

An Investigation on Profiles of Private Employment Agencies in Turkey: What are their current characteristics?

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Abstract: *This paper focuses on private employment agencies' profiles in Turkey. These organizations were investigated in order to understand their role, functions and characteristics. The methodology of this study is based on qualitative research. After finding the number of private employment agencies, the sample group's websites were investigated and the information about their features was analyzed by using a content analyzing method. The results have been categorized according to local or global status, services provided and differences in services provided. In this way, it is possible to give an overview of private employment agencies in Turkey. This paper provides a critical Turkish perspective on private employment agencies, and it also prepares a conceptual and empirical basis for private employment agencies' literature.*

Keywords: Employment services, Services of private employment agencies, Local and global private employment agencies, Turkey

JEL Classification: M12, M19

1. Introduction

Many aspects of human resources' evolution in the world have undergone rapid alterations and developments. Private employment agencies (PEA) were a result of such developments, and now they are contributing to further developments. The number of PEAs has been increasing, and their importance is growing as a result of various factors induced by globalization, particularly after the 1980s. These factors include needs for flexibility, international competition and a subsequent need to decrease the costs of production and labour, changes in qualifications of labour force, changes in organizations, downsizing of public investments due to privatization, and increases in unemployment.

In recent years, as a result of these changes and developments, many countries have focused on the flexibility of labour markets and PEAs have gradually become widespread. In Turkey, insufficiency of public employment organization about meeting the labour markets' needs and regulations that were made in 2003 as part of the EU harmonization process had caused the establishing of PEAs to be legal which ones worked without any legal statues until 1990. After this regulation in Turkey, the number of PEAs has increased and their services have developed as well. Developing in Turkish economical conditions caused global PEAs to choose Turkey as a host country for their services and by this way the number of global PEAs has been increasing in Turkey.

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As a result, PEAs, which tend to result from human resource applications in developing countries, are gaining particular importance in Turkey because they are new and still improving; they are not emphasized enough in national and international literature. For that reason, this research is necessary for providing an overview of private employment agencies in Turkey and their conceptual background. Exposing the profiles of PEAs can provide awareness not only in the context of Turkey, but also in the context of a developing country. Thus, in international literature, this study can serve as an overview that researchers in developed countries can use to observe human resource applications in different conditions.

2. Literature Review

2. 1. Private Employment Agencies: Concept, Types and Operations

International Labour Organization (ILO) has many conventions relevant to PEAs. These are “Fee-Charging Employment Agencies Convention No. 34” dated 1933, “Fee-Charging Employment Agencies Convention (Revised) No. 96” dated 1949 and finally “Private Employment Agencies Convention No. 181” dated 1997.

According to ILO Convention No. 181, PEAs are described as “Any enterprise or person, independent of the public authorities, which provides one or more of the following labour market functions: (a) services for matching offers and applications for employment; (b) services for employing workers with a view to making them available to a third party (“user enterprise”); and/or (c) other services relating to jobseeking, such as the provision of information, that do not aim to match specific employment offers and applications” (ILO, 2009, p.1). The main principle of these offices is to provide services for free to unemployed people in search of jobs. PEAs earn money by charging employers a commission (TISK, 2000).

Sometimes, it can be difficult to categorize PEAs that are different from each other or have complicated functions. But in general, PEAs’ activities fall into three groups, each of which is divided into five categories. It is possible to list these types of agencies as follows; (Firat & Aksuyek, 2009; ILO; 1996, p. 27-33);

1. Intermediaries are the offices which provide supply and demand of labour to meet without any support to just one part of the relationships. The five categories of intermediaries can be listed as follows;

- Fee-charging employment agencies,
- Overseas employment agencies,
- Agencies for the recruitment and placement of foreigners,
- Executive search agencies,
- Training and placement institutes.

2. Skill providers provide employment opportunity for the skilled employees in other companies as a legal employer of them. The five categories of skill providers can be listed as follows;

- Temporary work agencies,
- Staff leasing agencies,
- Job shops or cooperatives,

- Career management agencies
- Employment companies or intermediary associations.

3. Suppliers of direct services provide educating and consulting services in addition to services for supply and demand of labour to meet directly. The five categories of direct service offices can be listed as follows;

- Outplacement agencies,
- Job-search consultancies,
- Personnel management agencies,
- Employment advertising agencies
- Computerized job database agencies

In European countries, it is possible to see mentioned three groups and their sub-categories. PEAs cannot be categorized concretely. Developing labour markets are coming across new service demands. Many agencies include many of these categories and are able to offer new services. In this area as well, some illegal activities can be seen (Koning & et al., 1999, p. 18). There is not enough information about the organizing activities of PEAs and when current situations are investigated; only their kinds of arrangements can be observed (TUSIAD, 2002, p. 37).

The first group is small and liberal. Applications of this group are not well-arranged. Netherland and Finland are in this group. It is not necessary to have specific permission to establish a private employment agency in this group.

In some countries, PEAs are being evaluated according to certain determined arrangements. In the countries of this group, it is necessary to get specific permission or a license from movement, and there is a control process for establishing PEAs.

In some countries, it is still forbidden to establish a PEA. Countries of this group include some Arab and African countries. In the countries of middle Europe that have developing economies, it is becoming common to establish PEAs, but there is no current law for arranging them.

The global private employment agency industry has been growing since the mid -1990s - doubling in size over the period 1994-99 and again in the years 1999-2006 - reaching US\$341 billion in 2007. The industry is also very concentrated in corporate terms. The income of US\$128 billion of American, Western European and Japanese agencies accounts for approximately 38 percent of the global industry. In large part, the dominance of these enterprises reflects their emergence from, and/or proximity to, the largest national markets for temporary staffing. Another important characteristic of the industry has been the extent to which leads agencies have been expanding internationally. However, the significance of foreign revenues has been also increasing in recent years for most enterprises (ILO, 2009, p. 11).

An annual economic report had been published newly by International Confederation of Private Employment Agencies (CIETT). This report shows that the 72,000 private employment agencies and 169,000 branches worldwide in 2009. Japan and the United States are the global leaders in agency works, accounting for 24% and 22% of the market respectively. The combined total country sales revenue for Europe accounts for 40% of global turnover in the industry. The range of work solutions for the workers to meet their lifestyle choices or personal constraints at every step of their

professional lives are being broadened by agency work. Intrinsically flexible, agency work is able to serve as a stop-gap economic measure, a means of enhancing employability, or improving work-life balance. PEAs are contributing to reduce unemployment and help people enter, and re-enter, the labour market by serving as labour market intermediaries, and improving the matching of workers with jobs. According a study from the Netherlands, temporary agency work is the most effective means of making the transition from temporary work into a permanent contract. In many countries of EU, the agency work industry has been developing specific training schemes to facilitate access to vocational training for agency workers. Countries with more long-term training programs tend to train less temporary agency workers than countries with short-term training programs. This reflects the agency work industry establishes training schemes to suit the specific needs of the labour market (CIETT, 2011).

2. 2. Private Employment Agencies in Turkey

Liberalization that appeared with globalization has affected labour markets, and this development is strongly reflected in Turkey, too. After the 1980s, dynamism and the rapid developing trend of the Turkish economy led to the improvement of private enterprises in all industries. Particularly after the 1990s, the intervention of private industries was needed to execute labour markets' employment services. Some firms started to work under the title of 'human resource consultants'. This process caused foreign human resource consultant firms to enter the markets of Turkey. After that, the number of national firms increased, and the services of these firms became more professional (Tuluca, 2001).

Until 2003, Turkey was one of the rare countries which accepted only governmental activities as a principle in labour markets. Job Brokerage and Labour Exchange Organization (IIBK) was working primarily to offer profession intervention and other services. But after 1990, the governmental monopoly was discussed and changing the system was considered. The insufficiencies of Job Brokerage and Labour Exchange Organization (IIBK) in the context of developing labour market conditions, as well as the lack of services for the unemployed, caused the system to be questioned and ultimately led to the necessity of reconstructing the system (Bircan, 2000).

Moreover, as a result of application to EU membership at the end of 1990's it has been obligatory to regulate employment policies of Turkey according to EU applications and European Employment Strategies. Thus, Turkey has been spend more strong effort to make these labour market regulations (Korkmaz & Magirogullari, 2007, p.106). In the beginning of 1991, Ministry of Labour and Social Security prepared a draft law. According to this draft law, the name of Job Brokerage and Labour Exchange Organization (IIBK) changed to Turkish Employment Organization (ISKUR). This draft law has been essentially prepared including as a result of ILO Convention No. 96 (Ekin, 2001, p. 176). Flexibility of employment services and regulations for establishing PEAs in accordance with the adaptation to EU applications have been given place in this draft law (Basterzi & Sugle, 1999, p. 83).

Job Brokerage and Labour Exchange Organization (IIBK) has been abolished and Turkish Employment Organization (ISKUR) has been established by the Turkish Employment Organization (ISKUR) Law No. 4904 in 2003 for following developments on technology and labour markets both in Turkey and all over the world, carrying out the functions of modern employment organizations and being able to apply active

labour market policies (Kenar, 2000). With this regulation, PEAs which had been serving as competitors to Turkish Employment Organization (ISKUR) without any legal status since 1990 have been legal establishments and have been regulated (Buyukkosdere, 2004). Although they have a short history, PEAs had a fast advancement and organized under an association named "Private Employment Agencies Association" in 2004 (Sayin, 2009, p. 278).

In Turkey, PEAs were given permission in June 2004. PEAs can work as a result of a permission document given by the Turkish Employment Organization (ISKUR) for 3 years. It has been described in Turkish Employment Organization (ISKUR) Law No. 4904 that PEAs with permission from the Turkish Employment Organization (ISKUR) could not work in any other fields except brokering for labour and occupation (m.17). But this limitation was changed in August 2008 due to a private employment agencies regulation. Through this development, PEAs can now provide services in labour markets, employment, human resources and brokering for labour and occupation in and out of Turkey.

But it has been determined not to provide services for public institutions (m.5).

In this sense, private employment agencies (Bilgin, 2007, p. 58):

- can provide services for brokering labour and occupation in and out of the country
- can work toward increasing employment, decreasing unemployment and providing education and training programs about efficiency
- can consult with firms about human resource management
- can provide online services with help of websites about brokering

The PEAs of Turkey offer many kinds of services but primarily they provide personal selection and placement services. And many PEAs also offer services online. Online services can provide easiness about costs and services for both firms and customers (Bilgin, 2007, p. 59). In Europe and the USA it has been described that PEAs can offer services in temporary labour and occupation relations but after the regulation of August 2008 it was determined that agencies not work for temporary conditions in Turkey (Buyukkosdere, 2004).

Although Turkey has not signed ILO Convention with the number 181 yet, it has adjusted its legislation in harmonization to the Convention. In Turkish Employment Organization (ISKUR) Law article 19, parallel to ILO's regulation 181, not receiving a fee from employees on no condition for the services given and receiving the fee from employer for the employing services have been accepted as a rule. As an exception to this rule in the Private Employment Agencies Directive (article 15), a fee can be asked from job seekers in some profession categories such as professional athletes, coaches, trainers, fashion model, and general managers or for positions at this level (Sayin, 2009, p. 277-279).

Turkish Employment Organization (ISKUR) Law No. 4904 states that PEAs' activities can be controlled by inspectors of the Turkish Employment Organization (ISKUR) (m.19). In Turkey, PEAs are specifically offering services for the labour needs of organizations in private sectors. In other words, real sectors and sectors

looking for white collar personnel choose to collaborate with PEAs (Buyukkosdere, 2004). Some of these agencies in Turkey are using a “consultant” concept in their official names. The reason for that is to assert an ability to answer all questions about human resources and to have a good position in these high-competing markets (Baypinar, 2002, p. 124-125).

The number of PEAs in Turkey has increased fast since their operations were permitted in June, 2004. The number of global PEAs has also increased day by day in Turkey. It can be said that the pioneer PEAs of Turkey are global. Some of them are completely established with global capital, others are established as partnerships and the last ones are working in representation status. Moreover global PEAs have more know-how. Because Turkey is one of the countries with a promising developing economy, global firms are choosing to work in Turkey more and more (Bozkurt, 2007, p. 92-93).

The number of PEAs that have permission to work from the Turkish Employment Organization (ISKUR) in 2009 was 271. The most of the agencies of Turkey are located in Istanbul (183). Agencies in Istanbul account for 67,5 % of the total number of agencies (ISKUR, 2010, p. 46). It is understandable and expected to see the highest number of agencies in Istanbul. That is why Istanbul is the main city of Turkey in managerial, organizational and commercial activities. But the unbalanced geographical distribution of the agencies shows an imbalance of labour supply and demand in Turkey in general. After Istanbul, Izmir (24), Ankara (24), Antalya (11) and Bursa (10) show relatively low numbers of agencies. In the other cities, the number of PEAs is decreasing because of a decrease in commercial activities. Generally the number of the agencies is one or two in these cities. The decreasing number of PEAs can be evaluated as a minimum need for these agencies and also as a maximum need for professional human resource applications.

When the efficiency of PEAs on placement is investigated, it is possible to see placement of 19.789 employees in 2006 and placement of 90.524 employees in 2007 as an appreciable increase. But the number of employees placed had been decreased in 2008 such as 43.852 and in 2009 21.391. It is possible to emphasize the effect of global crisis on the decreased placement performance of PEAs (ISKUR, 2010, p. 45). According to the education distribution of employees placed in 2009, the highest number is the undergraduates (8.475), second one is high school graduates (5.010), third one is two year degree graduates (4.404), fourth one is primary school graduates (1.907), and the last one is graduates (1.344) (www.iskur.gov.tr, 2011). It can be said that PEAs mostly meet the skilled employees needs of private sector.

According to the data from Turkish Employment Organization (ISKUR), 9.724 employees have been placed in public sector and 99.841 employees have been placed in private sector in 2008 (totally 109.535). In addition, 28.436 employees have been placed in public sector and 59.842 employees have been placed in private sector in 2009 (totally 118.278). So total number of employees placed is increasing but placement in private sector is decreasing. But when the placement numbers of PEAs and Turkish Employment Organization (ISKUR), are been comparing, performance of Turkish Employment Organization (ISKUR) in private sector is higher than PEAs (ISKUR, 2010, p. 42). Education distribution of employees placed shows that first one is primary graduates with 41.459, second one is high school graduates with 24.537, third one is two years degree graduates with 3.818 and the last two ones are undergraduates with 2.852 and literates with 1.859 in 2009 (January-September)

(ISKUR, 2009, p. 50). These findings show that Turkish Employment Organization (ISKUR) mostly serve to the low-educated and low-skilled employees

3. Aim and Methodology of the Research

The total number of private employment agencies investigated for this research is 271. They all have permission to work from the Turkish Employment Organization (ISKUR) in 2009. But as a result of some agencies not having a website, having problems with the website, or having reconstruction the website, only 191 of the agencies were investigated. In other words, 191 agencies serve as the sample of this research, and their websites were given a detailed investigation. Seventy percent of the agencies are included, which is close to the total number of the agencies. For that reason, it is possible to say that the overview of this research is good enough to provide a profile of PEAs in Turkey.

The problem of the research is exhibiting the profile of PEAs in Turkey and understanding their functions, features and roles. The methodological structure of the research is a qualitative approach that provides a rich and unique perspective (Denzin & Lincoln, 1994) to the research. Qualitative research is conducted through intense or prolonged contact with a field or life situation. So these situations are normal ones that reflect the everyday experiences of individuals, groups, societies and organizations (Miles & Huberman, 1994). So in this research, organizations' experiences are the situations that are the context of the research. This research is framed by investigating the websites of these agencies and getting qualitative and quantitative data from their websites. Data about frequency provides quantitative results, and at the same time conceptual data provides qualitative results.

The data collection method of the research is document-searching on agency websites. Investigating websites is a practical and functional way for getting an idea about PEAs and it makes gathering data easier. On the other hand, websites can be described as a way for agencies to introduce themselves and the research can be evaluated as a status analysis terms of their expressions about themselves. In this case, it seems impossible to get data about PEAs by observing them (Yildirim & Simsek, 2006). For that reason, document-searching as a direct data collection method can be done instead.

The data analyzing method of the research is content analysis. The main aim of this is to obtain concepts and expressions from websites, finding some themes for explaining them, and at the end summarizing, interpreting and drawing conclusions about the current situations (Yildirim & Simsek, 2006). In this context, the main themes are defined according to local or global status, and the differences and varieties among the agencies.

The importance and value of the research lies in providing conceptual and empirical findings as an academic contribution to a field in which there is not enough descriptive and explorative research. And as a functional contribution, this research makes it possible to exhibit the profiles of the PEAs of Turkey in an international context. In this manner, macro comparisons between developed and developing countries can be done from the perspective of Turkey. So it is possible to propose suggestions for Turkey from the perspective of PEAs' roles, features and functions in developing countries as well as PEAs' profiles in developed countries.

4. Findings of the Research

According to the following categorization, all types of agencies can be seen in Turkey. Both the observations and findings of the research show that the PEAs of Turkey do not focus only on one service type; rather, they include all the service types described by the ILO. Thus, in Turkey, PEAs provide different kinds of services. Many of them are working legally but some of them are working in the fields of temporary work and staff leasing illegally. It is forbidden in Turkey to work in temporary work and staff leasing but nonetheless, some of the PEAs still do it. It is another finding that there are no law sanctions for PEAs regarding work in some illegal fields.

Table 1. Overview of the existence of different types of PEAs in Turkey

1. Intermediaries	
-Fee-charging employment agencies	Yes
-Overseas employment agencies	Yes
-Agencies for the recruitment and placement of foreigners	Yes
-Executive search agencies	Yes
-Training and placement institutes	Yes
2. Skill providers	
-Temporary work agencies	Yes (illegal)
-Staff leasing agencies	Yes (illegal)
-Career management agencies	Yes
-Job shops or cooperatives	Yes
-Employment companies or intermediary associations	Yes
3. Suppliers of direct services	
-Outplacement agencies	Yes
-Job-search consultancies	Yes
-Personnel management agencies	Yes
-Employment advertising agencies	Yes
-Computerized job database agencies	Yes

When the current situations of PEAs in Turkey are investigated, it can be seen that they have the same characteristics and varieties as the other developing countries' agencies. Working on different kinds of services indicates that they do not focus on one field of expertise. The ideal for these agencies is to be structured and to provide services in the most appropriate way. This ideal includes agencies working legally and officially, too.

The first categorization is about agencies' service types and the next classification describes them according to their geographical location in the regions and cities of Turkey. This classification provides an opportunity to learn about the agencies more. Table 2 classifies PEAs according to the number of them found in various cities and also number of them in 2009. While total number of the PEAs was 271, 191 PEAs had been reached for the research. 143 of them are just from Istanbul. This range shows that most of the agencies of Turkey are located in Istanbul. The agencies in Istanbul account for 75% of the total number of them. It is understandable and expected to see the highest number of agencies in Istanbul. That is why Istanbul is the main city of Turkey in managerial, organizational and commercial activities. But the unbalanced geographical distribution of the agencies shows an imbalance of labour supply and demand in Turkey in general. After Istanbul, Izmir (17), Ankara (11), Bursa (6) and Antalya (5) show relatively low numbers of agencies. The number of the active PEAs of Izmir, Ankara, Bursa and Antalya are 24, 24, 10 and 11. At least half of

these agencies in each mentioned cities had been reached to be added to this research. In the other cities there are at most three active agencies. On the other hand none of the agencies from Denizli, Diyarbakir, Hatay, Kayseri, Mugla and Trabzon had been reached. Each of them have had only one active agency. The each cities named Adana, Balikesir, Eskisehir, Sakarya and Tekirdag have just one active agency and they were all reached to be added to the research sample.

Table 2. The numbers of PEAs according to the cities of Turkey

Cities of Turkey	Private Employment Agencies' Numbers (2009)	Private Employment Agencies' Numbers (reached)
Adana	1	1
Ankara	24	11
Antalya	11	5
Balikesir	1	1
Bursa	10	6
Denizli	1	-
Diyarbakir	1	-
Eskisehir	1	1
Gaziantep	5	3
Hatay	1	-
Istanbul	183	143
Izmir	24	17
Kayseri	1	-
Kocaeli	2	1
Mugla	1	-
Sakarya	1	1
Tekirdag	2	1
Trabzon	1	-
Total	271	191

In Table 3, the classification of agencies as being local or global can be seen. According to the information on agency websites, the percentage of agencies that were established with local capital is 83.2% and those established with global capital was 16.8%. The number of local agencies is 159 and global ones are 32. This table shows the numerical superiority of local ones in Turkey. Some of the agencies established with global capital work as either partnerships or representations in Turkey. So it is possible to see the low percentage of global agencies' numbers compared to that of the local agencies. But it is a reality that the pioneer agencies in Turkey are global ones and they are working all over the world as global consultant firms.

Table 3. The numbers of PEAs according to local or global status

	Frequency	Percent
Local Agencies	159	83.2
Global Agencies	32	16.8

Establishing PEAs in Turkey as representatives of global agencies and partnerships is an opportunity for local agencies to observe global ones that are active all over the world and are professional on their fields. The local agencies can investigate their activities and compare themselves to global standards. In this context, the presence of both local and global agencies can provide many advantages for Turkey.

In Table 4, the varieties of services offered by PEAs can be seen. When the findings regarding service differences and varieties are evaluated, it is possible to see the importance of personnel selection and placement compared to the other services. Education and training services follow it. This service also includes developmental activities and services. In other words, education and training activities are more important than the other human resource services. It means that training services are deemed more necessary than human resource consulting services. The third most important service of these agencies is about career after selection and placement services and training services. Performance management, job evaluation and wage systems, job identification and analysis services follow the aforementioned ones. Total number of last services is under the frequency of recruitment and selection services. Number of pay rolling services is the last and lowest one of the PEAs services.

Table 4. The services of PEAs

	Frequency	Percent
Recruitment and Selection	183	95,8
Pay Rolling Services	25	13,1
Job Identification and Analysis Services	34	17,8
Job Evaluation and Wage Systems	40	20,9
Performance Management Systems	45	23,6
Carrier Services	54	28,3
Training and Development	73	38,2

Table 5. The service differences of Local and Global PEAs

	Frequency	Percent
Services of Local Agencies		
Recruitment and Selection	153	96,2
Pay Rolling Services	19	11,9
Job Identification and Analysis Services	27	17
Job Evaluation and Wage Systems	32	20,1
Performance Management Systems	37	23,3
Carrier Services	39	24,5
Training and Development	64	40,3
Services of Global Agencies		
Recruitment and Selection	30	93,8
Pay rolling Services	6	18,8
Job Identification and Analysis Services	7	21,9
Job Evaluation and Wage Systems	8	25
Performance Management Systems	8	25
Carrier Services	15	46,9
Training and Development	9	28,1

In Table 5, the variety of services in local and global agencies can be seen. Both local and global agencies attach primary importance to selection and placement services. Education and training services are the second service for local agencies but for global ones, career services are the second. The rate of training services of local agencies is higher than the training services of global ones. This finding shows that local ones have a greater competitive advantage in comparison with global agencies in this field because local agencies know markets in Turkey better than global ones. In terms of career services, global agencies have the advantage. The other services' rates are close to each other for both local and global agencies. Pay rolling services are the lowest percentage of local agencies services. On the other hand, it is completely same for the global agencies too.

Table 6. Detailed information about Local PEAs' services

	Frequency	Percent
Recruitment and Selection Services	153	96,2
Permanent Personnel Recruitment	11	6,9
Top and Middle Recruitment	27	17
Collective Recruitment	17	10,7
Periodical and Temporary Personnel Recruitment	22	13,8
Personnel Leasing	16	10,1
Recruitment from other countries	1	0,6
Recruitment to other countries	1	0,6
Personnel Recruitment for Cleaning and Caring Services	44	27,7
Pay rolling Services	19	11,9
Job Identification and Analysis Services	27	17
Job Evaluation and Wage Systems Services	32	20,1
Performance Management Services	37	23,3
Career Services	39	24,5
Career Planning	15	9,4
Career Support / Outplacement	11	6,9
Career Management/Career Consulting Services	19	11,9
Career Development (Leadership and Coach Consulting)	15	9,4
Training and Development Services	64	40,3
Training Necessity Analysis	25	15,7
Information Technology and Management	-	-
Training of Foreign Trade and International Marketing	10	6,3
Training of Logistic, Storage and Purchasing	19	11,9
Training of Human Resource and Industrial Relationships	26	16,4
Individual Development Training	30	18,9
Training of Accounting and Financial	13	8,2
Training of Production, Sales and Marketing	34	21,4
Training of Custom Relations and Service Quality	14	8,8
Banking Education	7	4,4
Call Center Training	2	1,3
Sale Team Training	2	1,3
Training of Quality, Employee Health and Safety	21	13,2
Management Education	30	18,9
First Aid Training	4	2,5
Others		
Business Law Consulting	9	5,7
Consulting for Quality, Employee Health and Safety	9	5,7
HR and HR System Establishing Consulting	20	12,6

In Tables 6 and 7, both local and global private employment agencies' activities are shown in detail. With the help of Table 5 it is possible to compare services in general ways, but with the help of the detailed following tables it is possible to investigate all the differences in the services of PEAs. Table 6 is about service differences in local agencies and Table 7 is about global ones. By looking at these detailed tables, local and global agencies can be compared. All frequents and percentages are given for both of them in order to compare.

Table 7. Detailed information about Global PEAs' services

	Frequency	Percent
Recruitment and Selection Services	30	93,8
Permanent Personnel Recruitment	2	6,3
Top and Middle Recruitment	7	21,9
Collective Recruitment	5	15,6
Periodical and Temporary Personnel Recruitment	8	25
Personnel Leasing	7	21,9
Recruitment from other countries	1	3,1
Recruitment to other countries	2	6,3
Personnel Recruitment for Cleaning and Caring Services	-	-
Pay rolling Services	6	18,8
Job Identification and Analysis Services	7	21,9
Job Evaluation and Wage Systems Services	8	25
Performance Management Services	8	25
Career Services	15	46,9
Career Planning	3	9,4
Career Support / Outplacement	7	21,9
Career Development (Leadership and Coach Consulting)	9	28,1
Career Management/Career Consulting Services	5	15,6
Employee Retention	1	3,1
Training and Development Services	9	28,1
Training Necessity Analysis	5	15,6
Information Technology and Management	4	12,5
Training of Foreign Trade and International Marketing	1	3,1
Training of Logistic, Storage and Purchasing	2	6,3
Training of Human Resource and Industrial Relationships	8	25
Individual Development Training	6	18,8
Training of Accounting and Financial	5	15,6
Training of Production, Sales and Marketing	8	25
Training of Custom Relations and Service Quality	-	-
Banking Education	-	-
Call Center Training	-	-
Sale Team Training	-	-
Training of Quality, Employee Health and Safety	1	3,1
Management Education	7	21,9
First Aid Training	-	-
Others		
Business Law Consulting	2	6,3
Consulting for Quality, Employee Health and Safety	3	9,4
HR and HR System Establishing Consulting	3	9,4

In Table 6, which shows the services of local agencies in detail, cleaning and babies and senior care services take precedence in the classification of selection and placement services. It shows that local PEAs provide services not only for qualified and educated people but also unqualified and uneducated people, too. On the other hand, this finding indicates a need for more personnel in cleaning and caring services. In the classification of selection and placement services, top and middle recruitment is second, and periodical and temporary personnel recruitment is third. For local agencies, training services look very important and have many different kinds of sub-services. According to Table 6, professional fields for local agencies are production, selling and marketing, individual development, management education and human resources (selection and placement, performance, career, wage etc.) and industrial relationships. And also some special training programs package can be applied individually and organizationally after doing training need analysis. Local agencies are focusing on career management, development and planning in the carrier services classification, which does not have an important status for them. Business law consulting, consulting for quality, employee health and safety and pay rolling services are the lowest frequent ones of local PEAs services. And also there is no information technology and management services which are serviced by local services.

When global PEAs are investigated in detail, top and middle recruitment, periodical and temporary personnel recruitment and personnel leasing are the fields that they focus on in the classification of selection and placement services. From the situations about carrier services, career (Leadership and Coach Consulting) development comes first and career support/outplacement and career management follow second. In training services, human resource and industrial relations, production, selling and marketing come first, management education is second and individual development training is third. Business law consulting, consulting for quality, employee and safety and HR and HR systems establishing consulting services are the lowest frequent of the global PEAs services. And also there is no training of custom relations and service quality, banking education, call center training, sale team training, first aid training and personnel recruitment for cleaning and caring services of global ones.

5. Conclusion

Consequently, in this study that aims to exhibit profiles of private employment agencies in Turkey, the main characteristics of these organizations, service varieties, qualitative and quantitative ranges according to their features are framed and structured to serve. In this context, it has been determined that the types of these agencies mentioned in the literature and the professional working areas of them in developed countries can be observed in Turkey, too. But it is critical to underline that some legal and official problems must be solved by regulations and these services must be provided by appropriate agencies for people who need them. On the other hand, some opportunities can be provided to the local agencies in order to improve and increase the quality of services for working professionally, like the agencies in developed countries.

Locating more agencies in the Marmara region and Istanbul is emphasized because of the high needs and current opportunities of these places. But the unbalanced conditions in terms of the geographical distribution of agencies in other cities and regions have been noted as well. This large difference is evaluated as a result of imbalance in organizational and human resource activities and applications in other regions and cities. To solve this problem, commercial activities must not be

located in one geographical area and investments must be done in a balanced distribution.

Local agencies' strengths can be seen in the findings about classifications on local or global status. It is an advantage for local agencies to be able to observe global ones, thereby improving and becoming more professional. It is necessary for local agencies to improve themselves and for global agencies to know the target group and the people in need. If both local and global agencies learn from each other and aim to satisfy target groups ideally, it is possible to have the best conditions for Turkey.

When the service portfolios of local and global agencies are investigated, it can be seen that they have similar characteristics in general but some differences in specific points. And also, their activities have some differences resulting from the quantitative differences of local and global agencies. In light of these findings, it is possible to observe the status of PEAs that have been transferred from developed countries' human resource and industrial relations applications. Through this research, a comparison of agencies in Turkey with those of developed countries and their applications will be feasible. So this research has been done to provide more perspectives for both local and global investigations about private employment agencies.

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