread to work on its own account in industry and service sectors. In developed countries, however, the rate of wage earners is much higher. There is no self-employment and income security in unpaid family work, people often cannot afford to pay for their work. It should be noted that employment opportunities in Turkey are limited for all people, and a significant number of employees are individuals who work under severe and difficult conditions. In addition, unemployment is a serious social cause (Amount and Growth, 2009: 125).

While production continues on the one hand, the issue of employment creates a different problem for each country. First of all, the staff must be filled before the necessary workforce is placed in the job - firstly according to the need and situation (separation from work, death, retirement, etc.). So, if the recruitment priorities are determined and the fact that the labor supply is made is revealed, perhaps it would be effective to direct the workforce to be employed correctly. Although the findings obtained in the survey result in a certain geographical region of Turkey, it is still important to reflect the general culture and general traditions of the country on labor employment.

While the aim of the enterprises is to maintain the activities at the desired level and quality, it is inevitable that organizational managers are in a workforce expectation that does their job very well but has low cost.Besides, the workforce also has some basic expectations either; to receive monetary compensation and to be appreciated within the enterprise. In fact, the expectation of all employees and employers can be different from each other, both public sector and private sector in Turkey. However, expectations from the employees of the private sector are higher than it should be. In addition to these general expectations, expectations from the labor can be listed in general terms as follows:

- go to work on time,
- to be respectful to their superiors; be protective and instructive against subordinates,

- accepting the goals of the organization,
- to be in a low wage and financial expectation,
- self-improvement in business,
- to comply with organizational decisions and policies,
- having the necessary priorities in business life,
- adopt quality-focused production.

The above elements may be reproduced but when these expectations are taken into account, what is the business strength and how is it preferred? The important thing is to find answers to these questions. However, the recruitment process is one of the basic and most difficult functions of human resources management. Because, it is important not only to find out who works for vacant positions, but also to find the right workforce for the right job. This requires a challenging and complex effort. Possible errors in the recruitment process reveal significant organizational and individual issues. From an organizational point of view, worker-work mismatch can be caused by "failure to fulfill the duties in full" and "increase in job accidents and separation of work". Searching for vacancies in new positions puts businesses at significant new costs. If this issue is assessed from an individual standpoint, it also concerns the drift of economic and psychological degradation of employees. The removal of employees who cannot respond to the qualifications required by their job may also lead to a feeling of morale and even inferiority as well as unemployment. This also affects the person negatively in future business life (Erdem and Gezen, 2014: 21-22). People tend not to exhibit variable behavior characteristics because they are living things. Even if they earn as much income as they want, many people can change jobs even if they want to change the status quo or friend environment. Whatever the reason, eliminating the shortage of staff and continuity of emerging organizational activities are extremely important in terms of managements.

In Turkey, the choice of skilled or unskilled labor force may vary due to many different reasons. For example, even if employer has enough labor in the workplace, it can be emotionally business employer who wishes to employ the workforce due to the provision of spiritual benefits. On the other hand, an employer who attaches much more importance to profit-oriented thinking and costs can take his employees out of business because of the slightest mistake. The job placement service, which aims to reduce unemployment by bringing together working people, has gained a great importance nowadays with the increase in the problem of unemployment. What is important is that the employer has an unbiased and objective attitude to job demanders in the process of labor selection and most importantly whether the candidate is suitable for the job. In this respect, especially in the organizations that are institutionalized, the human resources department and the workforce are chosen for the expert person-persons. In this case, what is the preferred labor force for the job? Especially in Turkey where the young qualified human power can be increasingly unemployed, it is necessary to emphasize on this issue and to produce social policies to solve the problem (Dursun and Aytaç, 2009: 81-82).

In all parts of the world, the labor market is generally divided into public and private sectors. In both sectors, what is important for institutions is the choice of the individuals with the highest incentives within the labor force awaiting employment. However, in any sectors while some jobs require specialization, training, or skills (doctors, engineers, technicians, etc.), in some jobs, even if the individual is only literate, it may be an adequate skill. Nevertheless, the common goal is to employ the most suitable employees for their business policies. Choosing the right people for the right positions requires an extremely important organizational design and team building skill. As well as in every process, certain features need to be recognized in order to be successful in the process of recruitment and recruitment. These characteristics are given belows(Karaçolak and Ünal, 2012: 3);

- Contingency: The process standardization and the use of the same methods for each candidate should be treated equally to all candidates and assessed according to the same criteria.
- Transparency: The process should be transparently governed by methods known to all people.
- Mission, Vision and Compliance with the System: A process should be designed to select the elements that can fit into each public institution's future strategic work.

- Personal Investment: As a result of employee choices, a multidimensional process should be devised where people can gain competence through training. In the public sector, this process should examine an investment as private sector.
- Correct Methods and Decision Making Technique: The right methods and proper decision making techniques should be applied to ensure quality and efficient passing of this process.

In the private sector, there are many recruitment options. First of all, it is a known fact that if an enterprise is a family business, it is usually a way to provide employment within the family rather than to select employees from outside or, giving priority to what they know can be another employment priority. In such a case, the employer is not looking for criteria such as whether the candidate will have the appropriate ability to work, whether has a good education level, and whether is eligible for employment. Nevertheless, local businesses, which have institutionalized priorities and productivity priorities and are also in the global marketplace, may prefer objective recruitment priorities. In professional elections, the most appropriate person is selected as the result of a questionnaire or face-to-face interview that is applied to members with appropriate qualifications. Along with this, changing technology and competitive environment brought innovations in the process of recruitment as well as bringing together sectoral innovations. So much so that this innovation even affects recruitment priorities. All these changes have changed many job search and recruitment processes, and the use of the Internet has become commonplace either. Prior to the intensive use of the Internet, businesses were using traditional methods of hiring a new workforce, such as newspaper advertisements, employee references, and individual job applications. Nowadays, by using Internet-based e-labor market, businesses have reached to a wider market in terms of geography and this process has become more affordable and cheaper than before (Güler, 2006: 21). Personnel selection and performance appraisal, one of the core functions of the HRM, is of great importance for the management of employees who are seen as the intellectual capital of an operator. In this process, efficiency and equity are some of the basic principles that must be observed in personnel management. Efficiency principle states that the right person must be assigned to the right job to achieve effective results, to making quality and fair and appropriate choices in recruitment, promotion or appointments taking into account the skills, knowledge, personality and abilities of the personnel. Knowing the structure and needs of the organization increases the likelihood of success and increases the motivation and also reduces the cost of employee (Gürpınar and Tezcan, 2010: 157 quoted Schneider and Schmitt, 1992).

4. METHODOLOGY

This work was undertaken to determine whether any recruitment priorities were provided by the employer in providing employment."The Survey of Employee Assessment Scale" questions developed by researchers. In this study, the survey was conducted by applying a face-to-face survey technique with small and medium sized business managers operating in the Central Anatolia region in line with the scale of 8 demographic and 40 recruitment priorities prepared according to the 5-point likert method. The research has been applied to randomly selected businesses and a total of 257 participants have been reached. The research questionnaire was applied to randomly selected businesses. In total, analyzes were conducted taking into account the answers of 257 participants. Question types are likert type of 5. They are defined as completely agree (5), agree (4), undecided (3), disagree (2) and absolutely disagree (1). Participants were asked to code their responses which were most appropriate to them.

4.1. Demographic Informations

The demographic evaluations of the individuals who responded to the questionnaires for the scale are as shown in Table 1.

Table 1: Demographic Information

Demographic Values			
Gender		**Frequency**	**Valid %**
	Women	54	21

	Men	203	79
	Total	257	100
Age	**18-25**	31	12,1
	26-35	79	30,7
	36-45	78	30,4
	46-55	47	18,3
	Over Than 55	22	8,6
	Total	257	100
Place of Residance	**Metropolitan**	57	22,4
	Province	86	33,5
	Town	88	34,2
	Village	26	10,1
	Total	257	100
Educational Level	**Primary school**	29	11,5
	High school	106	41,2
	Pre-undergraduate	50	19,5
	Undergraduate	54	21,0
	Postgraduate	18	7,0
	Total	257	100
Business Activity	**Manufacture Industry**	94	36,6
	Marketing and Sales	46	17,9
	Service Industry	117	45,5
	Total	257	100
Occupational Position	**Employer**	143	55,6
	Manager	79	30,7
	HR Authority	35	13,6
	Total	257	100
Employee Population	**1 to 5**	85	33,1
	6 to 15	54	21,0
	16 to 25	28	10,9
	26 to 35	19	7,4
	36 to 45	12	4,7
	46 to 55	20	7,8
	Above 55	39	15,2
	Total	257	100

When Table 1 is examined, the following information is obtained. 21% (54 people) are female and 79% (203 people) are male respondents of the survey respondents (employer, manager, etc.). In addition, 12.1% (31 people) of participants were in the age range of 18-25, 30.7% (79 people) were in the age range of 26-35, 30.4% (78 people) were in the age range of 36-45, 18.3% (47 persons) are in the age range of 46-55 and 8.6% (22 persons) are over 55 years old. Information on the places where the participants were born and raised is as follows: 22.4% (57 people) are in the metropolitan area, 33,5% (86 people) are in the province center, 34.2% (88 people) are in the district and 10.1% (26 people) are in the village. When the education levels of the participants are examined, the following information can be seen: 11,5% (29 people) of the participants are primary school graduates, 41,2% (106 persons) of the participants are high school graduates, 19,5% of the participants (50 people) are college graduates, 21% (54 persons) of the participants are faculty graduates and the other 7% (18 persons) are at the level of post-graduate education. When the business activity areas of the participants are examined, the following information can be seen; 36,6% (94 people) of participants work at manufacture industries, 17,9% (46 people) of participants work at marketing and sales areas

and 45,5% (117 people) of participants work at various service industries. 55,6% (143 people) is employers, 30,7% (79 people) is managers and 13,6% (35 people) is human resource managers. Employee population of SMEs who answered the questionnaire for the study are as follows: 33,1% (85 firms) have 1 to 5 employee, 21% (54 firms) have 6 to 15 employee, 10.9% (28 firms) have to 16-25 employee, 7.4% (19 firms) have 26 to 35 employee, 4.7% (12 firms) have 36 to 45 employee, 7.8% (20 firms) have 46 to 55 employee and 15.2% (39 firms) have over 55 employee.

4.2. Determination of Labor Preference Priorities by Factor Analysis

Since the study will be evaluated by factor analysis, it is firstly assessed whether the study structure is appropriate for factor analysis. Data were obtained by using SPSS 22 package program for the obtained data and initially the reliability test was done for the questionnaire. It is seen that the Croanbach Alpha value was found to be 0.795 in Tabel 2. According to this result, it is accepted that the questionnaire is reliable for factor analysis.

Table 2: Reliability Analysis Results

Cronbach's Alpha Based on Standardized Items	N of Items
0,795	40

When performing factor analysis, the Varimax rotation method was used. The Bartlett test result was 655,444 (p <0.05). This finding suggests that the variable being measured is very variable in the universe parameter.

The KMO test value was re-calculated and the result was 0,672. However, when the MSA values that show the value of conformity to the factor analysis of each item were examined, they were eliminated from the questionnaire because the items Q-6, Q-9, Q-33 and Q-37 in questionnaire were less than 0.50. It is customary to remove the factor weight from the analysis so that the questionnaire can become stronger. However, there is no consensus on which items with the necessary value to be taken from the questionnaire. In general, items with a score below 0.50 are excluded from the analysis. However, there are also researchers who say that this ratio is 0.70 (Durmuş et al., 2013: 87). There are also different researchers in the literature who point out that the factor load ranging from 0.30 to 0.40 can be taken as the lower cut-off point in constructing the factor map (Büyüköztürk, 2002: 127). As a result of the reconstituted factor analysis after removal of the relevant items from the analysis, the KMO test value increased to 0.714 (Table 3).

Table 3: KMO and Bartlett Test Value

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0,714
Bartlett's Test of Sphericity	2010,869

According to the "KMO" test values, the variables used for the study are "good" for factor analysis (Durmuş et al., 2013: 80). As a general evaluation, if the test value found in the "KMO" test is below 0,50, it is assumed that the variables are not suitable for factor analysis. In addition; it is known about the "KMO" tests that 0,50 weak, 0,60 moderate, 0,70 good, 0,80 very good, 0,90 perfection (Sharma, 1996: 116).At the beginning, the KMO value was found to be 0,795. Initially this value declined, but the 0.714 value obtained suggests that the test may still be a good scale.

Table 4: Total Variance Values Explained

Components	Initial Eigen values			Sum of Transformed Squared Weights		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative%

1	3,002	27,295	27,295	2,327	21,155	21,155
2	1,700	15,457	42,753	1,572	14,289	35,444
3	1,180	10,727	53,480	1,566	14,240	49,684
4	1,040	9,459	62,939	1,458	13,255	62,939
5	0,815	7,405	70,344			
6	0,658	5,986	76,330			
7	0,646	5,872	82,202			
8	0,609	5,535	87,737			
9	0,548	4,980	92,717			
10	0,446	4,051	96,768			
11	0,355	3,232	100,000			

Table 4 provides information on the number of dimensions of the questionnaire used. This structure, consisting of 9 sub-dimensions, has the capacity to explain 62.939% of the total variance. When the factors are assessed one by one; the first factor had 21,155% of the total variance, the second factor 14,289%, the third factor 14,240% and the fifth factor 13,255%.

Table 5: Factor Loads Table

Variables	Factors			
	1	**2**	**3**	**4**
Q-30	*0,733*	-0,012	0,244	0,018
Q-39	*0,729*	-0,015	0,079	0,003
Q-22	*0,629*	-0,118	0,083	0,122
Q-19	*0,625*	0,039	-0,021	0,215
Q-26	*0,596*	-0,318	0,020	0,164
Q-13	-0,058	*0,838*	0,021	-0,167
Q-14	-0,110	*0,825*	0,074	0,099
Q- 21	0,219	0,122	*0,863*	-0,028
Q-16	0,047	-0,020	*0,851*	0,227
Q-3	0,146	0,107	0,091	*0,821*
Q-2	0,174	-0,214	0,099	*0,778*

Table 5 gives information on the factor loadings of the variables and the weights of the sub-factors. According to the above information, Factors and factors that are effective in the preference of the personnel of the enterprises are regulated in Table 6.

Table 6: Factor Analysis Outputs

Old Factor Names	Renamed Factor Names	Substances in Factor
Factor 1	Labor Criteria	Q30, Q39, Q22, Q26, Q19
Factor 2	Social Compliance Criteria	Q21, Q16
Factor 3	Interaction Criteria	Q13, Q14
Factor 4	Personal Image Criteria	Q3, Q4

Factor 1 consists of Q39, Q30, Q22, Q26 and Q19 questions. When these questions are examined, they are as follows;

➢ Q30- Prior to accepting staff candidate I will recruit, I place great importance on the proposals/expectations of this work.
➢ Q39-I will recruit the staff candidate to take care of the thoughts of the competitors / companies.
➢ Q22-I will recruit the individual's priorities for recruiting staff candidate(money/experience / social life, etc.).
➢ Q26– If the recruitment candidate has left the previous job, it is absolutely necessary to investigate the reason for leaving the job.
➢ Q19-I will take care of the information level that the staff candidate has about my company.

When the above 5 questions are evaluated; It is understood that these questions include the assessment of the employer about the staff candidate's individual characteristics. For this reason factor 1 is renamed "Labor Criteria".

Factor 2 consists of Q21 and Q16 questions. These questions are listed below.

➢ Q21-I will take care of the staff candidate's mimics and body language (hand-arm movements, etc.).
➢ Q16-The style / style of the staff candidate to be recruited is very important to me.

When these questions are evaluated, it is seen that the questions are related to the individual's ability to define oneself individually. For this reason, factor 2 has been renamed "social compliance criteria".

Factor 3 consists of Q13 and Q14 questions. These questions are as shown below;

➢ Q13-I do not want to operate disabled personnel in my business.
➢ Q14 -I do not want to hire a judicial convict, even if he or she has completed his legal punishment.

When these questions are assessed, it appears that the questions involve assessments of the definition of "normal" in the community in which the individual is located. For this reason, factor 3 is called "interaction criteria".

Factor 4 consists of Q3 and Q4 questions. These questions are as follows.

➢ Q3- In business applications coming to the company, I will definitely consider the candidate's educational status.
➢ Q4- The preference of the staff candidate's clothing influences my recruitment.

When these questions are evaluated, it has been assessed that questions are related to the level of education and clothing style that easily affect the image of the individual in society. For this reason factor 4 has been renamed "personal image criteria".

After all analysis process, re-analysis was performed to test the adequacy and reliability of the scale via Reliability analysis. The results for labor preference priority scale are seen as follows.

Table 7: Reliability Analysis Results for Four Factors

Cronbach's Alpha Based on Standardized Items	N of Items
0,658	11

5. CONCLUSION AND EVALUATION

The right combination of the employers and the labor is a very important issue so that maximum benefit can be obtained from this union. Nevertheless, there is no literature study on how employers should work with a labor. This work is limited to a certain region of Turkey but is important in terms of creating an exit point at the point where the SMEs in general attach importance to what they prefer in the labor force. The variance explained for this developed scale was calculated as 62,939. This means that employers' preferences for labor force preference in the developed scale are explained by 62,939%.

These are the names of the factors and the cumulative variance effects, respectively. The first factor is the total variance share (21,155%), the second factor share (14,289%), the third factor share (14,240%) and the fourth factor share (13,255%).

This scale was designed with the aim of determining the priorities of the employers while making the labor choices; in this direction, it was concluded with a structure consisting of 11 questions collected in 4 factors. As a result of the factor analysis, it was determined that preference priorities were collected under 4 factors when recruiting in private sectors. According to the results obtained from the study, the names of these four factors are named as Labor Criteria, Social Compliance Criteria, Interaction Criteria and Personal Image Criteria, considering the expert opinions.The Cronbach Alfa value of the study is calculated as 0.658. Thus, the questions regarding the developed scale are as shown in Table 8.

Table 8: Recruitment Priority Scale (RPS) Questions

	Questions	Recruitment Priority Scale (Rps) Questions
Labor Criteria	**Q30**	Prior to accepting staff candidate I will recruit, I place great importance on the proposals/expectations of this work.
	Q39	I will recruit the staff candidate to take care of the thoughts of the competitors / companies.
	Q22	I will recruit the individual's priorities for recruiting staff candidate (money/experience / social life, etc.).
	Q26	If the recruitment candidate has left the previous job, it is absolutely necessary to investigate the reason for leaving the job.
	Q19	I will take care of the information level that the staff candidate has about my company.
Social Compliance Criteria	**Q21**	I will take care of the staff candidate's mimics and body language (hand-arm movements, etc.).
	Q16	The style / style of the staff candidate to be recruited is very important to me.
Interaction Criteria	**Q13**	I do not want to operate disabled personnel in my business.
	Q14	I do not want to hire a judicial convict, even if he or she has completed his legal punishment.
Personal Image Criteria	**Q3**	In business applications coming to the company, I will definitely consider the candidate's educational status.
	Q4	The preference of the staff candidate's clothing influences my recruitment.

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