

Research Article

From the Current State of Social Dialogue to Institutional Construction in International Organizations within the Context of Industrial Relations: A Perspective of Architectural Design

Uluslararası Kuruluşlarda Endüstri İlişkileri Çerçevesinde Sosyal Diyalogun Mevcut Durumundan Kurumsal İnşasına: Mimari Dizayn Perspektifi

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Abstract

This research analyses global industrial relations, with a particular focus on social dialogue as one of its central pillars. The study aims to develop a model for establishing social dialogue mechanisms across international organisations, in line with the needs of the global industrial relations system. In this context, establishing social dialogue mechanisms with intergovernmental international organisations constitutes an important instrument for achieving a balance between economic and social policies. The research provides a comprehensive review of the debates surrounding the concepts of industrial relations, social dialogue, and the internationalisation of industrial relations, and examines their implications for the international structuration of social dialogue with the aim of developing an institutional model. The study employs qualitative document analysis based primarily on the official documents of twenty-two international organisations and social actors, supported by an extensive review of the literature. It subsequently conducts a comprehensive analysis of international organisations in terms of the extent to which social dialogue is structurally institutionalised within them. In this context, the theoretical perspective of architectural design provides the conceptual framework for the study. This perspective seeks to develop an integrated system based on structured planning and an explanatory framework, with the aim of developing a model for the further institutionalisation of social dialogue within international organisations.

Keywords: global industrial relations, social dialogue, democratic participation, international organisations, institutional construction and theory of architectural design

Öz

Bu araştırma, küresel endüstri ilişkilerini, temel sütunlarından biri olarak sosyal diyaloga özel bir odaklanma ile analiz etmektedir. Çalışma, küresel endüstri ilişkileri sisteminin ihtiyaçları doğrultusunda, uluslararası kuruluşlar arasında sosyal diyalog mekanizmalarının oluşturulmasına yönelik bir model geliştirmeyi amaçlamaktadır. Bu bağlamda, hükümetlerarası uluslararası kuruluşlarla sosyal diyalog mekanizmalarının oluşturulması, ekonomik ve sosyal politikalar arasında bir denge sağlanması açısından önemli bir araç teşkil etmektedir. Araştırma, endüstri ilişkileri, sosyal diyalog ve endüstri ilişkilerinin uluslararasılaşması kavramları etrafındaki tartışmaların kapsamlı bir incelemesini sunmakta ve kurumsal bir model geliştirme amacıyla bunların sosyal diyalogun uluslararası yapılanması üzerindeki etkilerini incelemektedir. Çalışmada, esas olarak yirmi iki uluslararası

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kuruluşun ve sosyal aktörün resmî belgelerine dayanan nitel doküman analizi yöntemi kullanılmış ve bu analiz kapsamlı bir literatür taramasıyla desteklenmiştir. Ardından, uluslararası kuruluşlarda sosyal diyalogun ne ölçüde yapısal olarak kurumsallaştırıldığı açısından kapsamlı bir analiz gerçekleştirilmektedir. Bu bağlamda, mimari tasarımın teorik perspektifi çalışmanın kavramsal çerçevesini oluşturmaktadır. Bu perspektif, yapılandırılmış planlamaya ve açıklayıcı bir çerçeveye dayalı bütünlük bir sistem geliştirmeyi; bununla birlikte, uluslararası kuruluşlarda sosyal diyalogun daha ileri düzeyde kurumsallaştırılmasına yönelik bir model geliştirmeyi amaçlamaktadır.

Anahtar Kelimeler: küresel endüstri ilişkileri, sosyal diyalog, demokratik katılım, uluslararası kuruluşlar, kurumsal inşaa ve mimari dizayn teorisi

1. Introduction

Industrial relations constitute an important field of study worldwide. Countries and international organisations (intergovernmental organisations-IGOs) at regional, national and international levels have devoted substantial efforts in creating, improving and implementing a sound industrial relations system successfully. A robust and well-functioning industrial relations framework is considered fundamental in maintaining labour peace, ensuring social justice and fostering stable relationships.

The institutionalisation through utilisation and effective implementation of social dialogue alongside its structural design facilitating democratic and pluralistic participation provides an essential foundation and a tool for the realization and smooth functioning of other pillars and criteria of industrial relations. Within this framework, social dialogue stands as one of the primary pillars of industrial relations requiring purposeful implementation and a structure ensured supporting full and effective democratic and pluralistic engagement of social partners. The future of cross-border social dialogue is dependent on regional and international organizations that create the rules of the game, players, legal framework, goal and legitimacy as well as advising and decision-making processes. The primary role of cross-border social dialogue will help to complement institutional systems at the regional and global levels where social partners contribute to shaping social policy. In this setting, it is critical to establish an institutionalized structure that allows global social partner organizations to participate in decision-making processes.

This research indicates that the concepts of industrial relations and social dialogue necessitate detailed and comprehensive analysis. Both concepts encompass diverse definitions, approaches and models, yet neither concept has achieved universal acceptance. On the one hand international institutions and organisations frequently highlight the central role of social dialogue as an essential requirement of industrial relations.

The study shows that although social dialogue has become an established concept in international labour and social policy, its institutionalisation remains uneven. International organisations increasingly recognise the importance of consultation, participation, negotiation and tripartism, yet these practices are not organised according to a common institutional framework. This study examines first the conceptual evolution of industrial relations and social dialogue in the literature. Then it examines how major international organisations including UN, ILO, EU, G-20, OECD, CoE and OIC among others approach, define, accommodate and operationalise these concepts. The representation of employees and employers as social partners within these mechanisms is also examined. These sections are complemented by a discussion of the internationalisation and Europeanisation of industrial relations.

There remains a fundamental question: to what extent have international organisations developed institutional structures capable of supporting a coherent system of social dialogue at the global level? Addressing this question requires moving beyond the identification of individual social dialogue mechanisms and examining how these mechanisms are structured, connected and institutionalised within international organisations. To address these questions, the study employs qualitative document analysis based primarily on the official documents, institutional structures, formal publications and relevant web-based materials of twenty-two international organisations and social actors, supported by an extensive review of the literature on industrial relations and social dialogue. The analysis identifies and compares different forms of social dialogue mechanisms and examines their institutional characteristics.

This is followed by a discussion of a model for social dialogue at the international level, drawing on architectural design as a theoretical perspective for developing the institutional structuration of social dialogue. Within this framework, the research explores the existing relationships and institutional arrangements of twenty-two major international organisations from the perspective of social dialogue structuration and the participation of leading international social partners with the aim of proposing a theoretical model for the institutionalisation of social dialogue in industrial relations to be implemented globally.

2. Methodology of the Research

This section outlines the methodology of the research in sub-sections including key questions, aim and significance, its contribution to literature, design and data collection methods, theoretical framework and proposed model, scope and limitations as well as measures for validity and reliability.

Questions of the research: This research seeks to answer the following core questions: What are the definitions of both the concepts of industrial relations and social dialogue? What is the relationship between industrial relations and social dialogue? What are the discussions on the processes of internationalisation and Europeanisation of industrial relations? What theoretical approaches could serve as a basis for further institutionalising social dialogue within industrial relations in intergovernmental organisations? What is the current state of play of social dialogue structures and mechanisms at international level? Which international organisation could take a leading role in advancing the institutionalisation of social dialogue globally? What model could be proposed for further institutionalising coherent social dialogue mechanisms within intergovernmental organisations?

Aim and importance of the research and its contribution to literature: The aim of this research is to explore and analyse the institutional construction of social dialogue within international organisations in the framework of industrial relations and subsequently to propose a model, from the perspective of architectural design, for strengthening social dialogue. The significance of this research lies in its potential to become an important study in its field. In this regard, the principal theoretical contribution of this study stems from its attempt to conceptualise social dialogue at the international level through the perspective of architectural design.

Method of the research: This study employs a qualitative research methodology grounded in conceptual, theoretical and fact-finding inquiry. The research design relies primarily on critical analysis of the positions and structures of twenty-two international organisations through their basic documents through an extensive review of their official publications, charters, constitutions, formal documents and web pages of these organisations and social actors, supported by an extensive literature review of previous studies on industrial relations and social dialogue. Through this analysis, the study identifies the structures, mechanisms and institutional features that shape social dialogue within the world's industrial relations system with the aim of developing a model. The data are analysed using content analysis to develop categories based on a systematic process of categorical analysis of "categorical analysis which is the grouping of data based on their interrelations" (Muşmal and Gürbüz, 2018, p. 231). The importance of document analysis as a research method is also strongly supported by Frechtling (2002, p. 59) as an appropriate and effective method for such research hence its cost-efficient feature allows researchers to follow historical trends and developments and supports the identification of values, interests, political contexts and social attitudes comprehensively in order to determine the needs of the research given. In addition to the method of document analysis, the study benefits from the author's extensive professional experience through participation and observations within the works and activities of intergovernmental and international organisations in decision making concerning their social policies and dialogue.

Theoretical framework and proposed model: The theoretical framework of this research is based on architectural design theory, which is considered appropriate for the purposes of this study. Hence it aims to create an integrated system based on planning with structured integrity and an explanatory sketch to reach a model.

Scope and limitations: As its scope, this research focuses on the structures and mechanisms of twenty-two leading intergovernmental international organisations towards social dialogue in line with industrial relations. The criteria for selecting these leading and prominent organisations are that, as multi-layered

safety-net actors within the international system, they constitute the architects, pillars, and backbones of global governance, contributing to the management of international relations and the construction of a rule-based, stable and standardised international order. They are categorised according to similarities in the structuring of social dialogue mechanisms within their respective organisational structures. For this, the study adopts an institutional perspective, examining how related organisations require, define, design and operationalise social dialogue. The research aims to provide a descriptive and comparative institutional mapping that forms the basis for the proposed architectural design model. On the other hand, as its limitation, the study does not cover a scope to assess functionality, effectiveness or policy impact of these structures. While quite important, these dimensions fall beyond the scope of the present analysis if not being a subject of another comprehensive research.

Validity and reliability: For a research, validity and reliability are essential to be ensured. Their importance is underlined as the fact that reliability refers to the accuracy and repeatability of the findings and validity concerns the professional, systematic and transparent conduct of the research including clarity of the realisation of the study (Güçlü, 2019, p. 443, 453). In this research, data is derived from official publications, constitutions, documents and web pages of relevant international organisations as well as methodological steps taken like document analysis, categorical coding and the use of primary institutional sources. Therefore, accessibility of these documents publicly reinforces the transparency, validity and reliability of the research.

3. Critical Conceptual Analysis: An evaluation of the Concept of Industrial Relations

The study of industrial relations like some other fields presents a complex set of definitions. In this connection, there are many different definitions of the concept of industrial relations by academicians and international organisations.

3.1. Discussion of Industrial Relations from Academic Point of View

From the academic point of view, different scholars like Dunlop (1958:7), Blyton and Turnbull (1994), Flanders (1965), Clegg (1972), Bain and Clegg (1974), Hyman (1989), Kessler and Bayliss (1998:9), Bendix (1996) and Johnson (1981) underline different aspects specified within industrial relations. These aspects in order of scholar above include “employment relations”, “part of the social sciences”, “system of rules from trade union regulations to managerial decisions”, “employment aspect of the business enterprise”, “study aspects of job regulations”, “processes of control over all work relations”, “focus on the processes of control and power”, “interplay of sets of actors”, “focus on the institutionalization of conflict”, “dependancy on various disciplines”, “collective relationship between employers and employees”, “socialization and rationalization the industries”, “dealings and relationships in industrial enterprise” and “obligations and entitlements for management”. For the sake of clarification of discussions, these expressions can be categorised into four different groups like “investigation of the topic through the lens of employment relationships”, “study of rules or system of rules”, “approach the matter from an ideological and conflictual perspective” and from “additional attributions to the idea such as socialization and rationalization of industries”.

As can be clearly seen from these four categories, academics and thinkers have defined, analysed, and evaluated industrial relations in relation to a wide range of concepts, either in a narrow or broader sense. Surprisingly, however, social dialogue has not been directly associated with the concept of industrial relations in these conceptualisations.

3.2. Discussion of Industrial Relations from the Point of View of Organisations

Leading international organisations in the field of industrial relations such as the ILO, OECD, EU, Eurofound, ETUC and ITUC, comprehensively address the concept of industrial relations in their definitions and approaches concerning social dialogue.

As a prominent international labour organisation within the UN system, the ILO provides a comprehensive definition that serves as a global reference. It treats the notions of industrial relations, employment relations, social dialogue and tripartism as distinct but inextricably interconnected concepts. Within the title of industrial relations, it combines both concepts of industrial relations and employment relations, social dialogue and tripartism as well as the concept of sound industrial relations and effective social dialogue together. It further broadens the concept of industrial and employment

relations to encompass social dialogue and tripartism, as well as strong industrial relations supported by effective social dialogue. (ILO, n.d.). It is also equally important that ILO categorizes elements of social dialogue and tripartism into four groups like negotiation, consultation and information exchange among the various actors as a first group, collective bargaining as a second group, dispute prevention and resolution as a third group and other social dialogue instruments as a fourth group (ILO-ifpdial (n.d)). This shows that ILO values the notions of social dialogue and tripartism linking them to main elements of international standards such as negotiation, collective bargaining, dispute prevention and corporate social responsibility in line with industrial relations.

Within the topic of employment and industrial relations, OECD employs the term of industrial relations as well as the term of employment. Although it coins the phrase of industrial relations, it does not define it (OECD, 2023). OECD treats industrial relations almost synonymously with employment relations. The OECD's notable major text on work life is the Multinational Guide Lines which mentions industrial relations twice stating that enterprises must adhere to employment and industrial relations standards that are no lower than those in the host country (article 4) and employment and industrial relations standards include compensation and working-time arrangements (article 57) (OECD, 2023).

European organisations adopt more explicit approaches to industrial relations with a focus on social dialogue. EU defines industrial relations as the interaction of management and trade unions at various levels throughout Europe. It considers industrial relations as essential for the management of employment relations across all Member States through collective bargaining or social dialogue, the latter being a broader process that includes both consultation and collective bargaining. (EC, 2009). Eurofound as an important EU agency for labour life and industrial relations has a major focus to follow and analyse developments in labour relations including links between social dialogue at the national and European levels. The EU Charter of Fundamental Rights reflects an economic and social paradigm of EU for employment and industrial relations (Eurofound, 2005, p.2-3). Finally, Eurofound also coins the term "Europeanization of industrial relations," which encompasses a variety of factors such as European social dialogue, European works councils, European collective bargaining coordination, and the involvement of industrial relations actors in various European employment, social and economic policies (Eurofound, 2002, p. 45). This shows that it believes that social dialogue among others is a vital component of industrial relations.

From the perspectives of international trade union organisations, European trade union organisation called ETUC (n.d.(a)) has firm attitudes and demands that cornerstones of European industrial relations should include social dialogue, workplace and industrial democracy, consultation and collective bargaining. It is apparent that ETUC links industrial relations directly with social dialogue. However, when it comes to the largest international trade union organisation namely ITUC, surprisingly and unexpectedly, it does not mention the term of industrial relations in its main documents like its Constitution and document of the Social Contract. This is a contradiction of its claim representing whole labour life. Despite this, ITUC only refers to this term in its document as UN Guiding Principles on Business and Human Rights and the Rights of Workers. In discussing industrial relations, ITUC refers to a system based on representative workers' organisations and the independence of two components of a company namely management and employees as well as a system which includes both trade unions and collective bargaining. Therefore, ITUC believes that one of the most prominent mechanisms for non-state grievance of any corporate behaviour is industrial relations themselves (ITUC, IndustriALL, Uni Global Union, 2012).

In conclusion, the study demonstrates that international organisations and institutions in their definitions mainly refer to social dialogue as an aspect of the industrial relations. These definitions encompass a spectrum of interpretations including narrow, broad and interchangeable meanings. The term of "industrial relations" has acquired various meanings and connotations since its inaugural definition by Dunlop in 1958. Therefore, none of them is considered as universally agreed and the most appropriate definition of the concept. Instead, it might be argued that industrial relations have various characteristics and pillars among them social dialogue being one of the most significant ones. In the same vein, it is followed by EU, Eurofound, ETUC and ITUC. On the other hand, academicians and thinkers discuss many elements of industrial relations by examining their linkages to other topics and fields but only implying social dialogue tacitly rather than openly.

3.3. Absence of Reference to Internationalisation of Industrial Relations in the World

Another important issue concerning the industrial relations in the world is the issue of internationalisation of industrial relations. This research demonstrates that although there are numerous substantial discussions about industrial relations by academicians and international organizations, these do not result in a notion, language or articulation of the conceptualization of "internationalisation" of industrial relations. At this point the position of ILO should be discussed hence there is a confusing position of ILO in this regard. It is a well-established and experienced organization that aims to create social dialogue worldwide. As a member of the UN system, ILO has demonstrated that it is the authority in the world system with major credits from all segments of industrial and labour life, operating on a tripartite basis and ensuring social dialogue at the highest levels of the globe. It has created all the conventions in whole necessary to regulate and manage labour life through standards, norms and principles. Despite all of these positive features, ILO lacks the understanding and eagerness to introduce the concept of "internationalisation" of industrial relations as a further step towards unifying and homogenizing industrial relations over the world. Therefore, such absence of discussions about internationalisation of industrial relations at ILO constitutes a severe setback and drawback in fostering social dialogue structuration globally unlike the theoretical approach of architectural design which envisages a convergence and similarisation of a system based on social dialogue.

On the contrary to the world level, one of the major topics of the discussions in EU becomes the "Europeanisation" of industrial relations. For Europe, there has been an exceptional development in the idea and efforts to progress national industrial relations into the understanding of "Europeanisation" of industrial relations. The Europeanization refers to the establishment of a complementary layer of governmental and non-governmental players, structures and processes at the level of Europe interacting with national actors and organisations (Eurofound, 2002, p. 45). In this direction, social dialogue has been fostered, new directives in the field of social policy have been issued, the sectoral social dialogue has been strengthened, and new governance methods have been slowly emerging. Therefore, there are an increasing number of relevant elements of convergence and similarisation in the evolution of national systems of industrial relations towards the perspective of Europeanisation (Keller, Hans, & Platzer, 2003; Biagi, Tiraboschi, & Rymkevitch, 2002). This brings Europe closer to achieving of full architectural design of social dialogue across Europe unlike the situation at international level.

As a conclusion for a similar path a progress to European one, the world needs the introduction and development of internationalisation of industrial relations for the sake of developing institutionalisation of social dialogue with all international organisations.

4. Critical Conceptual Analysis: An evaluation of the Concept of Social Dialogue

The concept of social dialogue as a component of industrial relations particularly vulgarised by international organisations as such necessitates a comprehensive examination. Like the notion of industrial relations, social dialogue has many meanings. Thus, researchers develop methodologies (Welz, 2008; Hornung-Draus, 2020; Liubokhynets, 2013), but there is no universally agreed and consistently applied model. It should be underlined that especially the international organisations such as ILO, EU, ITUC, IOE and ETUC strive to compete and dominate the field to define the term more than academicians do.

4.1. Discussion of Social Dialogue from Academic Point of View

Within the category of academicians and thinkers, the concept of social dialogue is mainly associated with various positive connotations and phrases like "a specific type of social relations", "as a mechanism of relations", "as a special type of collective-labour relations", "as a social partnership" (Liubokhynets, 2013, as cited in Inshyn et al, 2020), "opening the way to an entirely new and potentially transformative paradigm in deliberative democracy" (Welz, 2008), "as the structured and systematic cooperation and social concentration" (Hornung-Draus, 2020, p.84) and "flexible to manage change" (Afonse, 2013, p.44)

In this regard, Liubokhynets (2013) (as cited in Inshyn et al, 2020) describes social dialogue as a unique form of interaction among social groups, strata, classes and communities serving as a mechanism for engagement between government entities, workers' and employers' representatives and as a distinct

form of collective labour relations. In a similar way, Welz (2008) clearly relates the concept of social dialogue to labour relations on the meaning of industrial relations. According to him, social dialogue influences labour relations discussions in Europe and paves the way for a completely new and potentially revolutionary paradigm in any deliberative democracy. In the definition of Hornung-Draus (2020, p. 84), it is the structured and methodical cooperation and social concentration between social partners with the goal of defining working conditions, the functioning of labour markets and attaining social policy. It is also defined as a process by which social partners collaborate with the government to shape how work-related issues are organized and evolved. It is also attained as a flexible tool that helps to manage the change and accomplish social and economic objectives (Afonso, 2013, p. 44).

4.2. Discussion of Social Dialogue from the Point of View of International Organisations

From the perspective of international organisations, ILO, ITUC, IOE, EU and ETUC such as a national organisation like CNV take different approaches to define social dialogue. ILO defines social dialogue as any type of negotiation, consultation or exchange of information by or among government, employer and worker representatives on matters of common concern in economic and social policy. For the ILO's definition, social dialogue can manifest as a tripartite process. ILO outlines the main objectives of social dialogue as fostering consensus, democratic engagement and promoting good governance, resolving significant economic and social challenges, enhancing social and industrial peace and stability, driving economic growth and strengthening social cohesion and rule of law through international labour standards. ILO specifies the fact that effective social dialogue requires strong, independent workers' and employers' organizations and access to relevant information, a shared political will and commitment to engage in social dialogue, respect for fundamental rights such as freedom of association and collective bargaining and suitable institutional support (ILO-ifpdial (n.d), ILO (2024). Therefore, it can be said that the approach of ILO to social dialogue focusing on democratic engagement and good governance among others is closer to the deliberative creation of architectural design of social dialogue mechanisms globally.

However, the absence of the concept of social dialogue in the ILO's main documents contradicts the Organization's very unique particularity labelled as an organization of "tripartism" based on principles enshrined in the Declaration of Philadelphia annexed to the Constitution mandating equal status of representatives of workers and employers with those of governments (Declaration of Philadelphia, Part I, Article d). Despite the ILO's good explanations for social dialogue, it is unfortunate that neither its Constitution nor the Declaration of Philadelphia on their sections of aims and purposes containing the term of "social dialogue." Although both documents include concepts such as management-labour cooperation and worker-employer collaboration in the preparation and implementation of social and economic measures particularly those underlying social justice (ILO-Constitution), these documents do not use the term itself. Similarly, ILO has a significant Convention No C144 called Tripartite Consultation on International Labour Standards which calls for measures to promote effective consultation at the national level among the parties (ILO C144). Although this is a core Convention, it does not yet mention the concept of social dialogue but "effective consultation". Based on these two cases, ILO becomes away from envisaging architectural design globally.

The European Social Dialogue considers social dialogue as a vehicle for enhanced governance and the development of social and economic change through discussions, consultations, agreements and joint actions involving employer and worker organizations. As a key component of the European Social Model, social dialogue enables social partners to actively participate in the development of European social and employment policies as well as improve European governance by participating in the decision-making and implementation (European Parliament, n.d.). According to ETUC, social dialogue is the process of negotiation at the national, sectoral and European levels with the very participation of diverse social partners or societal actors to reach an agreement and collaborate on policies and initiatives (ETUC, n.d.(b)). From this perspective, EU and ETUC are much closer to the architectural design of social dialogue across Europe.

ITUC uses the term of social dialogue only once in its Constitution when it states that it would encourage and support social dialogue with international employer organisations. Despite hapax of the concept, it

uses some other strong words and concepts in the sections of the foreword and aims of its Constitution that inherit social dialogue such as "coherent", "win representations", "for dialogue between cultures", "internationalism as integral part", "develop links and cooperation", "democratic governance" and "values of solidarity, democracy and justice" (ITUC, 2023). Furthermore, ITUC proposes a new concept called A New Social Contract where ITUC implies social dialogue but without naming it. It proposes this Contract to happen between workers, government and business. It establishes requirements for executing such a Contract including securing and upholding rights, collective bargaining, universal social protection and just transition measures (ITUC, n.d.). Such a weak position of ITUC by avoiding a bold rhetoric for social dialogue constitutes a drawback in encouraging and defending the idea that intergovernmental organisations should have social dialogue mechanisms and make them effective. In this connection, confusingly, ITUC is far from envisaging a global architectural design of social dialogue to persuade the targeted organisations globally.

On the employer side, unlike ITUC, IOE astonishingly provides extensive coverage of the notion of social dialogue in a positive manner using the terms of social dialogue and tripartism interchangeably and refers to several ambitious concepts like "pluralist perspective of the society", "market economy" "essential component for social stability", "balancing clashes and interest among partners". "reference to Marx's class struggle" and "social justice". It is clearly seen from IOE definition that the uncommon ideas of "pluralist outlook" and "market economy" are introduced. According to IOE, there is no single, generally applicable model of social dialogue but sharing some common qualities such as communication, bargaining, consultation and information. Furthermore, IOE considers ILO's tripartism significantly calling social dialogue and tripartism as a process rather than an end in itself and rather consensus required to achieve a purpose (IOE, 2003). In this regard, unlike ITUC, IOE by pressing new realities has a closer vision of architectural design globally.

As a national organisation, CNV (n.d.) analyses the term of "social dialogue" from the perspective of its advantages that it is recognized as a means of enhancing labour conditions worldwide and denotes constructive discussions and collaboration between employers and employees calling "a way to improve labour conditions", "a way for constructive negotiations and cooperation", "harmonious relations", "enhance participatory democracy", "improving policy" and "enhancing stability" (CNV, n.d.). It measures benefits for each of four categories like workers, employers, governments and brands and suppliers (DTDA, 2020).

As a general evaluation of the approaches of these organisations in defining social dialogue from the perspective of architectural design, a mix of considerations appears. ILO, ETUC and IOE are more keen and closer to the architectural design rather than ITUC. These organisations are supposed to be leading towards an internationalisation of social construction. Therefore, they are expected to play a more decisive approach to contribute to the architectural design of social dialogue internationally.

5. Theoretical Approaches: Perspective of Architectural Design for Global Democratic Participatory System

There are theoretical discussions like theories of liberal democracy and architectural design to insert the importance and to fulfil the need of structuration of social dialogue as part of genuine and smooth industrial relations with intergovernmental organisations in today's democratic and liberal world.

5.1. Theory of Liberal Democracy

One of the theoretical approaches is the theory of liberal democracy which supports the participation of social partners in decision making processes. The strongest way to make democracy applicable is to ensure "participation" of the society whenever and wherever possible to make their voices heard. The governance as well as participatory, pluralistic and liberal aspects of democracy necessitates the modern nation-state systems. This theory is quite keen on the notions of "participation" and "representation" to take place in the whole system as a form of government combining both the organisation of a representative democracy and the ideas of liberal political philosophy (Parekh, 1992).

5.2. Theory of Architectural Design

The second theoretical approach is architectural design, which is considered particularly appropriate for this study. It encompasses a range of features, characteristics and an underlying philosophy that can be

appropriately adapted to the industrial relations system at the global level. As adopted from engineering, security and financial disciplines, the concept of architectural design with its language, lexicon and unique syntactic pragmatic and semantic structures assures a unified and coherent structural form to be upheld (Dhillon, 2022, p. 88). It aims to integrate architecture with nature, relative functions of various parts of the structure, symmetry and directional alignments by utilising geometric patterns (Quack, 2012). This gives an inspiration in creating a good system based on planning to ensure functionalism in system likely in industrial relations globally. This theory is framed as a social process influenced by utilitarian and symbolic functions. A particular design is viewed as the outcome of a process of compromise among conflicting goals influenced by factors of adaptation and social organization. The theory is used to generate an explanatory sketch. This helps to understand social organization in explaining architectural evolution of the field and design choices through structural integrity and beauty-delight and firmness (McGuire & Schiffer, 1983). The theory enhancing awareness in architecture enables to use knowledge creatively in their own area of field/profession to relate the knowledge of their own areas with other areas, then provide evaluation of these findings in a holistic way to create background for creative applications in their own area of expertise to develop skills for locating themselves within its field in order to define targets and determine routes. Holistic ways of architectural design covering several constructive futures give way to an interdisciplinary nature of architecture to be adjusted to other fields (Baloğlu & Demir, 2025) in this case industrial relations and social dialogue as explained below.

5.3. The Use of Architectural Design Theory in the Field of Social Policy Barrowing from Physical Sciences

The concept of architecture is typically expressed in physical sciences and security fields which serves to explain the current situation and to provide an objective view of what should be included in security building in the future. Hence, the architectural building of something requires a complicated and deliberate design that influences the interactions between its numerous components. Similarly, this concept will serve as a metaphor for the field of industrial relations establishing a clear goal to be achieved through the development of rules for social dialogue structuration and institutionalisation within international organisations in order to ensure global governance and to deliver legitimacy in their decision-makings. It indicates that creating an architectural entity necessitates art, science and practice of planning and building a unit with distinct and sound pillars.

Likewise, a social architecture makes international law more understandable by its constituency and audience assisting the integration of a variety of institutional ideas, functions and values as well as understanding the effect of international law and its ideals perceived for a new construction of systems. This necessitates investigation of social architecture of global governance which will reveal new insights on social realities by the impact of the law. Certainly, such awareness requires a material change. As a result, it is undeniable that international institutions are under increasing pressure to deliver legitimacy, transparency and accessibility in order to attain and ensure appropriateness and adaptation around the world (Sterken and Pohl 2023, p.7). Widespread acceptance of existence of international society forms a typology of international organizations where society plays a role in creating the types of architecture appropriate to the specific needs and functions of international society. Such an architectural typology should incorporate specifications of international organisations in their intended social formation to meet welfare, industrial, economic and social goals. As a result, the industrial world requires careful construction, economic and social proportions and operation in proper way. This encourages social creation through intentional action (Gowans, Collins, n.d.). Furthermore, theories and studies on global governance in international organizations frequently relate to architecture in terms of decision-making systems and power distribution. Governance reflects a broader trend toward organized political institutions as indicators of wealth and peace. All these meanings and expectations evaluate architectural disciplines' ability to conceptualize terms utilized by global governance actors beyond their symbolic dimension with an emphasis on material aspects and cultural connotations that influence negotiations, agreements and treaties.

Other features of construction of international institutionalization of social dialogue by the architectural design require a system management within a framework of methodological and generic system by employing a particular state of art, establishment of proper relationship among all related units and parts.

Certainly, the so-called art and techniques of designing and developing social architecture necessitates practical and expressive criteria to achieve utilitarian and aesthetic goals. Such social architectural construction necessitates actors acting as proponents of this system through necessary language to lead the world ideally, rhetorically and preachingly to create an atmosphere and environment to encourage and persuade world political decision makers of international organizations and nation-states to constitute operational models. Such a mandate should primarily rest with ILO as the largest international tripartite organisation. In this regard, ILO, as part of UN system, should advise, invite and communicate the importance and benefits of establishing a robust architecture for institutionalising social dialogue globally on operational basis of system management.

Within this framework, the study aims to use the notion of architectural design to transform the existing state of play of social dialogue at the global level into an institutional architecture based on art, science, planning and sound pillars. This will contribute to establishing a framework for strengthening social dialogue within international organisations.

6. The Analysis of the State of Play of Social Dialogue Setup at International Level vis-a vis Architectural Design

The findings of this study demonstrate that the institutionalisation of social dialogue within the international industrial relations system remains uneven, fragmented and highly dependent on the institutional characteristics of individual international organisations. In this connection the evaluation of the findings of the study concerning state of play of social dialogue of set-up at global level are provided below by taking comprehensive assessment of current situation and level of social dialogue in international governmental organizations.

From this perspective, the international structure of social dialogue with the world's industrial relations system is examined through twenty two of the most leading international government organizations shown in the Table 1, such as UN, ILO, IMF and WB, FAO, UNCTAD, UNESCO as part of the UN system, and others like OECD, G-20, OIC, CoE, D-8, OTS, BSEC, MIKTA, SCO, BRICS, EU, AU, ALO, ASEAN, and OAS. The social dialogue structures with international organizations are classified into four types as shown in four columns in the Table 2. These include firstly structures and accreditations specifically designed for trade union organizations, secondly structures and accreditations specifically designed for employer organizations, thirdly structures and accreditations specifically designed for tripartite parties including state and/or fourthly specifically designed for various types of NGOs as well as naming other relevant mechanisms. These four types explain how the participation of social partners and NGOs happens in various ways.

UN allows social partners to participate in a variety of ways primarily through the General Assembly and ECOSOC. In 2019, United Nations General Assembly granted observer status to IOE and ITUC following a joint application by the governments of France, Germany and Turkey. ECOSOC has two basic statuses for social partners like general advisory status and special advisory status. Only three international trade union organisations such as ITUC, WFTU and ITF are granted general advisory status, while EI, PSI, FNPR, GCTU, IFJ, FBWW as well as some national unions such as Bem Bir-Sen/ Türkiye, FPU and SCTC receive special advisory status. It should also be noted that other UN organizations such as UNESCO, FAO and UNACTAD are considered NGO-friendly allowing them having close interaction and participation in their activities. For example, FAO accredits IUF.

The UN system has also the state of social dialogue with ILO, IMF and WB. As part of this system, ILO has the best reputation for obtaining and ensuring tripartite understanding in its concepts, approaches, structures, functions and activities which truly accommodate social partners in its system. This comprises Annual Conference, Governing Body, ACTRAW, ACT/EMP, ITC and all committees such as CAS, CEACR, SRM-TWG, TWGD, CFA, Selection Committee and Credential Committee. ILO also provides a safe haven for social partners of international and regional employee and employer organizations such as ITUC, WFTU, TUAC and OATUU at international level, ETUC, GCTU, ICATU, ITUC-Africa, and CCL at the regional level and employers such as IOE, BIAC and ICA at the international level, BusinessEurope and BusinessAfrica at the regional level (ILO-y). Despite this, it should also be noted that this best-practice model of a leading tripartite international organization maintains a clear majority position for the governmental side among the tripartite partners ensuring a

clear and safe majority balancing against the entire employee-employer group. Furthermore, IMF and WB have procedures such as CSPF-WG (April/October-Spring/Autumn) High-Level Dialogue Meetings with the participation of the Government, ITUC and IOE. Similarly, WHO, UNDP, UNESCO and FAO among others use social dialogue methods to ensure the engagement of associated social partners in decision-making processes in a variety of ways.

In the same vein, international organisations like OECD, G-20 and CoE are important ones from social dialogue perspective. Social partners are represented in the OECD's social dialogue mechanisms by their respected advisory committees such as TUAC for trade union confederations and BIAC for business organisations. In G-20, employee social partners are represented directly by ITUC, TUAC and national trade union confederations through L-20 Group and employer social partners are represented directly by IOE, BIAC and national employer organizations through B-20 Group. These two groups are also known as engagement groups. Similarly, CoE has follow-up mechanisms for human rights and trade union rights in which social partners can engage. It secures seats for social partners and NGOs to participate in decision-making processes through twenty-four primary committees known as Specialist Monitoring Bodies including CG, ECSR, Conference of INGOs, and GC. In this regard Specialist Monitoring Bodies include the GC accrediting observes such as ETUC, BusinessEurope, IOE and ITUC.

OIC does not have a system expressly intended for employee and employer representations. Indeed, it has even no clear rhetoric of social dialogue or tripartite model. However, it has several organs including SESRIC, Labour Centre, IRCICA, ISF, COMIAC, IRTI, ICESCO, ICIC and ICYF among thirty-five different kinds of organs that could be considered more relevant mechanisms concerning social dialogue nature with the involvement of various NGOs.

At the EU level, social partners are primarily represented by ETUC, BusinessEUROPE and SGI via various EU institutions and committees such as EC, EP, EESC, CoR, CEDEFOP, EUROFOUND and OHSC among almost forty different bodies others. These platforms encourage social partners to participate in decision-making processes while respecting their individuality and variety. Furthermore, EU has another important social dialogue mechanism known as sectoral social dialogue committees, serving as central bodies for consultation, joint initiatives and negotiation at the European level (EC-social-480). Equally, AU grants accreditation to social partners and establishes joint bilateral forums with OATUU and BusinessAfrica. It also includes large NGOs representing social and professional groups in its decision-making process through ECOSOCC. RECs are other frameworks of AU that allows for the development of subregional trade union organisations in sub-regional integrations across Africa such as EATUC for EAC, OTUWA for ECOWAS, SATUCC for SADC and HAKTU for OTUCA.

Mainly Turkish-led international organisations like OTS, BSEC and D-8 have social dialogue mechanisms built expressly for the participation of employers and some NGOs such as Turkish Business Council at OTS, Business Council at BSEC, CCI at D-8, Turksoy at OTS and Youth Forum at D-8. This means that place specifically intended for employees as only limited to participation of employers and some NGOs. Such a lack of understanding of effective social partnership represents a critical gap in social dialogue within these organisations, particularly with regard to the role of social partners in the decision-making process, when compared with other prominent Western-type international organisations. MIKTA has not established its own institutional structures so not to mention the involvement of social partners and NGOs. Similarly, international organizations dominated by Russia and China such as SCO and BRICS have no structure established for employers, employees or NGOs.

Concerning some other regional international organisations, ALO has a system that is nearly identical to the ILO's system based on tripartite organizations at various levels aims to include social partners. This includes Annual Conference and Governing Body as well as Committee of Legal Experts, Trade Unions Freedom Committee and Women Affairs committee to involve social partners and prominent individuals. ASEAN acknowledges ASEAN-ATUC and SARTUC as trade unions and ACE as employer groups. OAS has structures such as IACML, General Assembly and American Summits which are geared to include social partners like COSATE and CEATEL as employee and employer organizations respectively.

Table 1: International organisations, social dialogue mechanisms (SDMs) designed for workers, for employers, for tripartite and other international organisations/ for NGOs

International Organisation	SDMs – Employees (Workers)	SDMs – Employers	SDMs – Tripartite / Government	SDMs – Other International Organisations
UN-ECOSOC	<u>General Consultative Status:</u> • ITUC, WFTU, ITF <u>Special Consultative Status:</u> • EI, PSI, FNPR, GCTU, IFJ, FBWW, and several national unions (e.g., Bem-Bir-Sen) <u>Roster</u> • IUF	<u>General Consultative Status:</u> • IOE <u>Special Consultative Status</u> • USCIB • UTD <u>Roster</u> • BusinessEurope • Several national and international business organisations	<u>General Assembly</u> • Government, employee and employers and NGOs	<u>UNESCO</u> • WTUF <u>FAO</u> • IUF <u>UNCTAD</u> • WTUF
ILO	<u>General Consultation Status:</u> • ITUC, WFTU, OATUU <u>Regional Status:</u> • ETUC, GCTU, ICATU, ITUC–Africa, CCL	<u>General Consultation Status:</u> • IOE, BusinessAfrica, ICA <u>Regional Status:</u> • IOE, BusinessAfrica, ICA, WFTU, OATUU	• Annual Conference • Governing Body	<u>ILO Committees:</u> • CAS, CEACR, SRM–TWG, TWGD, CFA, <u>Selection Committee</u> , • International & National TU Confederations <u>Credentials Committee</u> • International & National TU Confederations
IMF & WB	CSPF–WG Dialogue • ITUC	CSPF–WG Dialogue • IOE	CSPF–WG Dialogue	–
OECD	<u>TUAC</u> • ITUC, • National TU confederations	<u>BIAC:</u> • IOE, • National employer confederations	Council of Ministers	• Liaison Committees • Working Groups
G–20	<u>L–20</u> • ITUC, • TUAC, • National TU confederations	<u>B–20</u> • IOE • BIAC • National employer confederations	Leaders Summit (Only Gov.)	<u>Other Engagement Groups</u> • C–20, W–20, Y–20, T–20
OIC	–	–	Leaders Summit (Only Gov.)	• SESRIC, Labour Centre, IRCICA, ISF, COMIAC, IRTI, ICESCO, ICIC, ICYF (approx. 35 total bodies)
CoE	<u>Governmental Committee (Observers)</u> • ETUC, ITUC <u>Conference of INGOs</u> • ITUC, ETUC, CESI, EUROFEDOP, EuroCOP, CESP, EUROMILL, EI, FIA, IFJ <u>European Committee of Social Rights (ECSR)</u> • ETUC and its members	<u>Governmental Committee (Observers)</u> • BusinessEurope, IOE <u>Conference of INGOs</u> • IOE, BusinessEurope <u>European Committee of Social Rights (ECSR)</u>	<u>Specialist Monitoring Bodies</u> • CPT, GREVIO, GRETA, ECRI, Lanzarote Convention, FCNM, ECSR <u>European Committee of Social Rights (ECSR)</u>	NGOs & Civil Society

		• BusinessEurope and its members		
D-8	–	CCI	Leaders' Summit (Only Gov.)	Youth Forum
OTS	–	Turkish Business Council	Leaders' Summit (Only Gov.)	TURKSOY
BSEC	–	Business Council	Leaders' Summit (Only Gov.)	–
MIKTA	–	–	Leaders' Summit (Only Gov.)	–
SCO	–	–	Leaders' Summit (Only Gov.)	–
BRICS	–	–	Leaders' Summit (Only Gov.)	–
EU	<u>All Bipartite and Tripartite Structure</u> • ETUC, CESI	<u>All Bipartite and Tripartite Structure</u> • BusinessEurope, SGI Europe, SMEUnited	<u>EESC</u> • National trade unions confederations, employer confederations, interest groups <u>Tripartite Social Summit</u> • ETUC, BusinessEurope, SMEUnited, SGI Europe, EuroChambers	<u>Sectoral Social Dialogue Committees</u> • ETUC, CESI, BusinessEurope, SMEUnited, SGI Europe, EuroChambers
AU-ECOSOCC	<u>All Bipartite and Tripartite Structure</u> • OATUU	<u>All Bipartite and Tripartite Structure</u> • BusinessAfrica	<u>ECOSOCC</u> Social groups, professional groups,	<u>RECs</u> • EATUC, OTUWA, SATUCC, HAKTU/OTUCA
ALO	<u>All Bipartite and Tripartite Structure</u> • ICATU	<u>All Bipartite and Tripartite Structure</u> • GUCCIA	• Annual Conference • Governing Body	• Committee of Legal Experts • Committee of Trade Union Freedom • Committee on Women's Work
ASEAN	<u>All Bipartite and Tripartite Structure</u> • ASEAN-ATUC, SARTUC	<u>All Bipartite and Tripartite Structure</u> • ACE	Tripartite structures	–
OAS	<u>All Bipartite and Tripartite Structure</u> • COSATE	<u>All Bipartite and Tripartite Structure</u> • CEATAL	• IACML • OAS General Assembly, • American Summits	–

Resource: This table was developed by the author mainly using the resources of ILO, www.ilo.org/aboutus/howiloworks; CoE, <https://www.coe.int/en/web/portal/monitoring-bodies>; Yıldız (2024).

In conclusion, based on this picture of the current positions of international organisations vis-à-vis the architectural design of social dialogue at the international level, it can be concluded that there is a mix of institutional settings across international organisations in terms of the “haves” and “have-nots” of social dialogue mechanisms within their administrations. In general, they present a mixed situation concerning the social construction of social dialogue in line with the architectural design. In this connection, when the organisations are considered individually, they can be grouped into two main categories with four sub-categories vis-a-vis their closeness to architectural design: relatively highly institutionalised, structurally established but fragmented, limited institutionalisation as well as minimal or absent institutionalisation.

The first category indicating highly closeness to the architectural design includes two sub-categories such as relatively highly institutionalised, structurally established but fragmented organisations within the UN system, such as ILO, IMF and WB, are closer to the global architectural design, even constituting examples and typologies for other organisations. Similarly, international organisations such as OECD, G-20, CoE, EU, ALO, ASEAN, OAS and AU are also closer to the social construction of social dialogue

in line with the architectural design. They have established structures and are moving in this direction; however, there is no guarantee of further construction and strengthening of their social dialogue structures.

On the other hand, the second category indicating distance from the architectural design includes two sub-categories such as limited institutionalisation and absent/ minimal institutionalisation organisations like OIC, OTS, D-8, SCO and BRICS are further away from such a design. For example, OIC is far from such an understanding of architectural design, although it has several organs with structures that are similar to it. However, these structures are not identified as social dialogue mechanisms in the true sense and even there is an absence of an explicit social dialogue discourse. Turkish-led organisations such as OTS, D-8, BSEC and MIKTA, as well as Russian- and Chinese-led organisations such as SCO and BRICS, are quite far from having a vision of social construction of social dialogue in line with the architectural design.

Table 2. Categorisation of the 22 International Organisations According to the Institutionalisation of Social Dialogue

Categories	Sub - Category	Level of Institutionalisation	International Organisations
<u>Category 1</u> Closeness to the architectural design	Sub - Category I	Highly institutionalised	ILO, EU, ALO
	Sub - Category II	Structured but fragmented	UN, IMF, WB, FAO, UNCTAD, UNESCO, OECD, G20, CoE, AU, ASEAN, OAS
<u>Category 2</u> Distance from the architectural design	Sub - Category III	Limited institutionalisation	OIC, OTS, D-8, BSEC
	Sub - Category IV	Absent-Minimal institutionalisation	MIKTA, SCO, BRICS

Resource: This table was developed by author.

Therefore, it can be concluded that the world needs a strong architectural design to fulfil the need for social dialogue to be globally accepted and adhered to as a necessity, as well as an established and regular practice, in order to ensure effective global governance.

7. Proposed Model Based on Architectural Design for the Structuration of Social Dialogue within International Organisations

The study covers a proposed architectural model for social dialogue with international organisations being developed and visualised in Annex 1. This model provides a framework for the institutional construction of global social dialogue based on the preceding analysis and discussion. The findings have significant implications for the proposed model based on three points.

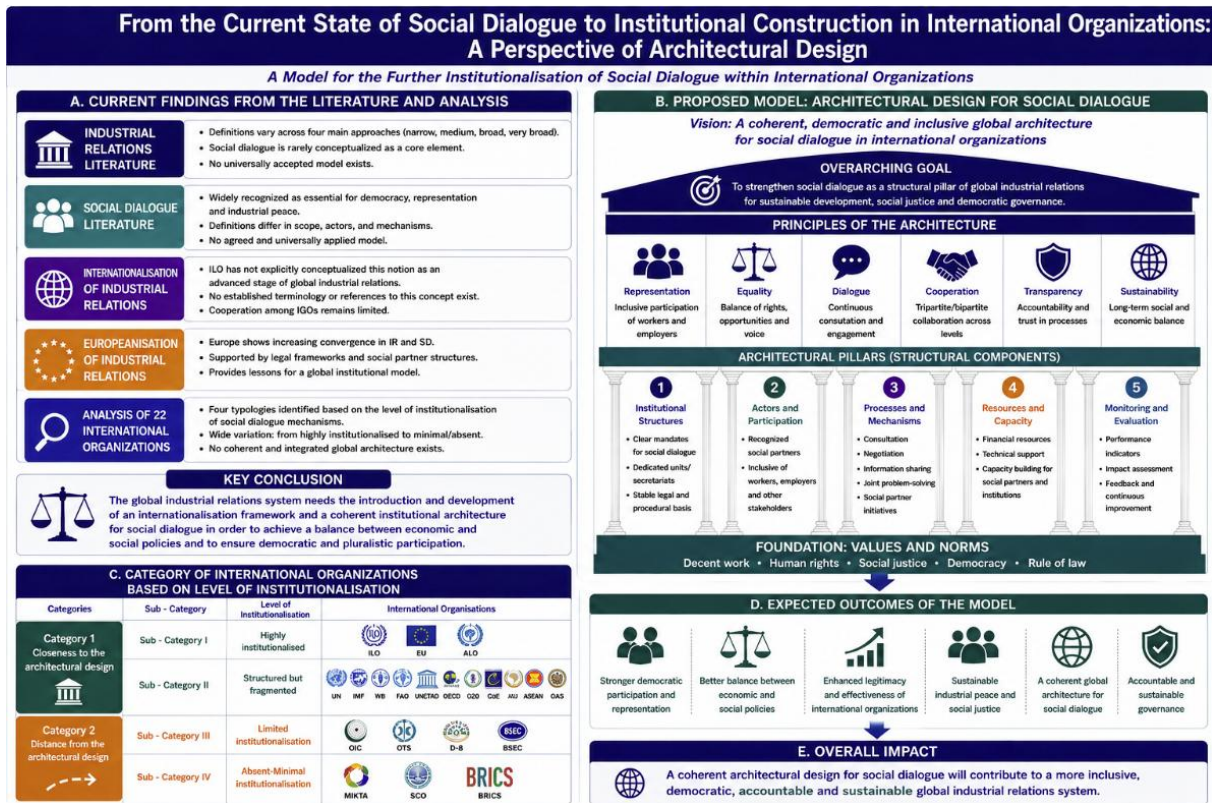
First, the study indicates that the development of global social dialogue cannot depend exclusively on the creation of additional isolated mechanisms. A more systematic institutional architecture that connects actors, structures and procedures is required.

Second, the findings suggest that any future architecture should preserve institutional diversity while establishing certain common principles. These principles could include the recognition of workers' and employers' organisations as legitimate social partners, balanced participation, transparency, institutional continuity, access to consultation and appropriate channels for participation in decision-making processes.

Third, the findings indicate that ILO is particularly well positioned to assume a leading role in promoting such an architecture because of its established tripartite structure, international mandate and experience in incorporating workers' and employers' organisations into its institutional system. The study therefore does not propose the replacement of existing international organisations by a single new institution. Instead, it points towards the development of a coordinated architectural framework in which existing social dialogue mechanisms can be strengthened and progressively interconnected ensuring global governance.

In this sense, the proposed architectural design should be understood as a framework for institutional coherence rather than institutional uniformity. The objective would not be to impose an identical social dialogue model on all international organisations, but to establish a common structural logic within which different organisations can develop mechanisms appropriate to their mandates and institutional contexts concerning global governance for industrial relations and social field.

Visual 1: Proposed Model: Architectural Design of Social Dialogue with International Organisations



Resource: Author's own model developed based on the findings of the present study and the relevant literature, with AI-assisted (OpenAI, 2026) conceptual and visual development.

8. Conclusion

This study examined the institutional construction of social dialogue within the global industrial relations system and explored whether existing arrangements across international organisations can be considered part of a coherent architecture of international social dialogue as industrial relations system in the world needs. Drawing on a qualitative analysis of the institutional structures and official documents of twenty-two leading international organisations, the study demonstrates that social dialogue has acquired a significant but highly uneven institutional presence at the international level. In this regard, one of the primary goals of this study was to determine what type of template of the state of play was required for structured social discourse and, if so, how to implement it with an enforcement.

A principal finding of the study is that social dialogue mechanisms exist in many international organisations, but their degree of institutionalisation differs considerably. Although social dialogue is widely recognised as an important component of industrial relations, the comparative analysis of twenty-two leading international organisations shows that there is no common institutional architecture governing the participation of workers, employers and other relevant social actors at the international level. The findings indicate that organisations such as the ILO, UN, EU, OECD, G-20, CoE, AU and ALO have established relatively visible and structured mechanisms of social dialogue. By contrast, organisations such as OIC, OTS, D-8, BSEC, SCO and BRICS either lack explicit social dialogue structures or provide only limited mechanisms that can be interpreted as related to social dialogue.

The findings support the proposition that global social dialogue should be conceptualised as an institutional construction composed of interdependent actors, mechanisms, procedures and principles rather than as a collection of isolated participatory practices. The study consequently concludes that the world remains some distance from a fully institutionalised system of global social dialogue. Existing mechanisms provide important foundations, but they remain unevenly distributed and insufficiently interconnected.

This variation is significant because it suggests that the existence of individual participatory mechanisms should not be equated with the institutionalisation of social dialogue. Accordingly, the findings suggest that the institutionalisation of social dialogue should not be assessed solely according to the number of mechanisms available. The symmetry, continuity, formalisation and institutional position of social partners should also be seriously considered. The challenge is therefore not only the absence of social dialogue altogether, but the absence of a shared institutional architecture capable of connecting existing practices and establishing social dialogue as a regular, recognised and sustainable component of global governance.

The study also highlights an important difference between Europeanisation and internationalisation. The European Union has progressively developed institutional arrangements that have contributed to the Europeanisation of industrial relations, including sectoral social dialogue and established forms of social partner participation. At the global level, however, no comparable overarching process of internationalisation of industrial relations has emerged. Therefore, the globe is a long way from internationalising industrial relations and there are no established terms or references to this concept. Despite the fact that ILO is the world's most important leading tripartite organization, there is no discourse, demand or articulation of such a concept worldwide. This demonstrates that a theory must be accommodated or exploited as a foundation for making a significant breakthrough in the industrial relations system in general by broadening the institutionalization of social dialogue with all IGOs. Among all international organisations, ILO should clearly assume the primary responsibility for promoting, articulating, and encouraging international organizations worldwide to undertake the necessary efforts to implement such a system.

The architectural design perspective with its range of features, characteristics and philosophy therefore offers a way of conceptualising the transition from the current state of play towards a more coherent, inclusive and institutionally embedded system of global social dialogue. Such a development would contribute to strengthening democratic participation, social partnership, legitimacy and accountability of international governance while preserving the distinct institutional mandates of international organisations. Against this background, the study's main theoretical contribution is the application of architectural design as a perspective for understanding the institutionalisation of social dialogue. The concept provides a way of moving beyond the simple identification of social dialogue mechanisms towards an examination of how institutional components are planned, connected, coordinated and integrated into a coherent system for a deliberate construction of an institutional architecture. In this perspective, social dialogue can be understood as an institutional architecture whose foundations consist of recognised social partners and principles, whose pillars consist of formal structures and mechanisms, and whose functional integrity depends upon meaningful relationships among its constituent elements. Therefore, this perspective responds to an important need within the global industrial relations system. This perspective provides the theoretical basis for the model proposed in the study and offers a possible framework for future comparative research on the institutionalisation of social dialogue at the international level. In support of this aim, the study develops a theory-based model for the structuration of social dialogue within international organisations, drawing on the preceding analysis.

Future research could operationalise the proposed framework through a comparative institutionalisation index and assess not only the formal existence of social dialogue mechanisms but also their effectiveness, continuity and influence on decision-making.

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Araştırma Makalesi

From the Current State of Social Dialogue to Institutional Construction in International Organizations within the Context of Industrial Relations: A Perspective of Architectural Design

Uluslararası Kuruluşlarda Endüstri İlişkileri Çerçevesinde Sosyal Diyalogun Mevcut Durumundan Kurumsal İnşasına: Mimari Dizayn Perspektifi

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Genişletilmiş Özet

Bu çalışma, endüstri ilişkileri alanını küresel düzeyde ele alarak, bu alanın temel bileşenlerinden biri olan sosyal diyalogu merkeze almakta ve uluslararası kuruluşlar çerçevesinde sosyal diyalog mekanizmalarının kurumsallaşmasına yönelik bir model geliştirmeyi amaçlamaktadır. Araştırmanın temel çıkış noktası, ekonomik ve sosyal politikalar arasında dengeli bir ilişkinin kurulmasının günümüzde geniş ölçüde kabul görmesi ve bu dengenin sürdürülebilir şekilde sağlanabilmesi için sosyal diyalogun vazgeçilmez bir araç olarak değerlendirilmesidir. Bu bağlamda sosyal diyalog, yalnızca endüstri ilişkilerinin bir alt unsuru değil, aynı zamanda sistemin diğer bileşenlerinin sağlıklı ve etkin biçimde işlemlerini mümkün kılan temel bir yapı taşı olarak ele alınmaktadır.

Araştırmanın metodolojik yaklaşımı nitel araştırma yöntemine dayanmaktadır. Çalışmada doküman analizi yöntemi kullanılmış ve uluslararası kuruluşların resmî belgeleri, raporları ve düzenlemeleri incelenmiştir. Bu belgeler üzerinden elde edilen veriler içerik analizi yöntemiyle değerlendirilmiş ve belirli kategoriler altında sınıflandırılmıştır. Araştırma, sosyal diyalog mekanizmalarının pratikteki etkinliğini ölçmekten ziyade, bu mekanizmaların kurumsal yapısını ve organizasyonel özelliklerini ortaya koymayı amaçlamaktadır. Bu yönüyle çalışma, tanımlayıcı ve karşılaştırmalı bir analiz sunmaktadır.

Çalışma, öncelikle endüstri ilişkileri ve sosyal diyalog kavramlarının akademik literatürdeki gelişimini incelemektedir. Endüstri ilişkileri kavramı, tarihsel süreç içerisinde farklı disiplinlerin katkısıyla şekillenmiş ve çok boyutlu bir yapıya kavuşmuştur. Ancak bu kavram için evrensel düzeyde kabul edilmiş tek bir tanım bulunmamaktadır. Akademisyenler endüstri ilişkilerini farklı açılardan ele almakta; bazıları bu kavramı dar anlamda işçi-işveren ilişkileriyle sınırlandırırken, bazıları daha geniş bir perspektifle toplumsal ilişkiler ağının bir parçası olarak değerlendirmektedir. Bu kapsamda endüstri ilişkileri; istihdam ilişkileri, kurallar sistemi, güç ve otorite ilişkileri, çatışma ve uzlaşma süreçleri, kurumsallaşmış ilişkiler ve sosyal yapılar gibi çok sayıda unsurun etkileşimi olarak tanımlanmaktadır. Bununla birlikte dikkat çekici bir nokta, akademik tanımların büyük çoğunluğunda sosyal diyalog kavramına açık ve doğrudan bir şekilde yer verilmemesidir.

Buna karşılık uluslararası kuruluşlar, endüstri ilişkileri kavramını büyük ölçüde sosyal diyalog ile birlikte ele almakta ve bu iki kavram arasında güçlü bir bağ kurmaktadır. Özellikle Uluslararası Çalışma Örgütü (ILO), Avrupa Birliği (AB), Ekonomik İşbirliği ve Kalkınma Örgütü (OECD) ve çeşitli

uluslararası sendikal örgütler, sosyal diyalogu endüstri ilişkilerinin ayrılmaz bir bileşeni olarak görmektedir. ILO'nun yaklaşımı bu noktada oldukça kapsamlıdır. ILO, endüstri ilişkilerini yalnızca işçi-işveren ilişkileri olarak değil aynı zamanda sosyal diyalog, toplu pazarlık ve üçlü yapı (tripartizm) ile birlikte değerlendirmektedir. Bu yaklaşımda sosyal diyalog; müzakere, danışma ve bilgi alışverişi süreçlerini kapsayan geniş bir çerçevede ele alınmakta, ayrıca toplu pazarlık, uyuşmazlıkların önlenmesi ve çözümü ile sosyal sorumluluk gibi unsurları da içermektedir. Bu durum, sosyal diyalogun yalnızca teorik bir kavram değil, aynı zamanda uygulamaya dönük bir mekanizma olduğunu göstermektedir.

AB ise endüstri ilişkilerini, işverenler ile sendikalar arasındaki çok katmanlı etkileşim süreci olarak tanımlamakta ve sosyal diyalogu bu sürecin merkezine yerleştirmektedir. AB bağlamında geliştirilen “endüstri ilişkilerinin Avrupalılaşması” kavramı, ulusal düzeydeki sistemlerin ötesinde, Avrupa düzeyinde ortak bir yönetim yapısının oluşmasını ifade etmektedir. Bu süreçte sosyal diyalog, hem politika yapım sürecine katılımı artırmakta hem de ekonomik ve sosyal politikaların şekillendirilmesinde belirleyici bir rol oynamaktadır. Ancak çalışmada vurgulanan önemli bir husus, Avrupa düzeyinde bu tür bir bütünleşme süreci yaşanırken, küresel düzeyde “endüstri ilişkilerinin uluslararasılaşması” kavramının yeterince gelişmemiş olmasıdır. Bu durum, küresel ölçekte önemli bir kavramsal ve kurumsal boşluğa işaret etmektedir.

Çalışmada sosyal diyalog kavramı da kapsamlı şekilde ele alınmaktadır. Sosyal diyalog, genel anlamda işçi, işveren ve devlet temsilcileri arasında yürütülen müzakere, danışma ve iş birliği süreçlerini ifade etmektedir. Akademik yaklaşımlar sosyal diyalogu; çalışma koşullarını iyileştiren, sosyal barışı güçlendiren, demokratik katılımı artıran ve çıkarların uzlaştırılmasını sağlayan bir mekanizma olarak değerlendirmektedir. Uluslararası kuruluşlar ise bu kavramı daha kurumsal bir çerçevede tanımlamakta ve sosyal diyalogun belirli koşullar altında etkin şekilde işleyebileceğini vurgulamaktadır. Özellikle ILO, sosyal diyalogun etkin olabilmesi için güçlü ve bağımsız sosyal tarafların varlığını, siyasi iradeyi, örgütlenme özgürlüğünü ve uygun kurumsal altyapıyı gerekli koşullar olarak belirtmektedir. Bu yönüyle sosyal diyalog, yalnızca bir iletişim aracı değil, aynı zamanda yönetim süreçlerinin temel bir unsuru olarak değerlendirilmektedir.

Çalışmada, uluslararası kuruluşların sosyal diyalog mekanizmaları ayrıntılı biçimde incelenmiştir. Birleşmiş Milletler, ILO, IMF, DB, OECD, G-20, AB, Afrika Birliği, ASEAN, OAS ve ALO gibi uluslararası ve bölgesel kuruluşların sosyal tarafların katılımına yönelik farklı düzeylerde mekanizmalar geliştirdiği görülmektedir. Özellikle ILO, üçlü yapısı sayesinde sosyal diyalogun en gelişmiş örneklerinden birini sunmaktadır. Avrupa Birliği ise sektörel sosyal diyalog komiteleri ve kurumsallaşmış danışma mekanizmaları ile dikkat çekmektedir. OECD ve G-20 gibi platformlarda ise sosyal taraflar danışma ve temsil mekanizmaları aracılığıyla sürece dahil edilmektedir. Buna karşılık OIC, KEİB, D-8, BRICS, OTS ve SCO gibi Türkiye'nin, Rusya Federasyonu ve Çin Halk Cumhuriyeti'nin, öncü ve etkin olduğu bazı uluslararası kuruluşlarda sosyal diyalog mekanizmalarının zayıf olduğu ya da yeterince kurumsallaşmadığı hatta sosyal diyalogu bir söylem olarak ortaya koymamaları sorunu tespit edilmiştir.

Genel değerlendirme sonucunda, uluslararası düzeyde sosyal diyalog mekanizmalarının var olduğu ancak bunların bütüncül ve sistematik bir yapıya henüz ulaşmadığı ortaya konulmaktadır. Sosyal diyalogun küresel ölçekte etkin bir şekilde kurumsallaşabilmesi için daha güçlü, planlı ve koordineli bir yaklaşıma ihtiyaç duyulmaktadır. Bu noktada mimari tasarım yaklaşımı, sosyal diyalogun küresel düzeyde yapılandırılması için önemli bir teorik çerçeve sunmaktadır. Bu teorik yaklaşım, güvenlik ve mühendislik alanında zorunlu bir yapıyı nasıl gerekli kılıyorsa endüstri ilişkileri alanında da aynı benzer zorunluluğu öğretmesi ve hedef göstermesi sosyal diyalogun bütün uluslararası kuruluşlarda doğrudan oluşturulması anlayış ve uygulamasını ortaya koymasından önemli olacaktır. Böyle bir zorunluluk, demokratik dünyanın geliştirilmesi, ülkelerin ve uluslararası kuruluşların uluslararası toplumla bütünleşerek hesap verebilirlik ve şeffaflığı temin noktasında belirleyici olacaktır.

Sonuç olarak çalışma, endüstri ilişkileri ile sosyal diyalog arasında güçlü ve karşılıklı bağımlılık içeren bir ilişki bulunduğunu ortaya koymaktadır. Sosyal diyalogun geliştirilmesi, çalışma barışının sağlanması, sosyal adaletin güçlendirilmesi ve ekonomik istikrarın korunması açısından kritik öneme sahiptir. Ancak mevcut durumda sosyal diyalog mekanizmalarının uluslararası düzeyde yeterince kurumsallaşmadığı ve bu alanda önemli eksikliklerin bulunduğu görülmektedir. Bu nedenle uluslararası

kuruluşların sosyal diyalogu daha sistematik bir şekilde benimsemeleri ve bu alanda yeni kurumsal modeller geliştirmeleri gerektiği ortaya çıkmaktadır. Özellikle, dünyada üçlü yapının mimarı, öncüsü ve uygulayıcı olan endüstri ilişkileri ve sosyal diyalog alanında kapsamlı bilgi ve tecrübe ve krediye sahip ILO'nun bu süreçte öncü bir rol üstlenmesi ve sosyal diyalogun küresel ölçekte yaygınlaştırılması ile endüstri ilişkilerinin uluslararasılaştırılması için daha aktif bir yaklaşım benimsemesi gerektiği sonucuna ulaşılmaktadır. Böylece sosyal diyalog, küresel endüstri ilişkileri sisteminin vazgeçilmez ve sürdürülebilir bir unsuru haline gelebilecektir. Sosyal diyalogun küresel düzeyde bu düzeye taşınması, ekonomik ve sosyal politika dengesinin sağlanarak, katılımcı, çoğulcu, şeffaf ve hesap verebilir küresel demokratik bir sistemin oluşmasına yol açacaktır.

Bu çerçeveden bakıldığında, araştırmanın en önemli katkılarından biri, sosyal diyalogun kurumsallaşmasına yönelik teorik bir model önerisidir. Bu model, mimari tasarım yaklaşımına dayandırılmaktadır. Mimari tasarım, farklı unsurların belirli bir plan ve bütünlük içerisinde bir araya getirilmesini ifade eder. Bu yaklaşımın endüstri ilişkileri alanına uygulanması, sosyal diyalogun sistematik, planlı ve bütüncül bir yapı içerisinde ele alınmasını mümkün kılmaktadır. Mimari tasarım perspektifi, sosyal diyalogun yalnızca bir süreç olarak değil, aynı zamanda belirli kurallar, yapılar ve ilişkiler çerçevesinde kurgulanmış bir sistem olarak değerlendirilmesini önermektedir. Bu yaklaşım, sosyal diyalogun kurumsallaşması için gerekli olan yapısal bütünlüğü sağlamayı amaçlamaktadır.

Annex 1: Abbreviations

- ASEAN (The Association of Southeast Asian Nations) - ASEAN ATUC (Asean Trade Union Council) - ACE (ASEAN Confederation of Employees) - ACFMW (Advisory Committee on Free Movement of Workers) - ACT/EMP (The Bureau for Employers' Activities) - ACTRAW (The Bureau for Workers' Activities) - ALO (Arab Labour Organisation) - ASEAN (Association of Southeast Asian Nations) - ASEAN-ATUC (Asean Trade Union Council) - AU (African Union) - BSEC (Black Sea Economic Cooperation) - BIAC (Business at OECD) - CAS (Committee of Application of Standards) - CEACR (Committee of Experts on The Application of Conventions and Recommendations) - CEATAL (The Business Technical Advisory Committee on Labour Matters) - CEDEFOP (The European Centre for the Development of Vocational Training) - CESİ (Confédération européenne des syndicats indépendants) - CESP (European Council of Police Trade Unions) - CFA (Committee on Freedom of Association) - CG (Committee of Government) - CoE (Council of Europe) - COMIAC (Standing Committee for Information and Cultural Affairs) - COSATE (Trade Union Technical Advisory Council) - CPT (European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment) - CSPF-WG (Civil Society Policy Forum-Working Group) - D-8 (Organization for Economic Cooperation) - D-8 CCI (Chambers of Commerce and Industry) - ECOSOC (UN Economic and Social Council) - ECOSOC (Economic, Social and Cultural Council) - EI (Education International)	- FCNM (Advisory Committee on the Framework Convention for the Protection of National Minorities) - G-20 (Group-20) - FNPR (Federation of Independent Trade Unions of Russia) - GC (Governmental Committee of the European Social Charter and European Code of Social Security) - GCTU (General Confederation of Trade Unions) - GRETA (Group of Experts on Action against Trafficking in Human Beings) - GREVIO (Group of Experts on Action against Violence against Women and Domestic Violence) - IACML (Inter-American Conference of Ministers of Labour) - ICATU (International Confederation of Arab Trade Unions) - ICESCO (Islamic World Educational, Scientific and Cultural Organisation) - ICIC (Islamic Committee of the International Crescent) - ICYF (Islamic Cooperation Youth Forum) - IFJ (International Federation of Journalists) - ILO (International Labour Organisation) - IMF (International Monetary Fund) - INGO (International Non-Governmental Organisation) - IOE (International Organisation of Employers) - IRCICA (Research Centre for Islamic History and Culture) - IRTI (Islamic Research and Training Institute) - ISF (Islamic Solidarity Fund) - ITF (International Transport Federation) - IUF (International Union of Food Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers Associations) - Lanzarote Convention (Council of Europe Convention on the Protection of Children against Sexual Abuse and Sexual Exploitation) - MIKTA (A Grouping of Mexico, Indonesia, Republic of Korea, Türkiye and Australia) - OAS (Organisation of American States) - OATUU (Organisation of African Trade Union Unity) - OECD (Organisation of Economic Cooperation and Development)
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- ECRI (EC against Racism and Intolerance) - ECSR (European Committee of Social Rights) - EESC (European Economic and Social Committee) - ELA (European Labour Authority) - EMCO (Employment Committee) - ESF (European Social Fund) - ETUC (European Trade Union Confederation) - EU (European Union) - EuroChambers (Association of European Chambers of Commerce and Industry) - EuroCOP (European Confederation of Police) - EUROFEDOP (European Federation of employees in public services) - EUROFOUND (European Foundation for the Employment of Living and Workers' Conditions) - EUROMILL (European Organisation of Military Associations and Trade Unions) - FAO (Food and Agriculture Organisation of the UN) - FBWW (The Federation of Building and Wood Workers) - FIA (Federation of International Actors) - FCNM (Advisory Committee on the Framework Convention for the Protection of National Minorities) - GUCCIA (General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries)	- OIC (Organisation of Islamic Countries) - OSHA (Occupational safety and health Administration) - OTS (Organisation of Turkic States) - PSI (Public Service International) - SARTUC (South Asian Regional Trade Union Council) - SATUCC (Southern African Union Coordination Council) - SESRIC (Statistical, Economic and Social Research and Training Centre for Islamic Countries) - SGIEurope (Services of General Interests-Europe) - SMEUnited (European Association of Craft, Small and Medium-sized Enterprises) - SRM-TWG (Standards Review Mechanism Tripartite Working Group) - TURKSOY (International Organisation of Turkic Culture) - TWGD (Tripartite working group on the full, equal and democratic participation) - UN (United Nations) - UNCTAD (UN Conference on Trade and Development) - USCIB (United States Council for the International Business) - UTD (Association of the Employers' Association "Union of Transporters and Road Workers of the Republic of Moldova) - WB (World Bank) - WFTU (World Federation of Trade Union)
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