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Abstract:

Since some decades many things have been changed such as culture, attitude, behaviour, structures in the economy and society naturally these process leads to industrial relations, but nothing has been changed in the field of structure and policy and stragedy of trade unions. As we remember one of challenging vawe has been realised during the Keynesian Age which called Post Fordism. This wave affected labour deeply, because new wave swepeed out blue colour workers at the manufacture sector. This was first and great shock for trade unions. Because not only in Turkey but also in European Countries blue colour workers were locomotive of trade union mouvement middle of the 20th. Century. During the 1980's the other big shock realised for trade unions with neo-liberal policies. During this age not only blue colour workers but also public sector workers decreased drastically. At the end when we having 21st. Century unions are facing deep economic crise such as 1929. Even though this kind of transformation, technological changes, changed labour demand pattern, changed culture related to solidarity and huge threats still unions keeping old wine in the old bottle. There is no new policies, new strategies and tactics. Nobody knows is this sustainable. But it looks this is end of the tunnel for traditional trade union perceptions.

Keywords: Union effectiveness, efficiency, social dialogue, Union's role in the labour market

1. INTRODUCTION

The aim of this research to analysis situation of trade unions in the labour market. Specifically targeting elaborate the capacity of trade unions and underlying weaknesses, strengthness of unions in Turkey. In this sense trying to make compative analysis with some EU countries in the field of some industrial relations indicator. Especially in the field of representation at work place, at sector level and national level. Finally trying to explore effectiveness and efficiency of unions and indicating how to destroy barriers in order to be more functional. At the end discussing the role of the unions in the democratic atmosphere.

1.1 Defination

In this research focusing on labour trade unions. In the terminologic aspect considering only labour unions as trade union. On the other side called employer unions as "employer association". According to our understanding employer associations take part as union incorrectly in Turkish regulation. Almost all over the world only labour unions codes as trade union in the terminology of industrial relations.

2. INDUSTRIAL RELATIONS IN TURKEY AND EASTERN EUROPEAN COUNTRIES

2.1 Workplace Industrial Relations in Turkey

One of the main characteristic is; unionisation and institutionalised relations have been influenced by frequent political and legal changes. In addition to its decisive role in legislation, the state has played a dominant role in industrial relations as an employer because of the high number and large size of state enterprises. As a consequence, trade unions have become more and more dependent on the state to come up with solutions to their problems (Koray, 1992).

The other main characteristic is low rate of labour force in population. Naturally this structure reflect to employment. Therefore

almost one-third of population take place in employment in Turkey; in EU countries this figure about half of the population or less half of the population. In other words comparatively limited number take place in labour force.

Table 1
Structure of Labour Force in Turkey
1950-2004 (%)

Years	15-64 Population / Total Population	Labour Force /15-64 Population	Labour Force / Total Population	Active Labour Force / Total Population
1950	57,06	80,88	46,15	45,52
2000	64,61	52,95	34,21	30,50
2004	65,50	51,99	34,06	30,90
2006	70,48	48,36	34,47	31,31

Thirdly main charecteristic is scale of enterprises. Very large magority of enterprises employ few workers. Medium size or big enterprises are very limited. This is one of the direct obstacles in order to be intitutionalize of labour market in Turkey.

Table 2
Company Size in Europe and Turkey (%)

Company size	ACC12	EU15	Turkey
1 person	11	11	25
2-4 people	21	15	50
5-9 people	13	12	13
10-49 people	25	26	8
50-99 people	8	9	2
100-249 people	7	9	1
250-499 people	4	5	
50-99 people	7	10	1
not specified	5	3	
1-4 people	32	26	75

The other characteristic is fragmented structure in labour market in Turkey such as some European countries. This fragmented structure have some reasons. One of the reason is regulation. According to Trade Union Act (2821) over all economy constitute 28 different sector. In this circumstance in the labour market will be operate at least 28 union. Additionally Trade union act exclude public servant. Therefore different statue and different unions exist for public servant. Secondly trade union mouvement and culture based on "small and mine" concepit. Union leaders never attempt to merger with other unions in order to create big and strong union such as UNISON in United Kingdom, Ver.di in Germany etc. Thirdly there is serious competition among the union, time and energy vasting endlessly towards to each other, this process eroding all synergy of unions and putting obstacles design new strategy for the future. Lastly structure of labour market based on fragmented core and peripheral labour.

Finally the last main characteristics of labour relations are their segmentation and their dualistic structure: on the one hand are 'informalised' and marginalised workers who are non-unionised and low wages due to uncovered by collective bargaining; on the other hand is a very small percentage of employees who are covered by collective bargaining as members of a trade union with reasonable wages and relatively good working conditions. More than hundred trade unions share this small percentage and compete each other in order to survive(Öke, 2005).

2.2 Workplace Industrial Relations in Eastern European Countries

East European countries exhibit different characteristics and responses to broadly similar problems and challenges like Turkey. The industrial relations of Turkey has different characteristic but has very similar problems with Eastern European Countries. These are summarised as follow:

1)Loss of significance of presence of trade unions at local level as a result of dramatic membership losses following privatization and new start-ups, in particular of SME's and greater pressure from employers. Union can no longer often effectively deliver their productive function in the magority of workplaces.

2)This is connected in some cases with a very low level of collective bargaining coverage due to the lack of branch-level agreements. Most employee are covered by individual contracts of employment.

3)Management has persisted with the ideas and practise of inherited approaches and traditional organizational cultures. At the same time, here is a broad spectrum of behaviour, ranging from "walking cane" capitalism and neo-paternalism to US styles and more participative human resource approaches.

4)What was certainly helpful during restructuring was the inherited strong legal protection against dismissals – since weakened in the wake of liberalization and globalization (including under pressure from the World Bank and IMF). The consequences are increased insecurity, ever-widening areas of the economy in which there are no trade unions or other forms of employee representation, and the loss of trade unions' capacity to exert pressure, organise solidarity and take industrial action.

5)At the same time, some more innovative managers regret the lack of capable partners at the workplace to help steer change and provide for a means of resolving the problems this entails with less friction. New management systems and corporate cultures require new forms of industrial relations, with more scope for employee participaion and the use of their creative potential.

6)The experience of EWC's with their specific foms of social dialogue in multinational companies, presuppose effective co-operation and coherence on the employee side that in turn feeds back on management behaviour.

7)All the above, together with the required approximation of national laws with European law, has led to a situation in which work councils, as a second legally-based form of employee representation, have been able to be established within a southern group (Slovenia, Hungary and more recently Slovakia) of the new member states, whereas in the remainder- mainly northern countries- the social partners have adopted a more defensive or hesitant stance.(Kohl-Platzer, 2004)

3. UNION DENSITY AND COLLECTIVE BARGAIN COVERAGE

One of the most important indicator of social dialogue and institutionalize of labour relation is union density and collective bargain coverage. Although major problem is low rate union density and weak connection between density and collective bargaining coverage in Turkey. According to the latest statistics of the Labour Ministry (January 2009 for workers May 2008 for public employee), union density is as shown in Table:

Table 3

Union density according to statue

Total number of wor- kers who are eligible to be union members: 5 434 433	Total number of civil servants who are eli- gible to be union members: 1 691 299
Total number of union members: 3 205 662	Total number of union members: 930 397
Union density: 59%	Union density is 55

Source: Labour Ministry statistics

In fact total number of union members are totally fictive which indicated in the official statistic, real number is much lower than this. So union density for workers about %20 maybe less than this percentage. Otherwise there is no reason of the gap between more than 3 million member of union and less than 1 million benefitting workers from collective agreement.

Table 4

Collective Bargainin Coverage And General Extension of Agreements in the New EU Member States (as % of employees of a country)

Country	% of workers covered by collective agreement	Sectoral agreements with binding force for all employers
Slovenia	100	all agreements
Slovakia	50	possible
Hungary	42	rare exception
Czech Republic	35	frequent since 2000
Poland	35	possible since 2000
Estonia	22	possible since 2000
Latvia	20	possible since 2002
Lithuania	15	possible since 2003, but no application
Turkey	10	possible by law, but no application

Source: Heribert Kohl, Social Dialogue Indicators: Benchmarking Turkey towards EU Workshop Ankara, 2007

The other issue is extending of collective agreement to all sector. In some of the Eastern countries there are some mechanisms and practice in this manner contrary in Turkey existing legal opportunity but there is no application at all. Even though having very short tradation in the maket economy and industrial relation system some mechanisms take place in these countries unfortunately there is not any practice in the field of extend of collective agreement in Turkey.

4. CAPACITIES OF TRADE UNIONS

Most of the unions are organised on a sector or occupational base throughout the EU. Traditionally, blue-collar unions were the most powerful, but they are loosing ground everywhere in Europe and white-collar unions or public sector unions are getting more important. In a lot of the EU Member states unions exist which are not part of a confederation, but are autonomous. Often these autonomous unions organise professional and managerial staff or certain rural regions.

Austria, Ireland, Latvia, Slovakia and the UK and to a lesser extent Germany, the Czech Republic have only one confederation, which unites these unions. In Southern co-

ountries like Greece, Portugal and Spain only two main confederations are active. Unions in France, Hungary, Italy and Slovenia have a rather complicated and fragmented confederate structure. In Greece, Ireland, Poland and the UK the (main) confederation is composed of a fragmented network of affiliated trade unions, which can be organised on the company, occupational or local branch level. In other countries, the union structure is more and more dominated by large 'super-unions', like GPA in Austria, Verdi in Germany and FNV-Bondgenoten in the Netherlands.

Splits at the confederate level throughout the EU are very often based on political and/or religious divisions. Exceptions are the Nordic countries (Denmark, Finland, and Sweden). Confederations in these nations are organised on an occupational base. In countries like Estonia, Greece, Malta and Slovenia the divide between public and private sector is important to distinguish the confederations. Socialist or social democratic confederations are in the countries with several trade union peak organisations most of the time dominant. An exception is Belgium with its strong Christian trade union. Confederations of communist origin are still very important in the South (Italy, Spain, Portugal and to a lesser extent France). Nonetheless, an overall pattern is a growing distance between trade unions and their counterparts in the political party spectrum and vice versa. (Gyes and others, 2006)

The division between the unions and confederations based on political leaning in Turkey as well as in EU countries but in some cases religious might be reason to support the union. Additionally union strategy and ideology might be reason of division. Meanwhile sectoral organization and other factors could be functional.

Distribution of union confederation and reason of the division indicate as in Table 5 in EU countries.

4.1 Internal Factors Related to Lack of Capacity of Turkish Trade Unions

In this chapter analysing capacity of trade union. Mainly two factors leads capacity of unions. One of them internal factors the other one is external factors. What is the internal factors which might be lead effectiveness of unions? Internal factor can be summarize as follow; this chapter claims to elobarete unions' capacity problems and search existing any connection among the lack of capacity and effectiveness of Turkish Unions. Capacities will be handled in three aspect. These are organizational capacity, personnel capacity, financial capacity.

4.1.1 Organizational Capacity

Capacity building of social dialogue needs; power and efficiency of social partner organisations. This mean that; strong central confederations; centralisation; co-ordination; representativeness; acknowledgement as partner; multi-level collective bargaining; higher coverage of agreements; influence on political decisions; influence on public opinion; presence in media; good image in the public; attractiveness and recruitment; national standards of legal, economic and social framework (Hülsmann-Kohl, 2006)

Trade unions and confederations are well organized institutions in Turkey. However due to informel economy, thresholds for collective bargain and lack of culture of social dialogue emerge constrains for trade unions in order to be more effective. First of all, informel economy and size of SMEs are crucial problems and they are creating hard task to combat in short term. Secondly thresholds putting barriers for trade union activities. According to legislation at the first stage union should represent ten percent of the total number of workers who work at the sector; at the second stage union should represent magority in other words number of the half of workers plus one at the workplace. These thresholds create limitations for trade unions and putting barriers to reach the collective agreement (Öke, 2006).

One of the indicator of institutionalize is

Table 5

Ditribution of Union Confederation and Reason of the Division in EU Countries

	N°	Confederations	Main division between confederations	Unions of largest	Main division affiliates	Remarks
AT	1	ÖGB		13	Sector/status	Political factions as other organisational pillar
BE	3	ACV-CSC; ABVV-FGTB; ACLVB-CGSLB	Political	13	Sector/status	Christian trade union the largest
CY	4	PEO; SEK; DEOK; POAS	Political	8	Sector	
CZ	1+3	CMKOS; ASO; KUK; CMS; KOK	Political; religious; regional; occupational	33	Sector	One dominant confederation
DK	4	LO; FTF; FR; AC	Occupation	18+7	Occupation/s ector	
EE	3	EAKL; TALO; ETMAKL	Macro-sector/status/profession	18	Sector	Rural workers in a separate small federation
FI	3	SAK; STTK; AKAVA	Occupation	23	Sector	
FR	5+2	CGT; CFDT; CGT-FO; CFTC; CFE-CGC + UNSA & G10-SUD	Political, religious & occupational (status)	20	Sector	5representative confederations and 2 new one pushing for national recognition
DE	1+2	DGB; CGB; DBB	Macro-sector; religious	8	Sector	CGB and DBB are only small; Verdi & IG Metall important
EL	2	GSEE; ADEDY	Public/private	62	Occupation/s ector	Public and private union, planning a merger
HU	5	MSZOSZ; SZEF-ESZT unió; LIGA; MOSZ; ASZSZ	Macro-sector; political	36	Sector; branch, profession	The union of SZEF-ESZT union is only a cooperation framework, but not a formal merger.
IE	1	ICTU		60	Occupation/s ector	Trade unions with members in Northern Ireland and affiliation with UK unions
IT	3+8	CGIL; CISL; UIL and other smaller peak organisations	Political; religious	15	Sector	Autonomous unions and regional unions active
LV	1	LBAS		26	Sector	Restructuring
LT	3	LPSK; Soldarumas; LDF	Political; religious	25	Sector	Independent trade unions active
LU	3	OGB-L; LCBG; ALEBA/UEP-NGL-SNEP	Political; religious; status	16	Sector	Merger of white-collar unions in third confederation
MT	2	GWU; CMTU	To some extent private/public	7	Sector	Weak confederations
NL	3	FNV; CNV; MHP	Political, religious, occupational status	15	Sector	FNV-Bondgenoten as super-union in the private sector
PL	3	OPZZ; NSZZ Solidarnosc; FZZ	Political	102	Sector, local branch	New third federation which wants to be politically neutral
PT	2	CGTP; UGT	Political	15+29	Sector+region	28 sector federations & 39 regional branches registered law
SK	1	KOZ		37	Sector	Also very small Christian trade union federation
SI	6	ZSSS; KNSS-Independence; Pergam; Konfederacija'90; Alternativa; Solidarity	Mainly private/public			Two newpeaks established recently (Alternativa & Solidarity) in the railway sector
ES	2	CC.OO; UGT	Political	12	Sector	Equal strength
SE	3	LO; TCO; SACO	Occupational (status)	16	Sector & occupation	Several mergers announced for 2006
UK	1	TUC		71	Occupation & sector	General unions as TUC affiliates; small independent union sector
TR	3	Türk-İş ;DİSK; Hak-İş	Political	10	Sector	PublicEmployee Unions exclude

* Macro-sector: for example industry, services or construction

Source: 25 Countries indicator plus Turkey

might be international relations. In this field there are very sophisticated relations with European partners. A large majority of the unions and central organizations are affiliated to international federations such as ETUC, UNICE, ILO, (TUAC-BIAC) etc. Meanwhile they are very active in the international organization. Therefore representatives of almost all the organizations frequently participate to the international meetings. Some of them have close relations with international institutions and federations and also participate in EU institutions and projects. For instance all the trade unions which are affiliates of Türk-İş Confederation are member of the following international federations:

*In agriculture and wood sector IUF, IFBWW

*In mining, cement and petro-chemical sector ICEM, EMCEF

*In textile and leather sector ITGLWF, TCL

*In graphic, office and banking sector UNI

*In metal sector UAMIF

*In transport sector ITF

*In public sector PSI and EPSU

Trade unions affiliated to the other confederations are also members of some of these international federations.

4.1.2 Personnel Capacity

Personnel capacity is as much as European countries' unions. The only problem is lack of qualified personnel in some departments. On the other hand all experts' abilities are perfect such as speaking European languages, use computer and e-mail etc. The level of capacity shown in Table 6 (Öke, 2006).

4.1.3 Financial Capacity

The main resources of trade unions consist of membership fees for trade unions. The check-off system is the normal instrument to collect membership fees. The central organizations of trade unions usually have no fi-

Table 6
Personnel of trade union confederations

Organisation	Number of personel	Education level of personel	Use of computers	Use of internet
Türk-İş	82	University/ High School	Almost all	Yes
Hak-İş	31	University/ High School	Almost all	Yes
Disk	12	University	Almost all	Yes
Tisk	24	University	Almost all	Yes
Memur-Sen	4	University	Almost all	Yes
KESK	22	University	Almost all	Yes
Kamu-Sen	10	University	Almost all	Yes

Source: Sectoral and company level dialogue at Turkey, EU Foundation publication

nancial problems. There is no tradition of financial support by government or any other institutions and no regular external resources in Turkey. Unions and central organisations are able to cover all of their expenses.

In fact due to check off system financial situation is relatively good. Only Public Employee Unions have some financial problems. Additionally some of the unions have some properties in order to use for members such as education centre, holiday facility etc.

4.2 External Factors Related To Lack Of Capacity

The foundations of trade unions in all European countries have been shaken by far reaching technological, economic and socio cultural changes since the seventies. The traditional trade union structure based on the

standart employment relationship has been thrown into crisis by the recession and continuing mass unemployment. The social trend to more individualism has led to an increasing change in the objectives of trade unionist. Gainful employment is no longer the sole focus of the individual's identity; lifestyles and work patterns are being transformed, and the relationship between the sexes and between the generations is undergoing radical change. Growing social diversity among employees has resulted in the dissolving of professionally-based communities and class structures. This means that solidarity under its previous form can no longer function as a basis for the unified and effective mobilisation of trade unionist. (Müchenberger-Stroh-Zolf, 1995).

4.2.1 Post-Fordism

There are some external factors which led to industrial relations pattern. This changing process effected labour and labour organizations directly. In this sense the first shock was post fordism for the labour in the last decades. It was shock because blue colour workers replaced with white colour workers in the manufacture industry. The importance of this process for labour organizations are loss ground at the work place due to based on blue colour workers. In fact blue color workers were locomotive of trade union movement at all over the world. Additionally in this process robotic technology stimulated negative effects on labour and labour organizations.

European unions defend in many countries the group of semi skilled or unskilled labour, relatively high wage earner core workers, having socil protection in the labour market as member of trade union for long years. (Hyman, 1997)

4.2.2 Globalization

The second shock is undoubtedly globalization for labour and labour organizations. As Peter Waterman says "labour worldwide in the era of globalisation is, undoubtedly, in difficult straits. The trade union movement internationally has been increasingly

stymied or peripheralised by a series of increasingly interlocking crises. One is the ongoing world economic crisis" (Waterman,1998)

Gradually globalization demonsrated to national economies and companies to be competitive in the global willage as a one way. To be competitive means; reduce the labour cost, the way of reducing labour cost is avoiding collective bargain and get rid of trade unions from the company and decrease wages and stabilising poor working conditions. Finally as a external factor globalization affected trade unions directly. At the end of process unions lost ground, membership, prestiges in the labour market. This reality valid not only for Turkey but also European countries as well. The trend in union density is clearly downward across Europe. Most of the EU Member States experienced a fall in density over 1995-2004. Especially unions in Eastern Europe have been confronted with dramatic membership losses: Hungary (75 points); Poland (55 points), Estonia and Czech Republic around 50 points, etc (Gyes, 2006)

Due to global competition main streams shifted to "protection of work place" from "protection of labour". Which means that undermined of labour law and social policy at this time.

Finally, the most influential effects of globalisation include the following:

- flexibilisation of labour markets;
- increasing labour migration;
- rising atypical and non-standard forms of employment;
- changes in work content and working conditions;
- skills mismatch, multi-skilling and the need for lifelong learning (European Foundation, 2007).

4.2.3 Neo-Liberal Polices

Since 1980' the last and ongoing extenal effect is neo liberal policies. There are some direct results on labour and labour organizations. One of them due to termina-

tion of contract losing the job. Secondly poor wages and poor working conditions. Thirdly the deleterious effect on labour and unions of the economic policies. At the macro level effects may be summarize as follow: Collective agreements decentralised, public service have been commercialized and deregulated. End of these policies; citizens shifted to client; public service shifted to market domination. Most radical changing happen in the nature of state. Regulatory system shifted to deregulation.

4.2.4 Nature of Trade

This uneven transition has changed the nature of trade. Capitalist economy has been rulling by Trans National Companies more than national economies. The speed of accumulation and mobility of capital emerged single centr system with the support of Bretton Woods Association.

During this process economic theory reversed and Trans National Companies made big profit while decreasing employment. Naturaly new system effected industrial relations sub system, scales and dimensions of enterprises have been changed.

Meanwhile structure and compozition of employment have been changed. Former labour market shifted with informel labour market and full time job shifted with casual work. All of this transformation put intensive pressure on trade unions. The choise is either support of interest of company or expecting get rid of the work place.

Finally cultural aspect may be add this factors, it is not sharing the solidarity value of young generation with their father.

5. INDUSTRIAL DEMOCRACY AND REPRESENTATION

The cause of Industrial Democracy has a long history in Europe. In some countries on mainland Europe it can even be traced back to the early days of the first industrial revolution. Many European trade union mouvement stimulated a wide-ranging public debate on what kind of institutional representation workers should enjoy inside the business enterprises which employed them. But from the beginning important differen-

ces of opinion existed between and within European countries and trade unions on what active and positive role workers might play in the internal affairs of companies without challenging the existance of private ownership of the means of production, distribution and Exchange.

The form and manner in which employee interests are represented either by trade unions or an institution elected by all employees, is a central factor in shaping the context for the individual employee's primary experience of social relations at the work place.

Trade Unions in the United Kingdom and the Scandinavian countries secured important and effective legal protections from the state so they were free to develop as independent collective bargainers through negotiations with employers on the improvement of the wages and conditions of their members and indirectly of workers who didn't belong a trade union. But the demand for direct reprasantation for workers or trade unions on the boards of private companies was not an important trade union priority. Trade Unions did not believe that they should become involved in the decision-making processes in firm at the highest level.

In other European countries most notably Germany, after war argued that such an ambitious objective should become an important and integral part of a much wider programme of workplace democracy for the labour mouvement that would eventually evolve into the creation of a planned market economy where organised workers came to excircise a dominant control over the forces of private capital.(Taylor, 2005)

5.1 *Information and consultation at the workplace*

Forms of information and consultation at the workplace have been legally established and formally installed in most of the EU countries. This workplace representation can be organized by works councils and/or trade union representatives. An extreme form of indirect participation is board-level representation. Laws in many European countries

distinguish between three levels of influence: (1) information, (2) consultation and (3) joint decision-making or co-determination. In the majority of the EU countries there is a legal obligation to inform and consult with these institutionalised bodies on a range of matters. Only in the UK and Ireland does this kind of employee participation exist solely on a voluntary basis.

5.2 Institutional setting

In recent years several EU15 states revised their institutional arrangement of employee information and consultation rights at the workplace. New EU directives played a stimulating role in this processes (especially in the UK). These directives are also a major incentive for the accession countries to set up forms of workplace representation. Table below summarises the legal prescriptions on these forms of 'industrial democracy' for the EU-15. Indirect participation or employee representation is traditionally associated with trade unions. However, the involvement of union representatives is not the only channel of indirect participation. Other forms of indirect participation exist in a number of European countries, notably works councils. Rogers and Streeck (1994, p. 98) define works councils as "representative bodies elected by all workers at a particular workplace, regardless of union membership and inclusive of white-collar and many supervisory employees". Works councils are usually composed of employee representatives, but they may also include the employers' side.

Single-channel worker representation by trade union organisations is the dominant formalised type of indirect participation in Sweden, Ireland, and the UK. In this situation, the manner in which trade union representatives are elected or appointed depends upon each individual trade union (ETUCO, 2003). The works council can also be the primary body of worker representation at company level (as in Germany, Austria, the Netherlands, and Luxembourg). The extent of trade union representation on these bodies will depend on the ability of the unions to present candidates for election. In

large German companies, for example, the works council tends to be dominated by trade union representatives.

Workers' interests can furthermore be taken into account by a two-channel system, where there is a works council operating alongside the trade union representatives:

the works council may simply represent all the different trade union organisations present in the company. In this case the existence of a works council does not release the employer from the obligation to deal and negotiate with the union organisations (Finland and Denmark);

the works council may exist alongside the trade union representations and have its own functions and powers. In France, for example, the recognised trade union organisations have a monopoly on the presentation of candidates in the first round of works council elections. Lists of independent candidates can be submitted at the second round stage, though only if the trade union lists have failed to win 50% of the vote. In Belgium and Spain, the works councils can be considered as bodies that complement the work of the company's trade union organisations.

Works councils are a joint body of management and employee representatives in Denmark, Luxembourg, Belgium and France (in addition to the autonomous representation body of employee delegates in France). In the two latter countries the employer chairs the works council.

Institutionalisation of workplace representation is still (to a large extent) under construction in the new Member States. The new European Information and Consultation directive has functioned as an additional pull-factor in recent years to stimulate new rules and regulations. Nonetheless, CEE trade unions are very often in widespread opposition to the introduction of works councils which they see as a dangerous competitive body instead of a useful support (with the exception of Slovenia and Hungary), (Gyes and others, 2006).

Table 6
Legal provisions of workplace representation in EU-25

	Bodies	Main body	Composition	Legal basis	Threshold
AT	Works council	Dual channel, works council dominates	Workers' representatives only	Legislation	5
BE	Trade union delegates Health&safety committees Works council	Dual channel, trade union dominates works council	Mixed composition: Management & Workers	Legislation and collective agreement	Ranging from 20-50 50 100
CY	Trade union delegates	Single channel, trade union	Workers' representatives only	Legislation	
CZ	Trade union delegates Works council possible*	Single channel: rare exception	Workers' representatives only	Legislation	25 (works council) 3 (TU representation)
DK	Shop stewards Cooperation committees Health and safety committees	Dual channel, trade union dominates works council	Mixed composition: Management & Workers	Collective agreement	35
EE	Trade union representation workers trustee**	Single channel (in practice) or/ and non-unionised trustee	Workers' representatives only	Legislation	5 (trade union and/or workers trustee)
EL	Works council Employee representatives	Dual channels exists alongside	Workers' representatives only	Legislation	50 20
DE	Works council	Dual channel, works council dominates	Workers' representatives only	Legislation	5
FI	Cooperation committee or negotiation	Dual channel, trade union dominates works council	Mixed composition: Management & Workers	Legislation and collective agreement, no compulsory system	30
FR	Employee delegates Works council Trade union delegates Health and safety committees	Dual channels exists alongside	Mixed composition: Management & Workers	Legislation	11 50
HU	Works council Trade union representation	Dual channel works council dominates (esp. in cases of TU pluralism)	Workers' representatives only	Legislation	15 (one person)/ 50 (works council)
IE	Trade union representation	Single channel, trade union	Workers' representatives only	Collective agreement, voluntary; minimalist legal framework in stage of enactment	
IT	Elected/nominated trade union representative bodies	Dual channel, trade union dominates works council	Workers' representatives only	Legislation and collective agreement	15
LU		Dual channel, trade union dominates works council	Mixed composition: Management & Workers	Legislation	
LV	Trade union representation Employees' council possible	Dual channel (works council as rather rare exception)	Workers' representatives only	Legislation	5 (works council)
LT	Trade union delegates Works council possible (Czech model):	Single channel (dual channel for a limited time)	Workers' representatives only	Legislation	20 (employees' council)

Table 6 (continue)
Legal provisions of workplace representation in EU-25

MT	Trade union representation 1 works council elected in 2005	Single channel (usual practice)	Workers' representatives on	Legislation; a non-mandatory shop agreement between TUs	
NL	Works council Employee representation	Dual channel, works council dominates	Workers' representatives only	Legislation	50 10
PL	Trade union representation works council in state owned companies	Single channel***	Workers' representatives on	Legislation	100 (draft act of government 2004)***
PT	Workers' committee	Dual channels exists alongside	Workers' representatives only	Legislation	None
SK	Trade union representation Works council	Dual channel, but works council rare exception	Workers' representatives on	Legislation	5/50 (works council) 5 (trade union)
SI	Works council Trade union representation	Dual channel works council slightly more frequent	Workers' representatives on	Legislation	20 (works council)
ES	Works council	Dual channels exists alongside	Workers' representatives only	Legislation	50
SE	Trade union representation	Single channel, trade union	Workers' representatives only	Collective agreement	None
UK	Trade union representation	Single channel, trade union	Workers' representatives only	Collective agreement, voluntary with minimalist legal framework since 2005	50, undertakings

* Alternative „Czech model: either trade union or a works council may exist (the latter must stop its activities if a union representation is elected in a company).

**elected by all employees (in non unionised companies), as rare exception. In 2005 the Estonian government sent a draft of an Employees' Representatives Act to the social partners with a dual channel representation to implement the Directive on information and consultation which found no approval by them.

*** In privatised enterprises by law (in state owned enterprises still exist some works councils). In 2004 the Polish government proposed to introduce a dual channel model but the social partners are more in favour of the Czech model: No decision as yet

Source: Country profiles

5.3 Representation in Turkey

Main pillars of the European Social Model is based on minimal standards of EU, social dialogue in the field of working time, mass dismissal, European works councils, information and consultation participation of workers in supervisory boards etc. to be implemented at

- company level by a workplace representation (incl. EWCs)
- by collective negotiations at enterprise and sectoral level

- by tripartite social concertation between government and the social partners
- by instruments of mediation, conciliation and arbitration
- by the control of social partners, the labour inspection and effective judicial control

Turkey as a acceding country, should have realized the main pillars of social model, unfortunately it is bit behind where should be. At national level there is tripartite social dialo-

gue mechanism. It is economic and social council. ESC is one of the main multi-party social dialogue mechanisms between various social groups and government in Turkey. It was set up by the Law No 4641 dated 2001. However previously, irregular meetings had been held since 1995, by decrees issued by the various governments to satisfy the broad-base social dialogue needs. Meanwhile Turkey ratified ILO Convention No: 144, Tripartite Consultations to promote the Implementation of ILO standards on 1993.

Main duties of ESC; to ensure the participation of the various social partners in the governmental economic and social policies. To promote consensus and cooperation both between the government and these groups and among these groups themselves. To present, on Government's referral, opinions on the law proposals on various economic and social matters that are related to the economic and social life, and Development Plans and Annual Programmes.

With the Labour Law (No. 4857, Art. 114), the Tripartite Consultation Board was established to ensure effective consultation between the government and confederations of employers', workers' and public servants' unions, with a view to promoting labour peace and industrial relations, as well as enabling the social partners to monitor preparation and implementation of legislation on labour life.

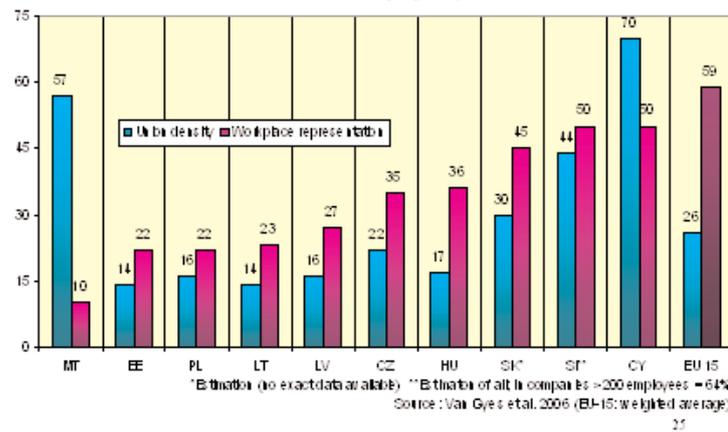
At national level, there is no bipartite social dialogue platform. At sectoral level, although it is not common, bipartite consultation practices have been launched by workers and employers organizations in the sectors of metal, textile, construction and cement, in the form of joint actions, primarily in the field of vocational training. Turkey has ratified ILO Convention No. 135 on Workers' Representatives in 1971.

European Work Councils and Workers' rep-

resentatives are not regulated by our legislation. However, consultation takes place on certain issues between the employer and representatives of the trade union authorized to bargain collectively.

There is single-tier employee participation system in Turkey and union monopoly is occurred at workplaces and undertakings which is not equal to EU two-tier employee participation system.(Özcüre, 2009)

Workplace representation by unions or works councils and TU density in the new EU member states (% of all employees)



5. Conclusion

EU directive 2002/14/EC require information and consultation bodies in order to realize minimum standards and cohesion at the work. This function maintain by trade union if trade union unrepresent in this case this service delivered by employee representative. Table above indicate both union and employee representation in the new EU member countries.

None of the enterprise has any information, consultation or joint decision making body in the labour market except some committees which created by collective agreement.

Workers' interests taken into account by single channel system in Turkey. It is union representation. Therefore there is very close link between the representation and existence of union. In the other words if there is not union

organization at the company almost there is no body in order to defend interest of workers. There is some exception in the public sector but generally it is linked to union existence. Naturally there is no sense to say something about small scale enterprises and informal economy in the field of representation or defending interest of workers.

The other way might be a chance for workers, it is work councils at large enterprises. EU directives put pressure on this issue and observing some initial experience in the industrial relations arena. On the contrary of Nordic Countries there is very weak representation performance in Turkey. The presence of representation connected to union and collective bargain. Low rate of union density and weak connection between density and collective agreement coverage emerge limit in the effectiveness and efficiency of union.

Labour Ministry attempt to some projects and activities in order to improve tripartite social dialogue and bipartite dialogue among the industrial relations actors but both sides hesitate take part jointly. Because especially social actors to distrust for government, due to performance of Economic and Social Council. It is true regulation has been changed, body has been set up by government but considering the role of ESC in the economic and social policy is only cosmetic. So actors expecting not so much from tripartite or bipartite dialogue mechanism.

Recently one of the capacity building project has been launched by Labour Ministry which funded by EU Commission claims to strengthening institutional capacity of MoLSS and social partners in the social field on the road to EU accession. Many projects realized in the field of industrial relation but result is not very optimistic.

Finally, there are some steps should be taken in the field of institutionalise of representation and social dialogue. In order to achieve this target trade unionism should be taken as a vehicle for social integration as Hyman said. Otherwise not only industrial relation system but also economic and political system will be suffer much more.

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