

CONTENT ANALYSIS REVIEW OF WEBSITES OF PRIVATE EMPLOYMENT AGENCIES LICENSED BY İŞKUR, TURKEY

VERDA CANBEY ÖZGÜLER

Assistant Professor, Anadolu University, Economics and Administrative
Sciences Faculty, Labour Economics and Industrial Relations
Department

ÖZET

Bugüne dek hiçbir teknolojinin olmadığı kadar hızlı yayılma gösteren internet, hayatın her alanını etkilemektedir. Aynı zamanda, iş ve işçi arama faaliyetleri için de alternatif yollar ortaya çıkararak, işgücü piyasalarını da etkilemektedir. Bilişim İletişim Teknolojileri (BİT)' nin iş arama/eleman bulma, işgücü piyasası ile ilgili bilgilere zamanında ve ucuz maliyetli olarak ulaşmada ortaya çıkan etkilerinin analiz edilmeye çalışıldığı bu incelemede Türkiye'de Özel İstihdam Büroları'nın internet ve web sayfaları yoluyla yürüttükleri, iş ve eleman arayanlara duyurdukları faaliyetleri, çeşitli değerlendirme ölçütleri getirilerek incelenmektedir.

Anahtar Kelimeler: İçerik Analizi, Özel İstihdam Bürosu, Web Sayfası İncelemesi, BİT (Bilişim ve İletişim Teknolojileri, İstihdam Hizmetleri

ABSTRACT

The Internet has spread at such a rate that no other technology has reached and has affected every aspect of our lives. At the same time, it is transforming labour markets, altering the way workers look for jobs and the way firms recruit workers. In this study, which attempts to analyse the impact of Information and Communication Technologies (ICT) that arise from timely and cost-effective access to information related to labour market and in job seeking/placement, activities implemented by the Private Employment Agency in Turkey and announced to job and staff-seekers via the Internet and web pages are reviewed by establishing several evaluation criteria. These evaluation criteria are given in Appendix Table 1.

Key Words: *Content Analysis, Private Employment Agency, Web Page Review, ICT (Information and Communication Technologies), Employment Services*

1. Introduction

Private employment agencies, which together with public employment institutions started to carry out operations regarding the management of labour markets in Turkey during the mid-1990's, are the outcome of the idea of liberalization in placement/recruitment services in parallel to growing flexibility of working life. Resistance has been experienced against acceptance of the idea of flexibility of the system in the process of model formation based on sharing of the management of labour markets in Turkey between the public and private employment agencies (Sayın, 2002:2-Southern, 2001:424). Such resistance that causes delays in establishment of legal ground for private employment institutions and gaps regarding their legal status have been removed upon enforcement of the relevant law¹.

With the enactment of İŞKUR Law, the institution achieved a structure to effectively implement passive labour programs such as unemployment insurance and job loss indemnity programs and also active labour programs such as monitoring the labour market, setting up

¹ Turkish Employment Institution started to operate with Decree Law 617 on 24.8.2000 and was enacted based on the power granted by Law 4588 dated 29.6.2000. A special service unit called Department Directorate of Private Employment Agencies was generated. Legal gaps regarding the Turkish Employment Institution and Private Employment Agencies, which occurred as a result of the annulment by Constitutional Court of Power Law 4588, was removed upon enactment of Turkish Employment Institution (İŞKUR) Law 4904, which was put into effect upon approval of the Turkish Grand National Assembly on 25.6.2003 and publication in Official Gazette 25159 and dated 5.7.2003

information systems related to the labour market, enhancing quality of labour, on-the-job training, professional and career counseling and job creation measures. Before these developments, advisory firms that performed employment and placement activities were subject to public prosecution upon relevant notice, whereas in the new formation, Internet sites and advisory agencies that carry out activities of placement must obtain license from İŞKUR. A total of 165 Private Employment Agencies were announced in the official website of Turkish İŞKUR and obtained Private Employment Agency license from the institution to operate in Turkey. Of these, 107 Private Employment Agencies operate in Istanbul, 12 in Ankara, 11 in Bursa, 8 in Antalya, and 6 in İzmir. Three Private Employment Agencies carry out activities in Muğla and Adana, 2 in Eskişehir, Gaziantep, Manisa and Diyarbakır and 1 in Elazığ, Hatay, Mersin and Kayseri.

Private employment agencies are organizations that reduce the time needed to fill vacant positions, provide advantages in communicating job opportunities to a broader population with their dynamic structures, facilitate that qualified labour supply that is understated by public employment institutions and offer advisory services to the labour market. If the list of Private Employment Agencies announced by Turkish İŞKUR is reviewed, it can be seen that most have their own websites². In the 1990's when the Internet became available for public use, Private Employment Agencies started to spread. This parallelism brings up the question of how private employment agencies use ICT, especially the Internet (Mellet, 2005:7). In review of Private Employment Agencies and effective utilization of ICT, the probability that a social exclusion may arise in implementation via ICT of employment services that also bear importance from the point of social politics due to digital divide should be noted (Kuhn ve Skuterud, 2004: 219; Author, Lawrance vd., 1997:5). In general, the concept of the digital divide³ is defined as the absence of Internet access or even broadband Internet

² As of the date of this review, 101 of 165 Private Employment Agencies that participate in the web site of İŞKUR (<http://www.iskur.gov.tr/mydocu/bilgiedinme/iskurizin.html>) had an accessible web site.

³ Differential access to computer or Internet technology aggravates inequality along various dimensions. Unequal and unbalanced distribution of ICT between countries, which brings about changes in every aspect of our lives, plays into the concept of the "digital divide". Without cooperation of international institutions, governments, private sector and non-governmental organizations, the digital divide shall remain a deep gap that mandates bridging between rich and poor countries and will grow deeper over the course of time. Deepening of the digital divide comes with rapid technological development.

access. Personal computer ownership should be considered within a structure where only 5 out of every 100 people own a personal computer. Only 14 of every 100 people use the Internet in Turkey, and charged Internet cafés are widespread in public Internet use areas. It should be taken into consideration that there can be policies related to access to the Internet-based activities of Private Employment Agencies. These organizations are prohibited from charging any fee to those placed during seeking and placement activities, which may be implemented within the model based on the partnership of the government and private employment agencies. Diffusion of free-of-charge Internet use areas will be able to enhance the effectiveness of Private Employment Agencies, which are assumed to have created a more effective environment for meeting supply and demand by increasing the number of job seekers which will, in turn, generate sufficient demand for the services of Private Employment Agencies on the Internet. (Author-Levy-Murnane, 2001:8)

ICT (Information Communication Technologies)⁴, which are shaped by development of the Internet and computers, cause changes in the pattern of job seeking activities by allowing easier and cheaper access to information in labour markets. The impact of technology on job seeking activities is based on the idea that ICT creates an effective job-seeking environment through easier and cost-effective access to information. The Internet is used by both the employed and unemployed to look for jobs (Kuhn ve Skuterud, 2000:10; Autor, 2001: 30, Gottinger, 1990:317)

In this study, the issue of how and at what extent the Internet is utilized effectively is aimed to be revealed by reviewing the web pages of Private Employment Agencies in Turkey.

Websites, which are the fundamental communication environment between institutions and users, should have some common qualities in order to achieve their targeted objectives (Yalçın/Demircioğlu, 112). The non-existence of established standards for design of websites, lack of standards for the quality and quantity of necessary information, and

⁴ The ICT sector consists of hardware, software, services and equipment. According to OECD Classification, the main ICT products are: agency, accounting and communicating machinery, insulated wire and cable, electronic valves and tubes and other electronic components, instruments and appliances, instruments and appliances for measuring, checking, testing, navigating, industrial process equipment. Relating to ICT services, equipment, wholesale, retail, telecommunication and computer services are needed.

information organization style causes us to face thousands of different web pages from the points of design and content.

2. Purpose

In this study, the extent to which those Private Employment Agencies that have their own websites, use ICT and the Internet in implementation or announcement of their activities and make use of the Internet in their employment activities such as employment planning, employment advisory and labour training for the purpose of, primarily, placing job seekers and finding workers for employers is reviewed. The question of whether “ICT is an effective tool for Private Employment Agencies to utilize in their activities?” is discussed.

In general, web pages should bear some basic characteristics in order to secure visitors’ satisfaction and to accomplish the aims of the website designers.

These are:

- Adequate, accurate and updated information
- Logical classification and order of information included in the website
- Easy-to-use, reliable design to reflect corporate identity
- Visual content to retain users inside the website.

In addition to these characteristics, criteria oriented to the activities of Private Employment Agencies are also developed and the extent to which these criteria are met is reviewed in this paper.

3. Method and Limitations

In this study, the list of “Private Employment Agencies permitted by Turkish Labour Institution” which can be found on the website of Turkish Employment Agency (İŞKUR) is taken as the basis for the review⁵. Certain criteria for activities implemented and/or announced via the Internet are established considering basic characteristics the websites are expected to contain. These developed criteria are shown in Appendix Table 1. The first section of the Table 1 includes criteria developed considering characteristics websites should have in general.

⁵ A total of 101 web pages are reviewed as of 19.5.2006.

In the second section, activities implemented by Private Employment Agencies are listed with the titles of “Training Activities”, “Advisory Activities”, “Selection and Placement Activities”, “Financial Activities” and “Other Activities” under the heading of applications oriented to the activities. In this study, instead of the implementation of these activities by Private Employment Agencies, those activities implemented by the use of the Internet and the level of effective utilization of the Internet and web pages in implementation or announcement of these activities are reviewed. Assigned weighting scores regarding these criteria are used for the purpose of identifying the role of websites in ensuring Internet users obtain information about activities of Private Employment Agencies, find recruitment opportunities in this way and enhance their awareness regarding the labour market. Criteria are formed upon review of web pages of all Private Employment Agencies whose web pages are listed on the web page of İŞKUR⁶.

Weighting scores 0, 1 and 2 are used to measure the extent to which each criterion is satisfied by the Private Employment Agencies. 0 implies that relevant criterion is not satisfied or no information exists for the relevant criterion. 1 implies that relevant criterion is somewhat satisfied. 2 implies that relevant criterion is satisfied what would be expected.

Since the existence of criteria sought is considered sufficient in some criteria groups (see Ease of Use and Compliance with Basic Design Principles in Appendix Table 1), these groups are weighted only using 0 and 1. Weighting scores for each criterion are summed and a general trend is determined for the relevant criterion (Ulukan/Baraz, 2001:201).

4. Review of Web Pages of Private Employment Agencies in Turkey

Content analysis review is implemented under two headings. First, compliance to basic design principles and ease of use is evaluated. Second, those done for job seeking activities are considered. In the study, graphics, explanations and information regarding criteria and scores obtained are given in the Appendix Table 1, Appendix Table 2 and Appendix Table 3.

⁶ In creation of the criteria, first, all services offered are scanned. Then the information under the headings Training Activities, Advisory Activities, Selection and Placement Activities, Financial Activities and Other Activities are examined. These criteria can be seen in Appendix Table Section 2.

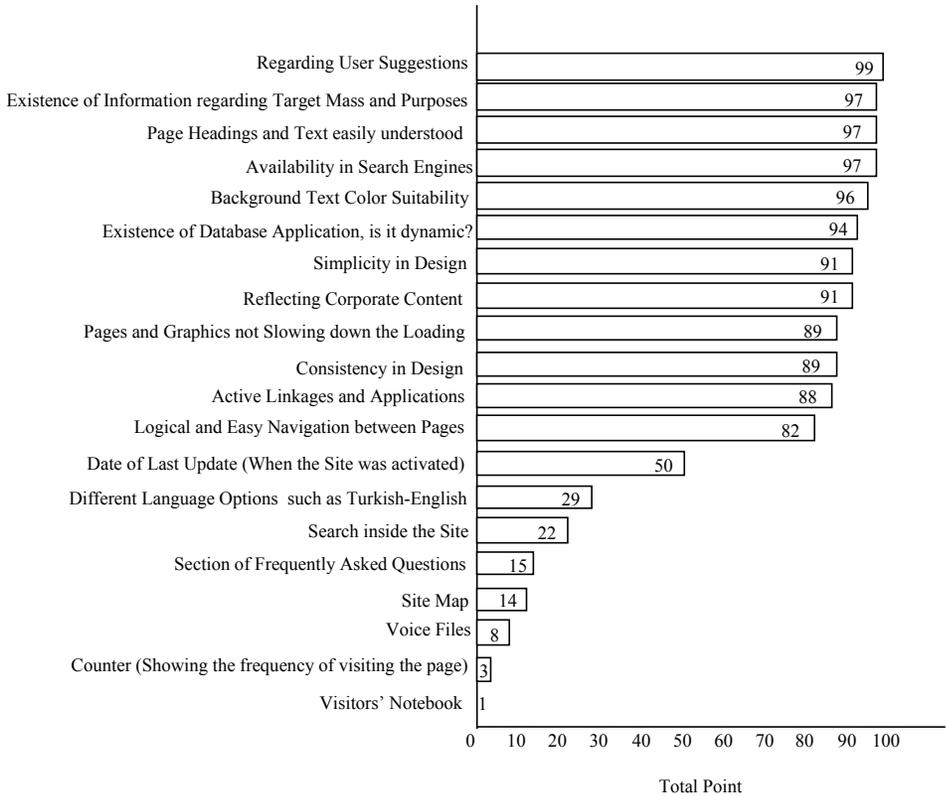
4.1 Compliance with Basic Design Principles and Ease of Use

The extent to which these 20 criteria for this section are satisfied by the Private Employment Agencies is given in the following diagram. The vertical axis in the diagram refers to criteria, whereas the horizontal axis refers to the total scores criteria achieved according to weighting scores⁷.

The study results suggest that websites are generally designed in accordance with website design principles and provide users ease of use. Most of the links and applications in the websites are active, background text color is suitable and web pages of the Private Employment Agencies appear in search engines. Regarding user suggestions and particularly the existence of information about the targeted mass and purposes are among the most important characteristics of web pages. Database application also exists in many websites. Databases are utilized especially for collecting resumes of applicants and utilization of these resumes for job-staff requests.

⁷ Weighting scores in criteria groups are 0 and 1 for the section "Compliance with Basic Design Principles and Ease of Use". Therefore, the highest score a criterion can take is A (A, number of Private Employment Agencies reviewed x 1, the highest weighting score). Weighting scores of 0, 1, and 2 are used in the section "Training, Advisory, Selection and Placement, Financial and Other Activities". Here, the highest score a criterion can take is B (B, number of Private Employment Agencies reviewed x 2, the highest weighting score). 101 of 165 Private Employment Agencies permitted by İŞKUR, Turkey have their own websites (as of April-May 2006). For the Section Compliance with Basic Design Principles and Ease of Use, $101 * 1 = 101$. For the Section "Training, Advisory, Selection and Placement, Financial and Other Activities", $101 * 2 = 204$.

Diagram 1. Compliance with Basic Design Principles and Ease of Use in Websites of Private Employment Agencies (Maximum Score 101)



However, the counter which shows the visiting frequency and the visitors' notebook in which visitors of the website can write down their opinions exist on only a few websites. From the point of basic design principles, most websites are in good condition.

4.2. Review of Websites of Private Employment Agencies for Their Activities

In this section, "Training Activities", "Advisory Activities", "Selection and Placement Activities", "Financial Activities" and "Other Activities" are considered. As stated above, those activities implemented and/or announced via the Internet are essential in the review.

4.2.1. Assessment of Private Employment Agencies from the point of Training Activities Incorporated in their Websites

A total of 45 criteria are taken into consideration regarding training activities of Private Employment Agencies. In these criteria, established through individual scanning of training on the websites, training activities that are duplicated or have similar contents are gathered together; no other combination was made. Development of criteria that cover the general picture was aimed for through scanning of general, preferred training and taking them as criteria.

Diagram 2. Training Activities Announced on Websites of Private Employment Agencies (Maximum Score 204)

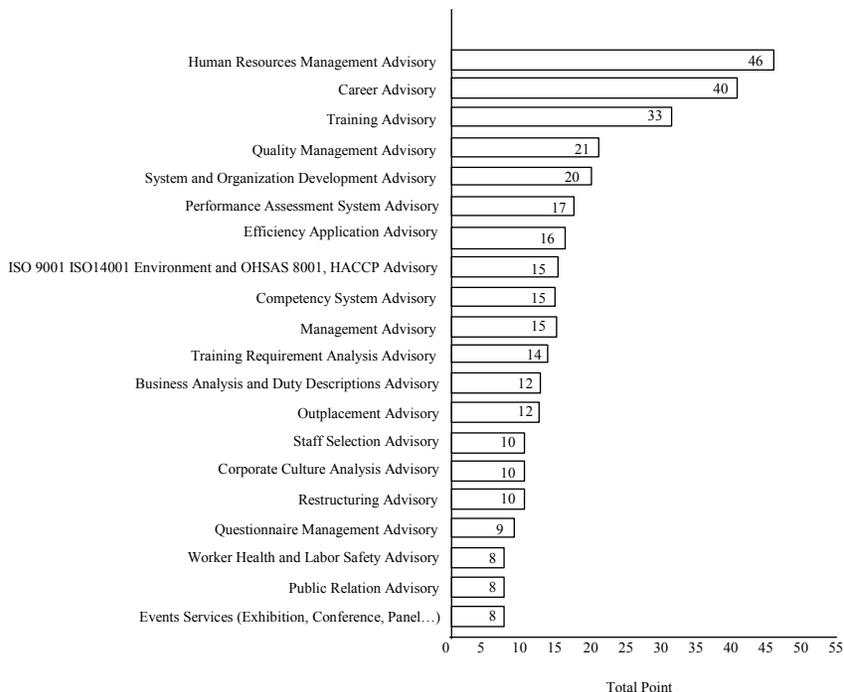


Human Resources Management Training ranks first. Medium and Top Level Executive Information Training and Resume Preparation Training also take place within the highest ranks. Upon review of training offered by Private Employment Agencies, it can be observed that services oriented to active employment policy have a significant weight. Versatility of training offered, free-of-charge and placement-guaranteed training, and subjects and diversity of subjects reveal that such agencies are assumed important in the role of training.

4.2.2. Assessment of Private Employment Agencies from the point of Advisory Activities Included in their Websites

Human Resources Management Advisory heads the advisory activities of Private Employment Agencies. Career Counseling and Training Advisory follows. Quality Management Advisory, System and Organization Development, Performance Assessment System Advisory also participate within the significant advisory services. The number of criteria considered under this heading is 32.

Diagram 3. Advisory Activities Announced on Websites of Private Employment Agencies (Maximum Score 204)

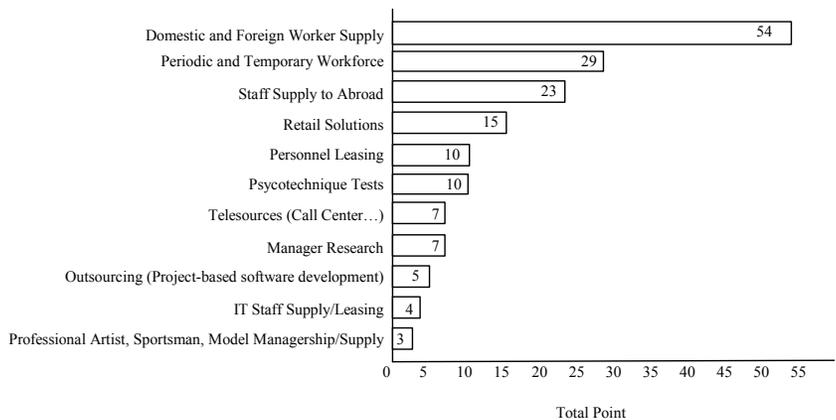


Logistics Services such as Billboards, Bulletin Boards, Entrepreneurship Advisory, Distribution Channels Research and Information Technologies Advisory occur at the lower ranks.

4.2.3. Assessment of Private Employment Agencies from the point of Selection and Placement Activities Included in their Websites

A total of 12 criteria are considered regarding Selection and Placement activities. Domestic and Foreign Worker Supply service take the first rank. Periodic and Temporary Labour Supply ranks second and Personnel Supply to Abroad ranks third. Personnel Leasing⁸, staff for Call Centers and Manager Research also take part within the criteria considered in this group.

Diagram 4. Selection and Placement Activities Announced on Websites of Private Employment Agencies

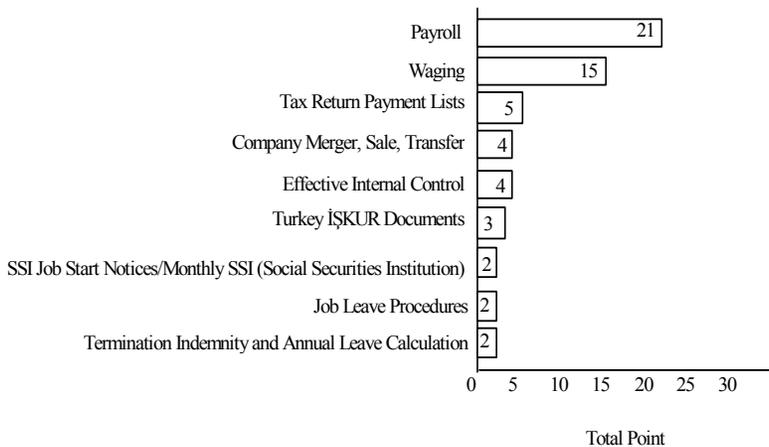


⁸ The facility of leasing support personnel of a periodic nature or for certain projects.

4.2.4. Assessment of Private Employment Agencies from the point of Financial Activities Included in their Websites

A total of 9 criteria are taken into consideration for financial activities. Payroll service ranks first and waging ranks second. In general, financial services are not offered intensively.

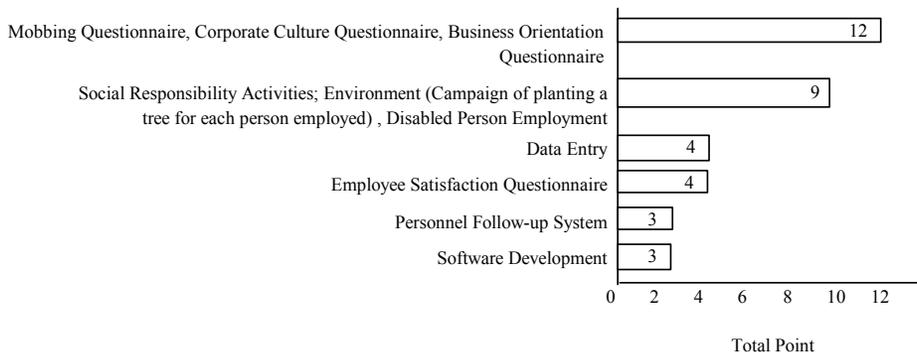
Diagram 5. Financial Support Activities announced on Websites of Private Employment Agencies (Maximum Score 204)



4.2.5. Assessment of Private Employment Agencies from the point of Other Activities Included in their Websites

Under the heading of Other Activities of Private Employment Agencies, questionnaire services such as Mobbing Questionnaire, Corporate Culture Questionnaire, Business Orientation Questionnaire and Social Responsibility Activities, Data Entry, Staff Follow-up Systems and Software Development are discussed. The number of criteria considered is 6.

Diagram 6. Other Activities of Private Employment Agencies such as Questionnaires, etc. Announced on Their Websites (Maximum Score 204)



2. Ranking of Websites Reviewed according to the Criteria

The Private Employment Agencies reviewed are ranked according to the level that they met criteria. This resulted in six groups⁹. In order to make comparisons between Private Employment Agencies, the highest scores that may be achieved depending on the number of criteria and weighting scores are indicated in the second row of Table 1 as the highest score limits. The highest total score to be achieved by a Private Employment Agency that meets all the criteria at a satisfactory level is 204. Websites of Private Employment Agencies reviewed, although ranking according to the level of meeting assessment criteria is another step of Internet site content analysis, are ranked by document number without indicating the name of the relevant Private Employment Agency

⁹ 1.1 Compliance with Basic Design Principles and Ease of Use
 1.2. Review of Websites of Private Employment Agencies for Their Activities
 1.2.1. Assessment of Private Employment Agencies from the point of Training Activities Included on their Websites
 1.2.2. Assessment of Private Employment Agencies from the point of Advisory Activities Included on their Websites
 1.2.3. Assessment of Private Employment Agencies from the point of Selection and Placement Activities Included on their Websites
 1.2.4. Assessment of Private Employment Agencies from the point of Financial Activities Included on their Websites
 1.2.5. Assessment of Private Employment Agencies from the point of Other Activities Included on their Websites

as this would produce competitive consequences. Such ranking is made according to the criteria within the framework of this study as defined by the Private Employment Agency, which are, by nature, commercial entities. Any payment request from workers for which they intermediated to find a job is prohibited. Ranking is made based on the sum of weighting scores assigned to the criteria based on each Private Employment Agency reviewed.

Table 1. Listing of Private Employment Agencies according to Effectiveness of Internet Sites¹⁰

PEA Document No							
	Total (Maximum Score 204)	1.1 (20*1)	1.2.1 (45*2)	1.2.2 (32*2)	1.2.3 (12*2)	1.2.4 (9*2)	1.2.5 (6*2)
12	65	15	31	13	4	0	2
3	61	10	33	14	4	0	0
41	60	14	16	9	11	1	0
70	60	13	29	6	10	0	2
49	54	13	28	1	9	0	54
164	54	15	26	0	7	2	4
157	52	13	15	16	0	3	5
98	51	14	14	17	2	2	2
33	48	11	6	27	1	3	0
24	44	15	5	16	8	0	0

When the activities of Private Employment Agencies implemented and announced via the Internet are considered in general, it is seen that they exhibit different structures within the framework of the criteria developed. While almost all agencies achieve near-perfect scores in “Basic Design Principles and Ease of Use”, scores obtained regarding the activities are lower than the maximum score.

¹⁰ First 10 are seen in Table1. The complete table is provided in Appendix Table 4.

5. Conclusion

The Internet contains a vast amount of information on every area imaginable. Although the information may be scattered, the Internet contains the information that enterprises, employers and job seekers need. Moreover, the question of whether free-of-charge offers of information on the Internet and the ease of access to the requested information via the Internet by anyone who has a telephone line, a computer and a modem will provide effectiveness in job-seeking activities should be answered by considering the ownership and access to the relevant technologies. Although there are difficulties and limitations for unemployed people to own or gain access to ICT and the infrastructure required for Internet access, the assumption of the information gap and geographical limitations in labour markets has been removed to some extent by the services implemented and/or announced by the Private Employment Agencies via the Internet. However, conditions such as infrastructure and financial funds should be fully satisfied for the achievement of "perfect information" status. When computer and Internet utilization rates in Turkey are reviewed, the picture becomes clear. Although Private Employment Agencies exhibit maximum effectiveness from the point of service supply by getting perfect scores on all criteria, there are deficiencies in demand and utilization of services. Approaches such as increasing the areas for public use and improvement of digital literacy should be spread.

Regarding the method of study, although the developed criteria attempted to be objective, the decision on the extent of satisfaction of these criteria can be said to be partially dependent on the person. In other words, the people that review the Internet pages of Private Employment Agencies by using the same set of criteria may reach slightly different conclusions. This is because of great differences between web pages from the point of design and content. In addition, combinations at different levels are made for criteria regarding Training Services, Advisory Services, Selection and Placement Services, Financial Services and Other Services. This may also give rise to the emergence of partially different results. However, increased research on this subject will accelerate the process of developing standards. This study hopes to contribute to the academic literature by exploring the ways that technology utilization or benefits from ICT affect the activities of Private Employment Agencies.

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<http://www.nicholsoninternational.com> (17.4.2006)
<http://www.nmt.com.tr> (17.4.2006)
<http://www.odakinsan.com> (17.4.2006)
<http://www.optimum-cs.com> (17.4.2006)
<http://www.ostim.com.tr> (17.4.2006)
<http://www.oxygen-tr.com> (17.4.2006)
<http://www.personelcv.com> (17.4.2006)

<http://www.pharosdanismanlik.com> (17.4.2006)
<http://www.piramitinterim.com> (17.4.2006)
<http://www.profera.com> (17.4.2006)
<http://www.profes.com.tr> (17.4.2006)
<http://www.profilinternational.com> (17.4.2006)
<http://www.prsconsultancy.com> (17.4.2006)
<http://www.pusulagroup.org> (17.4.2006)
<http://www.se-ce.com.tr> (17.4.2006)
<http://www.servushotel.com> (17.4.2006)
<http://www.spenglerfox.com> (20.4.2006)
<http://www.tabularasa.com.tr> (20.4.2006)
<http://www.tanaman.com.tr> (20.4.2006)
<http://www.teknolinkenerji.com.tr> (20.4.2006)
<http://www.TrioHRC.com> (21.4.2006)
<http://www.turizmdekariyer.com> (22.4.2006)
<http://www.unida.com.tr> (23.4.2006)
<http://www.utkandanismanlik.com> (24.4.2006)
<http://www.uzmanlardanismanlik.com> (17.4.2006)
<http://www.yenibiris.com> (5.5.4.2006)
<http://www.yildizinsankaynaklari.com> (5.4.2006)
<http://www.zyonetim.com.tr>

**Appendix Table 1. Criteria Considered in the Review of
Private Employment Agencies Websites**

Compliance with Basic Design Principles and Ease of Use	0	0	1	
Existence of Information regarding Target Mass and Purposes				
Page Headings and Text easily understood				
Site Map				
Pages and Graphics not Slowing down the Loading				
Logical and Easy Navigation between Pages				
Background Text Color Suitability				
Section of Frequently Asked Questions				
Counter (Showing the frequency of visiting the page)				
Visitors' Notebook				
Date of Last Update (When the Site was activated)				
Search inside the Site				
Consistency in Design				
Simplicity in Design				
Active Linkages and Applications				
Regarding User Suggestions				
Reflecting Corporate Content				
Different Language Options such as Turkish-English				
Voice Files				
Availability in Search Engines				
Existence of Database Application, is it dynamic?				
		0	1	2
Those done for Activities				
Training Activities				
<i>Miscellaneous Integrated Trainings, Professional and Technical Trainings, Behavioral Trainings, Intra-Group, Publicly Available, Sector-related, Certificate Programs</i>				
Environment and Business Legislation Training				
Worker Health and Labour Safety Training				
Training for Compliance with Business Law numbered 4557				
Internal Controller Training				
Executive Information Training				
Middle Management Information Training				
Worker Training				
First Aid Training				
Human Resources Management Training				
Team Work and Problem Solving Techniques Training				
Statistical Process Control Training				
5S Training				
Metal Welding Training (Subgas, spot welding, electricity, CATIA V5, CNC Programming, Siemens AG PLC Course)				
AutoCad Training				
Import/Export Training				
Time Management Training				
Meeting Management Training				
Communication Training				
Trainer Training				
Human Relations Training				
Efficiency Enhancing Training				
Effective Presentation Techniques Training				

Effective Interview Training				
Resume preparation Training				
Automobile Service Training (Behavior on Service, Customer Relations, Service Quality)				
Employment-Guaranteed free-of-charge training program to those having C, D, E class driving license for VIP greeting				
Private Security Official Training				
Internet, Information Transaction Training				
Leadership Training				
R&D Training				
Customer Satisfaction Training				
Brand Training				
Medical Training				
Outdoor Training Activities (Outdoor Training Programs)				
Executive Assistant Training				
Child Development Training				
Personal Development (body language) Training				
Career Guide (Jobs, Occupations)				
Accounting-Finance Training				
ERP (Enterprise Resource Planning) Training				
e-business Solutions				
Software Training				
Logistics Training				
Web Design Training				
Database Training				
Advisory Activities				
Worker Health and Labor Safety Advisory				
ISO 9001 ISO14001 Environment and OHSAS 8001, HACCP Advisory				
Quality Management Advisory				
System and Organization Development Advisory				
Human Resources Management Advisory				
Training Advisory				
Efficiency Application Advisory				
Career Advisory				
Suggestion System Advisory				
Public Relation Advisory				
Staff Selection Advisory				
Business Analysis and Duty Descriptions Advisory				
Competency System Advisory				
Performance Assessment System Advisory				
Training Requirement Analysis Advisory				
Corporate Culture Analysis Advisory				
Restructuring Advisory				
Business Law Advisory				
Outplacement Advisory				
Organizational Development Advisory				
Corporate Brand, Image Positioning Advisory				
Distribution Channels Research Advisory				
Shadow Customer Advisory				
Preparation of Firm Introductory CD				
Events Services (Exhibition, Conference, Panel...)				
Questionnaire Management Advisory				
Logistics Services (Billboard, Bulletin Board...)				
Information Technologies Advisory				
Entrepreneurship Advisory				
Survey Studies (satisfaction, training...) Advisory				
Management Advisory				
Social Events Advisory				
Selection and Placement Activities				
Domestic and Foreign Worker Supply				
Staff Supply to Abroad				
Periodic and Temporary Labour				

Retail Solutions				
Personnel Leasing				
Telesources (Call Center...)				
Psychotechnique Tests				
Professional Artist, Sportsman, Model Managership/Supply				
Collective Recruitment				
Manager Research				
IT Staff Supply/Leasing				
Outsourcing (Project-based software development)				
Financial Activities				
Payroll				
Waging				
Company Merger, Sale, Transfer				
Effective Internal Control				
SSI Job Start Notices/Monthly SSI (Social Securities Institution)				
Job Leave Procedures				
Termination Indemnity and Annual Leave Calculation				
Turkey İŞKUR Documents				
Tax Return Payment Lists				
Other Activities				
Mobbing Questionnaire, Corporate Culture Questionnaire, Business Orientation Questionnaire				
Data Entry				
Personnel Follow-up System				
Software Development				
Social Responsibility Activities; Environment (Campaign of planting a tree for each person employed), Disabled Person Employment				
Employee Satisfaction Questionnaire				

Appendix Table 2. Training Activities¹¹

Training Activities	
<i>Miscellaneous Integrated Trainings, Professional and Technical Trainings, Behavioral Trainings, Intra-Group, Publicly Available, Sector-related, Certificate Programs</i>	
Human Resources Management Training	28
Executive Information Training	18
Middle Management Information Training	18
Resume preparation Training	18
Effective Presentation Techniques Training	16
Effective Interview Training	16
Team Work and Problem Solving Techniques Training	15
Career Guide (Jobs, Occupations)	13
Communication Training	12
Human Relations Training	12
Training for Compliance with Business Law numbered 4557	11
Import/Export Training	11
Time Management Training	11
Worker Training	10

¹¹ Since criteria of up to 8 points take place in Diagram 2, all criteria are given in this appendix table.

Meeting Management Training	10
Worker Health and Labour Safety Training	9
Environment and Business Legislation Training	8
Efficiency Enhancing Training	8
Accounting-Finance Training	8
Internal Controller Training	7
Trainer Training	7
Customer Satisfaction Training	7
ERP (Enterprise Resource Planning) Training	7
Internet, Information Transaction Training	6
First Aid Training	5
AutoCad Training	5
e-business Solutions	5
Statistical Process Control Training	4
5S Training	4
Metal Welding Training (Subgas, spot welding, electricity, CATIA V5, CNC Programming, Siemens AG PLC Course)	4
Employment-Guaranteed free-of-charge training program to those having C, D, E class driving license for VIP greeting	4
Leadership Training	4
Outdoor Training Activities (Outdoor Training Programs)	4
Child Development Training	4
Personal Development (body language) Training	4
Software Training	4
Private Security Official Training	3
R&D Training	3
Executive Assistant Training	3
Web Design Training	3
Database Training	3
Automobile Service Training (Behavior on Service, Customer Relations, Service Quality)	2
Medical Training	2
Logistics Training	2
Brand Training	1

Appendix Table 3. Advisory Activities¹²

Advisory Activities	
Human Resources Management Advisory	46

¹² Since criteria up to 7 points take place in Diagram 3, all criteria are given in this appendix table.

Career Advisory	40
Training Advisory	33
Quality Management Advisory	21
System and Organization Development Advisory	20
Performance Assessment System Advisory	17
Efficiency Application Advisory	16
ISO 9001 ISO14001 Environment and OHSAS 8001, HACCP Advisory	15
Competency System Advisory	15
Management Advisory	15
Training Requirement Analysis Advisory	14
Business Analysis and Duty Descriptions Advisory	12
Outplacement Advisory	12
Staff Selection Advisory	10
Corporate Culture Analysis Advisory	10
Restructuring Advisory	10
Questionnaire Management Advisory	9
Worker Health and Labor Safety Advisory	8
Public Relation Advisory	8
Events Services (Exhibition, Conference, Panel...)	8
Suggestion System Advisory	7
Business Law Advisory	7
Organizational Development Advisory	6
Corporate Brand, Image Positioning Advisory	6
Shadow Customer Advisory	5
Logistics Services (Billboard, Bulletin Board...)	4
Entrepreneurship Advisory	4
Distribution Channels Research Advisory	3
Preparation of Firm Introductory CD	3
Information Technologies Advisory	3
Survey Studies (satisfaction, training...) Advisory	1
Social Events Advisory	1

Appendix Table 4. Listing of Private Employment Agencies according to Effectiveness of Internet Sites¹³

ÖİB Document No	Toplam	1.1	1.2.1	1.2.2	1.2.3	1.2.4	1.2.5
	(Maximum Score 204)	20 (20*1)	90 (45*2)	64 (32*2)	24 (12*2)	18 (9*2)	12 (6*2)
12	65	15	31	13	4	0	2
3	61	10	33	14	4	0	0
41	60	14	16	9	11	1	0
70	60	13	29	6	10	0	2
49	54	13	28	1	9	0	54
164	54	15	26	0	7	2	4
157	52	13	15	16	0	3	5
98	51	14	14	17	2	2	2
33	48	11	6	27	1	3	0
24	44	15	5	16	8	0	0
67	40	13	9	13	1	4	0
148	39	13	13	12	1	0	0
78	37	9	24	3	1	0	0
27	35	13	12	5	5	0	0
71	31	15	7	6	2	1	0
76	31	14	3	7	7	0	0
8	30	12	4	7	6	1	0
66	30	11	0	15	2	2	0
77	30	12	0	18	0	0	0
83	30	13	6	10	1	0	0
88	30	15	3	11	1	0	0
138	30	12	8	8	1	1	0
140	30	12	3	1	12	2	0
155	30	12	11	5	0	2	0
9	27	11	4	6	6	0	0
1	26	12	9	1	4	0	0
29	26	14	0	11	1	0	0
105	26	13	0	11	1	1	0
108	26	10	8	7	1	0	0
25	25	15	1	2	5	2	0
51	25	13	0	10	1	0	1
63	25	14	8	2	1	0	0
90	25	15	4	2	1	0	3
96	25	15	5	2	1	1	1

¹³ First 10 are seen in Table 1. The Complete table is provided in Appendix Table 4.

5	24	12	0	4	6	2	0
6	24	16	0	3	4	0	1
119	24	12	3	5	2	2	0
7	23	14	3	3	1	0	2
35	23	15	0	7	1	0	0
31	22	1	0	0	4	3	5
26	21	15	1	2	5	2	0
75	21	11	0	8	2	0	0
91	21	15	0	1	3	2	0
92	21	13	0	3	4	1	0
127	21	11	5	4	1	0	0
14	20	13	5	2	0	0	0
93	20	15	1	2	1	0	1
156	20	13	2	4	1	0	0
10	19	16	0	0	3	0	0
42	19	14	0	0	3	0	2
141	19	13	3	2	1	0	0
44	18	13	1	2	1	0	1
124	18	13	3	2	0	0	0
13	17	14	0	2	1	0	0
87	17	14	0	0	0	0	3
11	16	14	0	1	1	0	0
32	16	16	0	0	0	0	0
107	16	13	1	1	1	0	0
131	16	16	0	0	0	0	0
23	15	11	0	0	4	0	0
34	15	13	2	0	0	0	0
39	15	15	0	0	0	0	0
82	15	15	0	0	0	0	0
159	15	15	0	0	0	0	0
38	14	11	2	0	0	1	0
60	14	14	0	0	0	0	0
64	14	14	0	0	0	0	0
68	14	10	0	1	3	0	0
80	14	8	5	0	1	0	0
97	14	13	1	0	0	0	0
106	14	14	0	0	0	0	0
147	14	8	0	2	3	1	0
154	14	14	0	0	0	0	0
4	13	6	0	2	5	0	0
40	13	13	0	0	0	0	0
59	13	13	0	0	0	0	0
94	13	11	0	0	2	0	0
95	13	0	0	0	0	0	0

128	13	11	0	2	0	0	0
129	13	13	0	0	0	0	0
134	13	13	0	0	0	0	0
149	13	10	0	2	1	0	0
158	13	13	0	0	0	0	0
36	12	12	0	0	0	0	0
69	12	12	0	0	0	0	0
121	12	12	0	0	0	0	0
139	12	12	0	0	0	0	0
37	11	10	0	0	0	0	0
85	11	0	0	0	0	0	0
86	11	0	0	0	0	0	0
120	11	11	0	0	0	0	0
135	11	11	0	0	0	0	0
146	11	11	0	0	0	0	0
84	10	10	0	0	0	0	0
150	10	0	0	0	0	0	0
152	10	10	0	0	0	0	0
126	9	9	0	0	0	0	0
136	8	8	0	0	0	0	0
118	7	7	0	0	0	0	0
143	6	6	0	0	0	0	0
123	5	5	0	0	0	0	0