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**Business Administration vs. Social Politics:  
An Assessment with Regard to Total Quality  
Management and Social Responsibility  
Applications**

An Assessment in terms of Total Quality Management and  
Social Responsibility Applications

**Abstract:** *The discipline of business administration has close relations with the disciplines of economics, law, behavioral sciences, statistics and mathematics. The manager of an enterprise should not only manage the sources of capital securing the maximum profit, but also he/she should have knowledge on how to manage the people working for the enterprise (workers and other personnel). Social politics is the discipline, which analyses the human relations arising from economic affairs. Thus the main concern of this discipline is the influence of economics on human beings and society as well as the social problems arising from economic affairs. The aim is the general harmony between all the segments of the society, i.e. creation and maintenance of social balance. Globalization has shown its effects also on the existing disciplines. For instance business administration has adopted the concept of social responsibility enlarging its field of interest. As a result of this enlargement, social politics and social responsibility have largely corresponded to each other in terms of scope. However, this correspondence is valid only for partners, but not for actors and instruments involved.*

**Keyword:** *business, administration,*

## I. INTRODUCTION

The concepts of total quality management and social responsibility, which have started to be discussed and applied within the scope of business administration seem to be transforming this discipline. It seems necessary to clarify whether these concepts are brand-new and which roles they have assumed so far, because, it may well be argued that these concepts which

are now part of the business administration literature have already been used by another discipline. Such a claim seems to be true only in terms of social politics. In order to found such an argument, firstly the social politics and then business administration are explained below. Then both disciplines are compared to each other. The doctrine suggests hard criticism in the

face of current social responsibility applications. Examples of this critical approach are also given throughout the paper. Comparison of both disciplines form the theoretical background, by means of which the relevance of these criticisms will be tested. After trying to make use of such an approach, the paper is concluded.

### C. Social Politics

#### A. Subject

Social politics is the discipline, which analyses the human relations arising from economic affairs. Thus the main concern of this discipline is the influence of economics on human beings and society as well as the social problems arising from economic affairs. The aim is the general harmony between all the segments of the society, i.e. creation and maintenance of social balance<sup>1</sup>. In order to reach this goal, it is necessary to realize a fair distribution of income thus securing the fair distribution of welfare. For this goal, it is also necessary to decrease the regional disparities. The loss of adaptation capacity of the people and social groups gives way to social dissolution<sup>2</sup>. The measures to be taken will secure the social integration<sup>3</sup>. Social politics is the sum of all the measures to be taken in order to secure social integration<sup>4</sup>. For this reason it is also referred to as the art of conflict management<sup>5</sup>.

The main purpose of the social state is to protect the ill-fortuned and to keep the individual happy. In order to reach this goal it is necessary for the state to intervene in the economic life. Thus the income will be distributed fairly and social justice and peace will be secured<sup>6</sup>. Thus,

social politics implies the application of political measures for prevention and elimination of social risks. If the risks persist, the social policy should eliminate the consequences of these risks<sup>7</sup>.

The main dimensions of the social policy are time, place and power. The time dimension implies the changing nature of the problems. Place implies the fact that even at the same time, the problems may vary from country to country<sup>8</sup>. The power dimension concerns the preferences of the political elite on the solution of social problems. However, it is also possible that other social forces take roles in the solution. Thanks to the self-help mechanisms, civil society organizations such as cooperatives and trade unions also serve the society for detecting and solving the problems.

#### Social Politics in Narrow Sense

Previously the only social problem which was perceived as "social" was that of the workers<sup>9</sup>. Thus, the social politics is interpreted as the decreasing of social class contradictions between the workers and the bourgeoisie<sup>10</sup>. In other words, it is aimed to reach peaceful solutions to the social problems arising from the capitalist society<sup>11</sup>. With the industrial revolution, a new working group has emerged. This group called "workers" has been exposed to the dangers brought about by the working life, throughout the period during which protection by the state was absent. Solution of the problems arisen during this period could only be possible by means of state intervention<sup>12</sup>. Thus, the basis of social politics in the narrow sense implies

<sup>1</sup> Mehmet KOCAOĞLU, Sosyal Politika, Ankara, 1997, 19.

<sup>2</sup> Sentiments of the favored classes are a mixture of fear, anger and reproach. See Şansel ALDEMİR, Ömer ÖZPINAR, Kapitalizm, Yoksulluk ve Sosyal Dışlanma, Amme İdaresi Dergisi, Haziran 2004, 9.

<sup>3</sup> Pars ESİN, İş Bölümü Yabancılaşma ve Sosyal Politikalar, Ankara, 1982, 125.

<sup>4</sup> Beside integration social politics makes use of control and reciprocal support instruments. See Fatih ŞAHİN, Sosyal Refah Uzmanlarının Sosyal Refah Politikası Süreçlerine Katılımı, Ankara, 2000, 2.

<sup>5</sup> H. Sami GÜVEN, Sosyal Politikanın Temelleri, Bursa, 1995, 25.

<sup>6</sup> Güneş MÜFTÜOĞLU, Sosyal Devlet ve Hukuk Devleti, without date, 20.

<sup>7</sup> DOBELSTEIN Andrew W., Social Welfare Policy Ana Analysis, Chicago, 5 et al., PETERSON Paul E., ROM C. Mark, Welfare Magnets A New Case for a National Standard, Washington, 1990, 24. et al. Alpay HEKİMLER, Sosyal Politika Boyutunda Federal Almanya'da Esnek Çalışma Modelleri, Ankara, 2006, 19.

<sup>8</sup> HEKİMLER, 17; KOCAOĞLU, 22.

<sup>9</sup> GÜVEN, 8.; For a history of Social politics see AXINN June, LEVIN Herman, Social Welfare A History of The American Response to Need, New York, 1992, 1 et al.

<sup>10</sup> Meryem KORAY, Alper TOPÇUOĞLU, Sosyal Politika, Bursa, 1995, 3.

<sup>11</sup> SÖZER Ali Nazım, Türkiye'de Sosyal Hukuk, İzmir, 1998, 3; Orhan TUNA, Nevzat YALÇINTAŞ, Sosyal Siyaset, İstanbul, 1997, 29.

<sup>12</sup> GÜVEN, 10.

the alienation of the worker to the working process, product, employer and to his/her own personality<sup>13</sup>.

### Social Politics in Broader Sense

After the Second World War, it became clear that the protection of the workers was sufficient for elimination of the contradictions in the society<sup>14</sup>. Besides the other classes are affected by the economical events. As the social problem in broader sense comprises all the social groups, the scope of social politics in broader sense includes all the environment and social groups such as tradesmen, artisans, employers, handicapped, consumers, renters, widows, children, elderly and poor<sup>15</sup>. In such a broad framework, all the policies aiming at change in the structure of the society come under the scope of social politics<sup>16</sup>. The change in society occurs in fields of health, education, housing, environment, settlement<sup>17</sup>. The problem of meeting the fundamental needs because of poverty, is referred to as a social problem<sup>18</sup>.

Concept of social state is adopted in constitutions as the essential principle for solution of social problems. For instance, in the Constitution of the Republic of Turkey, it is stated that "The republic of Turkey is ... a democratic, secular and a social state based on the supremacy of law" (art. 2). Social state is defined as the state which secures the fair distribution of national income, while coordinating the economic and social life so as to protect the weak in the face of the strong<sup>19</sup>. This definition is so broad that as to include all sorts of social exclusion. As known,

social exclusion can occur in economical, sociological and psychological ways. Not only the poor, but also the rich may experience social exclusion<sup>20</sup>.

Today, social politics is perceived in a broader sense as the "politics of the society"<sup>21</sup>. This perception also includes the democracy. While in a classical democracy a limited group of administrators has a wide range of rights and competences, the people is passive and ineffective. In order that the people be effective and competent, it is necessary to enrich the concept of democracy with social dimension. This approach has given rise to the emergence of social democracy<sup>22</sup>. Accordingly, a democracy, which is not social is bound to collapse. Because in the states indifference to social justice, it seems impossible to prevent people from adhering to left- or right-wing extremism, where eventually totalitarian regimes prevail<sup>23</sup>.

## B. Actors and Instruments of Social Politics

### 1. Actors and Instruments of Social Politics in Narrow Sense

It was stated above that the social politics in narrow sense is concerned about the workers' problems. Therefore, the methods and instruments developed to solve these problems targets the workers. The most important partner of the workers in working life is the state. In the second and third places come the employer and –if exists—the trade union. The state determines the working life norms by means of direct regulations. Besides it brings the rules giving competence to other partners, namely the employers and the trade unions. In the narrow sense as an actor of the social politics the state makes use of the legislation force, namely the Icorpus of laws. Thus, trade unions and employers act according to the laws giving them the relevant competences and responsibilities.

**States** bring the binding rules concerning

<sup>13</sup> ESİN, 132.

<sup>14</sup> KOCAOĞLU, 20.

<sup>15</sup> KORAY/TOPÇUOĞLU, 3, 4.

<sup>16</sup> ESİN, 119. Services provided by social services specialists are divided into two as macro and micro. Macro services aim at change and development in the society, while micro services help individuals, families and little groups overcoming the difficulties they face. See ŞAHİN, 1.

<sup>17</sup> TUNA/YALÇINTAŞ, 22.

<sup>18</sup> SÖZER, 4; GÜVEN, 12.

<sup>19</sup> See KOCAOĞLU, 52. In order to reach this goal, the state takes the measures necessary to secure full employment. State arranges the working conditions takes measures to protect the employees, encourages the development of self-aid mechanisms, makes reforms in agriculture and land registry, realizes a fair tax reform. See the same author, 23 et al.

<sup>20</sup> ALDEMİR/ ÖZPINAR, 5, 6; Faruk SAPANCALI, *Sosyal Dışlanma*, İzmir, 2003, 13 et al., 21.

<sup>21</sup> GÜVEN, 12.

<sup>22</sup> ESİN, Thus, workers have become more independent and eventually autonomous, 129.

<sup>23</sup> MÜFTÜOĞLU, 24.

the worker, employer, working place definitions and classifications, working hours and duration, salaries, working insurance, work health and safety, participation in the management and social security. The compliance to these rules are controlled by inspectors of the state. Necessary penalties are charged to those who do not comply with them (social politics of the state).

**Trade unions** represent another actor of the social politics. The reason for their existence are the protection and development of minimum working life conditions, inspection of compliance of the employers to the rules concerning working health and safety, and participation in the management (compulsory social politics of the trade unions in the narrow sense). Making deals with the employers and their members, trade unions may provide some extra welfare facilities for the workers they represent, such as mutual aid funds, education and recreation facilities etc. (voluntary social politics of the trade unions in narrow sense).

**Employers** are responsible for complying with the rules determined by the state. Their most important tasks are to comply with the rules concerning salaries and the working duration. Collective agreements to be concluded with the competent trade unions come under these rules. In other words, they are expected to conform to the social politics of the state and the trade unions.

If they want, the employers may also take some extra measures on their own. For instance participation of the workers in the profit of the company will increase the welfare level of the workers favoring their confidence to the company<sup>24</sup>. In a similar way, extra aid funds or group insurance schemes will also provide the same result. Another example of social responsibility is to allow the workers to participate in the management of the company<sup>25</sup> (voluntary social politics of the enterprise).

The main task of the employers is to conform to the rules brought by the state and

trade unions. If this task is observed, another policy will not be required. However, as stated above, it is possible for the employers to assume additional social responsibility so as to generate voluntary social politics.

## 2. Actors and Instruments of Social Politics in Broader Sense

Taken in broader sense, social politics includes besides workers, other segments of the society which require protection. Those who produce goods and services (tradesmen, farmers and industrialists), consumers, renters, poor people, those requiring special protection (children, handicapped, elderly, widow) come under this group.

State, trade unions, cooperatives, other non governmental organizations and employers have assumed tasks concerning these groups. While doing these tasks, state makes use of the force of laws, trade unions make use of the competence given them by the law and collective agreements. Cooperatives and other non governmental organizations make use of their competences arising from their founding legal documents. Employers are generally passive in terms of social policy applications in broader sense. The reason for this is the fact that the measures taken by the state generally aims at the prevention and compensation of probable damages that can be caused by the products, litter, pricing and investment policies of the enterprises.

**States** take measures in order to balance the relations among the produces or goods and services. The market is not left free protecting the small capital in the face of the big capital. These sorts of measures aiming at securing the full competition are referred to as "social market economy". In order to realize the social market economy regulations such as law on protection of competition and law on capital market are accepted by the state<sup>26</sup>.

Consumers are protected by special regulations against the problems that may arise during the presentation of goods and

<sup>24</sup> TOKAY, 127.

<sup>25</sup> TOKAY, 127. Participation in the management is realized according to the relevant legal framework. If there is a trade union in the enterprise it is realized through this mechanism, if there is no trade union then the employees should be allowed to be more active in management.

<sup>26</sup> E.g. for Turkey see the Law nr. 4054 on Protection of Competition dated 7.12.1994.

services. For instance, regulations such as the consumer protection law and law on supervision of advertisements fall under this group of regulations. Likewise, rules securing the continuation of renting agreements in order to protect the renter are brought by the state. States have also founded institutions in order to protect the poor, and others who require special protection. They try to solve their problems by means of social aid and services mechanisms and institutions. Laws on protection of environment fall also under this group of activities assumed by the state.

**Trade unions** as self-aiding organizations are also the actors of social politics in broader sense. Trade unions are responsible for the solution of the problems concerning working life of their members. Sometimes they also provide facility services for private life of their members. Those trade unions, which have a long and deeply-rooted tradition, and which are modern institutions now, deal not only with the problems of their members but also with problems of other social groups. Like the enterprises, they also assume social responsibility and work for the solution of some social problems<sup>27</sup>.

Another type of self-aiding organization is cooperative. Founded by groups such as consumers, farmers or those in need of housing provide service to meet the specific needs of their members, while being supported by the state as well.

Beside the state, trade unions and cooperatives, **employers** are also among the actors of the social politics in broader sense. Because, measures brought in order to secure the social market economy concern directly the enterprises. Especially the measures concerning competition and the capital market brings them some responsibilities. Consumers are protected against the producers<sup>28</sup>. If they comply with the measures taken by the state, the enterprises will have observed the requirements of their responsibilities. For instance, some acts

damaging the environment may require the enterprise be shut down<sup>29</sup>. Thus, the enterprises are legally responsible in the face of other enterprises, consumers and to the environment. Therefore, they are necessarily among the actors of social politics perceived in broader sense (compulsory social politics of the enterprises in broader sense).

The enterprises may also assume more tasks and responsibilities than those legally attributed to them. Thus, they may assume tasks in the face of the people to whom they are not legally responsible. For instance, they may distribute their products gratis to poor people. They may build a school or they may give scholarships to the students in need (voluntary social politics of the enterprises in broader sense).

## C. DISCIPLINE OF BUSINESS ADMINISTRATION

### A. Subject

The discipline of business administration has close relations with the disciplines of economics, law, behavioral sciences, statistics and mathematics. The manager of an enterprise should not only manage the sources of capital securing the maximum profit, but also he/she should have knowledge on how to manage the people working for the enterprise (workers and other personnel)<sup>30</sup>.

The enterprises are not operate in a sort of vacuum. They interact with their environment. This environment is both national and international. The relations of the enterprises to these environments are two-way. In other words, while the environment affects the enterprise, the enterprise affects its environment to a certain extent as well both in a positive or negative way. While positive interaction contributes to the existence and improvement of the enterprise, negative interaction hinders the improvement and success of the enterprise<sup>31</sup>.

<sup>27</sup> For the example of Hizmet-İş Trade Union in Turkey see Sendikaların Yeni Fonksiyonu Sosyal Sorumluluk, Hizmet-İş Sendikası Dergisi, March 2006, 11. ; ÇELİK Nuri, İş Hukuku Dersleri, İstanbul 2004, 433 et al.

<sup>28</sup> Law nr. 4077 dated 23 Februray 1995 on Protection of Consumers

<sup>29</sup> Law nr. 2872 dated 9 August 1983 on Environment, art.15

<sup>30</sup> ÜNSALAN Erdal, ŞİMŞEKLER Bülent, Temel İşletmecilik Bilgileri, Ankara, 2005, 8 et al.; Muammer DOĞAN, İşletme Ekonomisi ve Yönetimi, İzmir, 1998, 10, 11.

<sup>31</sup> KARALAR Rıdvan, İşletme Temel Bilgiler İşlevler, Eskişehir, 2001, 40 et al., DOĞAN, 12, 13.



Enterprises are affected by the economic, social, cultural, legal, political, environmental and technological conditions surrounding them. For instance, cultural conditions affect the enterprise to a great extent. While the people living in an authoritarian society have an authoritarian and intolerant understanding, people living in a democratic society have a democratic and tolerant understanding. The organization of workers in trade unions and working peace will be affected from these understandings and attitudes. Enterprise managers which pay attention not only to profit-making, but also to serving for the society and to the social responsibility will give priority to the needs of the society, they will take measures so as to prevent the pollution of natural environment, and they will contribute to the activities concerning health, education, culture and sports<sup>32</sup>.

Law also affects the enterprises directly. For instance, minimum salary regulations brought by means of labor law affects the wage policy of the enterprise. While a law on consumer protection affects the marketing policy, a law determining the product standards affects the production plans of the enterprise<sup>33</sup>.

When the founding purposes of the enterprises are taken into consideration, profit making is mentioned in the first place. However, other purposes are also mentioned beside this. Social prestige, service to its employees (continuous employment, good wages etc.), service to the society etc<sup>34</sup>. In fact, the relevant literature suggests the following points on the place and role of the enterprises in a country's social structure: being a strong base for liberal democracy; being a source of welfare and happiness for the people; meeting the wish of the people to own an independent enterprise; opening new horizons for employment; playing an important part in country's economy<sup>35</sup>.

The relevant doctrine classifies the purposes of the enterprise in terms of being traditional and contemporary, and in terms of being primary and secondary. Accordingly,

those traditional (primary) are obtaining profit or social benefit, and those contemporary (secondary) is to assume social responsibility<sup>36</sup>. This distinction seems parallel and corresponds to the one which we made above on narrow and broader senses of social politics.

### **1. Discipline of Business Administration in Narrow Sense**

If one questions the reason for which the enterprise exists or its position in the society, the meaning attributed to the enterprise may differ. According to the classical approach the reason of existence of the enterprises is quite limited. Profit making, protection and development of the capital of the shareholders are the most important purposes. According to this approach, there is no more social responsibility of the enterprises<sup>37</sup>. Decision making and controlling functions of the managers are wide. They act in line with the interests of the owners of the enterprise. Therefore, the organisational structure is hierarchical and perpendicular. There is conflict between the owner of the enterprise and other groups (clients, employees, sellers etc.)<sup>38</sup>. However, this approach is out of date and the below-stated new tendencies on the inner structure of the firm and on its relations with its environment.

### **2. Discipline of Business Administration in Broader Sense**

According to the new approach, profit making, protection and development of the capital of the shareholders are still important purposes. However, existence of other important social partners beside the shareholders of the company is admitted. These partners include the employees and the other interested groups outside the enterprise. Admitting this situation

<sup>32</sup> DOĞAN, 15.

<sup>33</sup> DOĞAN, 15, 16.

<sup>34</sup> ÜNSALAN, ŞİMŞEKLER, 14 et al.; DOĞAN, 18, 19.

<sup>35</sup> DOĞAN, 24, 25.

<sup>36</sup> See. ALPUGAN Oktay, DEMİR Hulusi, OKTAV Mete, ÜNER Nurel, İşletme Ekonomisi ve Yönetimi, İstanbul, 1987, 33; ÜNSALAN, ŞİMŞEKER, 11.; SABUNCUOĞLU Zeyyat, TOKOL Tuncer, İşletme I-II, Bursa 1997, s.18. et al..

<sup>37</sup> See TEPE Harun, Çalışma İlişkileri ve Etik, Mesleki Sağlık ve Güvenlik Dergisi, Ekim-Kasım-Aralık 2003, 2. (quoted in Friedman).

<sup>38</sup> Tamer KOÇEL, İşletme Yöneticiliği, İstanbul, 2003,

gives rise to a range of changes in the enterprise starting from its inner structure. For instance, decision and control competences of the managers are limited and their consultative functions are increased. The perpendicular organizational structure has transformed into horizontal. Consensus, instead of conflict has prevailed between the shareholders and other interest groups (partners)<sup>39</sup>.

It might be argued that this transformation is due to the loss of public confidence in the face of big companies and to the increasing pressure concerning social affairs on these companies<sup>40</sup>. Nowadays, employees, suppliers, competing firms and government wants the business managers to deal more with social problems<sup>41</sup>. The attitudes of the firms in the face of such demands differ from each other. It is possible to explain the relation between demand and response parting from the concept of ethics<sup>42</sup>. Thus, ethics and the types of responsibility parallel to it can be set out as follows:

- Low ethics: It appears as non-compliance

<sup>39</sup> KOÇEL, 383-385. Also see Mehmet ARIKÖK, SA 8000 Sosyal Sorumluluk Standardı ve Türkiye’de Uygulanabilirliği, Yüksek Lisans Tezi, Sakarya Üniversitesi Sosyal Bilimler Enstitüsü, 4.

<sup>40</sup> See MOHR Lois A, WEBB, Deborah J HARRIS, Katherine E, Do Consumer Expect Companies to be Socially Responsible? The Impact of Corporate Social Responsibility on Buying Behavior, The Journal of Consumer Affairs, V. 35, No 1, Summer 2002, 45 et al.: In the marketing literature there is a concept called Social Marketing. This concept is defined as working both for the peace of customers and that of the society. According to this concept buyer is perceived as “socially responsible consumer”. Socially responsible consumer is the consumer who takes into consideration the consequences of his/her own consumption in the eyes of the public. Ibid, 45.

<sup>41</sup> KOK Peter, WIELE Ton Van der, McKENNA Richard, BROWN Alan, Corporate Social Responsibility Audit within a Quality Management Framework, Journal of Business Ethics, 31:2001, 285. As the US became disadvantaged in the face of Japan, it felt the necessity to rearrange its policies in this field. It was argued that that this situation was result of the fact that the economic life has become unethical. In line with this point, importance paid to the ethical values increased. See İşseveroğlu Gülsün, “Meslek Ahlakı”, İş Güç, Vol.3 Nr.1,

<sup>42</sup> For the concept of ethics see Demir Hulusi, Şahin Ayşe, “Yönetici İkilemi, İş Ahlakı”, Muğla Üniversitesi SBE Dergisi, 1/2000, 203 et al.; Aktan Coşkun Can, “Toplam Ahlak Yönetimi, Ahlakta Kalite Vurgusu”, Görüş, Ocak 2001, 92 et al.; Keser Hakan, Zengingönül Oğul, “Ahlak-İşletme Ahlakı ve Sosyal Sorumluluk İlişkisi” Kamu-İş, 4/1994, s.81 et al.

with even the legal requirements on working place and the partners. Let alone the social responsibility, even legal responsibility does not exist in this case.

- Minimum (standard) ethics: In this case managers conform to the legal requirements on enterprise and partners, without assuming any further responsibility.
- Developed ethics (recognition ethics): Beside the legal ones, further responsibilities are assumed. However, not all of the partners are taken into consideration. Only those causing conflict and affecting the working productivity directly are taken into consideration (limited social responsibility).
- Advanced ethics (change ethics): Beside the legal requirements and the partners directly affecting the firm, all social partners are taken into the scope of social responsibility (unlimited social responsibility)<sup>43</sup>.

Social responsibility has many definitions. According to one of them, it means the requirements that managers of an enterprise should meet, concerning not only their field of interest but also welfare level of the wider society. Thus it implies the necessity of doing the relevant activities in order to protect and improve the welfare level of the society in general. Some other definitions can be summarized as follows: It is a social consensus between the enterprise and the society<sup>44</sup>. It means to take seriously the effects of the enterprise on the society<sup>45</sup>. It implies the compliance of the enterprise with ethical values and use of the sources in line with the needs of the society<sup>46</sup>. It means being sensitive not only economic but also social effects of the decisions taken<sup>47</sup>.

<sup>43</sup> For similar approaches see KOK, WIELE, McKENNA, BROWN, 287, 292-293.

<sup>44</sup> See Uyl Douglas J. Den, “Corporate Social Responsibility”, Business Ethics & Common Sense, Edited by Robert W. McGee, London, 1992, 141.

<sup>45</sup> For these definitions see Demir Hulusi, Songür Neşe, “Sosyal Sorumluluk ve İş Ahlakı”, Balıkesir Üniversitesi, Sosyal Bilimler Enstitüsü Dergisi, 3/1999, 150 et al.

<sup>46</sup> Bayrak Sabahat, “İş Ahlakı ve Sosyal Sorumluluk”, Beta Yayınları, İstanbul, 2001, 83

<sup>47</sup> Nalbant Eser, “İşletmelerde Sosyal Sorumluluk ve İş Ahlakı”, Celal Bayar Üniversitesi İ.İ.B.F., Yönetim ve Ekonomi, 1/2005, 193 et al.; Halıcı Ali, “İşletmelerde Sosyal Sorumluluk Stratejileri: Çanakkale İlinde Bir Araştırma”, Celal

A definition to be made taking into consideration the above-stated ethical levels will be helpful in determining the scope of social responsibility. Low and minimum ethics implies the levels where social responsibility does not exist. This concept owes its existence to developed and advanced levels of ethics. Thus, social responsibility can be defined as a type of corporate social policy, where a part (limited social responsibility) or all of the social partners (unlimited social responsibility) are taken into consideration.

#### A. Actors and Instruments of Business Administration

##### 1. Actors and Instruments of Business Administration in Narrow Sense

It has been stated above that according to the classical approach, reason of existence of the enterprises is limited, and the most important purposes are Profit making, protection and development of the capital of the shareholders. Thus, main actors of business administration are **shareholder(s)** and **managers**. As the concept of social partner does not exist in this approach, people and institutions outside the enterprise do not have significance. It can even be discussed whether employees are partners.

In a business administration style where the concept of partner does not exist interests of the people and institutions outside the enterprise are protected by means of legal measures. Measures developed by the enterprises themselves do not exist in this approach. However there are some standard rules for the enterprises where employees are regarded as partners. These rules are developed by some **international** or **national** institutions. Following examples can be given for some of these institutions and their activities.

International Organization for Standardizations = **ISO**: Founded in Geneva in 1947. It deals with industry, trade and consumers.

Bayar Üniversitesi İ.İ.B.F., Yönetim ve Ekonomi, 1/2001, 11 et al.; Onay Atılım, “Kurumsal Sosyal Sorumluluk”, Anadolu Üni. İletişim Bilimleri Fakültesi, Kurgu, Temmuz 2003, 101 et al.; Şahin Mehmet, “İşletme Yönetimi ve Sosyal Sorumluluk Kavramı”, Anadolu Üni. İ.İ.B.F. Dergisi, Ocak 1984, 55 et al..

It determines the standards named after itself<sup>48</sup>. One of its most important activities is the creation of ISO 9001:2000 Quality Management System<sup>49</sup>. System is of importance for enterprise owners and customers.

Social Accountability International = **SAI**<sup>50</sup> and Council on Economic Priority Accreditation Agency = **CEPAA** are organizations which consist of the representatives of non governmental organizations, trade institutions, and representatives of some states<sup>51</sup>. They determined the SA 8000 Social Accountability Standard. It deals with the improvement of working place conditions of any enterprise.

Sometimes more than one standard can be developed in the same field. For instance, Business Social Compliance Initiative = **BSCI** has determined rules on improvement of working conditions as well. Its difference from the SA 8000 is that it has been designed for only retailers, industrialists and exporters.

Some standards are set up jointly by several national and international institutions. OHSAS 18001 (TS 18001) ISIG Management Systems have been determined by this way<sup>52</sup>. The purpose is to minimize the risks of working accident and vocational diseases.

In Turkey, three types of institutions operate, which have assumed duties on standards. Those determining the rules of standards,

<sup>48</sup> The main task of the institution is to facilitate the exchange of goods and services, to develop the intellectual, scientific, technological and economical collaboration between people.

<sup>49</sup> ÖZCAN Selami, ISO 9000 Kalite Yönetim Sistemi İle ISO 1400 Çevre Yönetim Sistemi: Benzerlikleri ve Farklılıkları, İktisat, İşletme ve Finans, September 2002, 98 et al..

<sup>50</sup> Previous name of the SAI is Council on Economic Priorities Accreditation Agency (CEPAA), FİLİZ Atilla, Sosyal Sorumluluk Standardı SA 8000 (Social Accountability), [http://www.bilgiyonetimi.org/cm/yon/mkl\\_list.php?yid=237](http://www.bilgiyonetimi.org/cm/yon/mkl_list.php?yid=237), 15.06.2006; AYDEMİR Muzaffer, Sosyal Sorumluluk 8000 (Social Accountability 8000) Standardı, DEÜ Sosyal Bilimler Enstitüsü Dergisi, 3/1999, 2.

<sup>51</sup> See [www.cepaa.org/advisory](http://www.cepaa.org/advisory) board.htm

<sup>52</sup> Some countries' national standards institutions (Ireland, South Africa, Britain, Malaysia etc.) were founded in 1999 by some international standards institutions (Bureau Veritas Quality International, SFS Yarsley International Certification Services ...). It has been published by TSE in 2001 as TS-18001. OFLUOĞU Gökhan, SARIKAYA Gökmen, OHSAS 18001 İş Sağlığı ve Güvenliği Yönetim Sistemi, Kamu- İş, 3/2005, 92 et al..



those which are competent to certification and those which raise awareness on standard rules. These include TSE (Turkish Standards Institute); TÜRKAK (Turkish Accreditation Institution), Department of Standardization in Foreign Trade, Small and Medium Industry development Organization (KOSGEB) and Quality Association (KALDER).

Turkish Standards Institute (TSE)<sup>53</sup> has been active since 1960, operating under the prime ministry. It has two main tasks. Firstly to prepare all sorts of standards, inspect the standards prepared either within or outside the Institute and –if properly set up—to accept them as Turkish standards. Its other task is certification.

Another institution operating internationally is Turkish Accreditation Institution(TÜRKAK)<sup>54</sup>. Operating under the prime ministry, its main tasks are as follows: certification and examination services for laboratories; setting up criteria in order to supervise public and private institutions' compliance to the standards, which in turn deal with certification of laboratories, products/services, system staff etc.; and supervision of accredited institutions<sup>55</sup>.

Department of Standardization in Foreign Trade, which is a part of the Undersecretary of the Foreign Trade<sup>56</sup> is charged with the preparation and implementation of the legal provisions for supervision of the import and export in terms of standards. It is also charged with the controlling of the implementation of these standards.

The main task of the Small and

Medium Industry development Organization (KOSGEB)<sup>57</sup> is to raise awareness on quality in order to promote the production of goods according to international standards. Quality Association (KALDER), which is a non-governmental organisation has assumed the same task voluntarily<sup>58</sup>. These institutions' tasks and competences are related to both employees and other social partners. Therefore, this point will not be repeated under the following title.

Besides, some supervising institutions have assumed some tasks in order to certify whether enterprises meet the standards. For instance ALGI, BSI, BVQI, CISE (Centro per l'Innovazione e lo Sviluppo Economico), CSCC (Cal Safety Compliance Corporation), DNV (Det Norske Veritas), Intertek (Intertek Testing Services), RINA S.P.A (Registro Italiano Navale Group), SGS-SSC, TUV Asia Pacific Ltd., TUV Rheinland Group, TUV SUD Group, UL (Underwriters Laboratories Inc.)<sup>59</sup> are active at international level and the Turkish Standards Institute is active at national level.

### C. Actors and Instruments of Business Administration in Broader Sense

In order that the enterprises reach the profit goal, which is their essential purpose, the product and service should be of good quality. Obviously this requires that the employees be healthy. Standards on what the enterprises should do in order to secure the quality in products and services, and health of their employees have been referred to above. There are also standards developed to protect the social partners other than the workers. These standards are determined and certified by the above-mentioned international and national institutions. Thus, the main actors of business administration in broader sense are those real or legal persons (**shareholder(s), managers, standard-setting and supervising institutions**).

Following examples can be given in

<sup>53</sup> Law nr 132 dated 18/11/1960 on the Founding of Turkish Standards Institution. The Institute is member of International Electrotechnical Commission (IEC), CEN and CENELEC, which are EU standards institutions.

<sup>54</sup> Law nr. 4457 dated 4 November 1999 on Founding and Tasks of Turkish Accreditation Institution.

<sup>55</sup> TÜRKAK, certifies TS ISO 9000 (Quality Management Systems), TS ISO 14000 (Environmental Management Systems). The Institution may either use this competence on its own, or it can devolve it to some certification companies. For a list of these companies authorized in line with the Directive dated 02.10.2001 on Accreditation of Convenience Evaluation Institutions see <http://www.turkak.org.tr>.

<sup>56</sup> Undersecretary of Foreign Trade was founded by the Law nr. 22147 dated 20.12.1994.

<sup>57</sup> It was founded by the Law nr. 3624 dated 12.04.1990 on Founding An Organization for SME developing and Supporting.

<sup>58</sup> This association was founded by Turkish industrialists in 1991. For detailed information see <http://www.kalder.org/page>.

<sup>59</sup> <http://www.sa-intl.org/index.cfm?fuseaction> , 16.06.2006

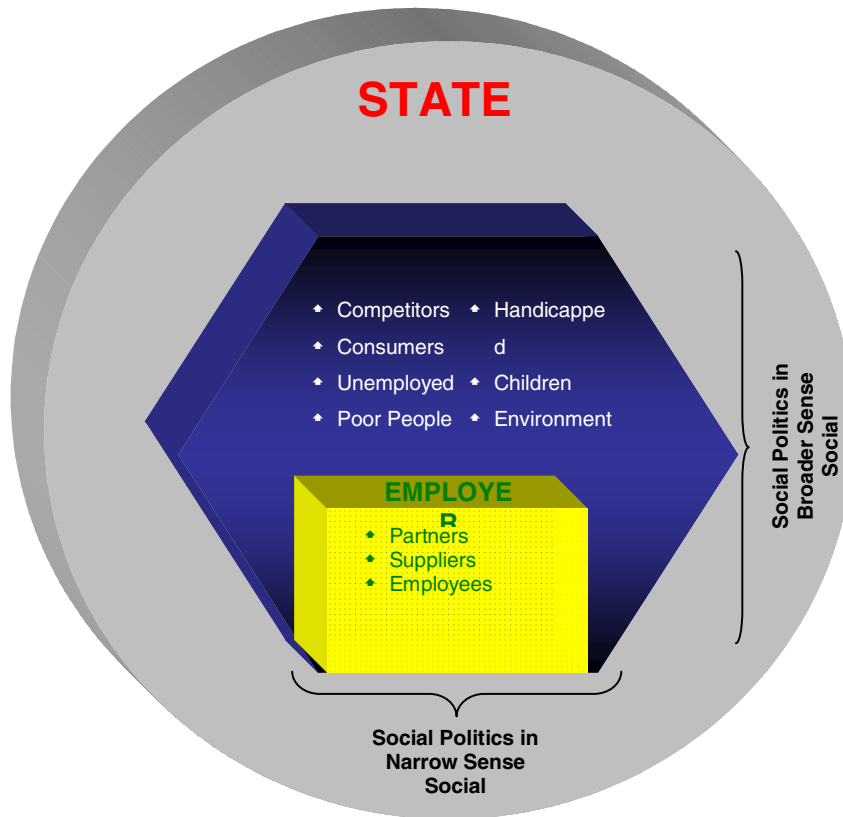


Figure1. Comparison of Social Politics and Business Administration

this context:

HACCP Food Safety management : set up for enterprise owners and food consumers.

ISO 14001 Environmental Management Systems : designed for the environment<sup>60</sup>.

VRAP Worldwide Responsible Apparel Production Factory Certification: designed for employees and the environment.

As can be inferred from the explanations above, rules developed at international and national level are mostly related to the employees. In the second place they are designed for the external partners, namely consumers and environment. In this respect, the standards fall under the category of limited responsibility. In other words, the standards which the enterprises

comply voluntarily are related to the partners affecting the enterprise directly. There is no rule designed in favor of the poor, elderly etc. Thus, there is no standard and there is no standard-setting and supervising institution for unlimited social responsibility.

As a matter of fact, there is no such attempt as setting up rules for these standards.

### III. COMPARISON OF SOCIAL POLITICS AND BUSINESS ADMINISTRATION

#### C. Comparison in terms of Scopes

Social politics include the employees and employers in narrow sense. In the narrow sense business administration is confined to the same scope as well. In broader sense, people and topics handled by social include producers (tradesmen, farmers, industrialist etc.), consumer, renter, unemployed and environment. In other words,

<sup>60</sup> BOLAT Bersam, GÖZLÜ Sıtkı, ISO 14000 Çevre Yönetim Sistemi Uygulamasında Etkin Olan Faktörler, ITÜ Dergisi/d mühendislik, April 2003, 39 et al.

people other than workers which require protection are also supported by the state. Likewise, discipline of business administration deals with these groups by means of the concept of social responsibility. Thus, as seen in the table below, both disciplines correspond to each other both in narrow and broader senses.

### B. Comparison in terms of Effects

States firstly detect the existing social problems and then take measures in order to reach the necessary solutions. These measures are developed by means of social plans. Likewise, companies find out their social problems and set up social responsibility policies for themselves. In capitalist societies, the main concern is to eliminate the jealousy between the social classes and to secure the peace between labor and capital<sup>61</sup>. Social policies carried out by the enterprises aim towards the same direction. Thus, enterprises also aim at the social peace between the employees, managers and other social forces.

The more productive a country's economy is, the easier will that country reach its social policy goals<sup>62</sup>. The same applies to the business enterprises. The more profitable an enterprise is, the easier can it reach to its social policy goals. However, neglect of the necessary measures with the excuse that the economic sources are limited, cause in the long run increase in the existing social problems, so as to require more sources to eliminate them<sup>63</sup>. In the enterprises, neglected measures may give way to working accidents, increasing the costs. Thus, it is necessary to balance the economic and social policies. In any case, it is argued that the economic activities are instruments by means of which one reaches higher human activities. Therefore, it is even argued that the discipline of social politics is at a higher level than the economics, rather than being at the same level<sup>64</sup>. A similar view is also put forward for business

administration. According to Schmalenbach, "*the purpose of business economics is not to show how to earn money. It is rather to scientifically analyze the tasks of business enterprises, which result from the very needs of the society. It is not of concern for this branch of specialization how much money tradesmen earn throughout their business activities. Which is important for this discipline is whether the tradesmen do their jobs in the most favorable economic conditions for the society.*"<sup>65</sup>

Economic policies affect the social policies and vice versa<sup>66</sup>. Likewise, social policies adopted by an enterprise will have effects on its profit.

The need for social politics has given rise to the social democracy. Because, the more democratic becomes the social life, the easier will be to reach the social policy goals. In a similar manner, as governance will be preferred to central government, it will be easier to reach the social goals. In this respect, it can be argued that, like social politics<sup>67</sup>, social responsibility has also a claim of taking the democracy in the enterprise in consideration<sup>68</sup>.

Social politics is a measure against alienation of the worker both to the society and to the enterprise where he/she works<sup>69</sup>. Thus, social responsibility is a method of increasing the confidence and fidelity of worker to his/her enterprise. In both terms, the main concern is the welfare and happiness of employees<sup>70</sup>.

<sup>65</sup> SCHMALENBACH, Zeitschrift für handelswissenschaftliche Forschung, 1919, Hayri Tokay, İşletme İktisadı I, Ankara, 1965, quoted on cover page.

<sup>66</sup> GÜVEN, 14.

<sup>67</sup> MÜFTÜOĞLU, 19, 24.

<sup>68</sup> Deming and other quality gurus pay very much importance to employee participation. See BALKIZ Özlem Irmak, Toplam Kalite Yönetimi ve Eleştirisi, Ege University e-journal, sosyoloji, 7. YILDIRIM Engin, Türkiye'deki Toplam Kalite Uygulamalarının İşçiler ve Endüstri İlişkileri Üzerindeki Etkileri, Mesleki Sağlık ve Güvenlik Dergisi, June-September, 2004, 20: "TQM may promote the industrial democracy to a certain extent, however in this type of management, participation does not include high level power sharing." Also see DOĞAN, Özlem İpekgil, TÜTÜNCÜ Özkan, ISO 9001: 2000 İzmir, 2003, 38; GÜRBÜZ, Onur Ali, Endüstriyel Demokrasi ve Toplam Kalite Yönetiminin Karşılaştırılması, DEÜ.SBE. Unpublished MA Thesis, İzmir, 2005, 171.

<sup>69</sup> ESİN, 132.

<sup>70</sup> According to TQM approach, this point is expressed as fol-

<sup>61</sup> GÜVEN, 23.

<sup>62</sup> GÜVEN, 13.

<sup>63</sup> GÜVEN, 14, 15.

<sup>64</sup> GÜVEN, 16.

### C. Comparison in terms of Actors and Instruments

Implementation of the labor law in terms of social politics in narrow sense is inspected by the Ministry of Labor. Also trade unions as semi-public institutions monitor the implementation of necessary measures to be taken in working places, and implementation of the provisions of collective labor agreements. Social policy measures in broader sense are shared by various public institutions. According to the type of goods and services, Ministry of Industry and Technology, some other ministries, local authorities are responsible. For environment-related measures, ministry of environment is responsible. For the segments of society, which require special protection (poor people, children, elderly etc.) official authorities (both central and local) assuming the task of social aid are responsible. Besides, cooperatives, as self-aiding organizations, provide services to both consumers and producers.

According to the business administration in narrow sense, all the competence belongs to capital owners, and as far as the capital owners allow, to managers. In the enterprises where social responsibility is taken, and where partners outside the enterprise are taken into consideration the main competence still belongs to the employer. In this case, conformity to the responsibilities assumed is controlled by above-mentioned international or national supervising institutions.

As can be inferred from the explanations, although social politics and business administration correspond to each other in terms of scopes in both narrow and broader senses, actors differ from each other. The differences are valid also for the instruments. Accordingly, while the law and collective agreements are instruments in social politics in narrow sense, in broader sense still the corpus of law is the instrument. In the business administration, both in narrow and broader sense, standard associations have assumed the role of serving

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lows: "for the TQM the main point is ... the happiness of the people" DOĞAN, TÜTÜNCÜ, 37.

for the interests of working people.

### IV. CRITICISMS ON SOCIAL RESPONSIBILITY OF ENTERPRISES

Many company, author and scholars argue that, by diffusing the philosophy of Total Quality Management they serve to the liberation of the human beings<sup>71</sup>. However, some also claim that the applications such as TQM and ISO are developed against the socialism and working class<sup>72</sup>. Accordingly, these applications mean, either you produce the way I want, or I will not let you live. Quality management is the reflection of the "New World Order" in field of business administration. According to this view, there is an unprecedented ideological assault on labor movement in the world, led by quality specialists, who are perceived as US missionaries. Macro level organizations working in this field are perceived as parts of the monopolies, which include World Trade Organization, International Monetary Fund, World Bank, NATO; United Nations, European Union, International Labor Organization. Micro organization of ISO is represented by quality boards<sup>73</sup>.

The main purpose of the standards is to increase the working duration<sup>74</sup>. Thus, it is the security of capital and capitalism<sup>75</sup>. Employing the workers according to performance evaluation threatens their health and safety<sup>76</sup>.

<sup>71</sup> See YILDIRIM, 13; DİKMEN Alpay Ahmet, DİKMEN Meltem Kayıran, "Her Derde Deva İksir: Toplam Kalite Yönetimi", <http://kamyon.politics.ankara.edu.tr/calismalar/bel-geker/01.pdf>. Also see BALKIZ, 1: A literature has emerged in favour of TQM, which does not criticize it.

<sup>72</sup> ÇARALAN Semra, Kapitalizmin Yeni Yasası = ISO, Mesleki Sağlık ve Güvenlik Dergisi, October-December 2003, 11. : Pentagon and MIT (Massachusetts Institute of Technology) has ordered to a group of scholars headed by Dr. Deming in order to reshape the world according to flexible production mode. Quality policy has emerged following the collapse of USSR in 1990.

<sup>73</sup> ÇARALAN, 7 et al..

<sup>74</sup> Quality studies does not contribute to the development of social responsibility policies. See KOK, WIELE, KENNA, BROWN, 297.

<sup>75</sup> Concepts such as productivity, quality and governance brings about privatization, outsourcing, and deregulation. See ÇARALAN, 11. Neo-liberal theory has exalted the market. Public institutions have started to be privatized with World Bank and IMF programmes. See DİKMEN, DİKMEN, 12.

<sup>76</sup> Ayrıca see BALKIZ, 11.

In fact, worker health and safety regulations based on law are indented to be eliminated by means of OHSAS 18001. As a result of making responsible each worker for his/her working quality control departments are cancelled and number of employees are decreased. Making all the employees responsible to satisfy the customers are interpreted by “**Geisha Theory**”<sup>77</sup>. Thus, the concept of customer is re-defined and even employees working in the enterprise are perceived as each other’s customers (not friends). Thus, as a piece of work is transferred from one to another employee quality control is made by the employees themselves, and they will criticize each other<sup>78</sup>. This situation, i.e. each employee being a customer of another one, is referred to as “**logic of inner market**”<sup>79</sup>.

In the recent years, production is shifted to the third world countries (suppliers) where the workforce is cheap. The global production model carried out by means of suppliers and the parallel emergence of TQM approach corresponds to the beginning of the 1980s<sup>80</sup>. Thus, physical standards are imposed to the third world countries by means of ISO and “**ideological standards**” are imposed to them by means of TQM<sup>81</sup>.

TQM, which means for the employees as voluntary workload has been transformed into a “**company religion**”. Employees become the faithful community of this religion<sup>82</sup>. Parting

from the obedient Japanese society model, Deming has developed a management model, which emphasizes fidelity and dependence. Although he stresses the importance of employee participation<sup>83</sup>, TQM renders the top-down communication compulsory. As the employee participation concentrates on finding out the problems and searching for solutions<sup>84</sup>, tensions between the employees increase. Therefore, some scholars qualify this technique as “management with stress” and “hegemonic despotism”<sup>85</sup>.

In a management style where fidelity prevails, managing authority and his/her all sorts of activities are legitimate. Thus, there is “harmony of interest”, rather than conflict of interest between the employers and employees. Industry relations are also peaceful. In such a context, it cannot be argued that the trade unions are necessary. The conflict between labor and capital is replaced by competition among firms. This approach implies totalitarian tendencies<sup>86</sup>.

There are also criticisms concerning structure and operation of the institutions determining the standards. Those elected for the board of directors originate generally from trade sector. Management is in the hands of multinational companies. The position of inspectors should also be questioned. In is sufficient to attend the necessary courses in order to become inspector. Accordingly, following a three-day course and a test, inspector’s certificate

<sup>77</sup> In this approach customer is regarded as “holy” and represented as “king” thus contorting the reality. The “journey of quality” made with the leader is another type of contortion. The main purpose is to put the workforce under discipline along with the quality works. See YILDIRIM, 12, 17.

<sup>78</sup> In a way they will spy on each other. Thus, a chaos may prevail in the enterprises. DİKMEN, DİKMEN, 5, 6.

<sup>79</sup> BALKIZ, 6: While the worker is in competition with other workers, he/she will be in consensus with the employer.

<sup>80</sup> It is not a coincidence that emergence of individualism, TQM and rise of the new-right occur at the same time. YILDIRIM, 10. Yildirim argues that it cannot be a coincidence that the struggles of the working class going so far as general strikes and emergence of TQM in Turkey in the same years. 13.

<sup>81</sup> DİKMEN, DİKMEN, 10; BALKIZ, 4, 5: TQM is a management ideology borrowed from neo-liberalism. In fact it is the most recent weapon of the firms in their struggle for image and reputation.

<sup>82</sup> YILDIRIM, 9, 17. Workers in the TOYOTASA factory in Adapazarı, Turkey, workers shout as “Quality” each morning

and afternoon during the warm-up exercises. Whereas neither the workers are puppets, nor can the TQM transform the enterprises in heavens. YILDIRIM, 13, 20.

<sup>83</sup> There is hierarchy and lack of confidence in classical management approach. Whereas in TQM collaboration, confidence and participation are the main concerns. For this reason it is also called “humanistic capitalism”. See BALKIZ, 3.

<sup>84</sup> BALKIZ, 7, 13, 14: Workers are kept responsible while detriment of their rights. The power is not shared, responsibility is devolved. Workers are subject to a strict control in terms of their responsibilities. Therefore, TQM turns into “Total Management Control”. The humanistic values it offers to the employees are nothing but illusions.

<sup>85</sup> YILDIRIM, 11, 20. BALKIZ, 4, 7, 8, 14: Although TQM seems to secure democratic management, managerial leadership is kept carefully. The purpose is not the auto-management, but auto-discipline of the workers, giving them more responsibilities. Autonomy of the employee is limited with the task of profit. Therefore, this type of management cannot be qualified as “industrial democracy”.

<sup>86</sup> See YILDIRIM, 13, 14, 20.



**Tabela1. SOCIAL POLITICS (SP) SOCIAL RESPONSIBILITY (SR)**

		PARTNERS		ACTORS	INSTRUMENTS
In broader sense	In narrow sense	Shareholders	SP	State	Legal provisions on trade (Social market economy)
			SR	-	-
		Employees	SP	State Trade unions	Legal provisions on working
			SR	Standard setting institutions Standard certification institutions	ISO 9001:2000 SA 8000 OHSAS 18001
		Consumers	SP	State	Legal provisions on consumers
			SR	Standard setting institutions Standard certification institutions	HACCP TS 13001 ISO 14001
		Environment	SP	State	Legal provisions on environment
			SR	Standard setting institutions Standard certification institutions r	ISO 14001 WRAP Certification
		Those in need of protection (elderly, children, handicapped ...)	SP	State	Legal provisions on social services and aids
			SR	-	-

can be obtained<sup>87</sup>. Inspectors can approve the certificate even in the case of many minor errors. Rights of the employees can be regarded as minor errors. Many of them has very little or no knowledge on human rights and working rights. In other words, inspecting companies serve for those who pay for them. Accordingly, companies which obtain the SA 8000 standards may prevent the control and inspection to be made by the society and public institutions. Managers may evade the responsibility of informing the civil

society institutions and trade unions<sup>88</sup>.

## V. GENERAL EVALUATION AND CONCLUSION

Globalization is the result of the leap experienced in fields of information and communication. Consequently thousands of companies operating across frontiers, and finance capital without any given region have emerged,

<sup>87</sup> Only one of the attendants to this course in Hong-Kong failed, due to lack of linguistic proficiency.

<sup>88</sup> For some other criticisms referred to above see ARIKÖK Mehmet, SA 8000 Sosyal Sorumluluk Standardı ve Türkiye’de Uygulanabilirliği, Sakarya Üni. Sosyal Bilimler Enstitü, Çalışma Ekonomisi ve Endüstri İşlikleri, Yayınlanmamış Yüksek Lisans Tezi., Sakarya, May 2002, 68 et al..

facilitating and contributing to the free movement of goods, services and workers all over the world. Thus, a new economic order has emerged. In this new economic order competition has been sharpened. As a result of this competition new production types and models have emerged<sup>89</sup>. This new economic order has also caused a transformation in working relations<sup>90</sup>.

Globalization has shown its effects also on the existing disciplines. For instance business administration has adopted the concept of social responsibility enlarging its field of interest.

As a result of this enlargement, social politics and social responsibility have largely corresponded to each other in terms of scope. However, this correspondence is valid only for partners, but not for actors and instruments involved.

There is what sort of a connection between the new economic/working order and the social responsibility? Does the social responsibility paves the way for the new global order or does it eliminate its drawbacks? It cannot be imagined that social responsibility, which is a new and ambiguous concept, replaces the older and deeply-rooted tradition of social politics. Therefore, claims arguing that the social responsibility and relevant actors form a “showroom” concealing the reality will continue.

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<sup>89</sup> Organically interrelated flexible production models, just in time production and TQM are qualified as “flexible cage”, which increases effective exploitation. BALKIZ, 10, 11. Ayrıca bkz., GÜRBÜZ, 177.

<sup>90</sup> BALKIZ, 1, 2.

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