

THE ROLE OF INFORMATION TECHNOLOGIES IN REDUCING OF SOCIAL EXCLUSION IN THE PROCESS OF KNOWLEDGE SOCIETY AND THE SAMPLE OF CALL CENTERS IN TURKEY

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Abstract

The emerging of knowledge societies brought about a lot of transformations in societies in the last decades. At first, these effects have been appeared in the developed and then in the developing world not only urban area also rural. The diffusion of the technologies that is invented on the mentality of knowledge society, have been effecting all life and promising to have major changes by providing access the opportunities for training and education, media and social networks and remodeling the way we do business, the nature of work and economy. In this concept, the internet, as a tool of the knowledge society, has also been regarded an important instrument in developing the rural regions around the globe. By connecting different parts of the world, the internet and other tools of information technologies create new job opportunities for individuals and companies. There are many people who cannot have and reach to the good education as well as the job opportunities in the rural areas as much as there is in urban areas. Many state institutions and companies have easily been investing to the rural area because of information technologies' low level entry costs. Especially, many of them open new call centers in the poor areas of countries. the purpose of this paper is that the role of information technologies in the rural area is going to be evaluated on the call centers sample in Turkey. First part of the study, the literature is reviewed about knowledge society and information technologies. In the second part, the benefits of information technologies for individuals who live in the rural areas and some model applications are explained. In the final part, call centers that established by state and private companies are investigated according to their employment and training effects for the poor in the rural areas.

Keywords: Knowledge Society, Information Technologies, Rural Development, call centers

Introduction

Today's one of the most important problem for societies is economic stabilization including sustainable development and decreasing unemployment. This is an intertwined problem and it cannot be solved without structural changes which are the usage of high tech in industries, investment in rural area, education and training updated according to new technologies as well as information technologies, both state and private sector compatibility and legal and regulatory platform for new emerging sectors and jobs. In this paper, call center jobs, as an emerging sector and is supported information technologies, is to be investigated in the transition period. Of course, it is seen a lot opportunities and threats for the sectors by producing new jobs and employment opportunities in the sector and reducing employment in the others. Although, popular jobs require high level qualification in the knowledge society, call centers jobs are rather different in terms of workers' qualification levels, flexibility and investment. Especially, the number of call center can be increased in the short time and the required workers and qualifications can be met from local area. That is why, call centers are seen a source of employment and a dynamic element for young educated local people by state and private companies. There is a shift from developed countries to developing countries such as India, China, Malaysia and Turkey in call centers investments.

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With the stability in politics and economics in the last decade, Turkey is taking new investments in many sectors and also call centers sector both by foreign and domestic companies. On the one hand, Turkey has many advantages such as, cheap and educated labor, closeness to the developed region, high unemployment rate and young population, companies want to invest to the call center jobs. On the other hand, Turkish state offers some investment incentives for the east of Turkey in order to decrease unemployment and economic stability. In the last three years, many foreign and domestic companies established their call centers in the region in order to reduce their operation costs. Although, call centers sector is not much so big as it is in India, the sector is promising and supporting in decreasing unemployment and development of rural area in the east of Turkey. By investing and decreasing unemployment in the region, people are included in social and economic life, reached education and training opportunities and had hopes for their future.

Although the subject of call center is known in the developed world, it is not enough studied in Turkey since there is no related databases. The purpose of this paper is that the role of information technologies in the rural area is going to be evaluated on the call centers sample in Turkey. First part of the study, the literature is reviewed about knowledge society and information technologies. In the second part, the benefits of information technologies for individuals who live in the rural areas and some model applications are explained. In the final part, call centers that established by state and private companies are investigated according to their employment and training effects for the poor in the rural areas.

1. The Effects of Information Technologies in the Process of Knowledge Society

Information and communication technologies (ICTs) have become increasingly important drivers of economic growth during the last two decades. They were a major source of productivity growth during the 1990s in many developed countries. The diffusion of ICTs has been argued to permanently change the rate of sustainable economic growth, and ICTs have frequently been described as core technologies of the emerging knowledge-based economies (Tuomi, 2004, 3). Knowledge does not consist of ICT alone, without a social, political and cultural context, ICT and knowledge economy will not flourish (Evers, 2001, 17). A knowledge economy needs to be supported with an environment from legal to societal.

Information technologies is seen an important driver of economic and technologic development as well as cultural and social change. By using information technologies, reaching, using and reproducing of information bring about both new knowledge and transformational change of society. In this process, people keep new mentality in which new knowledge is used again and again to produce value added services and products. The development of the information society and the wide-spread diffusion of Information and Communication Technologies give rise to new digital skills and competences that are necessary for employment, education and training, self-development and participation in society.

Knowledge society defines a broader role for ICTs as a tool for lifelong learning for citizens, enabling knowledge workers to improve skills and their capacity to innovate by accessing knowledge via the Internet from the public domain. Individuals have more freedom and greater possibilities for self realization. Individuals can be empowered in dealing with the governments and service providers through improved channels of interactive feedback. Communities can be empowered to participate in planning processes through access to information and using the Internet for advocacy of views. Countries develop a comparative advantage that is based on application of knowledge rather than only cheap labour (Bhatnagar, 2006).

ICT-related policies are being developed to support of a wide range of important goals and aspirations associated with the development agendas of low income countries as well as developing countries (Mansel, 2009, 3). There are a lot of cases in the countries where information technologies is an engine of development in many ways (Tiwari, 2008, 448). Both ICT production and use have been associated with economic development and growth through their multifaceted impacts on

employment creation, exports, innovation, increased productivity and other 'spillover' effects. These beneficial impacts have led many transition economies to promote, to a greater or lesser extent, the production and use of this technology (Harindaranath, 2008, 34).

2. The Development Impact of Information Technologies in Rural Area

Technological innovations in the last two decades have led to a restructuring and reorganization of work. The emergence of information and technology-driven economies has expanded the service sector and redefined notions of time, space, distance, production, consumption and boundaries on the global stage. It has changed the social, economic, cultural and political environment and the nature of global interaction. New communication technologies and investment in telecommunications infrastructure have made the long-distance transfer of information realizable and inexpensive. Not only developed countries, but also developing and less developed countries reap the benefits of these opportunities have low entry barriers, provide employment and development and offer new skills as training source both in urban and poor rural area.

Emerging information technologies also changed the type of businesses and the way people do business and processes. Along with ongoing Taylorization of work processes, these changes have made possible the rapid globalization of services such that many services previously produced only locally are now outsourced or 'offshored'. These services include call centers, software development, financial services, stock market research and medical transcriptions (Abraham, 2008, 198). Call centers are representative of new service activities that have expanded in recent years, with intensified cost pressures in liberalized markets and new restructuring opportunities provided by advanced information technologies. They also have a number of characteristics that might be expected to lead to convergence on a low wage, Taylorized model of work design: low capital requirements, high mobility and often easily rationalized task content (Doellgast, 2009, 350). Call Centers are Fuelled by advances in information technology and the plummeting costs of data transmission; firms have found it cost effective to provide service and sales to customers through remote technology mediated centers (Holman, 2007, 1).

Over the past decade, call centers which is called **outsourcing industries** often refers to the delegation of non-core operations from internal production to an external entity specializing in the management of that operation. The decision to outsource is often made in the interest of lowering firm costs, redirecting or conserving energy directed at the competencies of a particular business, or to make more efficient use of worldwide labor, capital, technology and resources have experienced phenomenal growth in virtually every country around the world (justcareers.com, 2011). The call center industry, in particular, is one of the most rapidly growing areas of work globally. It epitomizes some of the key contemporary issues concerning the shifting nature of work, labor relations, economic development and regulations (Abraham, 2008, 198).

2.1. Call Centers A New Type of The Organizations

In recent years call centers have become one of the fastest growing areas of employment in many countries. It must be noted, however, from the outset that call centers do not constitute a sector but a specific form of work organization. Customer telephone enquiries, which formerly were scattered among specialized company departments, are transferred to a centralized call-centre. The purposes of this operation are both to provide a more client-oriented service and to improve the efficiency of processing customer enquiries.

Some authors see call center jobs characterized by high degree of computerization and standardization of work. Because of these features, this type of work usually depicted as an unskilled work with high time pressure and de-humanization of work. That's why some authors describe it as an expression of "Taylorism". Consistent and tight technological surveillance and repetitive work cause stress which later result in job dissatisfaction among these employees (Yılmaz and Keser, 2008, 24). The setting up of call-centers entails a new division of labor within or between firms, one

that is frequently characterized by the standardization and fragmentation of tasks. In addition Weinkopf agree that call-centers are frequently seen as a prototype of 'neo-taylorism' in the services sector (Weinkopf, 2002, 457). In this organizations, the fatigue and stress that can result from the aggressive management of highly intense and tightly quantified call work can make groups of call centre workers mental and physical tired (Fisher, 2004, 158). Workers' work is closely monitored, tightly controlled, and highly routinized thanks to extensive reliance on highly sophisticated computer technology (D'Cruz, 2006, 342). The type of work in call centre is of itself demanding, repetitive, and often stressful. This is reflected in high levels of turnover and absenteeism (Lewig, 2003, 367).

Macro-economic and socio-political climate are driving important changes in the nature of employment and work (Rainnie, 2008,197). A call center is an example of how modern information technology has rendered it possible to create new and improved forms of communication between customers and companies including the public administration. Broadly defined, a call center is a communication platform from which firms deliver services to customers via remote, real time contact (Norling, 2001, 155). As a form of neo-taylorist work organization, call-centers go against the trend towards more cooperative forms of work found in many services (Weinkopf, 2002, 463). In this mean, the pattern shows the trinity such as person, computer and network as the new work unit. The trinity has become a kind of smallest component in the companies, a module possible to combine with other modules creating a limitless network for cooperation (Norling, 2001, 158).

With the shift towards a more competitive ICT-based services industry, call centers are fast becoming characteristic institutions of today's information economy. These novel institutions which provide enhanced services to their customers represent distant or external sites of corporate entities and respond to an increasingly sophisticated and discerning clientele. Within the 'customer services and care' industry, two simultaneous trends are apparent. The first is the establishment of call centers within countries which are key players in the digital economy; the second is the phenomenal growth of such centers in the developing world, where Information Technology Enabled Services are increasingly outsourced to low waged, multilingual countries with relatively low overhead costs (Ng and Mitter, 2005, 210).

2.2. Popular Countries in Call Center Sector

The current relocation of service sector jobs is a consequence of global business strategies as well as technological advances. The convergence of communications and networking technologies has made it possible to digitize a vast amount of information that can be transported, processed and retrieved to and from a distant location at little cost. From a technical and productivity standpoint, an information-processing worker sitting 6,000 miles away might as well be in the next cubicle and on the local area network. In this scenario, with the cost of telephony steadily falling, the advantages of relocating ICTs-related and ICTs-enabled jobs from USA or UK to India, Malaysia or Ghana are obvious (Ng and Mitter, 2005, 212).

A recent survey by the Indian National Association of Software and Service Companies (NASSCOM) found that almost two out of five *Fortune 500* companies currently outsource some of their software requirements to India. Union in the UK have predicted that up to 200,000 jobs in the finance sector would leave, mostly to India, as companies take advantage of India's cheaper labor cost. The cheaper labor cost is only one consideration for choosing India as a desired site for relocation of work. There are more IT engineers in Bangalore (150,000) than in the Silicon Valley (120,000), creating an enabling cyber culture. India now produces two million college graduates a year (a number which is expected to double by 2010), 80 percent of the graduates are English speaking (The Economist, 11 December, 2003). It would cost a company US \$13,000 to hire a fresh graduate with combined information technology (IT), engineering and business skills from the Indian Institute of Management in India, while a Stanford University graduate in the US with similar qualifications will be paid about US \$95,000. But the cost differentials are equally noticeable in the

relatively low skilled end of the information processing sector such as customer care services, medical transcription, processing of airline tickets, accounting and tax returns forms. The average annual wage of an employee in a call center in the UK is £12,500 compared to the £1,200 average annual wage of a similar employee in India (Ng and Mitter, 2005, 212).

The computerization of work has made it easier to connect to the capabilities that exist in countries like China, Ireland, Australia, Canada, and the Philippines, and it is accelerating the trend toward offshore outsourcing of services (Gereffi, 2004, 7). Despite the mobility of call flows and the scale economies of serving large geographic markets, most call center markets are not international: while 86% of centers serve the local, regional, or national market in their own country, only 14% serve the international market. The exceptions to this pattern are those countries that have specialized as global subcontractors India, and to a lesser extent, Ireland and Canada. In a survey examined by Holman, the proportion of call centers serving international customers is 73% in India, 37% in Ireland, and 35% in Canada. Canada is rarely noticed as a major provider of subcontracting services, but its proximity to the US and shared language, time zone, culture, government provided health care, and low exchange rate to the US dollar has made it an increasingly important locus of subcontractors for US corporations (Holman, 2007, 5).

The spread of call center services is also occurring in a way that is different from that found in manufacturing. Thus, while call centers are geographically mobile, their spread is quite uneven, shaped particularly by language and culture. Most centers providing international services follow historic patterns of linguistic ties: between France and Morocco; between Spain and Latin America; between the UK and US and other English speaking countries such as Ireland, India, Canada, and South Africa (Holman, 2007, 5).

India and the Philippines have seen a mushrooming of outsourced call centers, providing white-collar employment to many who would have found it difficult to obtain employment after secondary and tertiary education. On the other hand, in Malaysia, the contact center business is geared primarily towards the local market, but with projected regional and global ventures in the pipeline. Multinational companies have started setting up in-house call centers that serve the region, providing the much-needed push to upgrade the industry (Ng and Mitter, 2005, 211).

2.3. The Employment Opportunities of Call Centers

Call centers represent a blend of old and new employment features that are only partially grasped by existing theoretical alternatives. Labor process theory suggests that call centers are best depicted as new electronic assembly lines of fragmented, low skill service labor. Second-wave post-industrial theory represents call centers as a significant foray into the information/knowledge economy (Russell, 2002, 467). Number of employees working in call centers rapidly increasing in developed and developing countries Call center employment figures in developing countries represent a different picture. Because not only local companies establish call centers but also multinational companies prefer developing countries because of low wages and high unemployment among blue and white-collar workers (Yılmaz and Keser, 2008, 32).

Customer service is critical to the success of any organization that deals with customers, and strong customer service can build sales and visibility as companies try to distinguish themselves from competitors. In many industries, gaining a competitive edge and retaining customers will be increasingly important over the next decade. This is particularly true in industries such as financial services, communications, and utilities, which already employ numerous customer service representatives. Centralized call centers will provide an effective method for delivering a high level of customer service. Employment of customer service representatives may grow at a faster rate in call centers than in other areas. However, this growth may be tempered: a variety of factors, including technological improvements, make it increasingly feasible and cost-effective for call centers to be built or relocated outside of the Developed Countries where labor cost relatively high (McDanie, 2007, 5).

Call centre employment has been growing exponentially both domestically and globally. They are growing at an astonishing 40% per year globally. In Australia, call centre growth is forecast at around 20–25% annually (Lewig, 2003, 367). About 160 000 workers are employed in 4000 different call centers in Australia, while employment growth is calculated to be in the order of 25 per cent per annum domestically and 40 per cent globally. Given these trends, call centre employment has become a significant factor in recent job growth. Examination of call centre work has the potential to shed further light on what is unique in the contemporary employment relationship (Russell, 2002, 468).

The globalization of services started with multinational firms in fields like accounting and consulting setting up offices in offshore locations to access new markets, followed by the movement of centralized labor-intensive functions, often referred to in services as “back-office” work (such as call centers and bill processing) to places with pools of educated, low-cost labor (Gereffi, 2004, 14). According to Weinkopf, the number of call-centre jobs in 13 European countries in 2000 was 736 700, among which the United Kingdom, with 243 000 or 37%, had by far the highest number. Next came Germany with 148 000 or 17% and France with 104 900 or 14%. In fourth place came the Netherlands with 57 000 jobs, while the figures for other countries were rather low. For the year 2000 the number of call-centers in the United Kingdom was estimated at around 5 000, about twice as many as in France or Germany (each with around 2 500). Spain and Italy as fast-growing markets with respectively 5 and 4% of the European call-centre market, while the extent of call-centers in Portugal, Greece and the Scandinavian countries was estimated to be rather low, at least in 2000 (Weinkopf, 2002, 458).

As an important country, the USA has different policies in terms of call centers’ diffusion and employment. Although call centers are found in all States, customer service representatives who work in call centers tend to be concentrated geographically. Four States—California, Texas, Florida, and New York—employ 30 percent of customer service representatives. Delaware, Arizona, South Dakota, and Utah, have the highest concentration of workers in this occupation, with customer service representatives comprising over 2 percent of total employment in these States. The United States has lost 250,000 call center jobs to India and the Philippines since 2001. That’s part of a much larger trend. 3.3 million service industry jobs, including call centers, and \$136 billion in wages, will move to countries like India, Russia, China and the Philippines (McDanie, 2007, 5).

Call centers jobs easily increase the employment since it offers flexible working opportunities from young, students to mothers. Especially, there may be many reasons for the use of college educated workers. Some call centers have specifically located near college campuses to take advantage of student labor, and at least some of these students may continue working in call centers after graduating. Some college graduates may view call center work as a temporary or transitional job before fully entering the labor market, while others may face a tight labor market and work in jobs that under utilize their skills (Holman, 2007, 13). There is an exception of some call center jobs may not be fit for student such as those providing tech services or serving large business may require relatively professional skills. Call centers are complex workplaces. They are also a huge and growing source of employment (McPhail, 2004, 77), and on-going studies into the experiences of those who work there, and into ways to improve their work-lives, will continue to be valuable in the future.

2.4. Call Center Jobs Reduce Migration

An additional benefit of call center jobs is in the reduction of migration for young and skilled workers. Call centers are attracting younger educated workers, the exact demographic group that many regions have trouble keeping. The new and dynamic information technologies jobs such as call centers could help to motivate some of them to stay, offering them better work at home than they could find through migration. This potential benefit is hard to understate because the loss of young talent is a major hurdle to countries worldwide. Making jobs come to them, rather than uprooting citizens to find jobs, is ultimately more efficient and effective for poverty alleviation and growth (Zielinski, 2005).

One of the glaring ironies of the global labor market is the number of high-skilled well educated immigrants working in menial and low-skilled positions throughout North America and Europe. It is not uncommon to find African and Asian doctors driving taxis in Washington, D.C. Communication technologies will allow specialists to practice their trade where they live rather than where the market dictates. The positive externalities associated with this change have the potential to be significant. Students would be motivated to study subjects that are now in local demand and entrepreneurs will be able to use their creative talents at home with a stable market of paid professionals. Another benefit that call centers can bring, regards the type and nature of the new jobs. Often the countries attracting this kind of employment do not have a history of service sector employment and so call center positions can stimulate the updating of skill sets (Zielinski, 2005).

3. Call Centers In Turkey

Customer relationship management is crucial for today's customer oriented companies; because of this necessity, companies establish call centers with an increasing pace not only in developed countries but also in developing countries like Turkey ranging from financial services like banking to telecommunication sector. Multinational companies also increase the number of call centers in developing countries by outsourcing their call center work to countries with relatively low wages (Yılmaz and Keser, 2008, 23).

Turkey is one of these countries with increasing employment numbers in call centers. Turkey is getting much attractive both inside and outside since political stability is better than before, employment costs are pretty low, unemployment is high including youth educated, companies take into consideration their customer services, current legal ground is proper for subcontracting jobs which encourage the companies to outsource their services to the call centers, easy transportation possibilities in the cities of east and the call centers are supported by the state in terms of infrastructure, taxes and others.

Turkey has a lot of advantages to be a regional center in international competition and attract foreign direct investments (Call Center Association, 2009);

- Cultural closeness with Europe
- Geographical proximity to developed areas
- Young and dynamic population
- Qualified human resources
- Relatively qualified technologic infrastructure

Richardson and Belt list 7 benefits of call centers in suburb and rural area which is less developed (Richardson, 2001, 86):

- They create employment which does not displace other local work.
- Call centers are capital intensive and bring new capital and technological investment.
- Call centers have the potential to bring new types of employment to the areas.
- Call centers' employment can stimulate the updating of skill sets, including keyboard skills, customer service skills, communications skills, team-working skills, and the ability to pick up product knowledge quickly and flexibly.
- Call centers bring a new work culture to an area, which, though "not unproblematical", can play a role in modernizing the area
- Many Call centers have more commitment to training than in other office-type work (albeit relatively narrow training).
- Call centers create work for women and youth.

It is expected that there are more than 900 call centers in 12 different sectors in Turkey in 2008. The number of call centers increased about 11% according to previous year. The number is not

much but it is promising for the increasing of employment in the near future. Since youth unemployment is high in total unemployment rate, call centers is going to bring new employment opportunities for young educated generations. There is a 20% growth on employment in the call centers sector in 2008. Many companies who offers call centers services plan to enhance their services in East and Southeast cities of Turkey not in the cities such as İstanbul, Ankara and İzmir which are the third biggest cities. In this mean, poorer areas of Turkey will have more employment opportunities than rich areas (Tarakçı, 2008, 57).

Business world in Turkey is giving much importance to the customer services is an important support to the growing of call centers in the country. Call centers are increasingly growing in serving both for the Turkish companies and foreign companies. As of 2005, the call sector services companies have been getting new customers from outside of Turkey. Especially, many companies from Germany where there are lots of Turkish people started to work with Turkey's call centers companies. The extend of the numbers of migrated people who expected to be more than 3 million from Turkey is an important factor in Germany (Tarakçı, 2008, 57).

Because of call centers' cost advantage about 30% and workforce potential, new investments will continue in the East of Turkey. The market of call center is expected to grow 12%. The current number of workers in call centers in Turkey is 35.000. The total revenue of call centers sector is about 1 billion TL. There are two trends of establishment of call centers. On the one hand, the current call centers in the West of Turkey, especially in big cities, are moving to the East of Turkey. On the other hand, new call centers companies would like to start in the East of Turkey, especially in Erzurum, Erzincan, Gümüşhane and Diyarbakır. Of course, there still are many call centers in other cities out of east side such as Yalova, Antalya, Uşak, Bursa and Kocaeli.

70% of call centers workers are woman, 65% of workers are graduated from university, 35% of the workers are high school graduate and average age of workers are between 26-28. Although the sector is 15 years old, it is pretty effective and has an expert profile and that's why it attracts attention in the region so that gets awards from Europe and the World. The call center sector is promising in Turkey by providing growth and employment, investments, supporting to regional development and private and public sector and getting an opportunity to become an important sector in international competitive arena. Its growth between 2003 and 2008 was 100%, between 2008 and 2013 15% yearly is expected and employment potential will be 65.000 in 2013(Call Center Association, 2009).

To provide the continuation of service and personal quality, it is expected that the establishment of new call centers will be supported by the state. In particular, in cities in the east where educated youth unemployment is very high and people don't have much alternatives in open jobs. Doing so, companies are going to see more stable labor and 30% lower labor cost than to the west of Turkey. Elif Gözen is a Manager in the Connect Company in the service sector, says that "unemployed people in İstanbul may choose the open jobs, but people have no alternatives to choose an open job and the people try to achieve in better manner and continue the current position in cities in the east of Turkey".

A company which offers call center services to the many companies such as Mercedes, Coca-Cola, Algida, aims to move their services to the East of Turkey. Also, many foreign companies who get their call center services from India, cancels to work with Indian companies and want to work with Turkish companies. Turkcell, is the biggest GSM cell company in Turkey, established a call center in Erzurum in the east by providing employment opportunities for region's young educated people. Today, Turkcell is the second biggest employer in the Erzurum with this investment. Avea, is the other operator in GSM cell sector, established a call center in Erzincan is a small city in the east. Avea points out that, "our call center service was in İstanbul and because of traffic every day 3-4 hours were spending on the traffic by giving rise low productivity and increase transportation costs. By moving to Erzincan, the company got rid of these kinds of extra costs as well as cheap labor prices Türk Telekom, is only service provider for land phones, established its third biggest call center

in Erzincan. Türk Telekom employs 2.700 people East and Southeast of Turkey at their call centers and 609 of them currently working in Erzincan and the number will be 1200 after 1 year (Kuvet, 2010).

In order to provide the development of call center sector and produce more value add services following items are much important (Call Center Association, 2009);

- Academic programs should be established to provide proper qualified human resources for the call center sector
- The costs of telecommunication must be much competitive to be able compete with rival countries
- The establishment and development of technoparks and infrastructure should be supported for information and communication technologies as well as broadband internet
- Increasing special investment and employment encouragements should be applied for the sector by state
- Increase transportation opportunities

Conclusions

The effect and role of information and communication technologies have been increasing on daily social, cultural and economical life, in work place and on the type we do business. Many societies benefit from the developments of these technologies both developed and developing as well as poor countries. 40 % of Turkey's population is under 22 years old which is defined pretty young. Although there is a big percentage of young population, there are no much employment opportunities for this part of society.

Turkey, as an emerging country, is becoming an attractive country by domestic and foreign investors. Consequently, this trend brought about a lot of flourishing new sectors that are supported by information and communication technologies. With the investment incentives and other opportunities such as young population and tendency the usage of ICTs in the society, especially in the poor areas of Turkey, has caused the emerging of new jobs and sectors such as call centers. During the investigation, it is seen that, Turkey faces a lot of opportunities with call centers jobs. First of all, call center jobs as a employment model, has been providing many employment opportunities for the young educated but unemployed people. It will help country's unemployment problem which is structural. Secondly, many young educated and unemployed people who feel more excluded as social and economical will be included with the call center jobs. Thirdly, unemployment is not only a structural but also a matching problem. There a lot of open jobs and job seekers but they are not matched since geographical and mobility hardships. When companies move or establish the call center companies in the east of the Turkey, the people will not search a job and migrate to the west of Turkey. Open jobs and job seekers will be matched by investing to the region. Finally, call center jobs on the one hand will attract other investments to the poor areas and on the other hand will trigger education, training and on the job development for the benefits of all society as well as young.

Because call center is a new sector, it needs to be examined more in the development process in the future. It seems the sector's size is going to grow and the growth should be supported by making new projections in education system, on transportation and urbanization, on information and communication technologies and economic incentives. By doing so, call center sector can meet the requirements of international and national companies and have a serious effect on the development process of Turkey.

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