

Accessibility evaluation of corporates' human resources and career management web pages: The case of Türkiye

Şirketlerin insan kaynakları ve kariyer yönetimi web sayfalarının erişilebilirlik değerlendirmesi: Türkiye örneği

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Entrepreneurship Human resources and career management web pages are essential tools for companies to manage talent acquisition, workforce planning, and organizational efficiency. These pages serve not only as platforms for job postings but also as channels to communicate company culture, enhance employee engagement, and provide career development resources. This study evaluates the accessibility of career and human resources web pages of companies listed in the Fortune Turkey 500, with a focus on compliance with WCAG 2.1 guidelines. Using the TAW tool, the analysis identifies key accessibility issues across perceivable, operable, understandable, and robust aspects. In addition, the Dead Link Checker tool was employed to detect broken links, while the Google Mobile Friendly tool assessed the mobile responsiveness of these pages. The results reveal that most web pages fail to meet basic Level A accessibility conformance, contain broken links, and experience mobile access issues. These findings provide actionable insights for web administrators and developers, underscoring the need for significant improvements in accessibility to enhance the user experience and ensure inclusivity.

İnsan kaynakları ve kariyer yönetimi web sayfaları, şirketlerin yetenek kazanımı, işgücü planlaması ve organizasyonel verimliliği yönetmeleri için temel araçlardır. Bu sayfalar sadece iş ilanları için bir platform değil, aynı zamanda şirket kültürünü iletmek, çalışan bağlılığını artırmak ve kariyer gelişim kaynakları sağlamak için kanallar olarak da hizmet vermektedir. Bu çalışma, Fortune Türkiye 500 listesinde yer alan şirketlerin kariyer ve insan kaynakları web sayfalarının erişilebilirliğini, WCAG 2.1 yönergelerine uygunluğa odaklanarak değerlendirmektedir. Analiz, TAW aracını kullanarak algılanabilir, çalıştırılabilir, anlaşılabilir ve sağlam yönleriyle temel erişilebilirlik sorunlarını tanımlamaktadır. Buna ek olarak, kırık bağlantıları tespit etmek için Ölü Bağlantı Denetleyicisi aracı kullanılmış, Google Mobil Uyumluluk aracı ise bu sayfaların mobil uyumluluğunu değerlendirmiştir. Sonuçlar, çoğu web sayfasının temel Seviye A erişilebilirlik uyumluluğunu karşılayamadığını, bozuk bağlantılar içerdiğini ve mobil erişim sorunları yaşadığını ortaya koymaktadır. Bu bulgular, web yöneticileri ve geliştiricileri için uygulanabilir bilgiler sunmakta ve kullanıcı deneyimini geliştirmek ve kapsayıcılığı sağlamak için erişilebilirlikte önemli iyileştirmeler yapılması gerektiğinin altını çizmektedir.

Keywords: Human-computer interaction, web accessibility, career and HR websites, automated accessibility tools, WCAG 2.1

Anahtar Kelimeler: İnsan bilgisayar etkileşimi, Web erişilebilirliği, Erişilebilirlik Yönergeleri, Otomatik erişilebilirlik araçları, WCAG 2.1

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1. INTRODUCTION

In today's global business environment, organizations are evolving not only to maintain their competitive advantage, but also to strengthen their corporate success through strategic human resources management. In this context, human resources and career web pages have played a critical role in helping companies achieve their goals in workforce management, talent acquisition, and organizational effectiveness. Human resources and career web pages have emerged not only as a platform where job postings are published, but also as a tool that reflects company culture, strengthens communication between employees and provides resources for career planning (Prastyaningtyas et al., 2023). Human resources and career management web pages serve as a central hub for employees and potential candidates, providing essential information and resources related to human resource management and career development within the organization (Maurer and Liu, 2007; Williamson et al., 2010; Young and Foot, 2005). One necessity of these web pages is to effectively communicate the company's policies, procedures, and benefits to employees. Clear and easily accessible information on these web pages helps employees navigate through various HR-related matters and ensures a transparent and consistent approach to human resource management. Furthermore, these web pages also serve as a key tool for attracting and recruiting top talent. Job seekers often rely on corporate career web pages to learn about an organization's values, culture, available positions, and application processes. A well-designed and informative career web page can create a positive impression and differentiate the company from competitors, helping attract highly qualified candidates.

World Health Organization (WHO) statistics reveal that more than 15% of the global population struggles with some degree of disability, and this rate increases as the general population tends to age (World Health Organization. and World Bank., 2011). In this context, it is imperative to acknowledge the significance of creating websites that are both accessible and user-friendly in the digital era. Compliance of human resources and career web pages with web accessibility standards is an indispensable requirement in the business world in today's digital age. Web accessibility standards aim to provide equal access to information and services over the internet to disabled people, elderly individuals and everyone who uses different technological devices. Accessibility focuses on ensuring that the website is usable and accessible by a wide range of users, including those with disabilities or special needs ("Introduction to Web Accessibility | Web Accessibility Initiative (WAI) | W3C", n.d.). This involves incorporating features such as alternative text for images, captions for videos, proper heading structure, and keyboard accessibility, among others.

With the growing emphasis on human resources and career management web pages of corporates, it is needed to assess their accessibility using appropriate evaluation methods and metrics. While a significant amount of research exists on testing the accessibility of websites in a variety of fields using automated assessment tools, a recent literature review study (Macakoğlu and Peker, 2022) shows a lack of specific studies focusing on these factors in the context of companies' human resources and career management web pages. This study aims to comprehensively evaluate the accessibility of career and human resources web pages of the top companies listed in the Fortune 500. Automated testing tools are employed to conduct a thorough assessment, encompassing usability, accessibility, and compliance with WCAG 2.1 standards ("Evaluation Tools Overview | Web Accessibility Initiative (WAI) | W3C", n.d.).

This evaluation also encompasses perceivable, operable, understandable, and robust aspects, utilizing tools such as TAW for identifying accessibility errors, Deadlink Checker for assessing broken links, and the Google Mobile-Friendly Test for evaluating mobile responsiveness. The primary objective of this study is to ensure equitable access to information and provide valuable guidance for the development of HR and career web pages.

The subsequent sections of this article are organized as follows: Chapter 2 provides an overview of the literature, offering a synthesis of existing knowledge in the field. Chapter 3 presents a detailed account of the methodology employed, encompassing data collection, tools utilized, and techniques employed to assess the accessibility of selected companies' career and human resources web pages. The subsequent section presents the results obtained from the evaluation process. Chapter 4 offers an in-depth discussion of the analysis results, presents insightful recommendations. Chapter 5 serves as the conclusion, summarizing the key findings, addresses the limitations inherent in this study and providing guidelines for future research endeavors.

2. LITERATURE REVIEW

2.1. Related Work on Corporate Websites

There are various studies in the literature that evaluate the effects of human resources and career web pages on business processes and reveal the potential role of these platforms on organizational success. This section presents studies in the literature showing the effects of human resources and career web pages on strategic and operational processes in the business world and how these platforms shape the competitive advantages of institutions.

The importance of corporate career websites for potential applicants is emphasized in various studies (Cober et al., 2004; Selden and Orenstein, 2011). Loiacono and McCoy (Loiacono and McCoy, 2004) conducted a study to determine how accessible 100 websites in the United States, including government agencies, nonprofit organizations, and companies, were to people with disabilities. The results showed that 23% of federal homepages were significantly more accessible than 11% of NPOs and 6% of corporate homepages. A rating survey developed by Cappel and Huang (Huang and Cappel, 2012), was created based on user studies and applied to the websites of INC. 500 companies. In this study, researchers compared the usability practices of Fortune 500 and INC. 500 companies. Additionally, the study found that both groups of companies frequently neglect many usability guidelines. Howieson et al. (Howieson and Semple, 2013) examined the use and impact of two main careers websites in Scotland on students' career management skills. The results showed that although their functions were similar, the two websites differed in career management ability. Leitner et al. (Leitner et al., 2016) analyzed the accessibility of private and public sector websites with an automated testing tool and case study. The results showed that very few of the websites were accessible. A study was also conducted regarding career development professionals' challenges in the implementation of information and communication technologies (ICT) in career services (Kettunen and Sampson, 2019). The main difficulties identified in the results of the research were insufficient access to ICT and insufficient access to information. More recently, researchers conducted a study to examine the web accessibility of corporate information disclosed by 100 major Indian companies listed on Bombay Stock Exchange (BSE) and analyzed corporate information presented on their websites (Singh and Singh, 2020). The

results of the study revealed that web accessibility increases with company size and company listing age. The compliance of sustainable companies' corporate websites with accessibility standards was examined by Conte et al (Conte et al., 2022). The results showed that the majority of corporate websites did not comply with accessibility guidelines, although there were some differences by industry and location. Additionally, a study conducted by Yüksel and Peker (Yüksel and Peker, 2024) evaluated corporates' sustainability web pages in Türkiye from the perspectives of accessibility, usability and security, revealing that the overall quality of these web pages should be improved.

2.2. Overview of Web Accessibility

Studies on the accessibility of web pages have become an important focus with the development of the digital space and the widespread use of the internet. These studies generally focus on evaluating and improving the methods, standards and guidelines used in the design and content creation of web pages. In this section, studies in the field of web accessibility in the literature are mentioned.

Web accessibility refers to the inclusive practice of making digital content usable for individuals with various abilities and disabilities. The concept gained prominence in the late 1990s, with the W3C's publication of the Web Content Accessibility Guidelines (WCAG) 1.0 (1999). Over time, these guidelines evolved into WCAG 2.0 (2008) and WCAG 2.1 (2018), introducing the POUR (Perceivable, Operable, Understandable, and Robust) principles as the foundation for accessible web design. These standards provide the theoretical framework widely adopted for creating inclusive digital environments.

There are many studies that analyze the accessibility of websites in different fields, especially education (Acosta-Vargas et al., 2018; Aziz et al., 2010; Ismail et al., 2020; Ismail and Kuppusamy, 2018, 2022; Ismailova and Kimsanova, 2017; Işeri et al., 2017; Kane et al., 2007; Kesswani and Kumar, 2016; Kuppusamy and Balaji, 2023; Kurt, 2017; Laufer Nir and Rimmerman, 2018; Macakoğlu et al., 2022, 2023; Máñez-Carvajal et al., 2021; Ringlaben et al., 2014; Verkijika and De Wet, 2020), healthcare (Kaur et al., 2017; Macakoğlu and Peker, 2023; Martins et al., 2016; Mason et al., 2021; O'Grady, 2005; Yi, 2020) and government (Ahmed et al., 2020; Akgül and Vatansever, 2016; Ali and Murah, 2018; Al-Khalifa et al., 2017; Al-Sakran and Alsudairi, 2021; Bakhsh and Mehmood, 2012; Baowaly and Bhuiyan, 2012; Csontos and Heckl, 2020; Darmaputra et al., 2017; Elisa, 2017; Evans-Cowley, 2006; Goette et al., 2006; Ismail et al., 2018; Ismailova, 2017; Ismailova and Inal, 2017; Karaim and Inal, 2019; Paul, 2022; Paul and Das, 2020; Sanchez-Gordon et al., 2020; Shah and Shakya, 2007; Sinha, 2020; Tashtoush et al., 2016; Youngblood and MacKiewicz, 2012), based on web accessibility principles and guidelines. One early study found that 49 out of 50 homepages in the Mid-Atlantic United States had accessibility issues, with some accessibility errors being minor and easy to fix (Lazar et al., 2003). Again, in a study of web accessibility analysis of homepages from all 50 states and the District of Columbia, it was found that 29% of homepages did not meet conformance level A (Goette et al., 2006). Kane et al. (Kane et al., 2007) conducted a multi-method analysis of the accessibility of homepages of the top 100 international universities. The results showed that many of the top universities had accessibility issues and that accessibility varied widely across different countries and geographical regions. Automated testing tools were used in a study examining the accessibility of 120 higher education institution websites in Malaysia according

to the WCAG 1.0 guide (Aziz et al., 2010). The study's findings showed that a variety of websites had accessibility and usability issues.

Differently, a study conducted on the accessibility of public library websites in Western Australia included a survey to determine the level of conformance with Australian and International standards, as well as perceived willingness to comply with these standards, barriers to compliance and the benefits of an accessible website (Conway, 2011). Baowaly et al. (Baowaly and Bhuiyan, 2012) analyzed the web accessibility of Bangladeshi e-government sites using AChecker and EvalAccess 2.0 automated testing tools and made suggestions for improving these websites. Comeaux et al. (Comeaux and Schmetzke, 2013) examined the relationship between North American academic library website accessibility and design methods and technologies. Researchers found that websites containing CMS had fewer accessibility issues. In another study with a similar focus, Maatta Smith (Maatta Smith, 2014) analyzed the website accessibility of 127 U.S. public library members of the Urban Library Council. The results of the study reveal that library websites need ongoing maintenance to be digitally accessible. Subsequent studies have consistently yielded similar results regardless of the type of website. In a more recent study based on WCAG 1.0 and WCAG 2.0, the accessibility problems of 65 Indian e-government websites were examined (Ismail and Kuppusamy, 2018). The results revealed that usability and accessibility principles were given low priority during website design and development. A study conducted by Máñez-Carvajal et al. (Máñez-Carvajal et al., 2021) examined the accessibility of the homepages of the top 15 universities in Spain, Chile and Mexico, listed in the Webometrics rankings. The results of the study were not surprising, as they showed that websites were at a low level of accessibility, as previous web accessibility studies have shown.

In Türkiye, existing web accessibility studies have largely focused on public institutions such as universities, hospitals, banking and government portals (Akgül, 2018; Akgül and Vatansever, 2016; Ismailova and Inal, 2018; Macakoğlu and Peker, 2023; Peker et al., 2017). These studies consistently reveal widespread non-compliance with international accessibility standards like WCAG, highlighting issues such as missing alternative text, poor navigation structures, and limited awareness among web developers. Despite growing digital transformation efforts, accessibility remains an underexplored area, creating a significant gap in the private sector.

3. METHODOLOGY

3.1. Data

This study aims to investigate the accessibility levels of the career and human resources web pages on the top companies listed in the Fortune 500. The selection of websites associated with these companies was obtained from the Fortune Turkey platform and resulted in a sample of 100 websites.

The websites were analyzed by dividing them into career and human resources pages, but a total of nine company websites were excluded due to the lack of career or human resources pages. Four of the websites could not be tested due to various reasons such as timeout and security. It's important to note that all company websites included in the study only offer sections devoted to career or human resources information.

As a result, the remaining 87 web pages are divided into two categories, career and human resources. Taking these factors into account, the study was ultimately reviewed and presented findings based on the content presented on these 87 websites. These selected websites are listed in The Appendix.

3.2. Tools and Techniques

To analyze the accessibility of the websites, the TAW tool ("TAW | Web accessibility and W3C standardization services", n.d.) was employed, which is widely recognized and frequently utilized in academic research (Macakoğlu and Peker, 2022). The TAW tool facilitated an online accessibility analysis, wherein the career and human resources pages of the selected firms were evaluated for compliance with the WCAG 2.1 standard. This analysis generated a comprehensive report of identified issues, along with a summary breakdown of perceivable, operable, understandable, and robust aspects of accessibility encompassing specific URLs.

Additionally, the Dead Link Checker tool ("Free Broken Link Checking Tool - Dead Link Checker", n.d.) was utilized to identify broken links that could negatively impact both search engine optimization (SEO) and user experience. Furthermore, the Google Mobile Friendly ("Mobile-Friendly Test - Google Search Console", n.d.) tool was employed to evaluate how websites would perform on mobile devices.

4. RESULTS

4.1. Accessibility Analysis

The distribution of accessibility errors across the four basic principles of perceivability, operability, understandability, and robustness highlight varying levels of issues within each category in Figure 1. The perceivability principle demonstrates the highest percentage of errors, accounting for 45% of the total. This finding indicates a significant number of challenges pertaining to users' ability to perceive and access website content. Such errors may encompass deficiencies in providing alternative text for images, inadequate color contrast, or limited accessibility of multimedia content. Following closely behind is the operability principle, representing 35% of the accessibility errors. This observation suggests a notable number of obstacles related to effective website operation and navigation. The understandability principle accounts for 11% of the errors, signifying a relatively lower occurrence of issues concerning content clarity and comprehensibility. The robustness principle constitutes 9% of the accessibility errors, indicating a smaller proportion of challenges associated with the website's adaptability and reliability across diverse technologies and assistive devices.

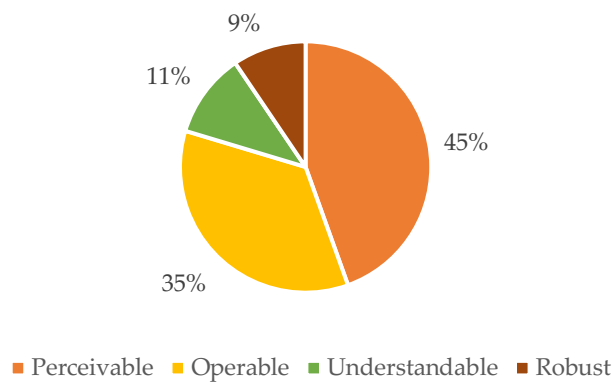


Figure 1. Accessibility Error Distribution Based on Four Principles

Figure 2 illustrates how accessibility errors are distributed among two web page categories based on four principles: perceivable, operable, understandable, and robust.

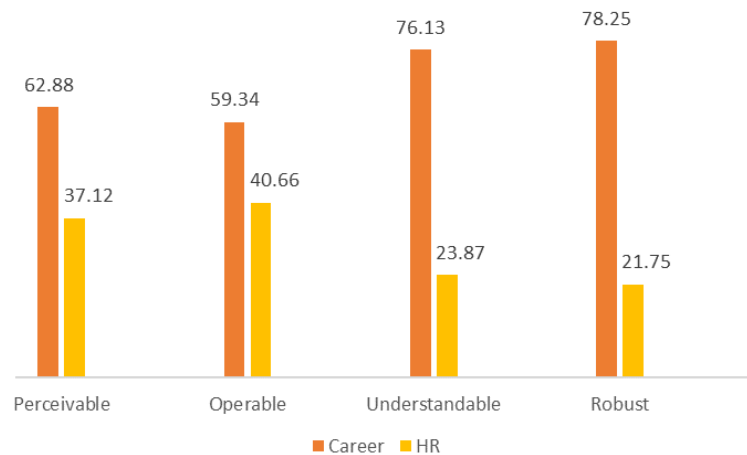


Figure 2. Distribution of Errors According to Principles by Website Page Type

In general terms, the highest error rates for all principles are on career pages. Approximately 63% of the errors related to the perceivable principle include errors related to career pages. These errors encompass issues that impede users' ability to perceive and access content, such as inadequate alternative text for images, insufficient color contrast, and inaccessible multimedia elements.

Regarding the errors of operable principle, almost 60% of them belong to career pages. These errors pertain to obstacles in effective website operation and navigation, including difficulties with keyboard accessibility, the absence of focus indicators, and non-functional interactive elements.

Similarly, almost 80% of the errors in the understandable principle and robust principle belonged to the career pages. Errors of understandable principle involve challenges related to content clarity and comprehensibility, such as confusing instructions, complex language usage, and missing form field tags, hindering users' understanding of the website's content

and functionality. Errors regarding the robust principle reflect difficulties in ensuring the website's adaptability and reliability across different technologies and assistive devices. They include issues such as outdated or non-standard code usage, compatibility challenges, and inappropriate utilization of assistive technologies.

Table 1 presents the distribution of success criteria errors for two categories of web pages: career and human resources. The errors are classified based on the WCAG guidelines, encompassing various accessibility principles. The data analysis provides insights into the prevalence of specific errors within each success criterion and their occurrence across the website types. The percentage of websites in which errors related to the relevant success criteria and the total number of errors are included in the overall column. Similarly, according to career and human resources web pages, what percentage of the websites contain errors regarding the relevant success criteria, and the average number of errors are presented in Table 1.

Table 1. Distribution of success criteria errors

Success Criteria	Website Type					
	Overall		Career (n=47)		HR (n=40)	
	%	Total	%	Avg	%	Avg
1.1.1 - Non-text Content	78.16	1068	72.34	17.82	85.00	13.59
1.3.1 - Info and Relationships	82.76	781	82.98	14.31	82.50	6.76
2.1.3 - Keyboard (No Exception)	13.79	104	17.02	5.00	10.00	16.00
2.4.2 - Page Titled	2.30	3	2.13	2.00	2.50	1.00
2.4.4 - Link Purpose (In Context)	81.61	673	82.98	10.26	80.00	8.53
2.4.9 - Link Purpose (Link Only)	52.87	633	55.32	14.19	47.50	13.89
2.4.10 - Section Headings	68.97	224	74.47	4.80	62.50	2.24
3.1.1 - Language of Page	35.63	31	31.91	1.00	40.00	1.00
3.2.2 - On Input	28.74	38	31.91	1.73	25.00	1.20
3.3.2 - Labels or Instructions	63.22	396	65.96	9.97	60.00	3.63
4.1.2 - Name, Role, Value	65.52	403	70.21	9.45	60.00	3.79

Errors seen in almost 80% or more of web pages belong to the success criteria 1.1.1 - Non-text Content, 1.3.1 - Info and Relationships and 2.4.4 - Link Purpose (In Context). Regarding the success criterion 1.1.1 - Non-text Content, the career pages exhibit an overall error rate of 72.34%, with an average of 17.82 errors per website. In comparison, the human resources pages display a higher error rate of 85.95%, with an average of 13.59 errors per website. These errors mainly involve the absence of alternative text for non-text content or alternative texts are not visually irrelevant or meaningless. These errors make it difficult for individuals who rely on assistive technologies such as screen readers to access and understand the website's visual information. In the context of success criterion 1.3.1 - Info and Relationships, the Career pages demonstrate an error rate of almost 83%, averaging 14.31 errors per website. Similarly, the Human Resources pages exhibit an error rate of 82.50%, with an average of 6.76 errors per website. These errors are characterized by challenges in providing appropriate information and establishing meaningful relationships within the website's content, impacting users' comprehension and usability. The error rates for success criterion 2.4.4 - Link Purpose (In Context) are almost 83% for Career pages and 80% for Human Resources pages. This indicates an average of 10.26 errors per Career website and 8.53 errors per Human Resources website. These errors involve the lack of descriptive context for links, posing challenges for users in understanding their purpose within the content.

In conclusion, the distribution of accessibility errors across the four principles sheds light on areas requiring improvement to enhance website accessibility. Addressing these issues is crucial to fostering a more inclusive and user-friendly experience for individuals with disabilities, as well as all users engaging with the websites.

4.2. Broken Link Analysis

Table 2 provides an overview of broken links in two distinct categories of web pages: career and human resources. It includes metrics such as the average number of URLs checked, along with the minimum, average, and maximum counts of broken links identified.

Table 2. Number of broken links

Website Page Type	Average of URLs checked	Broken Links		
		Min	Avg	Max
Career ($n=47$)	102.61	0	1.70	5
HR ($n=40$)	131.55	0	4.62	53

While the career pages have a relatively limited occurrence of such issues, the HR pages exhibited a higher average and a broader range of broken links. The range of broken links in career pages varied, with the minimum and maximum numbers recorded as 0 and 5, respectively. The average count of broken links across the HR pages amounted to 4.62, indicating the presence of a few broken links on average. However, the maximum number of broken links detected within the HR pages amounted to 53. These results suggest that while some individual pages within the HR category displayed minimal instances of broken links,

others exhibited slightly higher occurrences. The substantial disparity in broken link occurrences within the HR pages implies potential implications for user experience and accessibility.

Consequently, prioritizing the functionality and accessibility of links, particularly within the HR pages, is imperative to optimize the overall user experience and usability of the websites.

4.3. Mobile-friendly Analysis

Figure 3 displays the outcomes of evaluating websites for mobile compatibility. 68 of the selected firms' HR and career web pages pass the test.

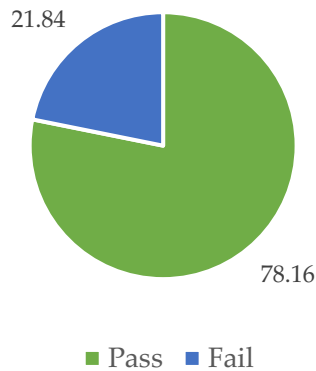


Figure 3. Result of the mobile-friendly test

Table 3 provides an overview of the mobile-friendly assessments conducted on two categories of web pages. The data includes the number of pages that passed or failed the mobile-friendly criteria, expressed in both absolute values and percentages.

Table 3. Mobile-friendly results by website page type

Website Page Type	Pass	Fail
Career (<i>n</i> =47)	33 (%70.21)	14 (%29.79)
HR (<i>n</i> =40)	35 (%87.50)	5 (%12.50)

Among the career web pages, comprising a total of 47 pages, 33 pages were found to meet the requirements for mobile friendliness, while 14 pages did not satisfy the established criteria. This indicates that a majority of the career pages demonstrated compliance with the necessary standards for optimal mobile viewing and usability. However, it should be noted that a considerable proportion of career pages, approximately 30%, are insufficient to meet the prescribed mobile-friendly guidelines. Conversely, HR web pages showed a higher rate of mobile friendliness at 87.5%. These findings reveal a significantly greater success rate in terms of mobile friendliness for the HR pages when compared to the career pages. The majority of HR web pages demonstrated adherence to the mobile-friendly standards, contributing to an

enhanced mobile user experience. Additionally, it is important to note that a small portion of HR pages still did not meet the expected mobile-friendly benchmarks.

In summary, although a significant number of pages in both categories achieved the mobile-friendly status, a noteworthy percentage of pages still require attention to ensure optimal mobile usability. The higher success rate observed among the HR pages suggests a potential emphasis on mobile optimization, resulting in a more favorable mobile user experience.

5. DISCUSSION AND CONCLUSION

In this study, the accessibility assessment of career and HR web pages of the top companies in the Fortune 500 was conducted. Automated testing methods were employed to assess various aspects of accessibility, including the use of the TAW tool to identify accessibility issues, the Deadlink Checker to analyze broken links, and the Google Mobile Friendly Test to evaluate mobile responsiveness. The evaluation process followed the recommendations outlined in the WCAG 2.1.

The findings revealed a significant number of accessibility problems, particularly at the A conformance level, indicating that a considerable proportion of websites fail to meet the necessary accessibility requirements. The perceivable principle was the most frequently violated standard, followed by the operable principle. Notably, nearly all websites exhibited accessibility issues related to three specific success criteria: 1.1.1 Non-Text Content, 1.3.1 Information and Relationships, and 2.4.4 Link Purpose (In Context). The results highlight the need for improvement in website accessibility for both Career and Human Resources pages across all four principles. It is recommended that all information be presented in a format that is perceivable to users. This should include providing alternative text for non-text content, using adequate color contrast, and developing content that is compatible with assistive technologies such as screen readers. The content and menus of a website or application should be designed in a way that everyone can easily understand. Avoid complex wording, organize menus in a consistent manner, and provide clear messages to help users when they make mistakes. This is especially important for users with cognitive differences or language difficulties. Addressing these errors specific to each page type is vital to enhance the inclusivity and user-friendliness of the websites. Correcting these issues enables organizations to offer digital experience that is more accessible to individuals with disabilities and enhances usability for all users engaging with such websites. These findings are also consistent with previous research conducted on websites belonging to universities and government entities (Akgül, 2021; Ismailova, 2017; Ismailova and Inal, 2018; Kurt, 2017; Verkijika and De Wet, 2020).

This assessment identified a substantial number of broken links on the evaluated websites, with virtually every website containing at least one broken link. Mainly, career sites performed better in terms of broken links compared to human resources pages. It is an important step for web designers and administrators to regularly check websites for broken links and promptly address any identified errors. Furthermore, the study revealed that over two-thirds of the websites appeared non-responsive on mobile devices, raising concerns about potential accessibility issues faced by stakeholders and users while accessing career and human resources pages. This issue necessitates attention, particularly considering that mobile devices

account for a significant portion of website traffic in Türkiye (“Digital 2023: Global Overview Report – DataReportal – Global Digital Insights”, 2023).

The significance of the study's findings lies in the fact that company websites serve as crucial sources of information and services for stakeholders. To the best of our knowledge, no prior research has evaluated companies' career and human resources web pages. While the existing literature has generally focused on public institutions (universities, public portals, etc.), this study also focuses on the private sector, revealing that accessibility standards are also seriously neglected in this domain. By using different automated testing tools and systematically analyzing WCAG 2.1 compliance levels, not only the prevalence of accessibility issues but also their types and recurring patterns were identified. Hence, this study fills an important research gap and contributes to the existing body of knowledge. Overall, the results highlight the prevalence of accessibility errors, pointing towards inadequate adherence to WCAG 2.1 standards by site administrators and developers.

This study also offers important managerial insights for corporate decision-makers, web development teams, and human resources professionals. By highlighting widespread accessibility shortcomings on career and human resources web pages, the findings underscore the need for organizations to prioritize inclusive digital design as a strategic objective. Improving accessibility not only enhances user experience for individuals with disabilities but also strengthens employer branding and ensures compliance with international standards. Furthermore, the study provides actionable guidance for managers on adopting systematic accessibility evaluation practices to build more inclusive online recruitment and communication platforms.

Although this study makes significant contributions, it has a few limitations, which provide possible direction for further research. Firstly, while the automated tools used in the assessment process provide important findings, they do not detect all accessibility issues. They may fall short, especially on issues that require human evaluation, such as appropriateness of alternative text or logical flow of information. Future studies should incorporate user testing—particularly with participants who have diverse disabilities. This would enable a more comprehensive assessment of accessibility. Another limitation of this study is its focus on large and prominent companies—those listed in the Fortune Turkey 500. Future research could expand the scope to include a broader and more diverse range of organizations, such as small and medium-sized enterprises (SMEs), startups, or public sector institutions.

Appendix

Table 4. List of company websites analyzed

Company	Type	Career Link
Türk Hava Yolları A.O.	Career	https://careers.turkishairlines.com/tr-TR/
Enka İnşaat Ve Sanayi A.Ş.	Career	https://www.enka.com/tr/kariyer/

Ereğli Demir Ve Çelik Fabrikaları T.A.Ş.	HR	https://www.erdemir.com.tr/kariyer/erdemirde-insan-kaynagi/
T.C. Devlet Demiryolları Genel Müdürlüğü	HR	https://www.tcdd.gov.tr/kurumsal/insan-kaynaklari-daire-baskanligi
Star Rafineri A.Ş.	Career	https://www.socar.com.tr/kariyer
Anadolu Efes Biracılık Ve Malt Sanayii A.Ş.	HR	https://www.anadoluefes.com/sayfa/1/410/ik-politikasi
Güriş İnş. Mühendislik A.Ş.	Career	https://www.guris.com.tr/TR,2745/kariyer.html
Aselsan Elektronik Sanayi Ve Ticaret A.Ş.	Career	https://www.aselsan.com/tr/kariyer
Türkiye Havacılık Ve Uzay Sanayi A.Ş.	Career	https://kariyer.tusas.com/
Turkcell İletişim Hizmetleri A.Ş.	Career	https://kariyerim.turkcell.com.tr/
Türkiye Petrolleri	HR	https://www.tppd.com.tr/tr/kurumsal/insan-kaynaklari/kariyer-imkanlari/8
Arçelik A.Ş.	HR	https://www.arcelikglobal.com/tr/sirket/insan-kaynaklari/kariyer/
Eüaş Elektrik Üretim A.Ş.	Career	https://www.euas.gov.tr/kariyer
Eti Bakır A.Ş.	Career	https://etibakir.com.tr/genel-basvuru-formu/
Türkiye Petrol Rafinerileri A.Ş. (Tüpraş)	Career	https://kariyer.tupras.com.tr/
Yda İnşaat Sanayii Ve Ticaret A.Ş.	HR	https://www.yda.com.tr/insan-kaynaklari/#insankaynaklari
Türk Telekomünikasyon A.Ş.	Career	https://www.turktelekomkariyer.com.tr/
Petkim Petrokimya Holding A.Ş.	Career	https://www.petkim.com.tr/kariyer

İçtaş İnşaat Ticaret Ve Sanayi A.Ş.	HR	http://www.ictas.com.tr/TR/holding/page/insan-kaynaklari-politikasi-42
Aksa Enerji Üretim A.Ş.	HR	https://www.aksaenerji.com.tr/tr/insan-kaynaklari/
Mmk Metalurji San. Tic. Ve Liman İşletmeciliği A.Ş.	Career	https://mmkturkey.com.tr/kariyer
Vestel Elektronik Sanayi Ve Ticaret A.Ş.	Career	https://www.vestelkariyer.com/giris?ReturnUrl=%2Fcv
Ford Otomotiv Sanayi A.Ş.	Career	https://www.fordotosan.com.tr/tr/kariyer/kariyer-firsatlari/ford-otosan-alesine-katilmak-icin-izleyecegin-adimler
Kardemir Karabük Demir Çelik Sanayi Ve Ticaret A.Ş.	HR	https://www.kardemir.com/basvurular
Aydem Yenilenebilir Enerji	Career	https://www.aydemenerji.com.tr/bilgi/16/aydem-enerji-de-hayat
T.C.D.D. Taşımacılık A.Ş.	HR	https://www.tcdd.gov.tr/kurumsal/insan-kaynaklari-dairesi-faaliyetleri
Korteks Mensucat Sanayi Ve Ticaret A.Ş.	Career	https://www.korteks.com.tr/tr/kariyer/kariyer-yonetimi
Enerjisa Enerji Üretim A.Ş.	Career	https://m.enerjisa.com.tr/tr/enerjisa-hakkinda/kariyer/enerjisada-kariyer
Rc Rönesans İnşaat Taahhüt A.Ş.	Career	https://careers.ronesans.com/?locale=tr_TR
Eti Maden İşletmeleri Genel Müdürlüğü	HR	https://www.etimaden.gov.tr/insan-kaynaklari
Limak İnşaat Sanayi Ve Ticaret A.Ş.	Career	https://www.limak.com.tr/kariyer
Çalık Enerjisanayi Ve Ticaret A.Ş.	Career	https://www.calikenerji.com/kariyer

Bim Birleşik Mağazalar A.Ş.	Career	https://www.bim.com.tr/Categories/629/bim-de-kariyer.aspx
Pegasus Hava Taşımacılığı A.Ş.	Career	https://www.flypgs.com/kariyer
Nurol İnşaat Ve Ticaret A.Ş.	HR	https://www.nurolinsaat.com.tr/ik-politikasi
Borusan Mannesman Boru Sanayi Ve Ticaret A.Ş.	Career	https://www.borusanmannesmann.com/borusanli-olmak
Enrjisa Üretim Santralleri A.Ş.	HR	https://www.enerjisaretim.com.tr/insan-ve-kultur/is-ilanlari/
Kordsa Global Ensüdtiyel İplik Ve Kord Bezi Sanayi Ve Ticaret A.Ş.	Career	https://www.kordsa.com/tr/kariyer/detay/kariyer/396/0/0
Zorlu Enerji Elektrik Üretim A.Ş.	Career	https://www.zorluenerji.com.tr/tr/kariyer/kariyer-firsatlari
Türksat Uydu Haberleşme Kablo Tv Ve İşletme A.Ş.	Career	https://kariyer.turksat.com.tr/?redirect=false
Otokoç Otomotiv Ticaret Ve Sanayi A.Ş.	Career	https://career5.successfactors.eu/career?company=Koc&site=VjItcmY2YVFFcnJMYWhIb3RmMzhTYU9Ldz09
Petrol Ofisi A.Ş.	HR	https://www.petrolofisi.com.tr/insan-kaynaklari/petrol-ofisinde-kariyer
Polyplex Europa Polyester Film Sanayi Ve Ticaret A.Ş.	Career	https://www.polyplex.com/careers
Opet Petrolcülük A.Ş.	HR	https://www.opet.com.tr/ik-yapisi-ve-politikalarimiz
Roketsan Roket Ticaret Ve Sanayi A.Ş.	HR	https://www.roketsan.com.tr/tr/insan-kaynaklari/roketsanda-yasam
Hidromek Hidrolik Mekanik Makina İmalat	Career	https://www.hidromek.com.tr/32/s/kariyer-insan-kaynaklari

Sanayi Ve Ticaret A.Ş.		
Çelikler Seyitömer Üretim A.Ş.	Career	https://celiklerholding.com/kariyer/genel-basvuru
Selçuk Ecza Deposu Ticaret Ve Sanayi A.Ş.	HR	https://selcukecza.com.tr/sayfa/insan-kaynaklari
Ülker Bisküvi Sanayi Ticaret A.Ş.	HR	https://www.ulkerbiskuvi.com.tr/tr/insan-kaynaklari
Advansa Sasa Polyester Sanayi A.Ş.	HR	https://www.sasa.com.tr/insan-kaynaklari
Teklas Kauçuk Sanayi Ve Ticaret A.Ş.	Career	https://teklas.com/working-at-teklas/
Gübre Fabrikaları Taş.	Career	https://www.gubretas.com.tr/gubretas-kariyer/
Toros Sanayi Ve Ticaret A.Ş.	Career	https://www.toros.com.tr/tr/toros-kurumsal/kariyer/torosta-calismak
Odaş Elektrik Üretim San. Tic. A.Ş.	HR	https://www.odasenerji.com.tr/tr/insan-kaynaklari/
İhlas Holding A.Ş.	HR	https://www.ihlas.com.tr/insan-kaynaklari-politikasi
Çelikler Orhaneli Tunçbilek Elektrik Üretim A.Ş.	Career	https://celiklerholding.com/kariyer/genel-basvuru
Tosçelik Profil Ve Saç Endüstrisi A.Ş.	HR	https://www.toscelik.com.tr/insan-kaynaklari/ik-politikamiz
Unilever Sanayi Ve Ticaret Türk A.Ş.	Career	https://careers.unilever.com.tr/
Oyak Çimento Fabrikaları A.Ş.	HR	https://oyakcimento.com/tr/calisan-politikasi/insan-kaynaklari-politikasi
Borçelik Çelik Sanayi Ticaret A.Ş.	Career	https://www.borcelik.com/insan-ve-kariyer

Türk Tuborg Bira Ve Malt Sanayi A.Ş.	HR	https://www.turktuborg.com.tr/tr/insan-kaynaklari
Köksan Pet Ve Plastik Ambalaj Sanayi Ve Tic. A.Ş.	HR	https://koksan.com/tr/insan-kaynaklari-politikamiz
Aksa Akrilik Kimya Sanayi A.Ş.	HR	https://www.aksa.com/tr/insan-kaynaklari/birlikte-gururla-aksa/birlikte-gururla-aksa/i-478
Çimsa Çimento Sanayi Ve Tic. A.Ş.	HR	https://cimsa.com.tr/insan-kaynaklari/
Deva Holding A.Ş.	Career	https://www.deva.com.tr/tr/devada-kariyer
Aygaz A.Ş.	HR	https://www.aygaz.com.tr/kurumsal/ik-politikalarimiz
Safi Katı Yakıt Sanayi Ve Ticaret A.Ş.	HR	https://www.safiholding.com.tr/tr-TR/insan-kaynaklari-politikasi/4/106/0/
Havelsan Hava Elektronik Sanayi Ve Ticaret A.Ş.	Career	https://www.havelsan.com.tr/kariyer/havelsan-dacalismak/ise-alim-kirterleri
Boyteks Tekstil Sanayi Ve Ticaret A.Ş.	HR	https://www.boyteks.com/tr/insan-kaynaklari
Tiryaki Agro Gıda Sanayi Ve Ticaret A.Ş.	Career	https://tiryaki.com.tr/tiryakide-kariyer/
İstikbal Mobilya Sanayi Ve Ticaret A.Ş.	HR	https://www.istikbal.com.tr/sayfa/insan-kaynaklari
Başkent Doğalgaz Dağıtım A.Ş.	Career	https://online.baskentdogalgaz.com.tr/Carrier/announcements.xhtml
Gümüşdoğa Su Üretim İhr. Ve İth. A.Ş.	HR	https://gumusdogo.com.tr/insan-kaynaklari-politikasi/
Brisa Bridgestone Sabancı Lastik Sanayi Ve Tic. A.Ş.	Career	https://www.brisa.com.tr/brisali-olmak
Erdemir Madencilik Sanayi Ve Tic. A.Ş.	Career	https://www.erdemirmaden.com.tr/kariyer/erdemir-madende-insan-kaynagi/

Mars Lojistik Grup A.Ş.	HR	https://www.marslogistics.com/tr/Insan-kaynaklari
Türkiye Kömür İşletmeleri Kurumu Genel Müdürlüğü	HR	https://www.tki.gov.tr/insan-kaynaklari
Nuh Çimento Sanayii A.Ş.	HR	https://www.nuhcimento.com.tr/insan-kaynaklari/
Ak-Taş Dış Tic. A.Ş.	Career	https://aktasdis.com/kariyer/
Saray Döküm Ve Madeni Aksam Sanayi A.Ş.	Career	https://saray.com/kariyer/
Borusan Makina Ve Güç Sistemleri San. Tic. A.Ş.	HR	https://www.borusanecat.com/tr/corporate/human-resources
Türk Traktör Ziraat Makineleri A.Ş.	HR	https://www.turktraktor.com.tr/insan-kaynaklari/kariyer
Tosyalı Demir Çelik Sanayi A.Ş.	HR	https://www.tosyalidemircelik.com.tr/insan-kaynaklari/ik-politikamiz
Acacia Maden İşletmeleri A.Ş.	Career	https://www.acacia.com.tr/kariyer/insan-kaynaklari/
Borusan Lojistik Dağıtım Depolama Taşımacılık Ve Tic. A.Ş.	Career	https://www.borusanlojistik.com/tr/kariyer
Aydınlı Hazır Giyim Sanayi Ve Tic A.Ş.	HR	https://www.aydinli.com.tr/TR/insan-kaynaklari/insan-kaynaklari-politikamiz
Asil Çelik Sanayi Ve Tic. A.Ş.	HR	http://asilcelik.com.tr/insan-kaynaklari

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