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A COMPARATIVE STUDY OF WAGE ADMINISTRATION
SYSTEMS AND METHODS OF POLICE AND FIRE
DEPARTMENT COTTON TEXTILE MILLS IN ISTANBUL

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CHAPTER I

STATEMENT OF THE PROBLEM AND OUTLINE OF THE STUDY

Statement of the Problem

Food, shelter, and clothing have been essential in the life of man since the earliest days of his existence. Man's goal has ever been to obtain the basic necessities of life, and he has been in constant struggle with his environment. After solving his more important problems, food and shelter, man has turned for the need of clothing himself. The first materials adopted to his use were either leaves or fibres of the trees and plants, or the wool and the fur of the animals around him.

To better protect himself from the cold and the heat, man has processed the materials he could find in nature, and clothed himself with what he could manufacture. In the course of time, the human mind invented the spindle, the wheel, and the hand loom. He passed from simple manufacturing to mechanization, and from mechanization to mass production .

The modern man is a long way from the primitive man with his primitive needs, but he still has a long way to go. At each step of advancement he becomes more deeply involved with the human as well as the technological problems of each successive age. In this thesis, the emphasis will be more on the human factors than on the present technology.

The cotton textile industry has first started in Great Britain . Soon other developed countries came in. As time passed, growing countries took over the cotton textile industry for economic and political reasons, and the developed countries specialised in wool, synthetic, and high quality textile production.

The development of the cotton textile industry occurred in quite the same way in Turkey as in any other developing country. The cotton

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textile industry was chosen as the first step to industrialization for political reasons, such as employing large numbers of people to reduce unemployment; and for economical reasons, such as the increase in the comparative advantage of the cotton textiles. The increase in the internal, and recently, in the external demand has contributed to the development of this sector of the economy.

As in any other field of industrialization in Turkey, the first incentive came from the government, and soon the private sector caught up with the public sector. Today, Sümerbank plants are still "trade schools" for the private sector.

An important corner stone in the evolution of the Turkish Industry was marked in 1962 with the introduction of the "Strike and Lockout Law" which brought collective bargaining. Labor problems, particularly the necessity of emphasizing the human factors of management, has gained much importance, especially since this law was passed. The attitude of management in considering labor merely as a factor of production is rapidly changing as labor unions gain ground, and as their bargaining power increases.

The most important aspect of this period of collective bargaining is naturally the wage administration problems. Since this is an area where friction between labor and management is most likely to occur, and since the problems are so dynamic in character, differences in opinion result. The private sector sees it from an economic angle. There are many external and political pressures on the public sector. The labor unions attack the problem from a socio-economic angle. The employer union's view, on the other hand, is entirely different. In addition to all these different views, more problems are introduced because the industry is undergoing a change. Reasons of this transition are as follows :

1. The nature of the cotton industry is changing.
 - a) It is becoming more capital intensive and the importance of labor is decreasing.
 - b) It is shifting to synthetic fibres and specialized products.
2. The pressure of the labor on management is increasing.
3. Labor unions are gaining a higher bargaining position, and are pushing for their rights.

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4. Employer unions are being forced to change their attitude towards labor and the labor unions because of collective bargaining.
5. Numerous other human problems have been introduced, and these also need consideration.

During this period of transition, many problems do occur, and many more will occur in the future. Thus, a clear understanding and scientific application of wage administration techniques becomes essential for the solution of these problems.

If no scientific methods are used, and the problems are left to the forces of nature, many unhappy incidences will occur. Whichever party seizes the political power will force its own rules of the game to their extreme. If the employers are more powerful, the requirements of social justice will not be fulfilled because, having an economical mind, they will minimize costs, and labor is a cost to them. If the workers capture the power, they will squeeze all the profits out of the hands of the employers, and many will be forced to quit business.

In striking a balance between these solutions and in attacking the human problems the selection of the method which should be used becomes a vital question. In one extreme there is the experience of the public sector, and in the other there is the experience of the private sector. The former prefers to employ high quantities of labor, emphasizes the factors of social justice, but produces inefficiently, has higher costs, lower quality, a high level of stocks, a low volume of sales, and as a result low profits (or even great losses).

The latter emphasizes the quality of production, aims at more efficient operations, a higher volume of sales, and larger profits, but neglects social justice and human problems of management.

Both parties must change their attitudes, and the government, the private sector, and the labor have to find a common solution to their problems which would like to strike a happy balance between social justice and efficient management, which will lead to higher levels of satisfaction and profits.

This thesis, with the above discussion in mind, studies the problems of the cotton textile industry in Turkey; blends the views of

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the labor and the employer unions; with the aid of a survey reveals the existing conditions in the İstanbul area as being representative of the situation in Turkey; and from these, tries to draw a set of evaluations and recommended ways of action.

Method of the Study

To study the different points of view which exist in the field of wage administration the steps followed in preparing this thesis are:

1. First, a thorough study of the books on the subject was made to gain a sound background.
2. A series of interviews were conducted with the following organizations to have the employer's side of the picture.¹
 - a) Tekstil İşveren Sendikaları Konfederasyonu²
 - b) Sümerbank Genel Müdürlüğü³
3. A series of interviews were conducted with the following labor unions :
 - a) Teksif⁴ -
 - b) Disk⁵
 - c) Tekstil⁶
4. A wage survey was made in the following six private sector, and one public sector combined cotton textile mills to reveal the actual facts and problems of the industry.
 - a) Akın Tekstil Fabrikası
 - b) Akfil Sanayi ve Ticaret A.Ş.
 - c) Bomonti Mensucat ve İplik Sanayi A.Ş.
 - d) Bozkurt Mensucat Sanayi A.Ş.
 - e) Kartaltepe Mensucat Fabrikası A.Ş.
 - f) Mensucat Santral T.A.Ş.
 - g) Sümerbank Bakırköy Pamuklu Sanayi Müessesesi

¹ For a list of interviews please refer to the Appendix.

² Federation of the Turkish Textile Employers' Union

³ Sümerbank Board of Directors

⁴ Türkiye Tekstil Örme ve Giyim İşçileri Sendikası Federasyonu.
Federation of the Turkish Textile Knitting and Clothing Industry Workers Un.

⁵ Türkiye Devrimci İşçi Sendikaları Konfederasyonu - Federation of Turkish Radical Labor Unions

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After a brief discussion of the nature and the history of the cotton textile industry, both in the world and in Turkey to retrace its problems, reasons of selecting this topic is presented. Then the different wage theories and systems are studied. The theoretical background is compared to what the employers and the employees think their problems are. The emphasis is the shifted to the period of collective bargaining, and the evaluation of the survey results immediately follow. Thus results the blending of :

1. The wage theories
2. The views of the employers
3. The views of the employees and
4. The actual observations

The summary and blending of ideas is followed by the evaluations, and a set of recommended ways of action.

What needs emphasis at this point is that throughout the study the author has always tried to :

1. Reflect the problems both from the employee's as well as from the employer's point of view
2. Maintain a comparative approach to the private and the public sectors
3. Remain objective

⁶İstanbul Tekstil Örne ve Giyim Sanayii İşçileri Sendikası - Union of the Istanbul Textile Knitting and Clothing Industry Workers

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CHAPTER II

INTRODUCTION

Nature of the Cotton Textile Combined Mills

In the textile industry, yarns and threads from such common materials as linen, cotton, wool, and synthetic fibres are woven into cloth or other forms of textiles. The main industry has the following sections:

1. Spinning
2. Weaving
3. Bleaching, dyeing, and finishing
4. A combination of the above three
5. Clothing and hosiery
6. Knitting
7. Specialized activities such as drapery, lacework, ribbon, and shoelace manufacturing.

The last three, although they are included in the textile sector of the economy, have their own specialized machinery, technology, and personnel; and thus, for the sake of simplicity, will be excluded from this study. Since the combined mill actually include the first three processes, and since they are exposed to more problems, combined textile mills will be the subject of this thesis.

All textile mills, when viewed from the point of materials used , may be classified into four :

1. Cotton
2. Wool
3. Man made (synthetic)
4. Various combinations of the above

For reasons which will be discussed later, the cotton fibres industry possesses many interesting aspects in the field of wage administ-

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ration, collective bargaining, and other human problems which are of interest to the author. This point will be clarified further when the evolution of the textile industry is studied, and when the birth and the growth of the Turkish industrialization is recapitulated.

Combined cotton textile mills are scattered throughout Turkey. These mills may be grouped into four geographical regions :

1. Istanbul Region
2. Adana Region
3. Aegean Sea Region
4. Central Anatolia Region

Table 1 compares the mills in the Istanbul area to those in other areas of Turkey. Table 2 gives the number of workers employed in the public and private sector mills in Turkey.

TABLE 1

COMPARISON OF PUBLIC AND PRIVATE SECTOR MILLS IN ISTANBUL TO THOSE IN TURKEY ^a

Number of Workers in	Private Sector	Public Sector	Total
Turkey	27,241	12,741	39,982
Istanbul	8,025	2,331	10,356
Istanbul (% of sector)	29.5	13.4	26.0
Istanbul (% of total)	20.0	6.0	26.0

^a Calculated from: Türkiye Sanayi Odaları, Ticaret Odaları ve Ticaret Borsaları Birliği, Sanayi Dairesi, Türkiye Sanayi Rehberi (Türkiye Ticaret Odaları, Sanayi Odaları ve Ticaret Borsaları Matbaası, Ankara, 1967), pp. D9-D12, 3-431

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TABLE 2

NUMBER OF WORKERS IN THE TURKISH
COMBINED COTTON MILLS^a

Geogr. Region	City	Name of the Plant	Number of Workers		
			Private S.	Public S.	
South	Adana	Bossa	2250		
		Güney Sanayi	2980		
		Millî Mensucat	950		
		Paktaş	1000		
	Antalya	Antalya Pamuklu Dokuma	1400		
	İçel	Çukurova Sanayi ve Tic. A.Ş.	<u>1938</u>		
		Total	10518		
West	Aydın	Aydın Tekstil	2000		
		İzmir	Bergama İplik ve Dokuma Fab.	850	
			İzmir Basma Fab.	306	
			İzmir Pamuklu San.	1620	
		Tag Sanayi	535		
		Sümerbank İzmir Basma Sanayii		2372	
	Manisa	Manisa Pamuklu Mensucat A.Ş.	1447		
	Salihli	Salihli İplik ve Dokuma Fab.	<u>650</u>		
	Total	6718	2372		
Centr. Anato.	Kayseri	Birlik Mensucat	900		
		Orta Anadolu Ticaret ve San.	1080		
		Sümerbank Kayseri Pamuklu Dok.S.		2838	
	Ereğli	Sümerbank Ereğli		2054	
	Malatya	Sümerbak Malatya Pamuklu Dok. S.		<u>3146</u>	
	Total	10980	8038		
İst.	İstanbul	Akfil	800		
		Akın Tekstil	180		
		Bomonti İplik ve Dokuma Fab.	340		
		Bozkurt Mensucat	1060		
		Kartaltepe	925		
		Mensucat Santral	2550		

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TABLE 2--Continued

Geogr. Region	City	Name of the Plant	Number of Private S.	Workers Public S.
Ist.	Istanbul	Miha	470	
		Narin Mensucat	500	
		Piramit İplik ve Dokuma Fab.	500	
		Zetip İplik ve Mensucat Fab.	700	
		Sümerbank Pamuklu Dokuma Müess.	<hr/>	<u>2331</u>
		Total	8025	2331
		GRAND TOTAL	<u>27241</u>	<u>14741</u>

^aCalculated from: Türkiye Ticaret Odaları, Sanayi Odaları ve Ticaret Odaları Birliği, Sanayi Dairesi, Türkiye Sanayi Rehberi (Ankara : Türkiye Ticaret Odaları, Sanayi Odaları, ve Ticaret Borsaları Birliği Basımevi, 1967), pp. D9-D12, 3-431

As may be observed from Table 1 and Table 2, although there are bigger combined mills in Southern Turkey, in Central Anatolia, and in the Aegean regions, the total number of workers in the Istanbul combined cotton mills (10,356) are comparable with the total number of workers in the other regions.

1. Istanbul mills are more representative of the private sector in Turkey, because most of them are relatively medium or small sized enterprises with the exception of Santral Mensucat.
2. There is a Sümerbank mill in Istanbul which enables one to make comparisons with the public sector, under the same environmental conditions. In the South there is no Sümerbank Plant to make comparisons, in the west there are too many private mills. In Central Anatolia, the Sümerbank mills outnumber the private sector mills.
3. For the author, to survey the plants in the Istanbul area was most convenient.
4. An unavoidable bias, though not large, may result from assuming Istanbul as being representative of the cotton textile industry in Turkey. Problems may be amplified, and friction may increase for the plants in Anatolia, especially in the South.

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After discussing briefly why the combined cotton textile industry was chosen, and why Istanbul area was selected for the survey; to clarify the point further, the history of the textile industry's evolution should be reviewed.

A Brief History of the Cotton Textile Industry

Cotton was first used for weaving purposes in India. Use of wool in weaving originated from Central Asia and Egypt. Silk weaving is a creation of the Chinese. Indians mixed silk and cotton for the first time for weaving cloth. All these were manufactured on a small scale, and with handicraft methods and tools.

Although, weaving can be traced way back to ancient times, the modern textile industry has first started with cotton weaving in the second half of the eighteenth century in Great Britain. Soon, other European countries and the United States joined in. Cotton has played a great role in the economic life, industrialization, and even the politics of nations (i.e. The Civil War in the U.S.). Today, it still plays an important role in the trade between many countries.

The beginning of the modern textile industry is taken as the invention of the spinning machine (the Spinning Jenny) by J. Hargreaves in 1767 in Great Britain. Soon, in 1792, Eli Whitney of the United States invented the first automatic combing machine. Then, followed the application of James Watts' steam engine to drive a spinning machine. This, in fact, triggered off the so called industrial revolution and the emergence of the western capitalistic system.¹ Great Britain, protected by the tariffs and customs walls, expanded her textile industry, soon capturing the world market.

Many other European countries, and the United States had to come into competition, and shifted from old style handicraft industries to mechanized textile mills and factories. With the coming of water power, electricity, and later the combustion engine, accompanied by numerous other inventions, giant enterprises have evolved. Demand for textiles

¹For further information on the History of the textile industry please refer to: Sabahattin Zaim, Istanbul Mensucat Sanayinin Bünyesi ve Ücretler, Istanbul Üniversitesi Neşriyatından No. 655 (İstanbul: Sermet Matbaası, 1956), pp. 19-26

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has also increased because the world population is rapidly increasing.

During the Twentieth Century, especially between the two world wars, the textile industry has grown in Japan, India, China, and Latin America. In addition to these, many developing countries have established their own cotton textile industries, and since many of them were producers of their own cotton, the comparative advantages of the advanced countries decreased.

Some of the reasons why developing countries have moved into the cotton textile industry are :

1. Many of these countries are producers and exporters of raw cotton to more advanced economies. Instead of selling the raw cotton, if they further process it, they obtain higher revenues. For the developing countries, these revenues are a valuable source of foreign currency which they are badly in need of.
2. Internal demand for the textile goods in these countries are also increasing. The simplest form of clothing is inevitably cotton products.
3. The depression in 1930s caused the textile markets to shrink, and thus the developing countries were forced to being selfsufficient.
4. There is an abundant labor supply in these countries, mostly because of an overpopulated and nonproductive agricultural sector.
5. The cotton textile industry, by its very nature, is an industry in which a large number of semiskilled and nonskilled workers may be employed. The developing countries are thus able to find jobs for their unemployed and release much of the political pressures on their governments.
6. As has been mentioned before, advanced economies lost their comparative advantage for economic and political reasons. So, they preferred to specialize in the production of:
 - a) Synthetic fibre textiles
 - b) Woolen textiles
 - c) Special fabrics

Thus, the earlier economic and social reasons for the shift were replaced in later years by political and technological reasons.

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Cotton Textile Industry in Turkey

The evolution of the cotton textile industry in Turkey has followed the same pattern as in any other developing country. It is the first of the Turkish industries. Even today the Turkish textile industry is the main well developed and modern industry comparable to the world standards.

During the Ottoman period there wasn't much industrialized textile activity worth mentioning. Even the handicraft industries were kept under high pressure by the capitulations. The West succeeded in delaying the industrialization till 1924 when the capitulations were abolished by the Lausanne Treaty. It will, therefore, be appropriate to look at the period of the Republic for the growth of the textile industry.

The evolution of the Turkish cotton textile industry may be studied in three very broad categories:

1. 1924-1950; government sector develops
2. 1950-1963; private sector gains ground
3. 1963 on ; a new era: collective bargaining

Evolution of the Government Sector (1924-1950)²

After the Lausanne Treaty the capitulations were abolished, and steps towards the founding of a national economy were taken. At this point five of the seven textile plants were owned by foreign interests. Parallel to the political and the social movements of the day, the first incentive came from the government and it organized the activities for industrialization. Most important developments were:

1. Sanayi Maadin Bank was established in 1925 (Law No. 633). Responsibility for all the existing government factories (including the only cotton textile plant in Bakırköy) were given to this bank.
2. Laws were passed to protect the national economy. Customs and tariff barriers were established, especially for the protection of textile production. In this period (1927-1933), two government factories were established in Kayseri and Bünyan.

² For additional historical information See: S. Zaim, op. cit., pp.3-33
Tekstil, Çalışma Raporu 19-22 Mayıs 1967 (Ankara: Şark Matbaası, 1967), pp.1-4
Ekrem Özelmas, Devletçilik ve Türkiye'deki Tatbikatından Sümerbank (Sümerbank Yayınları, Ankara: Yeni Dünya Basımevi, 1963); Saim Önar, Sümerbank Bakırköy Manavi İşletmesinin Tarihi ve Teknolojik Safahatı Hakkında Malumat (Bakırköy Pamuklu Dokuma Sanayi Müessesesi, 1967)

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3. Smerbank was established in 1933 (Law No. 2262), and took over the industrialization activities. Sanayi Maadin Bank was dissolved. The textile mills established in this period were: Eređli, Kayseri, Nazilli, Adana, Malatya, and Bakırky (re-established). In this period private sector mills amounted to 32. The private sector looms were a total of 2428, as compared to 3091 of the public sector. in 1949.³

Public Sector Gains Ground (1950-1963)

During this period, parallel to the government's more liberal policy, the private sector gained economic importance, and the whole Turkish economy moved towards industrialization. Comparatively, the situation was as follows :

TABLE 3

COMPARISON OF PUBLIC AND PRIVATE SECTOR COTTON TEXTILE MILLS (1949-1964)^a

Year	Total no of Spindles	Total no of Looms	%Share of the Public Sector	
			%Spinning	%Weaving
1949	266,528	5,519	47	56
1952	357,924	6,519	61	63
1956	682,840	14,600	32	28
1960	761,120	15,820	28	29

^aSource: Teksif, op. cit., p. 11, Table 5, quoting Devlet Planlama Teşkilatı, Cotton Weaving Sector, Specialization Committee Report

As may be observed from this table, the percent share of the public sector has decreased considerably. As the share of the private sector increased, the human problems involved have also become more complicated, since these private establishments lacked the political strains of the public sector, and were rather based on economic views.

³Teksif, op. cit., p. 9, Table 2 ; p.10, Table 3

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A New Era - Collective Bargaining (1963)

Although this classification falls a little outside the range of the previous two, it is quite important from the point of view of the labor problems, wage policies, and the pressures on and the friction between the labor and the employer unions. This new era, which started with the "Strike and Lock Out Law"⁴ passed in 1963, is an important corner stone in the Turkish economic and industrial life. Its impacts on the Turkish workers and employers have been considerable and will continue to be so in the future. It has already won a place in the history of the evolution of Turkish industry.

The present status of the cotton textile industry in Turkey is undergoing a change which will be discussed later in full detail. Some of the important factors are:

1. There is a tendency for the plants to diversify into synthetic and cotton mixture fibres.
2. The cotton textile industry is shifting from a labor intensive to a capital intensive industry. A lot of problems and frictions are bound to occur with this shift.
3. Pressure of collective bargaining is gaining momentum, and its influence on the employer and labor unions is becoming noticeable. Both parties have to educate and prepare themselves for a better bargaining position.
4. The individual plants are already having difficulty in finding skilled laborers, and a high competition has settled in.
5. With the coming of collective bargaining, the worker is in a better position today. He is given recognition, and the idea of considering labor as a factor of production is no longer valid. At least, this image is rapidly changing.
6. Both the management and the workers have to review their basic attitudes towards each other. New moral obligations are to be introduced, and applied.
7. Also export facilities have increased for textiles, in addition to an increase in the domestic demand.

⁴Law Number 275

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As may be observed from above, the growth and the problems of the Turkish cotton textile industry is parallel to growth and the problems of those developing countries where the cotton industry has been the first step to industrialization.

To have a clearer picture of the problem, the wage systems and policies, and the general attitudes of the employers and the employees towards wages should be reviewed.

CHAPTER III

WAGE SYSTEMS AND POLICIES

Different Points of View - Employee vs Employer

In general, the notion of wages covers all monetary and in kind payments. Wages consist of :

1. Net wage
2. Overtime payments, premiums, and bonuses
3. Non-financial incentives, and fringe benefits

From the employee's point of view, wage is an income. Desire for higher levels of income is always predominant. What is important is actually not what he is paid, but what he thinks he is paid. However high a wage the worker receives, he will always compare it to what his fellow companion is earning, and adjust his level of satisfaction accordingly. Most of the time, the nominal value of his income is much more important to him than what nonmonetary incentives he is given. From an employee's point of view, the economic factors influencing his wage level are:

1. His actual pay in terms of money
2. Price levels and thus the real purchasing power of his wage
3. The time he spends earning this wage
4. Other monetary fringe benefits, premiums, and bonuses that increase his income
5. Non-monetary benefits he receives
6. His knowledge of other jobs openings available to him

In addition to these there are other external factors:

1. Pleasant working conditions and safety of the job
2. Team spirit, and companions
3. Need for a secure job, and disadvantages of changing a job
4. Fear of unemployment
5. Other benefits of seniority

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With these factors in mind, although there might be higher paying jobs available to the worker, he might stick to his job. So, as may well be the case, the employee sees his wage from a rather social angle. Wages are income, and his income level determines his well being and prestige in the society; and is the only means of covering up his and his family's basic needs.

On the other hand, the employer looks at the wages as an element of cost, and from an economic angle. Wages he offers is a factor of :

1. Competition in his branch of the industry
2. Labor market conditions and availability of labor
3. Availability of capital and his ability to pay
4. Present level of wages in similar plants
5. Present level of wages in his industry
6. Present level of wages in his area
7. Productivity and efficiency of his labor force
8. Labor union pressure

Employees blame the employers because they make large amounts of profits and keep all of it without giving out the share of the employees, and also for being dishonest and egoistic.

The employers blame the employees for low productivity, lack of good will, and for pressing too hard for higher wages without much contributing to the input. Their excuses for low wages are high costs, keen competition, and high levels of capital investments.

Thus the main problems arise because of this difference in viewpoints between the employee and employer, and because of their different way of approach to the same problem. Unions, collective bargaining, and human problems complicate the situation even further.

So, before proceeding with the search for a common point of interest, a brief summary of the wage theories and wage systems to clarify the point of argument.

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Wage Policies

According to John T. Dunlop¹, wage theory of a period is the product of:

1. The economic developments and qualities of the time and place, including the movement of the wage rates
2. The wage-setting institutions
3. The dominant economic theory of the period
4. The policy issues of the day

Some of the prevalent theories of the past and today are as follows.²

Subsistence Theory (Ricardo)

This theory assumes that in the long run the level of wages are established by the cost of producing and maintaining the labor force, and population is the unique determinant of the labor supply. When the market price of labor is higher than the real price living standard of the laborer will increase. Earning more money, he will be able to support a big family, so in the periods of well being the population will increase, and since there will be an abundant labor supply the wages will deteriorate. Thus, by controlling the birth rate it should be possible to adjust the wage levels.

The whole theory is based on the Malthusian principle, and is very crude compared to the modern theories.

Wage-Fund Theory (John Stuart Mill)

According to this theory, wage determination is possible in the short run. After the rent and the raw materials are paid for, what is left constitutes the wage-fund; and wages are equal to this fund available over total labor.

The main weakness of this theory is in that the labor is assumed to be constant.

¹John T. Dunlop (ed.), The Theory of Wage Determination-Proceedings of a Conference Held by IEA (London: MacMillan and Co., 1957), pp. 3-4

²For further information See: John T. Dunlop, op. cit., pp. 3-31; Sabahattin Zaim, Günümüzün Sosyal Siyasal Sorunları (Istanbul: İstanbul Üniversitesi Yayınları No. 980, Fakülteler Matbaası, 1962); Dawid D. Belch, Wage and Salary Administration (NJ:Prentice Hall, 5th ed., 1959), pp. 3-14; Charles Brennan, Wage Administration (Illinois: Irwin, 1957), pp. 1-10

Marxian Theory

Marx stated that the labor is 'exploited' by the employer who absorbs the difference between the subsistence cost and the added value of the product. What the employer calls profit should go directly to labor, and assumes that the value of a product should be equal to the effort spent for producing it.

However, Marxian theory does not take the following points into consideration, and thus needs further refinement :

1. The contribution of capital to the value added
2. The contribution of managerial ability and entrepreneurship to the value added

Marginal Productivity Theory (J.B. Clark)

This theory assumes that under free competition, at a given point in time, the maximum value that should be paid to the marginal worker is equal to the value created by the marginal products produced by the worker.

The theory also has short comings in that:

1. A very complex problem is oversimplified.
2. Production does not increase marginally but rather in lump sums.
3. Measurement of productivity and the marginal unit complicates the problem.
4. The element of time is not taken into consideration.
5. It is very theoretical in nature.

Bargaining Theory of Wages

This theory assumes that there cannot be any single wage that may be offered for a single job. There is a minimum level below which a worker will not work, and a maximum level above which the employer will refuse to pay. The level of wage offered for a job is between these two limits, and is determined by the bargaining of either one of the parties.

However, this theory has a rather economic point of view, and the socio-economic aspects of the wages are neglected. Besides, wage theories are not "specific tools and techniques to be used in wage levels in a broad economic sense and have multilateral effects".³ They are dynamic in character, and since the path is still open to discussion new theories may still develop in the future.

³ Charles W. Brennan, op. cit. , p. 23

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When one recapitulates on the nature of the textile industry one sees that labor and employers have different views.

Labor favors the bargaining theory of wages, especially in this era of collective bargaining. Employers do accept the marginal productivity theory, and to an extent, bargaining theory of wages. However, both sides do not seem to have clear views and well set policies (this may well be intentionally so for political reasons and for flexibility).

It seems that it is not quite possible to derive a definite wage theory which is applicable to the Turkish textile industry, nor in fact, for any other industry. The wages are subject to many external influences, and the labor, as well as the employer unions do not have much power to act for or against any of these external factors. Market conditions, demand and supply of labor still seem to apply to a large extent in the industry. Although there are minimum wage requirements set by the Government Minimum Wage Commission, and the pressure of the labor unions exist, employers to a large extent determine the wages arbitrarily.

Before going into the analysis of whether such conditions do exist in Turkey or not, different types of wage systems will first be examined.

Wage Systems

Wage systems may most generally be classified into three broad categories⁴:

1. Wages based on time worked (time rate)
2. Wages based on output (piece rate)
3. Wage incentive plans

Time Rates

In this type of wages, a specified wage rate is paid for each hour, day, week, or month of work. It is the oldest and most common type of wage system. Time rates are simple to administer, easy to control, and favored by the unions because a fixed income is guaranteed for the worker, and

⁴For further information See: William Waite, Personnel Administration (New York: Ronald Press, 1952), pp.293-340; Charles Brennan, Op. Cit., pp. 223-233; Sabahattin Zaim, op. cit., pp. 46-60; S. Zaim, Istanbul İktisat-Sat Sanayiinin İhtiyaci ve Kretleri (Istanbul: İstanbul Üniversitesi İktisat Fakültesi Yayınları No. 558, Mehmet Katbaası, 1956), pp. 157-207 ; Charles Britton, Incentives in the Industry (N.Y.: Esso Standard oil Co. Employee Relations Dept., 1953)

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that there is not much pressure on the worker to speed up his production. In this system quality of work is emphasized.

However time rates have some weaknesses. Mainly, those who work beyond the average, and those who put more effort into their work are not differentiated. The quantity and the quality of the workers' effort is not appreciated. No extra earnings result from a larger effort on the part of an individual. Unit costs of production are usually high in plants which pay their workers time wages, and productivity cannot be increased easily because of lack of motivation.

Time rates are best suited for types of work where :

1. There are a large number of products
2. Output is not directly under labor control, and is rather a factor of materials, machines, equipment, and processes.
3. Production is specialized, and quality is of primary importance.
4. Costly machines, equipment, and materials are involved.
5. Work is frequently interrupted by external factors.
6. Employment is irregular and labor turnover is high.
7. Production is not standardized.

Piece Rates

Piece rates are based on output, and the attention is more on the labor productivity than on quality. Wage payment plans range from simple piecework to more complicated premium and bonus arrangements. Usually piece rate includes a minimum hourly wage rate which is less than the average incentive earnings. The incentive piece rates must be guaranteed in order to avoid antagonism between labor and management.

The system has advantages in that, the employee is rewarded in proportion to his achievements, and is considered to be fairer in this respect than is the time rate. Accounting and clerical work is simpler, and allows direct costs to be determined in advance. Unit costs are lower and the overhead costs are fairly stable. The system is applicable both to individuals and to groups.

However, there are limitations in that a beginner is unfairly treated because all the standards are set for an average worker. A large amount of work is necessary each time the wage scale is changed. Thus, the system is

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not very flexible. Labor unions object to piece rates and many frictions occur between laborers and employers when the rates are being determined. Since the emphasis is on quantity, higher costs for supervision and control may result. There will be difficulties where there are unavoidable interruptions like power failures. Any attempt to lower any rate once fixed will be very hard and will cause complaints on the part of labor. In turn, to compensate for the decrease in wages, workers may devise methods to purposefully cut down the rate of output.

This type of wage system is applicable to cases where:

1. Production and output of each worker are measurable
2. Materials and supplies flow is continuous and adequate
3. Quality is not of primary importance
4. Production processes are independent of each other
5. work standards may be set

Wage Incentive Plans

wage incentive plans are generally devised for compensating extra performance activities. The difference with the straight piece rate is that "...the compensation for extra performance is scaled and varies per unit as the number of extra units changes."⁵ These plans may also be called bonus or premium plans. There are a number of wage plans. Some of these may be grouped as follows :⁶

1. Plans based on production
 - a) Piece Rate Plan
 - b) Taylor Differential Piece Rate Plan
 - c) Gantt's Task and Bonus Plan
 - d) Merrick Multiple Wage Plan
 - e) Emerson Efficiency Plan
2. Plans based on time saved
 - a) Halsey Premium Plan
 - b) Rowan Plan
 - c) Bedaux System
 - d) Priestman System

⁵ Charles E. Britton, op. cit., p. 20

⁶ Charles W. Brennan, op. cit., pp. 223-333

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- e) Standard Hour Plan
- f) Fisher Machine Rate
- g) Barth Variable Sharing
- 3. Plans based on cooperation
 - a) Lincoln Plan
 - b) General Controls Co. Plan
 - c) Scanlon Plan
- 4. Profit sharing
- 5. Group incentive plans

There are many other special incentive plans, however, it is beyond the scope of this work to discuss all wage systems in full detail.

All wage incentive plans encourage workers to improve their productivity and efficiency by offering them opportunities to earn more. Increasing efficiency and productivity is possible by:

1. Increasing the efficiency of machinery and equipment
2. Productivity of the workers
3. Efficient use of raw materials and supplies
4. Improved managerial techniques and know-how
5. Working at full capacity

As is the case in the piece rate system (which is in fact the simplest form of incentive payment), the plans should be simple, and easy to understand and apply; and should be based on sound standards. For successful results, management and labor must agree and cooperate with each other to ensure the smooth working of the system.

Thus, the matter of standards becomes one of the most important factors in wage administration. However, the standardization of the working conditions in the Turkish textile industry is technically very difficult to realize. There are so many outside factors affecting the production, that the situation becomes even worse.

The following factors have more effect on production in textile industry than on any other industry :

1. The speed and physical condition of machinery and equipment
2. Number of warps and wefts in the cloth to be woven
3. Dust prevention and humidity and other factors that result in comfort
4. Maintenance and repair, and power failures that occur too often
5. Proper and balanced production planning
6. Effective supervision and control

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The setting of job descriptions, and their evaluation is essential for a sound wage system, especially in the case of wage incentive plans. Without well set and clearly defined criteria no wage plan will succeed. However, management and labor have different points towards job evaluation. This will be discussed in full detail in Chapter 6.

Before going into the evaluation of the survey results, one last item that needs further analysis is the importance and role of the collective bargaining activities of the Turkish industry. Collective bargaining has had much influence on wages and brought many problems with it.

CHAPTER IV

COLLECTIVE BARGAINING AND ITS EFFECTS ON WAGES

Collective Bargaining

Wages in an economy may be determined in three ways :

1. Government dictates the level of wages
2. Employers determine the level of wages
3. Wages are determined by collective bargaining

In practice different applications of the above stated broad categories may be observed. In Australia and New Zealand arbitration courts settle the wage problems. In Sweden confederation-wide bargaining is carried out. In socialist economies governments and parties decide on the wage levels. In the United States and Great Britain particular plants and sometimes particular industries bargain with labor individually.

In Turkey, almost all of these methods have been tried. Two alternatives predominate :

1. Each company bargains with the labor individually, as in the case of Santral Mensucat.
2. Labor and employer unions make industry-wide bargaining. This type of bargaining is preferred by the private industry textile mills, as well as, Sümerbank.

In advanced countries a variety of methods have been developed to regulate the relations between employers and employees, and collective bargaining is only possible where:¹

1. Labor force is differentiated
2. There is a democracy present
3. Labor and employers are not used to other methods of wage regulation
4. The government is not the main or the only employer

¹ H.A. Turner, Wage Trends, Wage Policies and Collective Bargaining in Underdeveloped Countries (Surrey: Cambridge U. Press, 1965), pp. 34-35

Collective bargaining has the following advantages:²

1. It is the cheapest form of regulation because cost is born by the employers and the employees themselves
2. It is more democratic to let people manage their own affairs.
3. It is an efficient method.
4. Most likely 'industrial peace' will result from it.
5. It will produce fairer distribution between wages and profits.

However, in developing countries problems of collective bargaining show differences. If these developing countries lack the experience of organized industrial and labor relations of the advanced countries they cannot solve the problem in an effective manner.

Thus, the developing countries are in a more critical position when they attack the problems of minimum wages, job evaluation, and wage differentials. They need more active and more centralized policies in this respect.

Trade Unions in Turkey³

Trade unions in Turkey have gone through various important stages, and date back to the earlier 'Lonca'⁴ mechanism of the Ottoman Empire. Labor movements first date back to 1871, when the Ameleperver Cemiyeti⁵ was established. In 1909 government took the labor unions under strict control, and it was only during the First World War that they were re-established.

During the period of the Republic the First Labor Law (1936) banned the strikes and the lock outs. In 1938, all the syndicalist movements were abolished. Later in 1946 this law was changed, and in 1947 with Law No. 5018 the establishment of workers and employers unions and federations was permitted. After 1953 the liberal attitude of the government towards unions changed considerably and the unions split through internal dissensions.

² Ibid., pp. 35-36

³ For historical information See: Engin Unsal, Türkiye'de İsci Sendikaları, Proceedings of the İAT Sermaye Emek Münasebetleri Semineri (Tarabya Oteli, İstanbul; 1967), pp.1-37 ; Alparslan Işıklı, Toplu İş Örgütlenmeleri ve Türkiye Ekonomisi İçinde Yeri-(Ankara: Siyasal Bilgiler Fak. Yayınları No. 229-211, Ankara Üniversitesi Basımevi, 1967)

⁴ Guild

⁵ Pro-workers Society

In 1963 the Strike and Lock Out Law (Law no. 275) was passed, and the Turkish syndicalism movement entered a new era.

During the first of the two collective agreements that have occurred (1964 and 1966), the employers, with a paternalistic approach and gesture, granted many of the desires of the labor unions. However, they soon discovered that the need for uniting and forming the employers' unions. Now both parties are preparing themselves for a better bargaining position.

Thus as a summary, in contrast to the experiences of more advanced economies:

1. The Turkish syndicalist movement has evolved not from a series of fights for the rights of the workers throughout the history, but from the actions of the governments and the rulers. (especially after the 1960 Revolution).
2. "The syndicalist movement is not based on a social class but in turn has accepted the 'bread and butter unionism' of the west, and is trying to apply it without much change here in Turkey."⁶
3. There are great ideological differences between the existing trade unions even on the very basic matters. Some would prefer to remain divorced from politics and stay neutral, whereas others support and would like to be affiliated to a political party, thus becoming a political pressure group. In the textile industry, splitting of Tekstil and Teksif, has this element of politics in its nature.
4. In addition to this, the labor and employers' unions have still not agreed. They argue on even the smallest and most trivial points and blame each other for being non-cooperative and aggressive.

Effects of Collective Bargaining on Real Wages

With collective bargaining the real wages of the workers increased. The prices have also moved up in this period. However, since the prices did not rise as fast as the wages, the effect of the increase in wages is not neutralized.

Prof. Dr. Sabahattin Zaim in his study on the importance of the wage policies on the Turkish economic development has observed the

⁶ Engin Unsal, op. cit., p. 11

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following facts:⁷

1. Since 1938 average wages increased considerably.
2. Purchasing power of wages show significant increases in the years 1951, 1964, 1955, 1965, and 1958 in the order of decreasing magnitude
3. Each increase has a specific reason :

<u>Years</u>	<u>Reason for the Increase</u>
1938-1951.....	Market conditions
1951-1963	Forced government regulations and inflation
1951	Acceptance of Law No. 5508 ⁸
1965	Acceptance of Law No. 275 ⁹

4. A comparison of nominal and real wages are presented in Table 4.

TABLE 4

CHAIN INDECES OF WAGES IN TURKEY^a

Years	Nominal wages ^b Chain Indeces	Istanbul price Chain Indices	Real Wages Chain Indices	% Increase per year in yearly wage ind.
1938	100	100	100	---
1943	157	347	45.2	---
1950	179	104	172	---
1951	120	98	122	22
1952	111	106	104.7	4.7
1953	106	103	102.9	2.9
1954	113	110	102.7	2.7
1955	115	108	106.4	6.4
1956	114	114	100	0
1957	112	112	100	0
1958	119	113	105.3	5.3
1959	121	126	96	-4
1960	109	106	102.8	2.8
1961	109	103	105.8	5.8
1962	106	104	101.9	1.9
1963	108	107	100.9	0.9
1964	109	101	107.9	7.9
1965	110.7	104.5	105.9	1.9

^aSource: Sabahattin Zaim, Türkiye'nin İktisadi Gelişmesinde Ücret Siyasetinin Önemi, Calculated from Sosyal Sigortalar Kurumu wages (Istanbul: Proceedings of Sosyal Siyaset Konferansları Book 19, Fakülteler Matbaası, 1968 p. 333

^bBrut, average, daily wages

⁷Sabahattin Zaim, Ibid., pp.330-340

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Thus, with the exception of 1951, 7.9% in 1964 increase is quite satisfactory. The high value in 1964 is due to the first excitement of the collective bargaining period. In the later years it will be more difficult for the labor unions to get increases so easily. The share of the government sector in the 1964 and 1965 increases is worth mentioning. Later in 1965, price increases have absorbed some of the increases in wages.

Thus, as a result, collective bargaining had a considerable effect on wages, as well as on the experiences of labor and employer unions. In the future, the situation will be tougher for both parties.

At this point, one should turn away to the conflicting views of labor and management, and get their sides of the argument.

⁸ This law is about the establishment of arbitration councils for negotiations between labor and employer unions.

⁹ Please refer to p. 27

CHAPTER V

CONFLICTING VIEWS

Wages From the Employer's Point of view Wage Policy of the Employers Unions

Wages are costs to the employer, so he evaluates them from an economic point of view, and is not much interested in the social aspects of the problem. However, collective bargaining forced the employers to take action and unite, to be able to have a stronger bargaining position than the employees. Some factors which influence the employers' views are as follows.

Protection Against Competitors

There is an apparent paradox in this case. The employer who competes with other employers, unites with them to protect his rights against another source of trouble, the laborers. The uniting of powers and forming of employers unions is not mainly because each employer thinks that he will have a better bargaining position if he joins this union, but also that he will protect himself against his competitors relatively. That is, when his workers come to him for an increase in wages, the employer hopes that a similar increase ^{will occur} in the wages that his competitors pay. Since the collective bargaining is made between the employer and labor unions, and since these same parties will face each other in all the collective agreements, the assumption is quite realistic.

Supply and Demand of Labor

Since there are vast numbers of workers available in Turkey due to unemployment, as well as hidden unemployment, especially in the agricultural sector, employers' unions suggest that supply and demand determine the wages that they pay. In the cotton textile industry especially since semi and nonskilled workers can be employed, there is no harm in offering them the minimum possible wages. Thus the employer sees himself as helping the

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total economy by offering work to the unemployed. He assumes that even though the wages he pays to the textile workers are low, since they are much higher than those paid in the agricultural sector where many of his workers come from, his point is justified. Also, the employers' unions favor the Marginal Productivity Theory of wages and prefer to pay on the basis of merit. They believe that the individual contribution of the worker to production should be adequately compensated.

Quality of the Laborers

The employers' unions favor the idea that the incentive wage systems should be used and that the workers should be paid according to their skill and qualifications. The employers' unions oppose the equal increase in the wages of all the workers in collective agreements, in that:

1. The skilled and the non-skilled are treated alike.
2. Personal differences, like careful and conscientious work, attendance etc. , are not taken into consideration.
3. Each person should earn in proportion to his effort

Employer unions are more in favor of increases according to merit. For this, job evaluation is found to be essential, but very few have made the attempt to evaluate the jobs in their mills.

Productivity of the Workers

The employer unions blame the labor force for being ignorant, unqualified, and unproductive. Low productivity results in higher prices , and thus, competition with other plants and countries become keener. Especially in the government sector this is a much more valid argument, where the worker has only 60% efficiency.¹

Productivity of the Firms

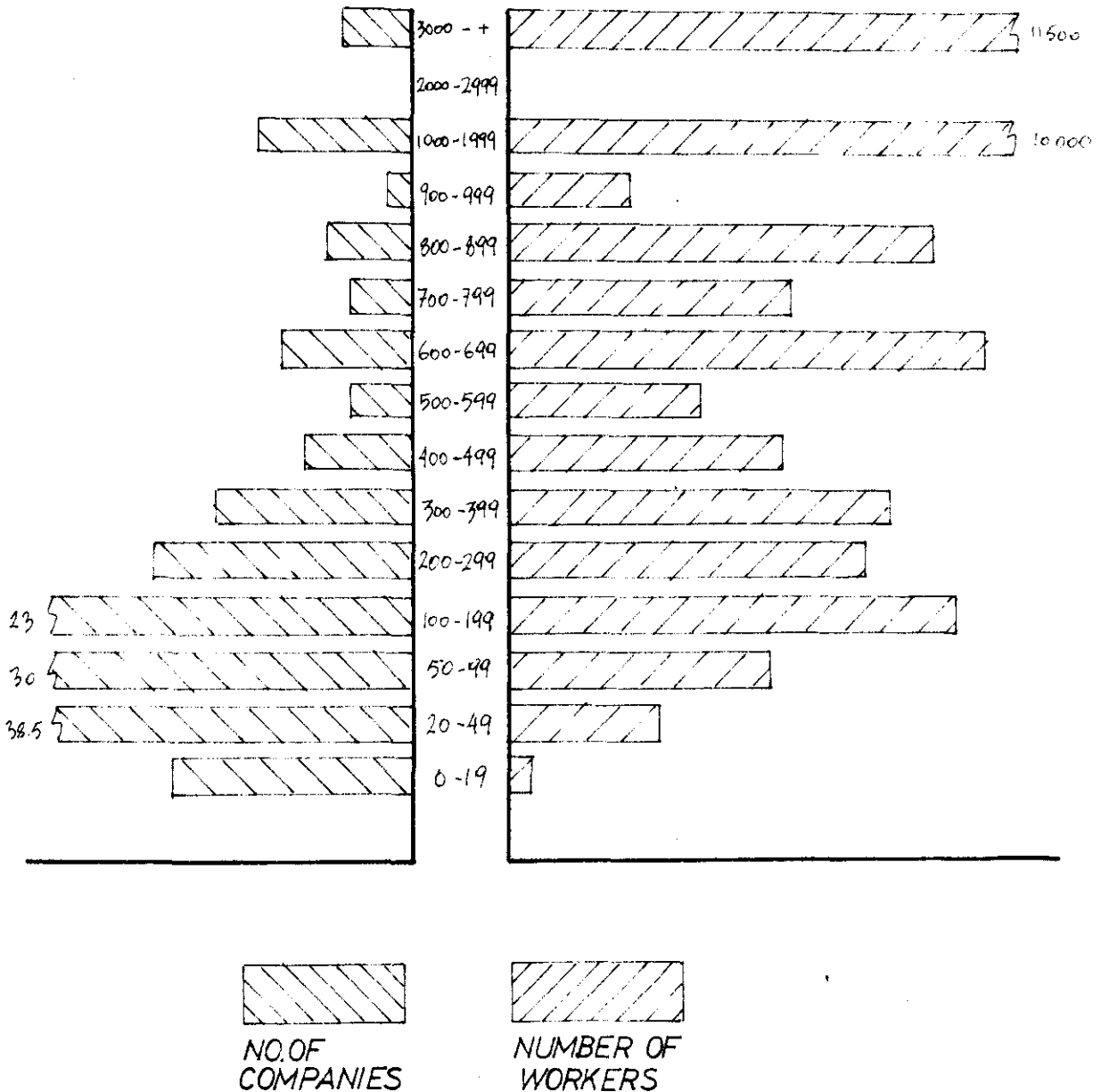
As may be seen from Figure 1, 79.9% of the 164 mills are small (less than 500 workers), and 13.4% are medium (less than 1000 workers) sized institutions. In spite of this, 30.8% of the working force are employed by the small, and 35.3% are employed by the medium sized mills. The larger plants constitute only 6.7% of the total mills, but employ 43.9% of the total work force. In order to compete with these larger scale plants outside and within Turkey, many of these marginal mills have to drop out of

¹Interview with the Sümerbank Bakırköy Pamuklu Müessesesi,
April 4, 1968

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FIGURE 1-- SIZE OF TEXTILE MILLS ON THE BASIS OF WORKERS EMPLOYED^a

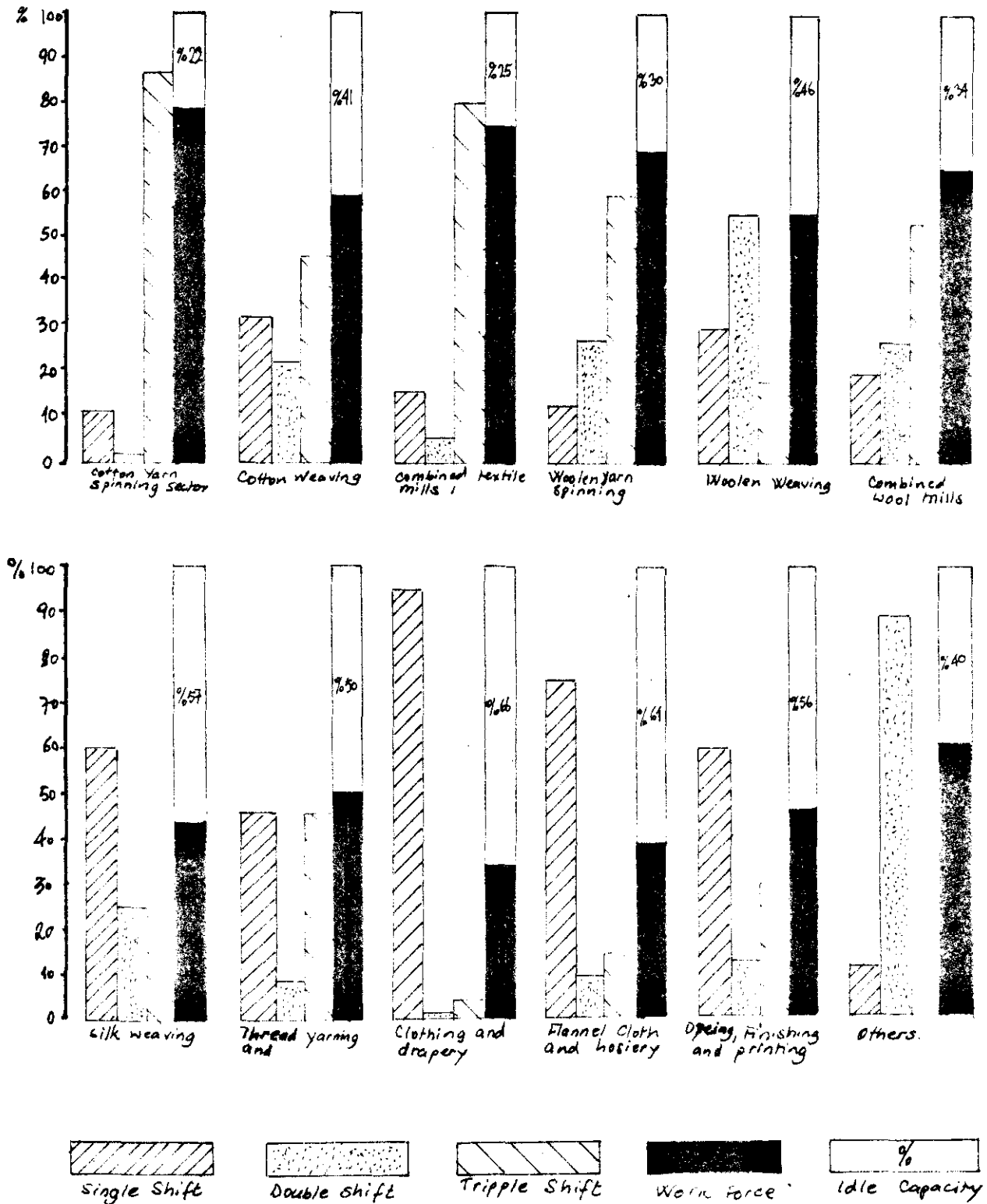


^a Source: Teoman Yarlıgay, Tekstil İşveren No.27 Feb. 1968 pp. 4-5

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FIGURE 2 -- CAPACITY UTILIZATION IN TEXTILE INDUSTRY^a



^a Source: Teoman Yarligay Tekstil İşveren No. 26 Jan. 1968
Note: The study covers 46905 workers in 157 mills

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the market, or will be forced to merge with each other, or with the larger plants in future. In addition to this, in the textile industry, to increase efficiency and productivity, there is always room for multiple shifts. All of the larger, and medium sized plants work in three shifts. From Figure 2, one may observe that many plants are working below capacity. If these mills can be made to work with full capacity, there will be an increase in the productivity.

Keen Competition and High Risks

In the textile industry, especially in the cotton textile sector, there is keen competition. An increase in the prices of raw materials and the labor costs cannot be succeeded by an increase in prices of the product.

Thus, due to such a keen competition, the risks involved are high. Since the management takes these risks, the employers believe that high profits are essential. They claim that, since a large portion of these profits are reinvested on capital, there is a contribution to the national welfare. Thus, the labor unions are expected to take this into account, and should apply less pressure on employers for higher wages.

Price-Wage Wars

The employers claim that, there should be a limit to the increase in wages, because a limitless increase in wages will have inflationary effects on the economy since the prices will follow the wages. Besides, as the share of others will decrease, the inflationary pressures will be accentuated. Labor unions should not demand an increase more than the total price indexes.

Seniority Compensation

The employers' union opposes to paying a compensation to those workers who are expelled from the plant for disciplinary or other purposes on the basis of seniority. This, they claim, encourages some senior workers to raise trouble, so that they will be exempt from the plant and will receive seniority compensation.

Threat of Strikes

The labor unions are blamed by the employer unions for being aggressive and for threatening the employers with strikes at every occasion. This is a great source of complaint because the employers think that too much interference with the management is harmful.

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Minimum Wages

The government should take the responsibility of setting a minimum wage, since, broadly speaking, the government is the largest employer. When determining an increase in minimum wages, an increase in productivity should be required. The government and the private sector employers should unite and formulate a joint wage policy. Individual collective bargaining should not be attempted, and this task should always ^{be} carried out by the employers' unions. Most of the trouble is believed to come from the fact that there is an actual minimum wage level, but no upper limit for wages is determined.

Generally, collective bargaining is considered to be essential for democracy, and is even seen as a relief. since, the labor and employers' unions carry out these activities, and the individual plants are relieved off much pressure and frictions.

Wages From the Employee Point of View Wage Policy of the Labor Unions

The workers' view point as represented by the labor unions is very different than that of the employers'.

Wages are income to the worker. His ability to purchase, his social status, and his prestige in the community is determined by the level of his wage. As a natural outcome of this, the workers will try to convince the employers to pay higher wages. The employers' reluctance in paying more (this means higher costs to them) results in frictions, arguments and misunderstandings between the conflicting interests. Under collective bargaining, an attempt is made to solve these problems in a democratic way. The labor unions' arguments are as follows:

Supply and Demand of Labor

Even though it is possible to find an abundant supply of labor in Turkey, which is willing to work even below the minimum accepted wage level it is against social justice to exploit these people. The 1960 Constitution clearly states that each person should be guaranteed a "...wage in accordance with the work he performs, and that will enable to lead a life suitable to the human dignity and pride."²

² 1960 Turkish Constitution, Art. 45

The labor unions are against exploitation of labor, and this is where they blame the employers most. They claim that the employers pay the workers below the minimum set wages, and force them to work overtime, under poor working conditions, with little or no effort to improve these conditions.

Competition and Efficiency of Management

The labor unions accept that there is keen competition in the textile industry, especially in the export markets. However, they blame the employers for the lack of effort in improvements in the working conditions and the efficiency of their plants. They claim that the employers lack the scientific management skills and know-how, and thus have no justifications for their arguments that labor is not doing its part of the job. The labor unions, on the other hand, agree with the employers' unions in that the marginal mills should drop out from the market, but this should not result in loss of jobs for the workers.

Big Risks and High Profits

High profits as a result of taking big risks is accepted by the labor unions only if the workers are granted their share in these profits. The employers should openly announce their profits, and the share of the workers in these profits in their annual reports. However, the labor unions claim that for tax evasion purposes, the employers try to avoid this.

Price - Wage Wars

The labor unions oppose the employers' argument that higher wages will result in inflationary pressures. This is not accepted to be valid for the Turkish economy because the share of the workers is not so large in the national income. Even though the wages of the workers will increase, this will not have a considerable effect on the income distribution, and the general level of prices.

Differences Between Private and Public Sectors and Different Geographical Regions of Turkey

The private sector pays about 30% less wages than those paid in the public sector, inclusive of the fringe benefits.³ This is mainly due to the political pressures on the public sector. This gap, and the gap between different regions of Turkey should soon be eliminated for the equal treatment of all the Turkish workers.

³Halil Tunç, I. ve II. Ücret Semineri Konferansı, Yalova, 1961 Ücretleri (Ankara: Millî Produktivite Merkezi, 1965) . V. II. p. 30

Minimum Wages and Productivity

First the employers should pay a fair minimum wage, and then a wage system which is based on productivity should be designed. This is the main argument of the labor unions. Labor union's definition of a fair minimum wage includes all the basic and the social needs of an average worker. The productivity of the Turkish textile worker is not accepted to be any lower than any other worker, and again the blame is found on the side of the employer. Management's argument of the necessity of using marginal productivity theory of labor is denied in that, the measurement of productivity is not even made scientifically by the management.

Opposition to Merit Rating

The labor unions believe that although there are personal differences among the workers, merit rating is a dangerous tool for the employers who wish to exploit the workers. Only a few people will be granted wage increases, and the rest will suffer. Besides, merit rating is believed to introduce jealousy among the workers, and is found to be against social justice. Equal treatment of all is favoured by the labor unions.

Besides, before merit rating, job analysis and standardization of the working conditions must be done first. The managers are believed to lack the desire and the technical know-how for carrying out these activities.

Compensation for Seniority

This is accepted to be a guaranteed and secure control mechanism over the arbitrary and irresponsible decisions of the employers, and should be protected by the labor law.

Threat of Strikes

The labor unions do not want to resort to strikes as a source of blackmailing. They do not want to use the strike mechanism unless all the alternatives are exhausted, and after all the normal procedures of collective bargaining are tried, but have failed to be effective.

Generally, the labor unions are for collective bargaining, and believe that collective bargaining is essential for a democracy.

After studying how the employees and the employees see the situation, the survey results should give a clearer picture of the actual situation.

CHAPTER VI

EVALUATION OF THE SURVEY RESULTS IN THE ISTANBUL COMBINED COTTON WEAVING MILLS

General Situation

Six of the ten private combined mills were included in the survey, in addition to one public, i.e. Sümerbank Bakırköy mill. Referring back to Table 2, the percentage of the workers who are employed in these mills are given below.

TABLE 5

SECTORAL DISTRIBUTION OF THE LABORERS COVERED BY THE SURVEY ^a

Explanation	Private S.	Public S.
Number of mills covered by the survey	6	1
Number of workers covered by the survey ^b	5,855	2,331
Number of workers in Istanbul textile industry	8,025	2,331
Number of textile workers in combined mills in Turkey	27,241	12,741
% of Istanbul workers covered by the survey	73	100
% of workers covered by survey to the total in Turkey	21.5	18.3

^a Istanbul Sanayi Odası, op. cit., calculated from pp.D9-D12, 3-431

^b Refer to Table 1 and Table 2.

As may be observed from Table 5, the survey covers 21.5% of the workers in the private, and 18.3% of the public mills in Turkey; and 73% of the workers in the private, and 100% of the workers in the public sector cotton combined mills in Istanbul.

These percentages are not low, and the author believes that the survey:

1. Gives the true picture of wage policies and problems of the Istanbul area
2. Gives a good representation of all the cotton weaving industry in Turkey.

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However, the survey figures are not exactly the same as in Tables 1, 2, and 5. The following tables throughout this study will be based on the figures obtained from the personal survey, and are as of the end of 1967, unless otherwise stated.

Number of Workers

TABLE 6

NUMBER OF WORKERS COVERED BY THE SURVEY

Sector	No.	Name of the Mill	Number of Workers			
			Female	Male	Child ^a	Total
Private	1	Santral Mensucat	775	1,883	-	2,658
	2	Kartaltepe	150	840	-	990
	3	Akın Tekstil	56	227	3	286
	4	Akfil	280	420	40	740
	5	Bozkurt Mensucat	276	1,115	20	1,411
	6	Bomonti	<u>97</u>	<u>209</u>	<u>93</u>	<u>399</u>
		Private Sector Total	1,634	4,689	156	6,484
Public	1	Bakırköy Sümerbank M.	<u>393</u>	<u>1,474</u>	-	<u>1,867</u>
		Grand Total	<u>4,027</u>	<u>6,163</u>	<u>156</u>	<u>8,351</u>

^aChildren of age 16-18

TABLE 6a

%SHARE OF WORKERS IN P.S. AND G.S.
ACCORDING TO SEXES ^a

Sector	% of Female	% of Male	% of Child	% Total
Private S.	25.3	72.4	2.3	100.0
Government S.	21.0	79.0	0	100.0

^aP.S. stands for Private Sector, G.S. for Government Sector

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Following observations can be derived from Table 6 and Table 6a :

1. In the public sector the number of female workers are greater than those in the government sector mills.
2. There are no children working in the government sector mills, as contrasted to 2.3% in the private sector.
3. With the exception of Santral Mensucat all private sector combines employ less workers than Sümerbank.

Quality of the Workers

TABLE 7

MAKE-UP OF THE QUALITY OF LABOR FORCE

Sector	No.	Skilled Workers	Semi-Skilled W.	Non-Skilled W.	Total
Private	1	243	2,374	41	2,658
	2	230	340	420	990
	3	169	43	74	286
	4	55	555	130	740
	5	161	577	673	1,411
	6	<u>180</u>	<u>120</u>	<u>99</u>	<u>399</u>
P.S.	Total	1,038	4,009	1,437	6,484
Public	1	<u>107</u>	<u>780</u>	<u>980</u>	<u>1,867</u>
		TOTAL	<u>1,925</u>	<u>4,789</u>	<u>6,351</u>

TABLE 7a

% SHARE OF EACH SKILL GROUP TO THE
TOTAL NUMBER OF WORKERS IN EACH PLANT

Sector	NO.	% Skilled W.	% Semi-Skilled	% Non-Skilled	Total
Private	1	9.2	89.3	1.5	100.0
	2	23.2	54.4	42.2	100.0
	3	59.0	15.1	25.9	100.0
	4	7.4	75.0	17.6	100.0
	5	11.2	41.0	47.8	100.0
	6	45.0	30.0	25.0	100.0
Average	P.S.	25.8	47.5	26.7	100.0
Public		5.7	41.8	52.5	100.0

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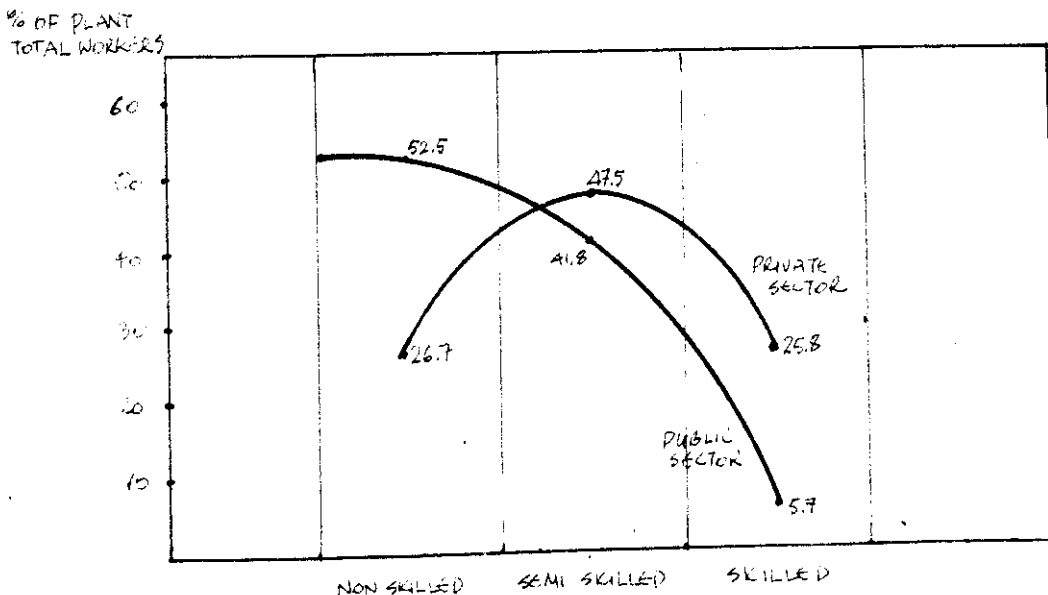
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Although, there might be some differences in the terminology as to who should be included in the groups above, the foremen and gang bosses are included as skilled, the beginners as unskilled, and the rest as semi-skilled workers.

Studying Tables 7 and 7a more carefully, one may observe the following facts :

1. The arithmetic average of the private sector skilled workers is much greater than that of the public sector. This indicates that
 - a) Supervision is stricter in the private sector
 - b) Quality work is more emphasized in the private sector
2. Semi-skilled workers are about the same in both sectors.
3. The number of non- skilled workers is greater in the public sector.
4. The quality of the work force is much more balanced in the private, than in the public sector, and almost conforms to a normal distribution.
5. The skill distribution of the work force in the government sector is skewed towards the non-skilled side. Figure 3 shows this situation more clearly.

FIGURE 3
SKILL DISTRIBUTION
IN PLANTS SURVEYED



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Number of Looms and Spindles

In order to have a notion of the size of the mills covered by the survey, and in order to be able to make comparisons, the number of looms and the number of spindles are presented in Table 8. The number of looms gives an idea about the weaving, and the number of spindles give an idea about the spinning sections of the mills.

TABLE 8
NUMBER OF LOOMS AND SPINDLES

Sector	No.	Number of Looms	Number of Spindles
Private	1	1,058	33,532
	2	340	13,500
	3	70	12,000
	4	330	25,000
	5	360	18,672
	6	<u>79</u>	<u>12,156</u>
Private	Total	2,237	114,860
Public	1	<u>515</u>	<u>29,904</u>
	TOTAL	<u>2,752</u>	<u>144,764</u>

Studying Table 8 above ; following facts are revealed:

1. With the exception of Mensucat Santral, the public sector mill is larger than all the private sector mills.
2. The private sector mills are generally small sized like 3 and 6, or medium sized like 2, 4, and 5.

Hours of Work and the Shifts

Apparently, there is no difference between the two sectors. All the surveyed mills had three shifts :

First shift 7:00-15:00
Second shift15:00-23:00
Third shift23:00- 7:00

Shifts are rotated every week, so that an equal treatment of the workers will result. In all the mills, about an equal number of workers work on each shift. No special incentive is given to the night shifts.

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In addition to these three shifts, there is a continuous day shift usually from 8:00-17:00. This shift does not contribute directly to the production, but consists of maintenance, repair, and other such indirect workers.

Although the plants have given these figures efficiently, it is strongly suspected that, especially in the case of smaller mills, the employees are worked overtime for long periods of time.

Women also work at the night shifts although the Labor Law permits this only under special circumstances.¹

Labor Turnover Rate

Labor turnover rate is defined as²:

$$\frac{\text{Turnover} \times 100}{\text{Average Work Force}}$$

where turnover is "the number of accessions or separations, whichever is smaller."³

Labor turnover is an important problem in the Turkish Industry, and has considerable effects on :

1. Quality of Production
2. Productivity of the Mills
3. Efficiency of These Mills
4. Costs

In the following table, labor turnover ratios are analysed.

TABLE 9

LABOR TURNOVER RATES IN ISTANBUL COTTON TEXTILE COMBINES

Sector	No.	Accessions	Separations	Total Workers	Rate
Private	1	847	855	2,658	31.8
	2	510	505	990	51.0
	3	115	53	286	18.5
	4	280	240	740	32.4
	5	470	275	1,411	19.5
	6	236	210	399	52.6
Private	Average	410	356	1,081	34.3
Public	1	192	147	1,867	7.9

To summarize Table 9,

1. The government turnover rate is much lower than the average of the private sector rates.
2. With the exception of 1 and 4, the turnover rate is higher for men than for women.
3. The turnover rates are about the same as calculated by the employers' unions.⁴ They have calculated an average of 34% for the combined cotton mills.
4. The reasons for a high turnover, as stated by the plants are:

For men

- a) Military service
- b) Another plant which pays more
- c) Another country where there are higher chances of more wages
- d) Back to the village where he comes from (usually in the case of seasonal workers which constitute a major source of trouble)

For women

- a) Marriage
 - b) Childbirth
 - c) Difficulty of transport from too far a living place
5. One of the personnel managers⁵ observed that male workers cause trouble in the spring, and the female workers in the autumn time. In the case of the male workers, it is time for them to go back to the village; for the female workers it is time to get married.
 6. Refugee workers are observed to be less troublesome:
 - a) Most of them live close to the mills
 - b) They are not seasonal workers and do not quit their work easily
 - c) Usually the whole family works and thus they are more loyal
 - d) They have more discipline
 - e) Some of them are exempt from taxes for a number of years

The only objection to these workers is that the employers are doubtful about their political orientations, and their ideological influences on the native workers. However labor unions oppose differentiation on any basis.

7. The turnover rates of the skilled workers are lower than others.

¹ Labor Law, Law No. 931, Art. 67

² William Waite, Op. cit., p.514

³ Ibid. p. 514

Measures Taken by the Managements Against Turnover Rate

Although a high turnover rate is certainly disadvantageous to any mill, only a few have taken measures in this respect. Some of the practices of the mills in this respect are:

1. Employ those who live near by
2. Employ relatives of the workers
3. Prefer refugees
4. Prefer those who have done their military service
5. Prefer those who are married; and better still, those who have one or two children
6. Pay a little higher than the neighbouring plants to keep the labor force from going to the higher-paying jobs

Only Sümerbank, and Bozkurt Mensucat have scientific methods to reduce the turnover rate. Sümerbank has a rate of only 7.9%, and Bozkurt has a rate of 19.5%. Both of the rates are low when compared to the ratios of the other mills. Both mills apply the seniority premium plans.

Sümerbank's System⁶

Each worker is paid a seniority premium according to the following plan :

1. One months' salary at the end of 10 years of service
2. Two months' salary at the end of 15 years of service
3. Three months' salary at the end of 20 years of service
4. Three months' salary at the end of 25 years of service
5. Four months' salary at the end of every additional 5 years after the 25th service year

Bozkurt Mensucat's System:

Each worker is paid a seniority premium equal to:

1. Three months' salary at the end of the 10th service year
2. Three months' salary at the end of the 15th service year
3. Three months' salary at the end of each 5 years after the 5th year

⁴ Teoman Yarlıgay, 1967 Senesinde Üye İş Yerlerimizde Faaliyet Durumları İtibarıyla İşçi Devir Nispetleri (İstanbul: Tekstil İşveren No. 28, Mart 1968)

⁵ Ahmet Öztürk, Personnel Manager of Akfil, Interview April 8, 1968

⁶ Tekstil ile Sümerbank Arasında Yapılan Toplu İş Sözleşmesi (Ankara: Yeni Desen Matbaası, 1966), p. 62

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Akin Tekstil's System

This company does not have a definite system, but since it emphasizes quality in production, by paying higher than the current market wages, it has managed to keep its rates down to 18.5%, which is the lowest in the private sector. Referring back to Table 7a, it may also be observed that 59.0% of the labor force is skilled, thus, the practice of Akin Tekstil, though not a definite policy, gives good results in practice.

Although the labor unions favor seniority premiums, other managements oppose to this, arguing that the costs increase and that there is no need for any premiums in this respect.

Wage Policies

The wage policies do not conform to any pattern, and it is very hard to make comparisons between the mills which are surveyed, except for Santral Mensucat and Sümerbank. Each concern has its special system, none but the two mentioned mills has a scientific system.

The mills either do not have any system, or do not mention anything about their wage policies deliberately. The collective bargaining documents also do not have any information on this subject. All they contain is a list of fringe benefits, and increases to be made on the wages of each worker.

It is only possible to give a list of the types of wage systems that exist in the plants surveyed, and percentages of the workers who are paid time or piece rates. A detailed comparison of the Sümerbank Bakırköy and Santral Mensucat will be presented, since only these two are comparable on similar bases.

TABLE 10
% OF WORKERS PAID IN TIME AND PIECE WAGE RATES

Sector	No.	% of Time Rates	%Indiv. Piece R.	% Group Incent
Private	1	76.7	21.7	1.6
	2	78.8	21.2	---
	3	87.0	13.0	---
	4	25.0	75.0	---
	5	78.2	15.4	6.4
	6	50.0	50.0	---
Private S.	Average	66.0	32.7	1.3
Public	1	57.0	43.0	

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From Table 10, following observations can be derived as follows:

1. The number of laborers who are paid on a time rate basis is greater in the private sector than in the public sector.
2. Less laborers work under a premium system in the public sector, than in the private sector.
3. There is no group incentive system in the public sector.
4. With the exception of one private and one public mill, none of the plants covered by the survey has either a specific wage system or any wage curve. None of the wage administration policies, such as deciding on what incentives and how much premium should be distributed to the workers is defined. The shop superintendents or the personnel departments make the decisions arbitrarily.

Wage Systems⁷

Kartaltepa

When the production increases to 40,000 meters/day, the direct workers are given premiums up to 25% premium on their daily wages. The efficiency of labor is the criteria when premiums are distributed. However the granting of premiums is entirely subjectively determined by the foremen and the shop superintendents. There is therefore no definite system. Minimum wage levels are TL 1.50/hr for those under 18, TL 1.60 /hr. for^{non}unionized, and TL 1.70/hr. for the unionized workers.

Akın Tekstil

A premium is given to both the time and the piece rate workers, and this premium is based on production. When the production exceeds the standards, premiums between 5% and 15% are distributed. There is no definite wage system. Absenteeism and merit are important factors in wage determination in this mill. Minimum wages are TL 1.70/hr.

Akfil

Absenteeism, discipline, effort and quality of production play an important role in the wage incentive plan. There is no definite system, and subjective evaluation is the system instead. The minimum wage level is at 180 kş/hr. Average wage is 335kş/hr. Maximum wage is 600kş/hr.

⁷ Exclusive of Mensucat Santral and Sümerbank

Bozkurt Mensucat

The wage incentive system is based on subjective evaluation. If the quality is acceptable, and the raw material usage is not above standards up to 25% premium is granted to the production workers. There is no definite system. Minimum wage is 170k₺/hr, average wage is 250 k₺/hr , and the maximum wage is 600k₺/hr.

Bomonti İplik ve Mensucat

There is no defined wage administration system. The wages are determined entirely on a subjective basis, and only the skilled direct workers may receive incentive premiums. Non-skilled workers are paid on time basis.

As may well be observed from the discussions above, none of these mills are using any of the modern wage administration techniques and methods. None of them has job evaluation , or even an objective system for determining the wages of the employees.

However, at this point , the author would like to mention the difficulty of collecting reliable data, or in fact, any data at all. One has to rely on the data obtained from Sümerbank and Mensucat Santral, both of which have sound and well defined policies for tackling the problem.

Mensucat Santral

Mensucat Santral is the leading combined mill in the Istanbul cotton textile industry. It has clear-cut, sound and scientific wage administration policies.

76.7% of the workers are paid time rates, 21.7% are paid individual piece rates, and the remaining 1.6% receive group incentives. The spinning section workers and the indirect workers are paid time rates. The group premiums are given to foremen and the shop superintendents. The individual piece rates are applied to the weavers.

The piece rates are determined by the following factors:

1. Basic hourly wage
2. Number of looms or spindles under the worker's responsibility
3. Speed of the looms and the spindles
4. Operation time
5. Standard output
6. Coefficient of the spinning machines

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The piece rates are prepared by the employer, but the control of the rates and compensation for any unfairness is open to the labor union; and any disagreement is subject to negotiation .

The following wage incentive plans are in use in the plant :

Quality Premium For the Weavers

The monthly sum of percent defectives per meter of cloth produced by the weaver is compared to preset standards and a bonus is given for high quality.

Premium Offered to the Weaving Section Foremen

If the number of wefts of his section (in millions) exceeds the standard, a premium is given to the foreman.

Premium Offered to the Leading Foreman

100 T.L. bonus is paid to that foreman or the section superintendent in whose department the maximum number of wefts in a given month is woven.

Bonus for Economic Use of Raw Materials

By dividing standard raw material by the number of actual hours of work, a standard is obtained for the use of raw materials in each department. If the standard is exceeded the foreman is punished, if he is below the standard he is awarded a bonus.

In summary, Mensucat Santral bases its wages on preset standards. These standards are calculated and announced. Each worker knows how much he is asked to produce, and works accordingly. Since there is incentive, he works even higher, and his wage is close to what he himself calculates. Very little friction occurs between management and the workers in respect to wages, because everything is open and is a result of good will.

Another fact is that, by awarding bonuses to the foremen, Mensucat Santral manages to control the work force through a high level of supervision, and thus can turn out high quality production.

Each job is specified, and evaluated. The workers are categorized into 14 according to their skill, effort, responsibility and superintendance. The minimum hourly wage is 170 ks/hr.

The point system of evaluating a workers job is presented in Table 11 on the next page.

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TABLE 11

JOB EVALUATION POINTS IN MENSUCAT SANTRAL^a

Factor	Items	1	2	3	4	5	6	7
Skill	Basic Knowledge	8	16	24	32	40		
	Technical Knowledge	8	16	24	32	40		
	Experience	16	32	48	64	80		
	Initiative	13	21	29	38	47	56	65
Effort	Physical Requirements	8	16	24	32	40		
	Monotonous Work	3	9	15				
	Carefulness	7	12	17	23	29	35	
Responsibility	For Machinery and Equipment	7	12	17	23	29	35	
	For Quality	12	20	28	36	44	52	60
	Safety of Others	6	12	18	24	30		
	Working Conditions	6	12	18	24	30		
	Safety of the Job	4	8	12	16	20		
Supervision	Nature of Superintendence	6	18	30				
	Breadth of Superintendence	4	8	12	16	20		

^a Source: Mensucat Santral, Company records

The wage scale obtained according to the job evaluation system is presented on the following page on Figure 4.

Sümerbank

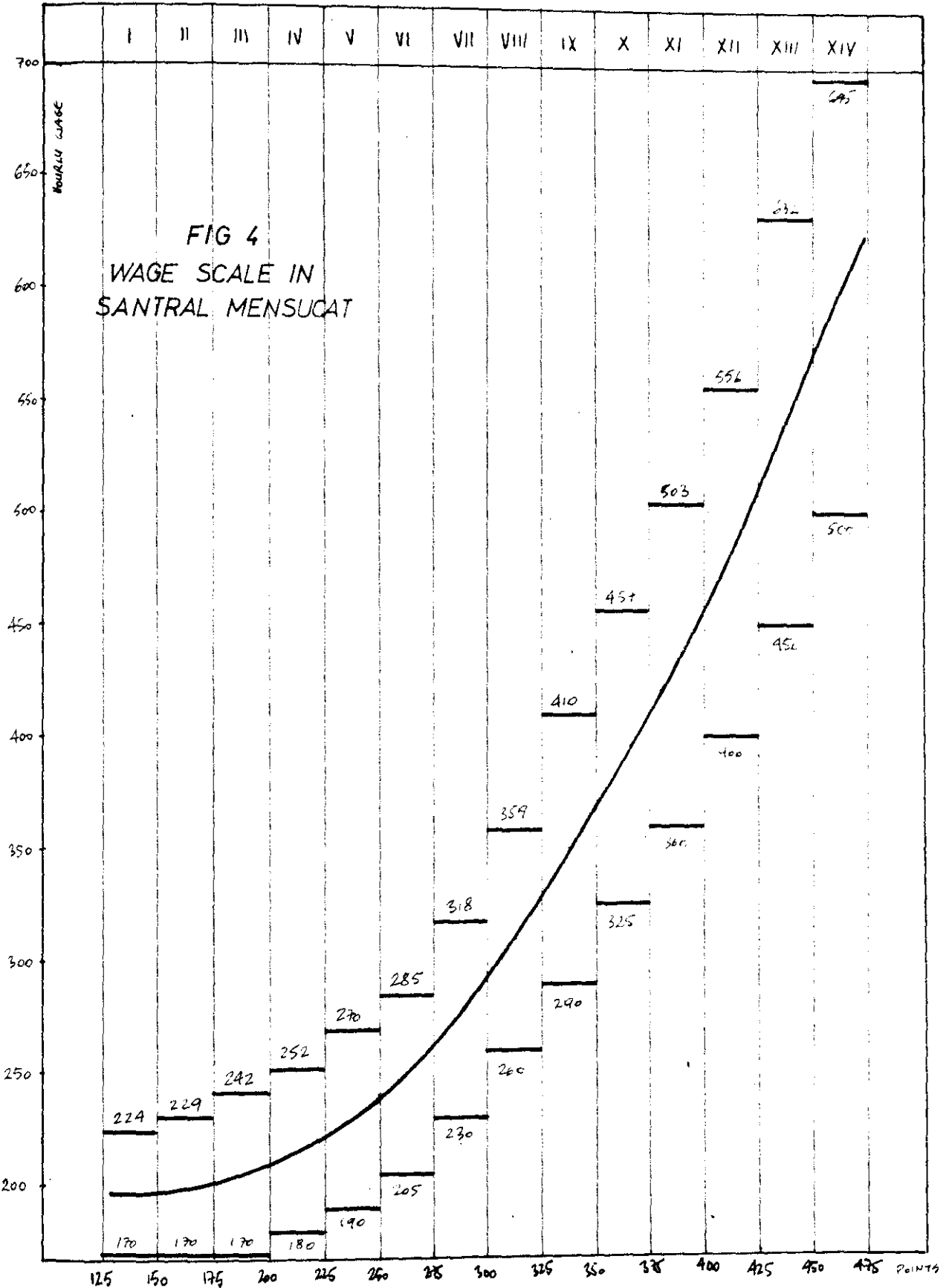
In Sümerbank, the time wage earners are smaller in number (57%) when compared to those in Mensucat Santral (76.7%). The piece rate workers are all on individual basis and amount to 43% of the total work force.

Time wages are offered to the ordinary workers. Piece rates are applied in cases where it is possible to encourage the workers to go beyond a certain standard, and that this increase in production is helpful and measurable.

The piece rates have two factors :

1. Basic Hourly Wage
2. Hourly Standard Work

FIG 4
WAGE SCALE IN
SANTRAL MENSUCAT



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When the basic hourly wage is divided by hourly standard work, the unit price of production is determined. Hourly standard work required from the laborers allows for such factors as, work conditions, fatigue, maintenance, repair, power failure, and other stoppages beyond control.

The formula for the premiums to be distributed for each worker is as follows :

$$\text{Premium} = \frac{0.50 P_1 + 0.50 P_t}{4}$$

where

P_t is a coefficient of subjective factors and is determined by the shop superintendent, and P_1 is an objective factor.

$$P_1 = P1 + P2 + P3 + P4$$

where

- P1 is a coefficient of productivity and production (50%)
- P2 is a coefficient of quality (30%)
- P3 is a coefficient of raw material usage (15%)
- P4 is a coefficient of economic usage of supplies (15%)

Thus, the wage incentive plan is in direct proportion to an increase in wages. The production bonuses may go as high up as 25% for the productive and, 15% for the indirect workers.

For stoppages outside the control of the laborer, a compensation is paid to the piece rate workers. These may be due to :

1. Power failure of a long duration
2. Lack of materials or supplies
3. Lack of work due to cyclical fluctuations in the economy
4. Repair and maintenance stoppages other than the routine checks

If no such bonus is given to the worker, he will unjustly be punished for reasons outside his control.

Minimum wage paid in Sümerbank is 150 kş/hr, and the maximum wage is 350 kş/hr. The job evaluation is based on a point system and is as follows in Table 12.

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TABLE 12

JOB EVALUATION POINTS IN SÜMERBANK^a

Factors	Items	1	2	3	4	5
Adaptability (50%)	Education	28	56	84	112	140
	Experience	44	88	132	176	220
	Initiative	28	56	84	112	140
Effort (15%)	Physical Requirements	20	40	60	80	100
	Mental Requirements	10	20	30	40	50
Responsibility (20%)	For Production	10	20	30	40	50
	For Materials	10	20	30	40	50
	For Machinery and Equipment	10	20	30	40	50
	For the Safety of Others	10	20	30	40	50
Work Conditions (15%)	Working Conditions	20	40	60	80	100
	Hazards	10	20	30	40	50

^aSource: Sümerbank Bakırköy Pamuklu Müessesesi, Company records

On the basis of this system, the wage scale for Sümerbank is as follows in Figure 5 on the following page.

When Figure 5 is imposed on Figure 4, a comparison of the wages between the public and the private sectors will result. However, since the two graphs are not based on the same points, comparison of the two mills will not be a hundred percent reflective of the actual situation.

All we can deduce from these figures is that :

11. Minimum wage paid by Sümerbank (150 kş/hr) is lower than that paid by a private sector mill, i.e. Mensucat Santral (170 kş/hr).
2. Maximum wage paid by Sümerbank is only 350 kş/hr, and very low when compared to 695 kr/hr of Mensucat Santral.
3. A comparison between the two are not correct because the bases are different.
4. Sümerbank Wages are not as flat as they appear to be, since the points are scattered over a larger range.

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Fig. 5

WAGE SCALE IN SÜMERBANK

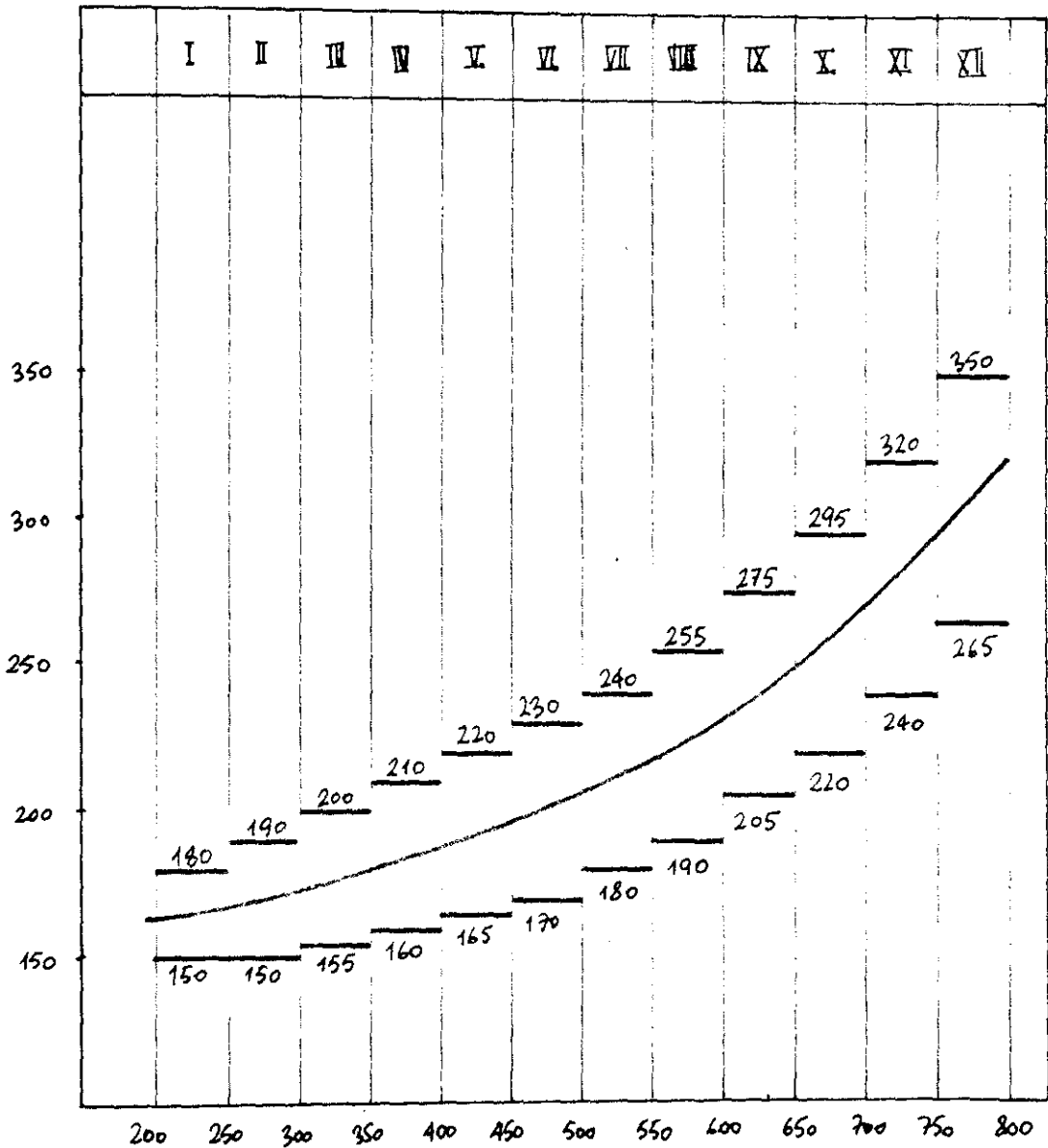
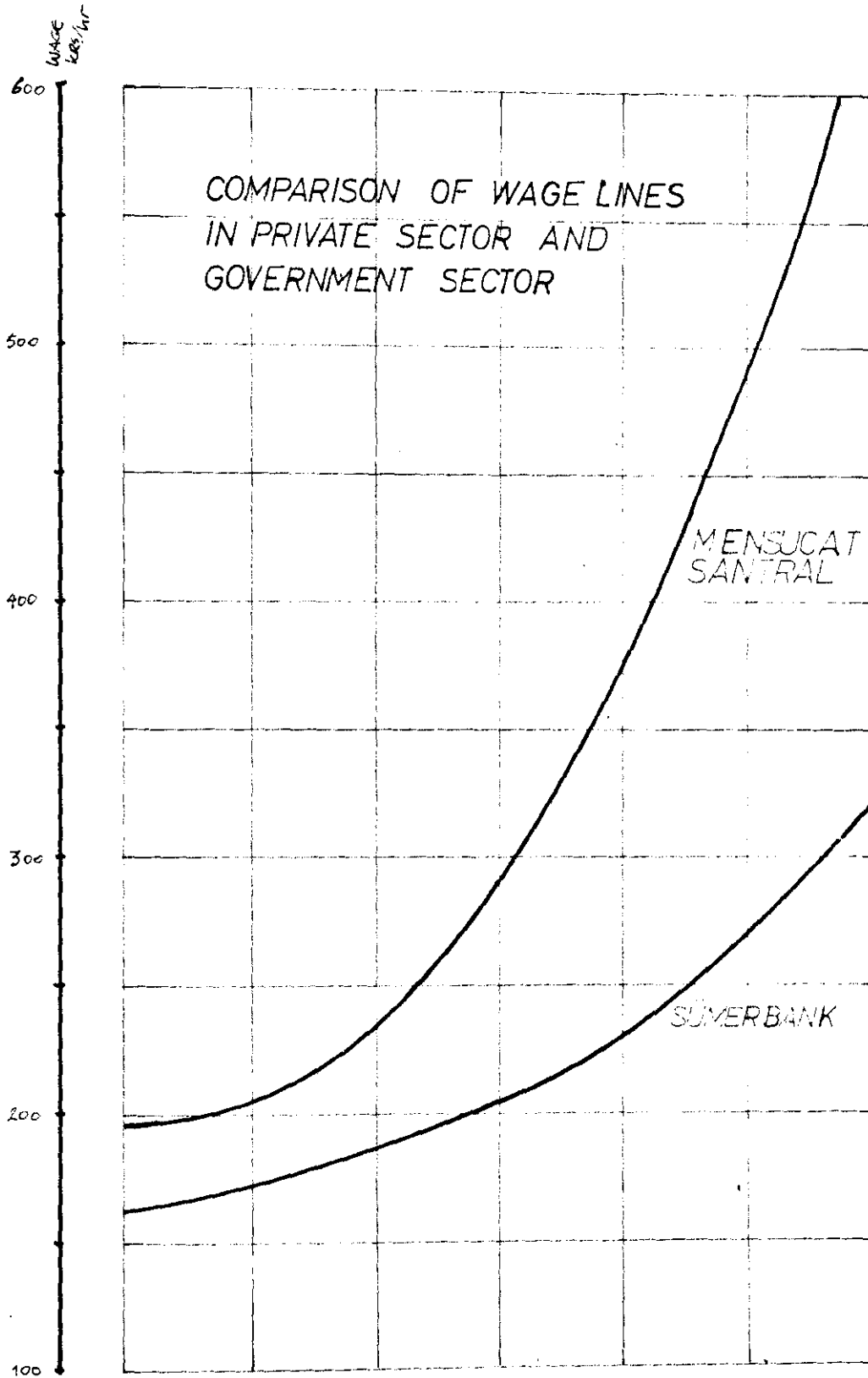


Table 6



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Mensucat Santral Wage Survey⁸

For better means of comparison, at this stage of the discussion, a wage survey carried out by Mensucat Santral in 1966 is presented. This survey studies the level of wages for 36 different kinds of jobs in six mills. These are :

1. Mensucat Santral (MS)
2. Bozkurt Mensucat (A)
3. Akfil (B)
4. Akin Tekstil (C)
5. Kartaltepe (D)
6. Sümerbank Bakırköy (D)

Table 13 shows the 36 different kinds of jobs and average payments in each of the above mentioned plants. Figures 7-18, make various comparisons between the average wages of these plants. Studying Table 13 and Figures 7 - 13; the following conclusions may be derived:

1. The public sector mills pay lower rates for their semi and non-skilled workers, but pay much higher rates to the skilled laborers (Fig. 16)
2. Mensucat Santral pays the highest of all rates among the public sector mills (Fig. 16), but falls behind in the case of the non-skilled workers (Fig. 17).
3. Akin Tekstil follows Mensucat Santral very closely (Fig. 16).
4. These results are similar to the survey results except that, the difference between the skilled and non-skilled workers are not well differentiated in the survey. There are two reasons for this:
 - a) The survey results are obtained from collective bargaining records of the companies. In the actual situation there may well be many wages falling outside the theoretical limits.
 - b) The Mensucat Santral Survey figures are average figures, however they are more reliable than the survey results because it is always harder for an outsider to collect data.
5. These figures mentioned above are based on net wages. Fringe benefits overtime payments, and other premiums and bonuses are excluded. When these are introduced the picture becomes more representative.

⁸ Mensucat Santral, "Istanbul Pamuklu Dokuma Kolunda Ücret Araştırması, (Istanbul, unpublished wage survey on wages in the Istanbul Cotton textile sector, January 1966).

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TABLE 13
SANTRAL MENSUCAT WAGE SURVEY (1966) ^a

No	Name of the job	X Point	Average of 12346	Av. of 123456	M.S.	G.S.	Difference SB and GS	Diff. LS and PS
1	Thread Separator	136	210	193	125	254	+ 129	- 44
2	Shuttle Separator	148	181	183	191	217	+ 26	+ 10
3	Drawing and Duster	149	170	177	205	261	+ 56	+ 35
4	Shuttle Cleaner	152	188	185	173	290	+ 117	- 15
5	Handyman	169	190	195	215	228	+ 13	+ 25
6	Dishwasher	169	186	190	206	249	+ 43	+ 20
7	Warp Gunning Worker	178	207	202	182	253	+ 71	- 25
8	Assist. Gillotine worker	199	183	184	188	-	-	+ 5
9	Printing Worker	208	201	203	211	398	+ 187	+ 10
10	Autoclave Worker	212	223	217	193	264	+ 69	- 30
11	Weaving Preparation wor.	214	179	180	184	331	+ 147	+ 5
12	Shuttle Loader	228	176	174	166	289	+ 123	- 10
13	Store Control Worker	234	195	194	190	264	+ 74	- 5
14	Bobbin Section Worker	241	194	199	274	219	- 55	+ 80
15	Assistant Gunning Worker	256	253	328	628	-	-	+375
16	Mercerizer	261	250	239	195	-	-	- 55
17	Carder	272	269	256	204	283	+ 79	- 65
18	Fireman	286	242	241	237	195	- 42	- 5
19	Assistant Yarn Fixer	299	206	214	246	334	+ 88	+ 40
20	Jigger	299	214	221	249	316	+ 67	+ 35
21	Tentering Operator	304	207	203	187	-	-	- 20
22	Printer	313	423	379	203	340	+ 137	-220

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TABLE 13-- Continued

No	Name of the job	X Point	Average		M.S.	G.S.	Difference SB and GS	Dif LS and PS
			of 12346	Av. of 12356				
23	Fluffing Machine Operator	315	216	219	231	214	- 7	+ 15
24	Weaver	323	340	339	335	423	+ 88	- 5
25	Washing Machine Operator	330	235	254	330	340	+ 10	+ 95
26	Mixer Corder Foreman	346	400	426	530	405	-125	+130
27	Warper	354	269	300	424	369	- 55	+155
28	Bobbin Section Foreman	365	387	412	512	-	-	+125
29	Weaving Section Maint. For.	392	463	449	393	475	+ 62	- 70
30	Paint Preparation Foreman	397	343	350	370	312	- 66	+ 35
31	Shuttle Section Gang Boss	403	359	401	569	399	-170	+210
32	Weaving Section Gang Boss	418	482	502	582	395	-187	+100
33	Special Weav. Sec." "	434	501	530	646	-	-	+145
34	Boiler Gang Boss	444	355	379	475	396	- 79	+ 80
35	Printing Dept. Gang Boss	452	422	448	552	-	-	+130
36	Electrician	474	399	424	524	379	-145	- 20

a

Source: Mensucat Santral, Wage Survey in the Cotton Textile Mills in Istanbul (Istanbul: A through survey of wages in the Istanbul Area in five PS and one GS mill, January 1966, Files of Mensucat Santral)

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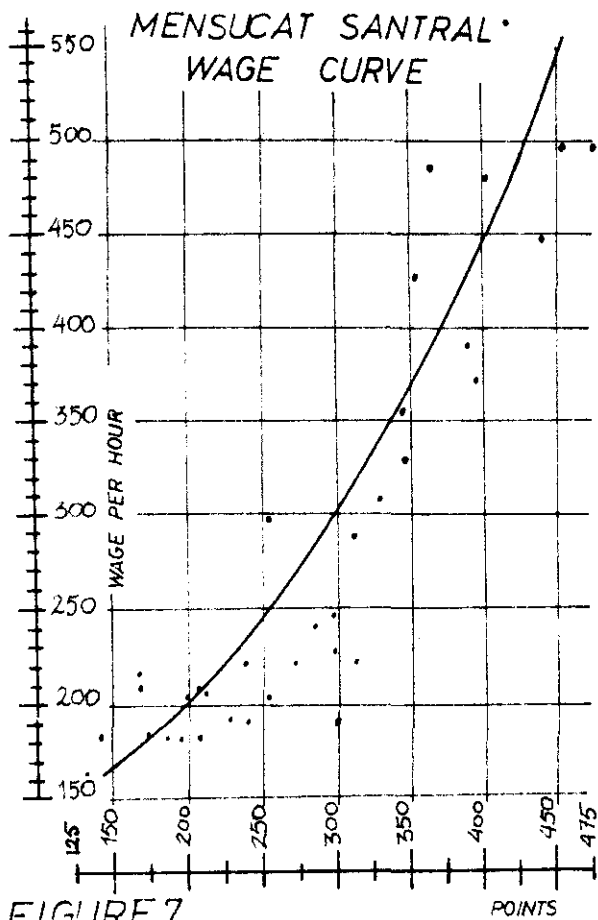


FIGURE 7

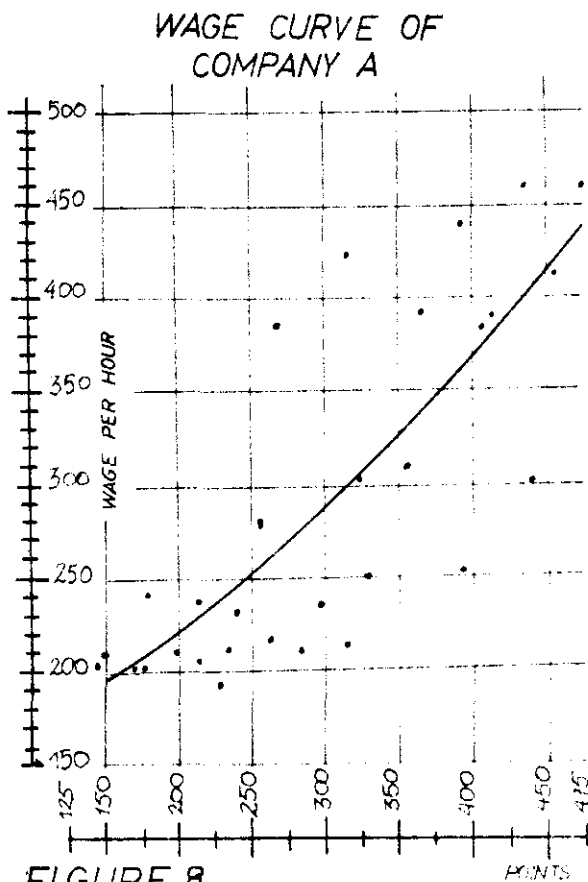


FIGURE 8

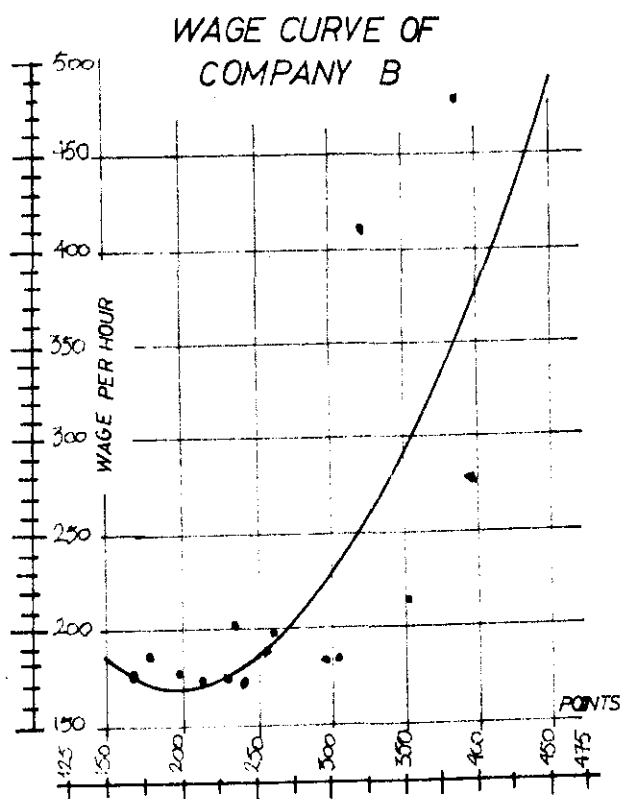


FIGURE 9

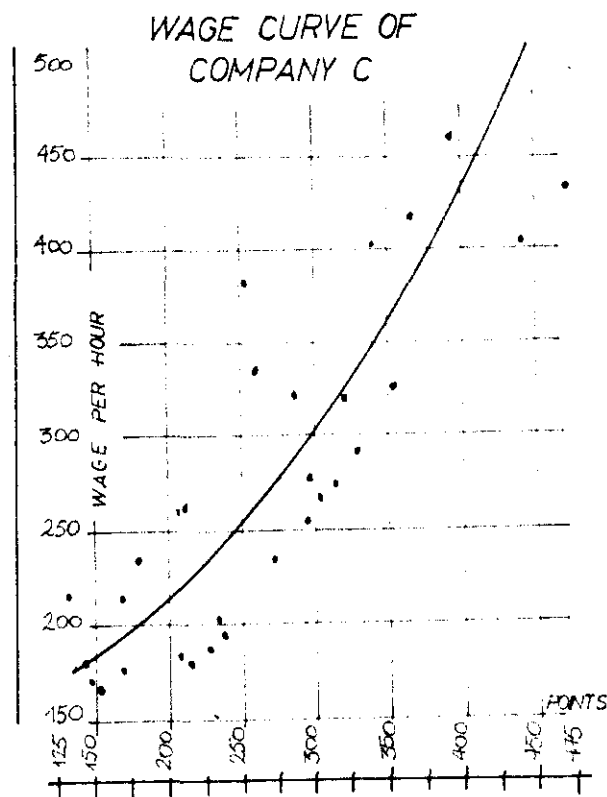


FIGURE 10

Source: Mensucat Santral Wage Survey 1966, Co. Records

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WAGE CURVE OF COMPANY D

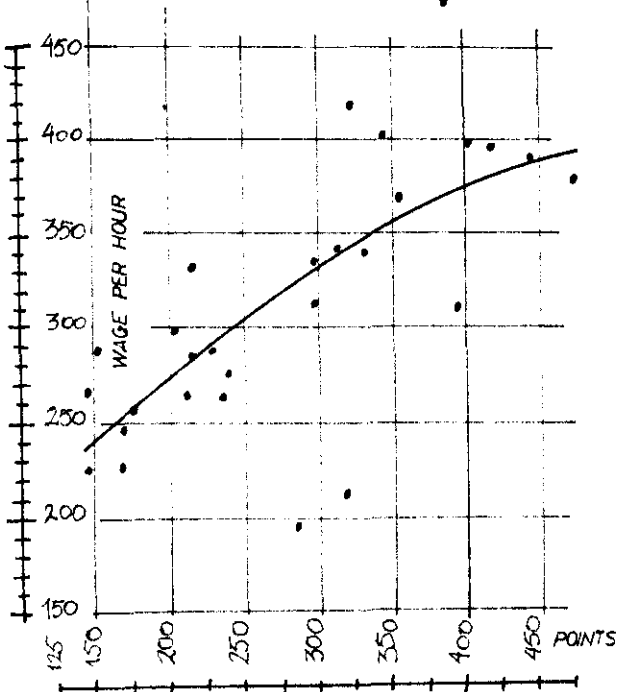


FIGURE 11

WAGE CURVE OF COMPANY E

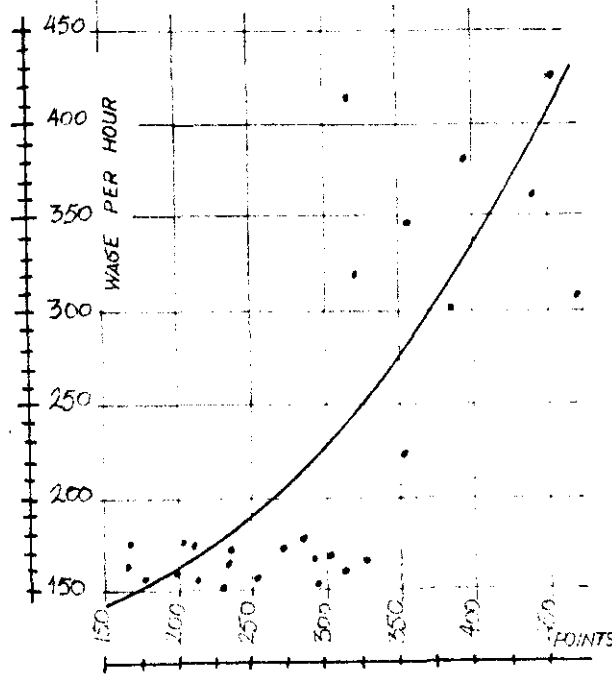


FIGURE 12

AVERAGE WAGE CURVE OF PRIVATE SECTOR (including Mensucat Santral)

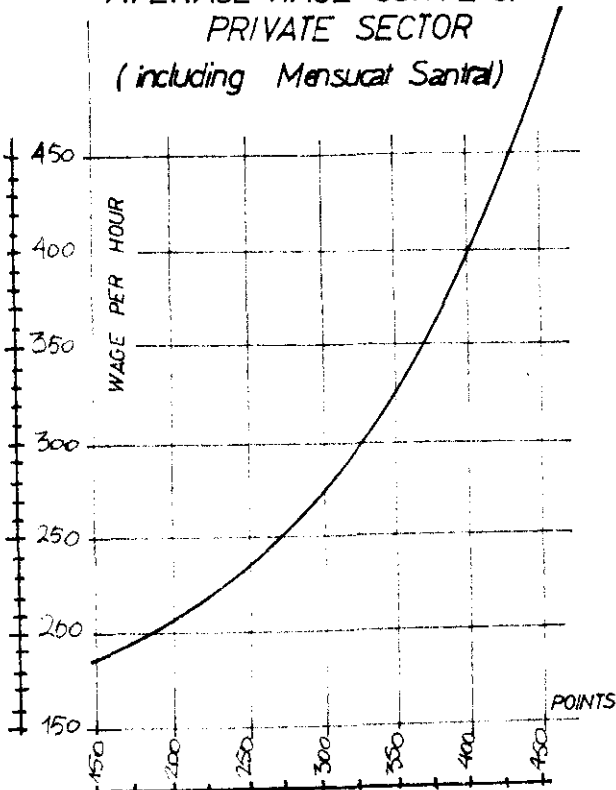


FIGURE 13

AVERAGE WAGE CURVE OF PRIVATE SECTOR (excluding Mensucat Santral)

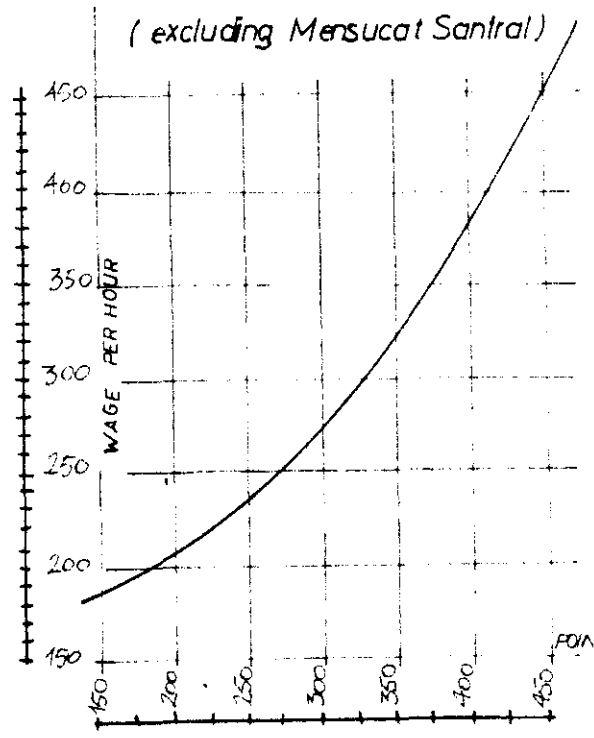


FIGURE 14

FIG. 15

COMPARISON OF
MENSUCAT SANTRAL
AND
COMPANY E

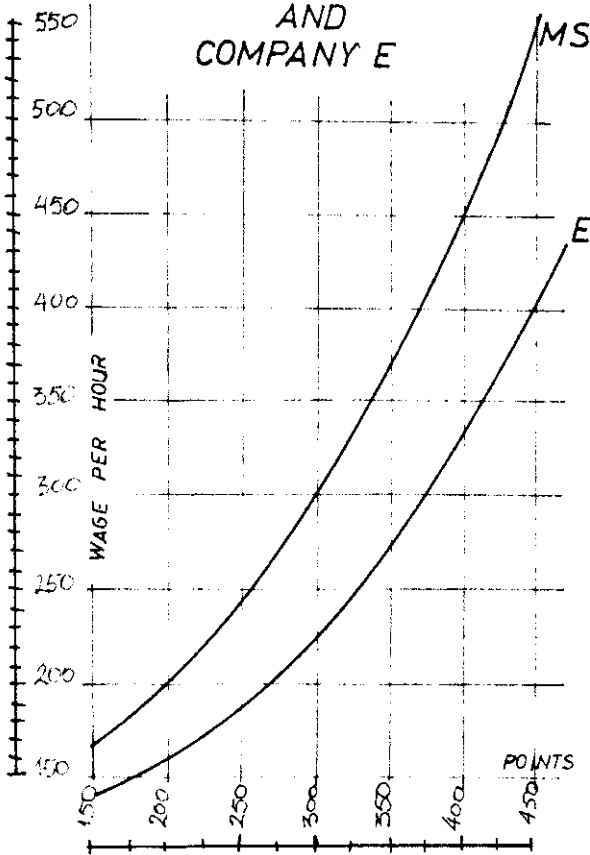
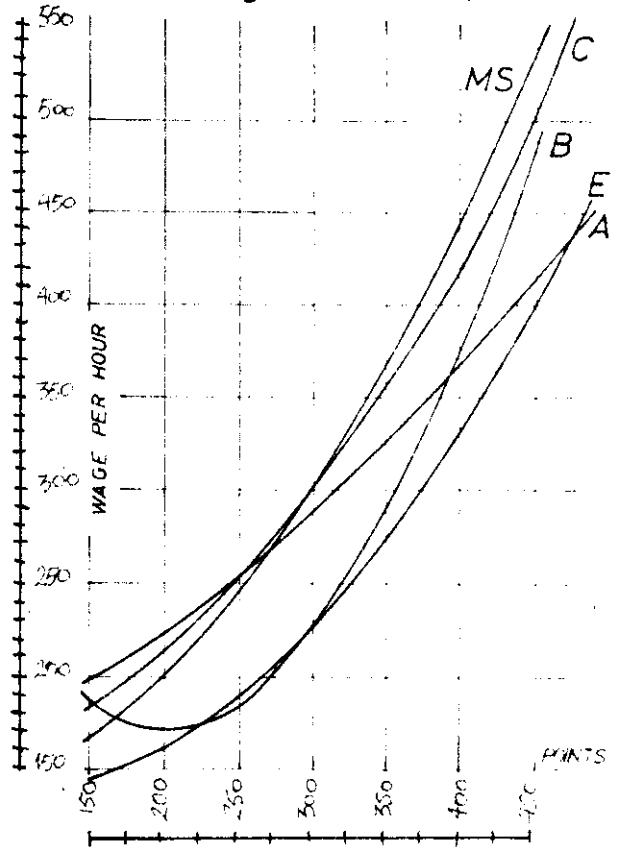
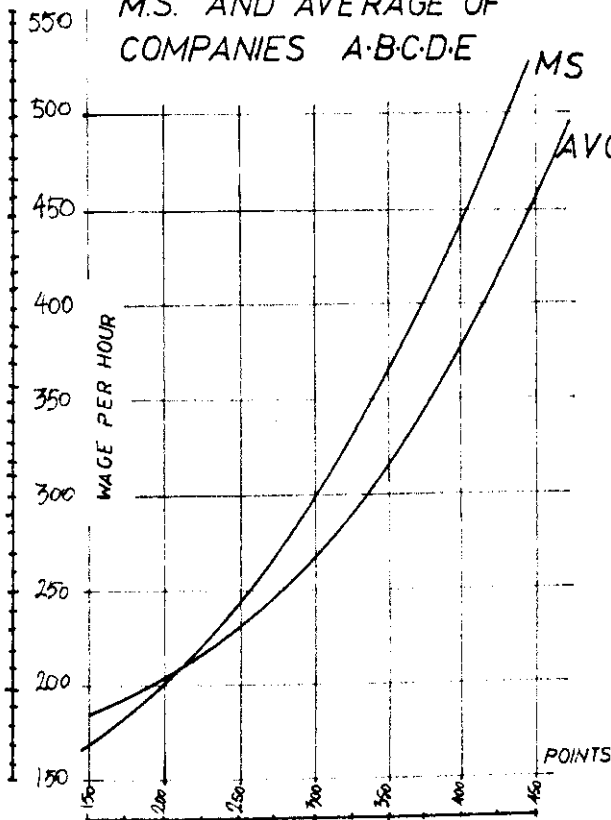


FIG. 16

MS AND OTHER COMPANIES
(excluding Sümerbank)



M.S. AND AVERAGE OF
COMPANIES A·B·C·D·E



COMPARISON OF PRIVATE
SECTOR (including MS) AND
SÜMERBANK

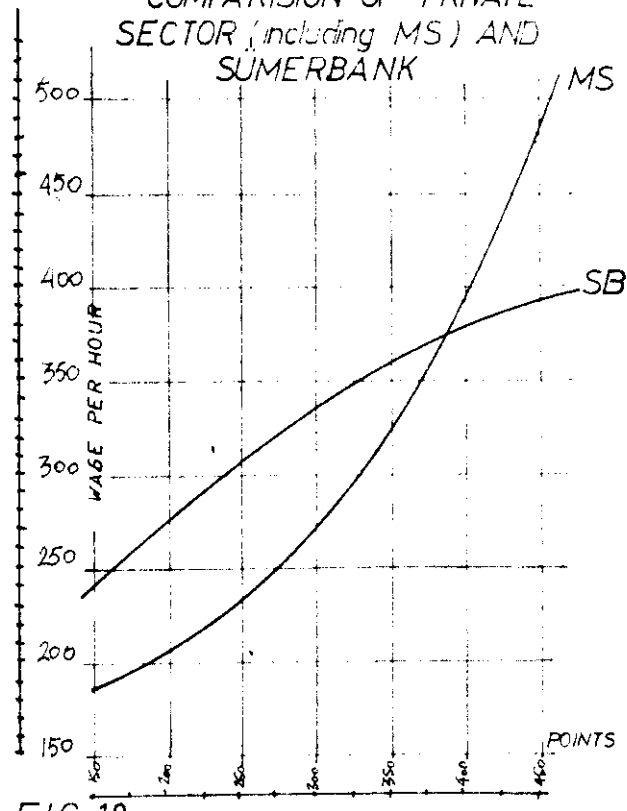


FIG 17

FIG 18

Fringe Benefits and Other Incentives

Fringe benefits and other incentives have a longer history in the public sector, but recently they have been increasing in importance in the private sector. Especially, in the era of collective bargaining, the labor unions are putting more pressure in this respect.

It is beyond the scope of this work to study each incentive offered, but the author believes that it will suffice to mention only those which create friction between the labor unions and the employers, or those that are not offered by the private (or the public) mills.

1. The children's allowance is offered in only two of the six private sector mills. Although, the labor unions demand for this allowance, they fear, but not admit that this may result in the preference of workers with no or less children.
2. Transportation and lodging are not yet common problems in Turkey. In the future one should expect union pressure for these.
3. Crèche and Nursery are included in most of the collective arguments and these benefits are source for argument.

In general, in the public sector mills there are more fringe benefits than there are in the private sector mills. To back up this point, a further analysis of the cost structure of the mills is surveyed.

Relation of Labor Costs to Total Costs and Their Structure

It has been mentioned that there are significant differences between the wages in the private and the public sector mills.

In studying the structure of the wages, and the percent share of the total labor cost (inclusive of all premiums, bonuses, overtime, and other payments) to total costs, a clearer picture of the situation results.

Broad cost classifications are given due to the difficulty of obtaining information; and some of the subjects are united to be able to have the possibility of comparing the different plants on the same basis.

In Table 14 a structural study of the public and private sector labor costs are presented. In Table 15 percent share of the total labor costs in the total costs are given.

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TABLE 14

PERCENT SHARE OF NET WAGES, PREMIUMS AND
OTHER PRINCE BENEFITS IN TOTAL LABOR COSTS ^a

No		Private Sector						P.S. Average	G.N. S.M.
		1	2	3	4	5	6		
1	Net Wages	85.5	-	67.6	82.0	54.6	56.7	69.3	47.0
2	Premiums+Paid vacation+ overtime	6.0	-	26.3	8.2	34.1	19.6	18.8	13.0
3	Meals	6.4	-	4.7	5.0	6.2	6.9	5.8	7.0
4	Work outfits and Shoes	0.9	-	0.9	0.5	1.2	0.7	0.8	1.0
5	Social Benefits (Marriage, death,birth premiums)	0.8	-	0.4	3.0	0.6	0.6	1.0	4.0
6	Other Benefits	0.4	-	0.1	1.3	3.3	16.5	4.3	26.0

^a Source: Calculated from the personal wage survey.

TABLE 15

PERCENT SHARE OF TOTAL LABOR COSTS IN TOTAL COSTS ^a

No		Private Sector						P.S. Average	G.N. S.M.
		1	2	3	4	5	6		
1	Total Labor Costs	15.3	-	13.4	14.3	12.0	7.8	12.5	20.8
2	Salaries	4.9	-	0.6	0.2	2.8	0.4	1.8	4.9
3	Raw Materials and Supplies	49.8	-	78.8	35.7	39.9	37.8	48.4	35.9
4	Tax and other Costs	30.0	-	7.2	49.8	45.3	54.0	37.3	30.4

^a Source: Calculated from the personal wage survey.

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From Tables 14 and 15 the following conclusions may be derived:

1. Percentage of the government sector net wages in the costs of labor (4.7%) is lower than the private sector percentage (69.3%). This might be due to the high wages that are paid to the skilled workers in the private sector mills.
2. The percentage of the government sector premiums, paid vacations, and overtime payments are 18.8% as compared to 13% of the private sector. In addition to this, there are considerable differences among the private sector mills in this respect. Such high rates as 34.1% and 26.3% indicate that these plants work their work force overtime. Another reason for this fact may be that these plants pay incentive premiums to their foremen. Since the wages of these skilled workers are basically high, the total percent of premiums in the labor cost will increase, too.
3. The cost of meals, work clothes, and shoes constitute only a small portion of the costs in both the sectors, and there are little differences between the individual factories. This is mostly due to the fact that such incentives are obligatory.
4. The percentage of social benefits (such as compensation for death, and marriage and childbirth bonuses are higher in Sümerbank (4%), than in the private mills (1%).
5. Thus, although the net wages of the private sector mills are higher, Sümerbank is a securer place for a worker, because social benefits, (financial and non-financial) compensate for the difference, and even raise the government sector above that of the private sector.
6. This situation is very clear when the percentage of the labor costs in the total costs are studied. On the average, (in fact individual plantwise) Sümerbank wage ratio is higher than in the private sector. This results from the following facts:
 - a) Although comparatively higher wages are paid to the non and semiskilled workers and since they are large in number the effects on costs are more than proportionate.
 - b) Although the skilled workers in the private sector are paid more wages, but are less in number, the effect on costs are not as high as expected. On the other hand, since the major portion of the workers are paid lower wages, government sector costs become relatively higher.

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- c) Financial and non-financial incentives in the public sector are higher.
8. For the same reasons, salaries in the two sectors show similar trends.
9. Cost of raw materials and supplies as percentages of the total costs act in the opposite direction as the labor costs. The private sector average for the cost of raw materials and supplies is 42% as compared to 35.9% of the government sector. The same is true for all the other costs (37.3% vs 30.4%). This might have several reasons such as:
- a) Since more emphasis is placed on quality, costs are obviously higher, because good quality materials and supplies are used in production.
- b) Or, the costs are made to appear higher for obvious tax reasons. The first alternative seems more so.

Effects of Collective Bargaining on Wages

In the plants a large number of workers are members of workers unions. Table 16 shows the percent of unionized workers.

TABLE 16
PERCENT OF UNIONIZED WORKERS COVERED
BY THE SURVEY

Workers	1	2	3	4	5	6	PS Average	RS
Total Workers	2658	990	286	740	1411	399		1867
Unionized W.	2393	990	195	733	1397	256		1821
%	90.0	100.0	68.2	99.2	99.2	64.2	86.7	97.5

These are quite high figures when the general conditions of Turkey are considered,

There are two competing labor unions in the sector:

1. Teksif
2. Tekstil

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Tekstil seperated from Teksif for political reasons, and it seems a pity that the union is divided. In 1966 Tekstil made collective bargaining on behalf of Akfil, Kartaltepe, Akin Tekstil, and Bomonti, and 64 other textile mills with the Türkiye Tekstil İşverenleri Sendikaları Konfederasyonu. However, the situation is changing today. Teksif gained more power. Today the situation in plants covered by the survey are shown in Table 17.

TABLE 17

REPRESENTATION OF THE TOTAL UNIONIZED
LABOR FORCE BY TEKSIF AND TEKSTİL

Workers	1	2	3	4	5	6	Simerbank
Teksif %	100.0	-	53.8	100.0	85.7	-	100.0
Tekstil%	-	100.0	46.2	-	14.3	100.0	-

So with the exception of 2 and 6, all the unionized workers will be represented by Teksif in the next collective bargaining period (Second half of 1968).

The effect of collective bargaining on wages are shown on Table 18.

TABLE 18

INCREASE IN HOURLY WAGES BY
COLLECTIVE BARGAINING

Period	Increase in kg/hr						Simerbank
	1	2	3	4	5	6	
1964-1966		30	30	30	15	30	32
1966-1968	41.6	39	39	39	50	39	45

As may be observed , there has been a considerable increase in wages. The government sector leads the group again.

In addition to wage increases, many other financial and non-financial incentives have been obtained. However, the biggest contribution of the first two collective bargaining agreements has been experience, both on the side of the employees and on the side of the employers.

CHAPTER VII

SUMMARY

EVALUATION AND SYNTHESIS OF DIFFERENT POINTS OF VIEW

The labor problems and wage administration policies of the cotton textile sector, which is one of the oldest and well-developed industrial sectors in Turkey, may be considered representative of the problems and policies of the Turkish Industry.

The employers and labor approach the problem from different view points. The employers see the problem from an economic angle and are involved in cost reduction and profit increasing activities. Labor emphasizes the socio-economic aspects of wages, and its aim is social justice. Both parties have their own tools, and methods of attack, and have learned a lot from the two instances of collective bargaining that took place in 1964 and 1966. For better bargaining position, they are educating themselves to build their arguments on sounder bases.

As of today, although the importance of the labor problems and the pressure of the labor unions for higher wages and more fringe benefits is realized, not many measures have been taken for the application of scientific wage administration policies by the management, with the exception of a few private firms. The public sector mills are better off in this respect and have been using a more scientific system for a much longer period. However, since the private sector emphasizes quality and economy, and since the government emphasizes equal and just treatment of labor, a gap has grown between the two sectors in many respects.

Some of these basic differences between the two sectors as revealed by the survey are summarized below.

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Summary of the Survey Results

Throughout the study, comparisons are made between public and private sectors. Each problem is attacked keeping both the viewpoints of the employers, and the view points of labor in mind.

Size of Plants

Generally the private sector mills are small or medium sized as compared to the public sector mills. The private sector employs more women and children, and although it is not openly admitted laborers are pushed to work overtime and under poor working conditions.

The government sector, on the other hand, mostly due to political reasons, hires large numbers of people, but uses this force with less efficiency than the private sector.

Skills of the Laborers

The government sector work force largely consists of non-skilled and semiskilled workers, where as the public sector work force nearly conforms to a normal distribution. The main reason for these differences is that the public sector workers are paid equally. There is not much differentiation between the skilled and the non-skilled workers. This fact is reversed in the case of the private sector, where skilled laborers are paid much higher wages than those who are non or semi-skilled. Thus, there is a tendency for the skilled workers to go from the public to the private sector.

Labor Turnover Rate and Productivity

The factor mentioned above causes the labor turnover and the problems of productivity. Labor turnover is very high in the private sector and low in the public sector. Government sector is much more secure for the non and semi-skilled workers. The private sector keeps the skilled workers by paying them more since they directly contribute to the quality of production, but find it useful to renew the non-skilled work force often, to keep the costs down. This renewal of the work force keep costs down simply because the newly hired workers are paid the minimum wages.

Foremen are paid well in the private sector mills to enforce strict supervision. Thus, the productivity of the work force is higher.

The labor unions want the minimum wage level to be set prior to any other activity. They argue that only then is it possible to devise a system based on productivity of labor. They ask for equal increases for all so that the minimum labor standards are raised to an acceptable level, as soon as possible. Today, minimum wages are around TL 12.80 daily. Teksif has made a study, and claims that the minimum level should be raised to TL 20.00 per day.¹

Seniority Pay

Seniority pay is desired by the unions for internal policy reasons. The least number of internal frictions will occur if seniority is a major factor. The union strength may also increase as seniority of the members increase. Thus, the unions have to back up seniority pay.

Social Justice

The labor unions oppose the employers' view of paying the labor force on a supply and demand basis. They claim that, for reasons of social justice, the employer should give labor their share on high profits. While guaranteeing socially just wages, the employers should openly and honestly announce their profits, wage policies and the share of labor in their total costs. While doing so, all or the majority of the firms should operate on the same basis, so that none of them will lose any of its advantages to its competitors.

Strikes

Employers blame the workers for not trying hard and for threatening them with strikes every now and then. The labor unions claim that they resort to strikes only when all other possibilities are exhausted.

Marginal Mills

The employers' unions claim that the marginal mills should be forced to merge, and only those which operate economically should survive. The labor unions oppose this idea fearing that some workers will lose their jobs. However, in the long run, this is beneficial to the work force, in that, the larger enterprises act on well defined policies and provide their workers better working conditions and higher pay.

¹ Teksif, op. cit., p. 102

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The bureaucracy, political pressures, and lack of proper and effective supervision contribute to the lower levels of productivity in the public sector mills.

Wage Policies

Still the old and obsolete methods of wage determination is used in the private sector. The supervisors or the personnel departments decide subjectively how much individual workers should receive. Few plants have scientific, well defined, and clear wage policies. On the other hand, the public sector mills have laid out their policies in more detail and these are effectively applied.

Wage Systems

The private sector prefers time wages since their administration is easier. The premium system is preferred by the public sector. However, in both cases, the weavers are paid piece rates, since this type of incentive encourages to work more, and is a device for increasing their output. Public sector prefers this more than the private sector.

Time rates are mostly preferred for the indirect and spinning section workers. Reasons for selecting time rates are high turnover ratios, employment of expensive equipment and machinery, and nonstandardized production activities.

Different View Points

The collective bargaining era has introduced many more problems in wage administration. The employers and the employees have become aware of the problems and are more involved in these problems than they were before. The ideas of the two parties are contradictory in many respects.

Basis of Collective Bargaining

The employers' union opposes to the idea of collective bargaining that grants uniform wage increases to every worker alike distinctive of rank and file. They claim that such a system upsets the balance between the wages of the skilled, and the nonskilled workers, and this is something they try to avoid. Each worker should be payed on the base of his merit and productivity.

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Dynamic Nature of the Industry

Another threat to the workers is the shift of the industry from a capital to a labor intensive nature. The manager has to follow the basic trends of his industry, and take the proper measures against competition. The importance of the worker in an industry may be reduced, but will never be eliminated. Demand for skilled labor will be higher. Thus, the problem of the parties, both the union and the employers, and in fact also of the government, becomes the training of the work force.

Team Spirit and Cooperation

Low productivity is attributed to workers by the management, and to management by the workers. There is an element of mismanagement in this problem, as well as the need for harder work on the part of the labor force. Instead of opposing each other, a team spirit between management and labor is essential, keeping in mind that one cannot exist without the other.

As a common point, both parties emphasize the increase in productivity but admit that, measurement of productivity, though essential, is not so easy to do.

Difference in Wage Rates

Both parties accept that the gap between the private and the public sector mills, and between the different geographical sectors of Turkey should be closed. Standardization of jobs should be attained. This would result in equal and just payments to all workers.

Effects of Collective Bargaining on Wages

Collective bargaining has affected Turkish Industry in that it has contributed to:

1. Increase in wages of the workers
2. Efforts to improve and make management functions more effective
3. Efforts of the labor and employers' unions to educate themselves
4. Morale, training, and self-awareness of the labor force
5. Increase in non-financial incentives

However, collective bargaining is still in its preliminary stages in Turkey, and much remains to be accomplished on both sides.

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CHAPTER VIII

CONCLUSION

The dynamic and progressive nature of the cotton textile industry puts pressure on the three parties involved :

1. Labor
2. Employers
3. Government

The inefficient , unfair, and non-productive marginal mills will inevitably be forced out of the market because:

1. The industry provides auto-control for self correction and is rapidly changing both in its functional structure and its capital formation.
2. Labor is becoming aware of what it wants and is gaining a better bargaining position. This creates a pressure on the employers for reviewing and reorganizing their wage policies accordingly.
3. Good will and honesty, as well as optimization of resources, including quality of production, is becoming important in this industry.
4. Finding skilled or even non-skilled labor is becoming more difficult. Problems of training a skilled work force need more attention.
5. Vertical integration of the textile industry as in other countries is bound to occur, as the smaller mills are expected to merge or specialize in one of the component activities.

Regardless of how the problem is approached, productivity becomes an important factor. Increasing the productivity of not only the work force, but also of every other management activity is essential.

The public sector must put more emphasis on efficiency of operation. The government sector mills should cease to be places where herds of people

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are employed, leading to featherbedding. Instead of producing goods that no one buys, and thus piling up finished goods inventories, the government sector should develop effective management, marketing, advertising, and financial policies, so that the idle capacity in these plants is absorbed and productivity is increased. In fact, reorganization of state enterprises have already started.

The private sector should try to close its gap with the public sector, and instead of being family type firms, creating large profits in closed circles, they should go public with small shareholders while present owners can retain control. There must be other opportunities with at least equal return on investment available for these businessmen.

Large profits have a share of risk taking and good entrepreneurship in them. In line with the requirements of social justice, greater portions of these large profits should be reflected in the well being of the employee by means of higher wages and more fringe benefits.

Recommended steps that should be taken towards regulating the relations between the government, labor and employers are as follows:

Minimum Wage Levels

The minimum wage level should include not only the basic necessities, but also the social requirements of an average human being as stated by the Articles 43 and 45 of the Constitution of the Turkish Republic. The minimum wage councils, established by the new Labor Law (Law No. 931) should, in the shortest possible time, determine the minimum wage levels for the workers throughout Turkey.

The setting of minimum wages requires some sacrifices on the part of the employers, because the laborers in Turkey are really below an acceptable standard of living. Good will is the first requirement. However, this will never occur unless some incentives are offered to the employers. The government may take the following steps to initiate this :

1. Tax exemption of training costs of labor
2. Tax concessions on the social welfare costs of labor
3. Improvement of the arbitration courts
4. Offering of guidance for efficient and effective wage policy systems through consulting services of the Ministry of Labor.

5. Offering of necessary information and statistics on all the related matters.

However, once such incentives are given, it is the governments responsibility to follow-up the activities of the employers and the labor unions closely, so that they will actually perform what is required of them.

Standardization of the Jobs

All jobs should be defined. The requirements of and the effort that should be put in each job should be put into each job should be clearly outlined in scientifically prepared job discriptions. Then it will be much simpler to decide on the wage requirements of such standard jobs. Provisions and controls should be established so that effective wages will not be below the minimum wage levels.

Scientific Wage Systems and Policies

Managements should make use of wage administration methods which are readily developed, understood and implemented. Job evaluation becomes essential. Time wages should be maintained for the indirect workers. Direct labor should be paid on an incentive basis, so that they will be encouraged to work more for increased productivity. The responsibility of the labor union for encouraging the labor to participate in incentive plans is essential. The worker should accept the fact that increase in productivity will result in an increase in his wages. The management's responsibility, at this point, is again honest and direct application of wage and personnel administration techniques.

Measurement of Productivity

This is a much harder job in that thousands of jobs are applicable to thousands of work conditions. However, in the textile industry inputs and outputs are measurable. Once the methods are devised for some industries, experience will accumulate, and it will be possible to devise other methods for other industries. Such productivity studies have been successfully concluded and implemented in developed countries

Wage Systems Based on an Increase in Productivity

Once the productivity is measured and the wages are above an acceptable minimum, systems that are based on an increase on productivity may

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Throughout the evolution of productivity-based wage systems, the government should act as a fair judge and should interfere when either the labor union or the employers are going against the rules of the game, risking public interests.

Otherwise, if the labor and the employers act as enemies and are involved in harmful activities against each other, and if the government takes the side of either one of them, the result will be nothing but the destruction of the democracy. It will be to nobody's advantage if one or both are destroyed. In fact, one without the other cannot exist. Thus, since many of the interests of the workers and the employers are overlapping, these should be exploited. The common goals and interests should be publicized for better cooperation of all the parties involved.

Turkey has made an important move in accepting social justice with the 1960 Constitution, and still a more important move by accepting collective bargaining with Law No. 275. To preserve democracy all involved should jealously protect these.

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APPENDIX

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İş ve İşçi Bulma kurumu Genel Md. - Ankara
2. İmren Aykut - Toplu İş Sözleşmesi ve Araştırma Bürosu
Teksif Genel Md, - Ankara
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6. Celal Beyaz - Lastik-İş Sendikası (Disk)
7. Bilal Şişman - Teksif Marmara Bölgesi 2. Başkanı
8. Günneş Cansever-Mensucat Santral Personel Md.
Ulku Tanker İş Değerlendirme Uzmanı
Tümer Ergun İş Etüd Dept. Şefi
Seçim stündağ Bütçe Kontrol
Bilge Tuna İstihsal Planlama Dept. Şefi
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10. Pürüzan Mungan - Bakırköy Sümerbank Pamuklu Dokuma Müessesesi
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12. Ahmet Öztürk - Akfil Personel Şefi
13. Kemal Hersek - Bozkurt Mensucat İşletme Md. Muavini
14. Sabahattin Zaim-Sosyal Siyaset Kürsüsü
İstanbul Üniversitesi İktisat Fakültesi

İSTANBUL TEKSTİL ENJEÜSTRİSİ PAMUKLU DOKUMA KOLUNDA İŞÇİ ÜCRETLERİ POLİTİKASI ANKETİ

Anket Tarihi :
Anket Yapılan :
Vazifesi :

I. Birinci Kısım :

Umumi Bilgiler

- 1. İş Yerinin Ünvanı :
- 2. Adresi :
- 3. Yapılan İşin Nev'i :
- 4. İmal edilen mallar :

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.

5. Sermaye Kaynağı :

- a. Devlet :
- b. Özel Sektör :
- c. Yabancı Sermaye :
- d. Diğer :

6. Tezgah Adedi :

- a. Dokuma Tezgâhi :
- b. Dolaylı olarak imalata giran :
- c. Atelye ve yardımcı tezgâhlar :
- Toplam :

7 İş adedi :

-2-

8. 1967 senesi itibariyle işyerinde çalışan işçi sayısı ve vasfı :

	Toplam	Vasıflı	Vasat	Vasıfsız
Erkek				
Kadın				
Çocuk				
Toplam				

9. 1967 senesi itibariyle işyerinizle ilgili işçi devrine ait rakamlar

	Kadın	Erkek	Çocuk
Giren			
Çıkan			
Devir % si			
Toplam			

b. Sizce işçi devrinin en belli başlı sebepleri nelerdir ?

c. Nasıl önlenebilir ?

10. a. 1967 senesi içinde işyeriniz toplam olarak kaç gün çalışmıştır ?

b. Kaç saat çalışmıştır -Filtif olarak - ?

11. İşyerinizde kaç vardiya çalışılmaktadır ? _____

b. Çalışma saatleri :

Birinci vardiya :

İkinci vardiya :

Üçüncü vardiya :

c. Her vardiyada kaç işçi çalışmaktadır ?

I

II

III

Kadın

Erkek

Çocuk

Toplam

-3-

12. 1967 senesi içinde inai edilen mallar :

<u>Sıra no.</u>	<u>Tip</u>	<u>Metre ve/veya range</u>
1		
2		
3		
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7		
8		
9		
10		

Toplam

13. İşyeri ile ilgili

a. Randıman - efficiency - :

b. Verimlilik-productivity- :

rakamlarını birimleri ile veriniz, ve açıklayınız.

II. İKİNCİ KISIM

Ücret Siyaseti

1. İşletmenizde işçi ücretleri hangi esaslara göre verilmektedir :

	<u>İşçi Adedi</u>	<u>%</u>
a. Parça		
b. Akord		
i. Ferdi Akord		
ii. Gurup Akordu		
c. Pirim		
d. Kâra iştirak		
e. Diğer		
Toplam		

Cevap e ise açıklayınız.

2. Pırıs alsa şartları nelerdir

- a. Otomatiktir
- b. Belirli bir sistemimiz vardır
- c. Liyakat esasına göredir

Açıklayınız .

3. Fazla mesai ücret politikasını açıklayınız

- a. Hafta içi
- b. Cumartesi
- c. Pazar ve Bayram gúleri
- d. Hususî hallerde
- e. Bu politika işçi vasfına göre değişiyor mu?
- f. Departmanlar arasında politika farkları var mı ?
- g. Ne gibi problemler ortaya çıkıyor ?

4. Gece vardiyaları için ne gibi bir ücret politikası takibediliyor ?

- a. Gündüz vardiyaları ile ücret farkı var mı ?
- b. Ne kadar ?
- c. Ücret farkından başka
 - a. Yemek
 - b. İstirahat
 - c. Diğer şeyler veriliyor mu ? Açıklayınız.

6. Kıdem tazminatı var mı ? Kıdem için belli bir politika var mı ?

- a. Ücret tayini konusunda kıdem nazarı dikkate alınır mı ?
 - i. Evet, resmî olarak alınır
 - ii. Evet, gayri resmî olarak ele alınır
 - iii. Hayır, kıdem gözönünde bulundurulmaz
- b. Kıdemli işçiye ne gibi avantajlar tanınır ?
- c. Kıdem ücrete nasıl tesir eder ?

8. Kıdem sisteminin morâl, işçi devri, işçi maliyeti yönlerinden ne gibi fayda ve zararları olmaktadır ?

-5-

İşletmenizdeki en düşük ve en yüksek ücretleri gösteriniz

Ücret	En Düşük	En Yüksek
1.		
2.		
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b. Her grupta gerekli ve özellikleri nelerdir ?

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50.

c. Her grupta kaçar işçi çalışmaktadır ?

1. 2. 3. 4. 5.
6. 7. 8. 9. 10.

d. Diğer terfi imkân ve problemleri nelerdir ?

e. Şehirden terfi imkân ve problemleri nelerdir ?

f. Şehirden başka yerlerle ücret ölçüsü yukarı kaydedildiği zaman as-

keri ve diğer işyerlerinde çalışan ücretlerin durumu nedir ?

7. İşletmenin emeklilik politikası var mıdır ?
- Emeklilik tazminatları
 - Şartları
 - Politikası
8. İşletmenin işten çıkartma politikası nedir ?
- İşçiye ne gibi bir tazminat ödeniyor ?
 - Hangi sebeplerle işten çıkarılıyor ?
 - İşten çıkarılırken bir işçinin kıdemli göz önünde bulundurulmuşmu?
 - İşten çıkartma kimlerin kararı ile olur ?
 - Bu konuda ne gibi problemler ortaya çıkmaktadır?
9. İşe almada işçinin vasıflı veya vasıfsız olması göz önünde tutuluyor mu? Vasıfsız işçilerin durumunda ne gibi bir politika takip ediliyor ? Ne gibi aksaklıklar doğmaktadır ?
10. İşçiye yemek veriliyor mu ?
- Evet veriliyor. İşçi başına _____ kş yemek masrafı düşer.
 - Hayır verilmiyor. Her işçiye _____ kş yemek parası ödeniyor.
 - İşçi başına _____ kş tutarında erzak ve mal veriliyor.
 - İşçiye yemek verilmiyor.
11. İşçiye iş elbisesi ve ayakkabısı veriliyor mu ?
- Evet. Senede ___ kere _____ adet elbise ve _____ adet ayakkabı
 - Hayır verilmiyor .

2. İşçilere yapılan diğer yardımlar şunlardır :

	Evet	Hayır	İşletmenin yaptığı yardım - % olarak	İşçiden kesilen miktar % olarak
1. Ücretli izin				
2. Çocuk zammı				
3. Evlenme "				
4. Giyecek				
5. Yakecek				
6. Nakliye				
7. Lojman				
8. Ordino				
9. Kreg				
10. Emirne odası				
11. İş kazası zam.				
12. Ölüm tazminatı				
13. Dolmuş "				
14. Hastalık ve ilaç				
15. Spor tesisleri				
16. Sıcak banyo				
17. Yıllık Bayram primleri				
18. Diğer				

3. Sendikali işçi adedi

- a. Kadın
- b. Erkek
- c. Çocuk

Hangi senikalara

Problemler

İyi tarafları

Sendikali işçilerin sendikasızlara nazaran ne gibi avantajları var?

14. İşyerinizde 1963 den bu yana kaç toplu sözleşme oldu ? _____
- Ücretler nasıl tesir etti
 - Maliyete nasıl tesir etti
 - İstihsal arttı mı
 - Produktivite arttı mı
 - Toplu sözleşme ile elde edilen ücretlerin dağılışı nasıl oldu?
15. İşyerinizde 1963den bu yana grev ve/veya lokavt oldu mu? Sebepleri.
16. İşyeriniz işveren sendikasına kayıtlı mıdır ? Avantajları ve/veya problemleri nelerdir ?
17. Liyakat zammı var mıdır ? Liyakat takdirini işletmenizde kim veya kimler yapar ve hangi esaslara göre yapar ?
18. Ustabagıların
- Ücret takdirinde
 - Liyakat takdirinde
 - İşten çıkartmada
 - İşe almada ne gibi rolleri vardır ?
19. İşletmenizde ustabaşının rolü nedir ?

III. KISIM Üç :

İşçi maliyeti

1. 1967 senesi içinde işçiye yapılan ödemeler :

	Esas Ücretler	Ek Ödemeler	Kanunî Yardımlar	Sosyal Yardımlar	Diğer Yardımlar	Toplam
Zaman						
Akord						
Pirim						
Ustabaşılar						
Toplam						

2. 1967 senesi içinde işletmenin maliyet dökümü :

	<u>TL</u>	<u>%</u>
1. İşçi ücretleri		
2. Maaşlar		
3. Malzeme		
4. İdarî masraflar		
5. Fabrika masrafları		
6. Diğer masraflar		
7. Vergi		
8. Diğer ödemeler		
Toplam		

3. 1967 senesi itibariyle :

Kâr
Zarar
Yatırım

4. Toplam ücretlere nazaran % olarak :

1. Pirimler
2. Tazminatlar
3. Sosyal yardımlar
4. Kanunî yardımlar
5. Diğer yardımlar

IV- KISIM DÖRT :

İdareci yönünden ücret politikasının değerlendirilmesi

1. İşletmenizde işçi ücret sistemi nasıl yürütülüyor ?

2. İşletmenizin ücret politikasını kısaca anlatınız ve değerlendiriniz.
 - a. Aksıyan yanları nelerdir ?
 - b. İyi yanları nelerdir ?
 - c. Ne gibi problem ve sürtüşmeler oluyor ?
 - d. Sendika ile anlaşmazlık konuları nelerdir ?

3. Sizce işletmeniz için ideal ücret tarifeleri nasıl olmalıdır ?

4. İşletmenizdeki ücretler kolunuzdaki diğer işletmelere yakın mı ? Diğer sanayi kollarına nazaran düşük mü ? Yüksek mi ? Sebepleri .

5. Toplu iş sözleşmeleri veya sendikacılık hareketleri olmasaydı, işçilerinize bugünkü ücretleri verir aydınız ? Niçin ?

6. Ücretlerin Batılı memleketlere nazaran düşük olmasında işçimizin verimsiz olmasının, işçimizin üretivitesinin yüksek olmaması mı sebep olmaktadır ?

7. Produktivite düşük ise bunda kabahat kimindir ? Niçin ?

1. İşveren mi

2. Modası geçmiş makine ve/veya imalat metodları mı

3. İşçiler mi

8. Memleketimizde sendikacılık ve toplu iş sözleşmeleri zorlama ve özen-ti mi olmaktadır. Fayda ve zararları nelerdir ?

9. Her istenildiği zaman işçi bulunabildiğine göre, bir ücret politikası tespit etmek lüzumsuz mudur ? Niçin ?
10. İşçinin vasfının imalat üzerine nasıl bir tesiri olmaktadır ?
11. Mevcut iş kanununun ne gibi aksak tarafları olmaktadır pratikte ?
12. Yakın bir gelecekte işverenin ne gibi ücret problemleri ile karşılaşabileceğini ve ne yapması gerektiğini düşündürebiliriz.

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