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The Design of Leisure Spaces in Contemporary Factories in Turkey

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Abstract

This research examines the interaction between work and leisure concepts in factories in Turkey, both in historical and contemporary contexts. The primary aim of the research is to analyze how leisure time is spatially organized in contemporary factory examples in Istanbul and how solutions addressing workers' social and cultural needs have evolved. In this context, factory layout models in 18th and 19th-century Europe and state-supported social factories built during the industrialization process in 20th-century Turkey were examined; in both contexts, spatial arrangements regarding workers' non-working lives were analyzed from historical and theoretical perspectives. Spatial arrangements concerning workers' off-duty lives are analyzed through historical and theoretical perspectives. The research aims to reveal how the concept of leisure spaces has evolved in the design of work environments, specifically focusing on contemporary factory examples. The study consists of three chapters. The first chapter examines the concept of leisure in its historical and conceptual dimensions, presenting a theoretical framework shaped by the contributions of Henri Lefebvre, Jean Baudrillard, and the Frankfurt School. Additionally, Lazzarato, Marx, Lafargue, and Gorz's approaches to the relationship between work and leisure are discussed. The second chapter examines the organization of social and leisure spaces in Turkey's 20th-century state-sponsored industrial buildings, focusing on textile, sugar, and paper factories. The final section evaluates the spatial arrangements of leisure areas in currently operating factories based on observations made during field trips, with practical findings grounded in concrete data.

Key Words: Work-Leisure Space, Shortbreak Space, Contemporary Factory Design

Science Code: 80107

Özet

Bu araştırma, Türkiye'deki fabrikaların iş ve boş zaman kavramları arasındaki etkileşimini tarihsel ve güncel bağlamlarda incelemektedir. Araştırmanın temel amacı, Istanbul'daki güncel fabrika örnekleri üzerinden boş zamanın mekânsal olarak nasıl organize edildiğini ve çalışanların sosyal ve kültürel ihtiyaçlarını karşılamaya yönelik çözümlerin nasıl değiştiğini analiz etmektir. Bu doğrultuda, 18. ve 19. yüzyıl Avrupa'sındaki fabrika yerleşim modelleri ile 20. yüzyıl Türkiye'sinde endüstrileşme süreciyle inşa edilen devlet destekli sosyal fabrikalar incelenmiş; her iki bağlamda işçilerin çalışma dışı yaşamlarına dair mekânsal düzenlemeler tarihsel ve teorik perspektiflerle analiz edilmiştir. Araştırma, özellikle güncel fabrika örneklerine odaklanarak, boş zaman alanlarının günümüzdeki karşılığının çalışma mekanlarının tasarımında nasıl değiştiğini ortaya koymayı amaçlamaktadır. Çalışma üç bölümden oluşmaktadır. İlk bölümde, boş zaman kavramı tarihsel ve kavramsal boyutlarıyla incelenmiş, Henri Lefebvre, Jean Baudrillard ve Frankfurt Okulu'nun katkılarıyla teorik bir çerçeve sunulmuştur. Ayrıca, Lazzarato, Marx, Lafargue ve Gorz'un iş-boş zaman ilişkisine dair yaklaşımları ele alınmıştır. İkinci bölümde, Türkiye'nin 20. yüzyıldaki modernleşme sürecinde devlet destekli inşa edilen tekstil, şeker ve kâğıt fabrikalarının sosyal alan ve boş zaman organizasyonları analiz edilmiştir. Son bölümde ise, günümüzde faaliyet gösteren fabrikaların boş zaman alanlarına yönelik mekânsal düzenlemeleri, saha gezileriyle yerinde gözlemlenmiş ve somut verilere dayandırılarak pratik bulgularla değerlendirilmiştir.

Anahtar Kelimeler: İş - Boş Zaman Mekânı, Kısa Mola Mekânı, Çağdaş Fabrika Tasarımı

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Table of Contents

List of Figures

List of Tables

Introduction

This study aims to analyze how leisure time is spatially organized in contemporary factories in Istanbul and the evolution of solutions addressing workers' social and cultural needs. This study explores the interaction between work and leisure in Turkish factories, focusing on how modern factories organize leisure spaces and address employees' social and cultural needs. It compares 18th-19th century European factory models with Turkey's 20th-century state-supported social factories to analyze their impact on workers' lives. Industrialization and modernization transformed work and leisure concepts, intertwining them with broader social changes. Particularly during industrial periods, leisure was integrated into production processes, reshaped by Taylorist-Fordist models, and became a topic of debate within capitalist society.

Factories emerge as ideal sites for observing the tangible interactions between work and leisure. In this context, the role of Turkish factories in the evolution of these concepts is one of the central focuses of this thesis. Understanding the social impact of factories provides a comprehensive opportunity to grasp better how the concepts of work and leisure have developed in historical and contemporary contexts. By centering on work and leisure, this thesis investigates the production and non-work spaces within factories. It aims to analyze how these spaces shape workers' daily lives and their relationship to the urban context. Examining the design and utilization of leisure spaces in factories, the complex interactions between work and leisure are explored, focusing on how the boundaries between these two domains are established and how they influence one another. Additionally, the thesis examines how the social and physical structures of current factories in Turkey contribute to shaping the work-life balance. During the comprehensive research process conducted as part of the Alternative Architecture Practice program at MEF University, I have formulated the central question of this thesis. In the first term of this two-term program, the pandemic's new conditions led to a reevaluation of the possibilities required by the workplace, and how small-scale design could respond to these new situations was explored. I was part of the team who compiled a *workspace research book*[1] and published as part of this research. In the second term of the program, a

1. Alternative Architecture Practices Research Book. Available at: https://www.yumpu.com/en/document/view/65268729/aap-workspace.

prototype called *Parantez* was developed following an extensive study of the workplace. This phase of the research revolved around the question: "PARANTEZ, while providing opportunities to escape from home that has the limited conditions, it creates a space to work and interact. The conditions that occurred because of the pandemic isolates the individuals, while reducing their privacy. Is it possible to open a parentheses in the urban space in order to reduce this isolation and stuckness that they exposed?" A *workspace design book*[2] was also prepared and published with open access following the research conducted during this second term. The data from this research enriched the studies focusing on the workplace theme. They laid the foundation for this thesis, which examines the relationship between work and leisure spaces in factories in Turkey. The study is divided into three main sections. The first section explores theoretical approaches to "work" and "leisure," analyzing key texts such as Maurizio Lazzarato's *Immaterial Labor*, Karl Marx's and Paul Lafargue's works like *The Right to Be Lazy*, and Bertrand Russell's ideas. The views of thinkers like Henri Lefebvre, Jean Baudrillard, Johan Huizinga, and the Frankfurt School are examined to understand leisure in social and everyday life, including how leisure spaces were shaped during the Industrial Revolution. The second chapter examines state-owned factories that played critical roles during Turkey's modernization process and became operational in the 20th century: the Sümerbank Nazilli Printing Factory, Alpullu Sugar Factory, and SEKA Factory. These factories, which were established by the state and adhered to the concept of the "social factory," stand out for the social services they provided to workers and their families. Over time, due to economic reforms and privatization policies in Turkey, these factories were privatized, leading to significant changes in the social services and leisure spaces available to workers. This chapter investigates the effects of the social amenities and how these spaces were utilized, focusing on their influence on the perception of leisure. Additionally, the contribution of social factories to work-life balance and the socio-cultural dynamics of the period are discussed within the context of the concepts of "work" and "leisure." The impacts of leisure spaces on workers and the contributions of these spaces to the social structure are presented through qualitative research methods using plans and photographs. In the third chapter, contemporary factories in the private sector in Turkey are examined as case studies. In this context, the Umur Printing and Stationery Factory, Ford Otosan Sancaktepe R&D Center, YC INOX TR Pipe Factory, Gürdesan Ship Machinery Industry Inc., and Teksan

2. Alternative Architecture Practices, Parantez Design Book. Available at: https://www.yumpu.com/en/document/view/66025978/parantez-workspace.

Water Meters Factory are analyzed. The organization of workspaces and leisure areas is explored, focusing on the role of design and spatial arrangements in meeting employees' social and cultural needs. Additionally, an evaluation of the contributions of work-life balance and social interaction areas to employees' quality of life is conducted. These factories were selected for their diverse examples of how work and leisure spaces are organized in the private sector in Turkey. Operating in various sectors, Umur Printing and Stationery, Ford Otosan Sancaktepe R&D Center, YC INOX TR Pipe Factory, Gürdesan Ship Machinery Industry, and Teksan Water Meters Factory represent a broad spectrum in terms of both production and social spaces. As current examples, they are significant sites for strategies to maintain work-life balance through spatial arrangements that address employees' social and cultural needs. In particular, architecturally designed factories such as the Umur Printing and Stationery Factory, Ford Otosan Sancaktepe R&D Center, and YC INOX TR Pipe Factory hold substantial value in the design of leisure spaces. These environments demonstrate the impact of architectural design on worker welfare and social interaction, while production-oriented factories like Gürdesan Ship Machinery Industry and Teksan Water Meters offer opportunities to question the existence and utilization of such areas. In light of these analyses, the unique research question of the thesis has emerged: The case studies in question inquire to what extent the leisure spaces found in 18th and 19th-century factory settlement models in Europe continue to exist in contemporary factories within the context of Turkey's modernization process. As state factories have undergone privatization over time, the fundamental research area of the thesis revolves around whether these leisure spaces still exist comprehensively in today's factories or what forms they have transformed into.

This research employs various methods to examine factory structures and operations, focusing on regional connections, employee working conditions, and social space organization. The analysis begins with maps to explore the relationship between factories and cities, followed by architectural plans for a detailed look at social spaces. Photographs reveal the physical arrangement of offices and production areas, while demographic data provide insights into employees' working conditions. The study addresses how the interaction between work and leisure has evolved within modern working conditions while also displaying how factories' social and spatial structures contribute to this dynamic.

The Evolution of Work and Leisure Spaces in Industrial Contexts

01

1.1 Leisure Time in Everyday Life

Leisure time is typically defined as time spent outside of work. In contrast, work involves effort toward achieving a goal governed by necessity and institutional norms that often limit individual freedom. Early industrial capitalism viewed workers primarily as producers but later recognized their role as consumers. This shift led the capitalist system to regulate both consumption and leisure. Lefebvre notes a transition from a production-oriented culture to one centered on consumerism, where life's meaning is defined by acquiring goods and curated experiences.[3] This shift reflects how capitalism extends its influence into leisure time, becoming a commodified space where consumption-driven norms constrain individual freedom.

During the early Industrial Revolution, which spanned from the late 18th to early 19th century, workers faced exploitation during their working hours and leisure time. Consumption evolved into a manipulated culture, with holiday venues and large retail stores becoming essential components of leisure activities.[5] As workers engaged in monotonous, repetitive tasks, they began to see leisure as an opportunity for consumption and escape from their labor. This commodification was intricately tied to capitalism, which designed entertainment and leisure functions as extensions of work. Consequently, leisure became shaped more by cultural industries than individual preferences, directing individuals toward the passive consumption of standardized products.[6] This systemic manipulation reinforced the capitalist framework, limiting leisure activities to options dictated by cultural industries and leading to collective consumption patterns. This cycle not only stifled individual creativity but also ensured capitalism's economic and cultural continuity, highlighting the complex relationship between work and leisure in this transformative historical period.

In daily and urban life, pathways and networks connect workplaces, private life, and leisure areas, creating an integrated spatial experience.

3. Robert Bocock, *Tüketim*, trans. İrem Kutluk (Ankara: Dost, 1997), 59.

4. Mike Featherstone, *Consumer Culture and Postmodernism* (London: SAGE Publications, 2005), 185.

5. ib., 187.

6. Max Horkheimer and Theodor W. Adorno, Dialectic of *Enlightenment*, trans. John Cumming (New York: The Continuum Publishing Company, 1989), 137.

7. Henri Lefebvre, *The Production of Space*, trans. Işık Ergüden (Istanbul: Sel Publishing, 2014), 206.

Leisure, like labor, has become an alienated component of the production system, evolving from a working-class right (e.g., paid leave, vacations) into a commodified industry under bourgeois dominance. Capitalism commercializes leisure, blending social and mental experiences and organizing spaces functionally and hierarchically. Leisure spaces act as transitional zones between work and entertainment, facilitating socialization. In capitalist society, workspaces consist of production units like offices and farms, shaped by the division of labor and market dynamics. These spaces are defined by the networks that connect them and by ownership and management of the means of production, making the workspace a complex, relative system.[7] The transformation of leisure from a working-class right into a commercialized industry underscores how capitalism extends its influence beyond work into personal time. This shift reveals a paradox where leisure, intended as respite, is regulated and commodified, reinforcing the capitalist system's pervasive control over work and leisure.

Modern lives balance between work and leisure, with each demanding specific behaviors. According to Lefebvre, leisure is not a reward but a form of consumption shaped by external forces to serve capitalist needs. It becomes a tool for reinforcing consumption habits rather than a period for genuine self-expression. Lefebvre's concept of alienation highlights how individuals become disconnected in production and consumption, leading to personal estrangement.[8] The linking of leisure to consumption suggests that individuals have lost control over their time and lives and are instead compelled to conform to the system's demands.

In modern societies, everyday life is segmented into work, private life, family life, and leisure, creating distinct areas that can lead to alienation. Lefebvre critiques this division by analyzing the dialectical relationship between work and leisure. He argues that leisure time, often viewed as a reward for work, perpetuates a "vicious cycle" where individuals work to earn leisure, thus reinforcing alienation within this system.[9] Lefebvre's analysis reveals how the compartmentalization of daily life into distinct areas, such as work and leisure, perpetuates alienation. By framing free time as a reward for work, modern societies create a cycle where individuals are compelled to labor to gain leisure, ironically reinforcing the alienation it seeks to alleviate. This critique highlights how the structured segmentation of daily activities under capitalism impacts how individuals experience their time and perpetuates a disconnection from more fulfilling and integrated forms of existence.

8. Henri Lefebvre, *The Critique of Everyday Life*, trans. by John Moore (London: Verso, 1991), 45-46.

9. ib.67-68.

Jean Baudrillard describes modern society as a "consumer society," where everything is commodified and valued for its symbolic rather than practical use. In this context, leisure time becomes dominated by consumption practices like entertainment and shopping, losing its role as a space for individual expression. Technological thinking organizes leisure activities—such as sports and hobbies—according to profit and efficiency, mirroring work's commercial and standardized nature. As a result, future roles like "leisure time evaluation specialist" may become increasingly important, reflecting the growing professional management of leisure separate from work.[10] This approach to leisure time design will ultimately help develop activities and entertainment forms that align with the system, shaping individual and social consciousness according to the social engineering strategies of planned and organized capitalism.

Building on these perspectives, Johan Huizinga's *Homo Ludens* (1938) emphasizes the importance of play as fundamental for both individual and social development. Huizinga argues that play, tied initially to leisure, should be seen as a cultural and creative activity rather than mere entertainment. He contrasts this with the modern view of "school" as disciplined work, suggesting that genuine leisure fosters intellectual and cultural growth.[11] This perspective highlights how properly integrated leisure can contribute to personal enrichment and cultural value.

These analyses collectively reveal how modern capitalism's structuring daily life into segmented areas like work and leisure leads to alienation and commodification. Lefebvre's critique, Baudrillard's notion of consumer society, and Huizinga's emphasis on play underscore capitalist systems' impact on how individuals experience and value their time. Together, they illustrate the tension between structured, commercialized leisure and the potential for more meaningful, creative personal and social engagement forms.

In the fast pace of daily life, leisure provides an essential respite for individuals. Time outside of work allows people to recharge, pursue hobbies, and socialize. However, the complexities of modern life have influenced leisure, making it an area focused on consumption and entertainment. This shift requires individuals to consider more carefully how they spend their leisure time. To achieve truly restorative and fulfilling leisure, it is important to engage in activities aligned with personal interests, limit technology use, and prioritize social interactions.

10. Jean Baudrillard, Tüketim Toplumu, trans. Hazal Deliceçaylı and Ferda Keskin (İstanbul: Ayrıntı Press, 6th ed., 2013).

11. J. Huizinga, *Homo Ludens: A Study of the Play-Element in Culture* (London: Routledge & Kegan Paul, 1949), 173.

1.2 Social Life and Leisure Spaces

Social life and leisure are pivotal concepts in understanding modern societies. Social life encompasses how individuals interact within communities, shaping their identities and roles, while leisure time offers a reprieve from daily routines, allowing for relaxation, personal growth, and social connection.[12] Individuals spend their leisure time heavily influenced by social norms and economic conditions, which, in turn, impact the broader social structure. Analyzing the interplay between social life and leisure is crucial for grasping the quality of modern life and its effects on societal dynamics.

In the digital age, Shoshana Zuboff's concept of "surveillance capitalism" reveals how personal data is commodified and used to manipulate behavior through smart devices.[13] Despite its technological veneer, this modern form of capitalism retains its capitalist essence. Companies like Google, Facebook, and Amazon exploit user data to exert control, echoing Herbert Marcuse's notion of a "one-dimensional society," where even leisure time is harnessed to serve capitalist interests.[14] Zuboff's analysis highlights the shift from personal freedom to capitalist control, extending Marcuse's concept into the digital realm. It underscores how leisure, traditionally a space for individual autonomy, is increasingly co-opted by capitalist forces.

Building on this, Theodor Adorno and Max Horkheimer critique the culture industry, which uses media such as film and music to entertain the masses during leisure time.[15] This industry creates an illusion of contentment while reinforcing conformity and making leisure time as compulsory and exhausting as work. Capitalism divides social life into "work" and "leisure," with leisure time now functioning to reproduce work and generate income, managed by professionals or "leisure workers."[16] This institutionalization of leisure by professionals further reinforces society's work-centric structure. Capitalism ensures that leisure time supports rather than challenges this structure by fostering a constant demand for entertainment.

Moreover, the commodification of leisure activities has resulted in the emergence of a consumerist culture that prioritizes consumption over genuine enjoyment.[17] Activities that were once seen as spontaneous and organic have been transformed into products for sale, often stripped of their intrinsic value. Events, festivals, and even hobbies are often marketed to consumers as experiences to be purchased rather than engaged with

12. Robert D. Putnam, *Bowling Alone: The Collapse and Revival of American Community* (New York: Simon & Schuster, 2000).

13. Shoshana Zuboff, *The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power* (New York: PublicAffairs, 2019).

14. Herbert Marcuse, *One-Dimensional Man: Studies in the Ideology of Advanced Industrial Society* (Boston: Beacon Press, 1964).

15. Theodor W. Adorno and Max Horkheimer, *Dialectic of Enlightenment* (Stanford: Stanford University Press, 1944).

16. Chris Rojek, *Decentring Leisure: Rethinking Leisure Theory* (London: Sage Publications, 1995).

17. Zygmunt Bauman, *Consuming Life* (Cambridge: Polity Press, 2007).

authentically. This commercialization can lead to a sense of alienation among individuals, as their leisure time becomes another avenue for consumption rather than a space for creativity or personal connection.[18]

In this context, the very concept of leisure has been reshaped by capitalist frameworks, resulting in what sociologist David Harvey describes as "time-space compression."[19] As technology accelerates the pace of life, the boundaries between work and leisure increasingly blur. This phenomenon leads to an expectation of constant availability, where individuals feel pressure to remain connected to work even during their leisure hours. The rise of remote work and the gig economy has further exacerbated this trend, making it challenging for individuals to disengage from their professional obligations.

The implications of this shift are profound, as the quality of leisure time deteriorates under the weight of capitalist demands. Leisure, once a realm for relaxation and personal growth, becomes just another arena for performance, where individuals are judged not only by their productivity at work but also by how they utilize their free time. In this way, leisure can perpetuate the same hierarchies and inequalities present in the workplace, reinforcing societal divisions based on access to resources, education, and economic power.[20]

In conclusion, the transformation of social life and leisure spaces in the context of capitalism reveals a complex interplay between autonomy and control. While leisure time offers opportunities for connection and self-expression, it is increasingly shaped by market forces that seek to commodify every aspect of life. Recognizing these dynamics is essential for understanding the contemporary experience of individuals within modern societies. The challenge lies in reclaiming leisure as a space for genuine human connection and creativity, free from the pervasive influences of capitalist commodification. By critically examining the structures that govern our leisure activities, we can begin to envision a more liberated approach to social life that prioritizes individual well-being over mere consumption.

18. Arlie Russell Hochschild, *The Time Bind: When Work Becomes Home and Home Becomes Work* (New York: Metropolitan Books, 1995).

19. David Harvey, *The Condition of Postmodernity: An Enquiry into the Origins of Cultural Change* (Cambridge: Blackwell, 1989).

20. Pierre Bourdieu, *Distinction: A Social Critique of the Judgement of Taste* (Cambridge: Harvard University Press, 1984).

1.3 Theoretical Perspectives on Work and Leisure Time

Understanding the role of workspaces and leisure time is crucial in modern society, as they directly influence how individuals balance their professional and personal lives. Workspaces significantly impact productivity, social interactions, and professional identities. Modern technology has made these spaces more flexible, breaking traditional boundaries. Meanwhile, leisure time, distinct from work, is crucial for rest, entertainment, and personal growth, providing a break from obligatory duties.[21] This evolving dynamic highlights how the boundaries between work and leisure are increasingly blurred, shaping the overall quality of life and individual well-being.

In ancient Greek society, leisure, known as skhole, was a time for contemplating higher ideals such as truth and knowledge, primarily accessible to the elite while the majority engaged in labor. In contrast, the Romans redefined leisure as otium, a period of rest intended to prepare for work, shifting its focus from intellectual pursuits to enhancing productivity. During the Middle Ages, leisure evolved into a symbol of nobility and social standing, marked by luxury and ostentatious consumption, reflecting Veblen's (1912) concept of prestige through display. This transformation influenced contemporary perceptions of leisure as interconnected with social status and material affluence.[22] Stockdale (1985) defines leisure as a period and a state of mind centered around choice. It involves voluntary participation and represents the time left after work, allowing individuals to engage in personal activities in various settings.[23] This evolution underscores how leisure has continually adapted to reflect broader social and economic changes. From a symbol of social status to a space for personal freedom, leisure's shifting nature highlights its enduring significance in defining individual and societal well-being. The concept of leisure has evolved from its historical roots into a formalized part of modern life, defined by standardized working hours. Today, commercialization and commodity fetishism increasingly shape leisure, blurring the lines between work and personal time. Historical labor movements in 19th-century Europe, driven by harsh conditions, secured shorter hours and better wages, clearly distinguishing between work and leisure and illustrating how historical and commercial forces have redefined social life.[24] This evolution underscores the paradox of modern leisure.

21. Ömer Aytaç, "Kapitalizm ve Boş Zaman," Eskişehir Osmangazi University Journal of Social Sciences 6, no. 1 (June 2005): 2.

22. Susana Juniu, "Downshifting: Regaining the Essence of Leisure," *Journal of Leisure Research 32*, no. 1 (2000): 69-73, https://www.nrpa.org/globalassets/journals/jlr/2000/volume-32/jlr-volume-32-number-1-pp-69-73.pdf.

23. Rebecca Rose Rouben, "Leisure: Its Meaning and Role in the Life of a Sample of London Adolescents During the School Years" (PhD diss., London School of Economics and Political Science, 1995).

24. Ömer Aytaç, "Boş Zaman Üzerine Kuramsal Yaklaşımlar," *Firat University Journal of Social Sciences* 12, no. 1 (2002): 237.

Once a sacred space for personal rejuvenation, it has now been commodified and integrated into the capitalist framework. This transformation challenges the original notion of freedom and relaxation, raising concerns about the loss of personal freedom in the face of commercialization.

The industrial organization of work has reshaped leisure time, integrating it into the same industrial framework and altering its significance. In modern society, leisure has lost some of its status as a fundamental right due to ideological and commercial exploitation and is increasingly seen as a work-dependent period.[25] This situation has led to the view that leisure is best understood within the context of work rather than as an independent concept. This perspective highlights a tension between traditional work theories and utopian visions that advocate for the end of work, suggesting a need to reevaluate the roles of production, labor, and the working class.

The Industrial Revolution extended work hours to boost production, which led to worker movements demanding reduced hours and better pay, gradually creating a separate time for leisure.[26] Willmott and Young (1973) calculated that, in 1972, manual laborers spent 40 percent of their waking hours at work. A similar study by the Henley Center for Forecasting in 1982 showed this figure had decreased to 33 percent.[27] Changes in work organization significantly impact leisure time. While reduced work hours allow more time for other activities, the relationship between work and leisure is complex. Post-work activities, tasks, responsibilities, and essential needs like sleep influence leisure time.

This section will explore theoretical perspectives on work and leisure, starting with Maurizio Lazzarato's 1996 article *"Immaterial Labor,"* which examines the merging of work and leisure in information and service-driven economies and challenges traditional time concepts. Karl Marx's insights will be discussed, focusing on how leisure was incorporated into labor power reproduction to boost productivity and sustain capitalism while addressing workers' rest needs. Paul Lafargue's "The Right to be Lazy" will be analyzed to critique work overvaluation and its call for increased leisure as a path to true freedom and happiness. Finally, the unique views of Bertrand Russell and André Gorz on leisure will be considered. This analysis aims to comprehensively understand the evolving roles and perceptions of work and leisure in modern society.

Maurizio Lazzarato's 1996 article *"Immaterial Labor"* argues that the boundary between work and leisure is increasingly blurred. He defines

25. ib., 234.

26. Juniu, "Downshifting: Regaining," 69-70.

27. Herbert, David T. "Work and Leisure: Exploring a Relationship." *Area* 20, no. 3 (1988): 241–52. http://www.jstor.org/stable/20002625.

immaterial labor as activities producing informational and cultural content, including unpaid personal activities like social media use. This blending allows capitalism to exploit personal experiences and integrate them into value creation. Lazzarato highlights how this erasure of boundaries enables capitalist control over work and leisure, using concepts like happiness and well-being as tools for social control.[28] Lazzarato's analysis reveals how the blurring of work and leisure under modern capitalism exploits personal activities and reshapes how we perceive both spheres. By integrating personal experiences into value production, capitalism extends its reach into traditionally non-work areas, effectively controlling how individuals spend their time and frame their well-being. This critique underscores the need to rethink our understanding of leisure in an era where it increasingly serves economic functions rather than offering genuine respite.

Karl Marx considered leisure essential for human development, advocating that it enhance work satisfaction and productivity. Modern workspaces often integrate leisure activities, reflecting evolving attitudes toward productivity. Historically, early capitalism concentrated solely on work, emphasizing discipline and organization.[29] In capitalist society, leisure time for workers, particularly those in repetitive jobs, serves as a period for rest and recovery, preparing them for further work. Leisure activities, including games and events, have become part of the global market, promoting uniform leisure experiences and cultures worldwide.[30] Today, leisure time plays a dual role: it provides rest and contributes to the continuation of production relations and the expansion of consumer culture. Commodifying leisure time in the global market leads to similar consumption patterns and cultural experiences worldwide. While the industrialization and globalization of leisure time shape individual and social life, they also accelerate the reproduction of modernity and capitalism. This process poses the risk of cultural homogenization and loss of local uniqueness, but it also offers opportunities for individuals to explore and question their identities and lifestyles.

In *The Right to be Lazy*, Paul Lafargue argues that technology should enable freedom and leisure by alleviating the burdens of strenuous work. He advocates for autonomous, enjoyable leisure time that fosters personal creativity rather than merely serving the needs of others.[31] Lafargue's perspective on leisure aligns with similar views by Marx and Lazzarato. He advocates for leisure as a space where people can freely pursue pleasure and enjoyment. His ideas challenged 19th-century capitalist ethics that glorified

28. Paolo Virno and Michael Hardy, eds., *Radical Thought in Italy: A Potential Politics* (New York: Zone Books, 1996), 111-123; Maurizio Lazzarato, "Immaterial Labor," trans. Paul Colilli and Ed Emory, 111-123, https://www.e-flux.com/legacy/2013/05/2.-Maurizio-Lazzarato-Immaterial-Labor.pdf?b8c429.

29. Aytaç, " Boş Zaman Üzerine," 243.

30. Ray Hibbins, "Global Leisure Time," *Social Alternatives* 15, no. 1 (1996): 22-25.

31. Paul Lafargue, *Tembellik Hakkı*, trans. İhya Kahraman (Lacivert Books, 3rd ed.; 2018).

work and suggested that individuals should dedicate their lives exclusively to labor.

Bertrand Russell, like Lafargue, advocates for reducing work hours to four per day, using machine efficiency to boost leisure time. He believes effective economic regulation can improve material comfort and foster human development. Russell argues that fulfilling leisure must address more than just intellectual pursuits. André Gorz criticizes modern work models for creating social issues and limiting personal development by treating individuals as mere labor. He suggests increasing leisure time can enhance self-expression, intellectual freedom, and resistance to social constraints, challenging capitalist and socialist work-centered ideologies.[32] Russell advocates reducing work hours to enhance leisure time, believing that proper economic regulation can foster material comfort and personal growth. His approach emphasizes balancing work and leisure, highlighting its relevance for modern societies. Meanwhile, Gorz critiques the capitalist work system for fostering alienation and argues that work should offer more than mere income. It should be a space for creativity and self-expression. He also points out that commercialized leisure undermines its value, advocating for a redefined approach where leisure time supports personal development and social connections. Russell and Gorz provide a framework for creating a more fulfilling balance between work and leisure in contemporary life.

Once a path to independence, work has become a duty and obsession in modern production, driven by the pursuit of wealth. As mechanization reduced the need for manual labor, leisure time increased, but this expansion has led to uniform, passive consumption. Leisure now mirrors work's mechanization, with individuals engaging in repetitive, planned activities. Consequently, leisure has become an extension of work, reinforcing rather than relieving the work process.[33] This evolution underscores how modern work, emphasizing efficiency and productivity, has infiltrated leisure, transforming it into a mere extension of labor rather than a space for personal enrichment. As leisure activities become standardized and commodified, they reflect the same mechanical and passive behaviors observed in work environments. This blurring of boundaries between work and leisure reinforces the capitalist agenda and diminishes opportunities for genuine personal fulfillment and creativity. The challenge for contemporary society lies in reclaiming leisure as a space for authentic self-expression and personal growth, resisting its reduction to a mere adjunct of work.

32. Aytaç, " Boş Zaman Üzerine," 243.

33. Chris Rojek, *Decentring Leisure: Rethinking Leisure Theory* (London: Sage, 1995).

Leisure activities, such as TV, music, and social media, shape cultural identities and offer personal expression and resistance spaces. However, in today's digital and flexible work environments, the boundary between work and leisure has blurred, with work extending into leisure time and vice versa. John Fiske argues in *Understanding Popular Culture* that leisure is often controlled by bureaucratic and political forces, using examples like business trips to manage cultural spaces and reinforce dependence, illustrating how work and leisure are increasingly integrated into organizational systems.[34] Fiske's insights on work and leisure offer valuable perspectives on how popular culture operates daily and how individuals construct meaning within this culture. His views help clarify the interplay between work and leisure in modern societies and the impact of this interplay on popular culture. This shift illustrates a contemporary reality where individuals are guided towards consumption even during their leisure time, with unique experiences replaced by standardized entertainment forms. This commodification of leisure encourages a consumption-oriented lifestyle, limiting individual freedom. Therefore, it is crucial to reconsider the meaning and value of leisure time to foster alternative life practices that allow individuals to focus on their own subjective experiences.

In today's capitalist society, the boundaries between work and leisure are becoming increasingly blurred. With the impact of technology and digitalization, even individuals' personal spaces and experiences are becoming integrated into the economic production process. This situation transforms leisure from a genuine opportunity for rest or self-improvement into an extension of work. Thinkers who advocate for reducing working hours and viewing leisure as a space for personal freedom emphasize that work should not only be about production but also individual creativity and satisfaction.

However, leisure has become commodified and standardized in the modern world, much like work. This situation reflects a system that limits individuals' authentic experiences and personal development. Society needs to reconsider leisure, not merely as a tool for renewing the workforce but as a space where individuals can express themselves, find freedom, and engage in genuinely meaningful experiences.

34. John Fiske, *Understanding Popular Culture* (London: Routledge, 1989).

1.4 Leisure Spaces in Factories During The Industrial Revolution

Understanding the intricate relationship between work and leisure is crucial, particularly when examining the evolution of these two domains during the Industrial Revolution. As modern technology reshaped traditional workspaces, the balance between professional responsibilities and personal time became increasingly complex. This transformation not only influenced productivity and social interactions but also redefined individual identities within the workforce.[35]

Historically, leisure has transitioned from an elite privilege to a recognized component of social status and personal freedom.[36] However, with the onset of industrialization, leisure began to intertwine with work, reflecting broader societal shifts. The rise of factories marked a significant turning point in this dynamic, as working hours expanded and the boundaries between personal and professional lives became increasingly blurred.[37] As workers sought to negotiate their time between labor and rest, leisure evolved, often becoming commodified.[38] In this context, the emergence of factories is examined, focusing on how their designs influenced worker identity and the role of leisure spaces within these industrial environments. This section highlights the impact of industrialization on leisure practices, mainly through the lens of model settlements established by Robert Owen—New Lanark and New Harmony—alongside Tony Garnier's vision for an industrial city designed to accommodate 35,000 residents. Furthermore, Saltaire, a prominent example of modern industrial society, will be assessed, emphasizing how these settlements contributed to social and spatial transformations in workers' lives. By analyzing these case studies, this work aims to uncover the broader implications of the Industrial Revolution on urban planning and social reform, emphasizing the critical role of leisure spaces in fostering a balance between work and personal well-being.

Industrialization in 18th-century England replaced crafts with steam-powered factories, boosting progress but raising environmental and labor issues.[39] The transition to industrial capitalism in the 18th century reshaped social structures and production. It replaced traditional, worker-controlled methods with organized factories, increasing scale and introducing new forms of control and efficiency.[40] Industrialization shifted production from artisanal

35. Roger B. Hill, *Industrial Revolution and its Impact on Society* (New York: Academic Press, 2001), 45-67.

36. Peter Frase, *Four Futures: Life After Capitalism* (Verso, 2016), 19-32.

37. Richard E. Smith, *The Utopian Communities of the 19th Century* (Cambridge: Cambridge University Press, 2015), 150-175.

38. Thomas A. Markus, *The Design of Urban Space: An Inquiry into a Socio-Spatial Process* (Hoboken, NJ: Wiley, 2013), 88-100.

39. Karl Marx, *A Critical Analysis of Capitalist Production*, trans. Samuel Moore and Edward Aveling, ed. Frederick Engels (Moscow: Progress Publishers, 2019), 446.

40. Michel Foucault, *Discipline and Punish: The Birth of the Prison* (New York: Peregrine Books, 1979), 142.

craftsmanship to steam-powered factories, enabling mass production and economic growth while creating environmental and labor challenges. The transition from direct producer control to fragmented, regulated production led to organized factories, reflecting a broader drive for efficiency. This transformation underscores the intricate relationship between technological progress and social change, highlighting the need to examine how industrial practices shape societal values.

The Industrial Revolution (18th-19th century) shifted production from crafts to factories, leading to capital accumulation and industrial cities in Europe. Innovations like the steam engine transformed economies but worsened inequalities and working conditions, highlighting the need for social reforms and paving the way for ongoing social justice efforts.[41] The Industrial Revolution fundamentally reshaped society, driving technological progress and economic growth while exposing deep social inequalities. Rapid urbanization and factory labor resulted in harsh conditions for many workers, highlighting industrialization's complex legacy. These challenges prompted crucial social reforms and the ongoing struggle for labor rights and social equity, emphasizing the need to balance technological advancement with human welfare for the benefit of all.

41. Gülten Dönmez, "The Impacts of Workers' Settlements and Lodgement Areas of the Republican Period on the City: The Case of Bursa," *PARADOKS: Economics, Sociology and Policy Journal* 15, no. 1 (2019): 55-76.

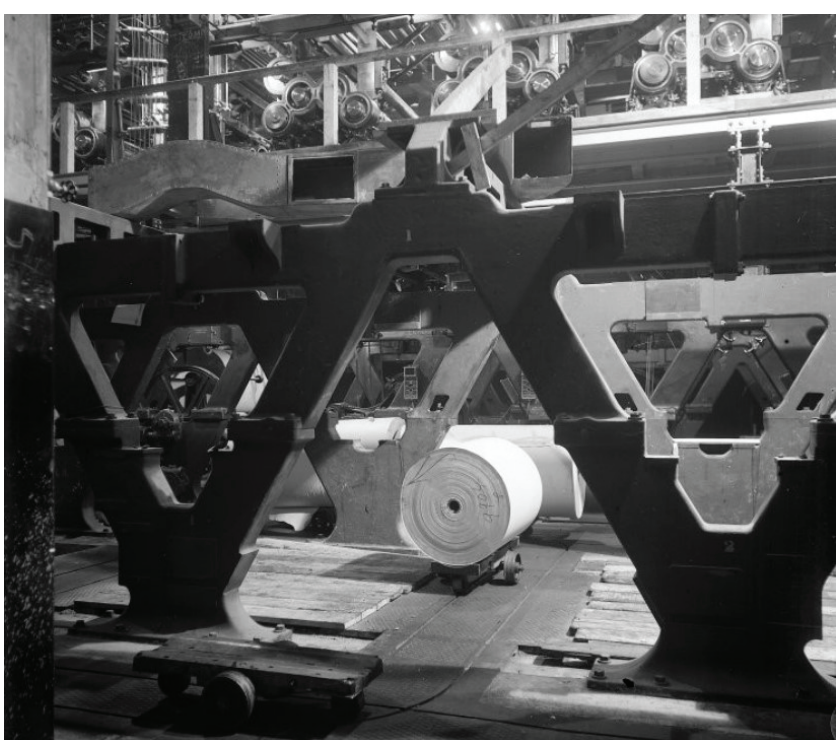


Figure 1: *Daily Express Building, 120-129 Fleet Street, City of London: the printing presses.* (Source: RIBA Ref No. RIBA8520, designed by Ellis & Clarke and Sir Evan Owen Williams (1890–1969), photographed by Dell & Wainwright, 1932. Architectural Press Archive / RIBA Collections. Library Reference DWN2672. Accessed October 10, 2024. https://www.ribapix.com/daily-express-building-120-129-fleet-street-city-of-london-the-printing-presses_riba8520.)

The Industrial Revolution fueled economic growth and technological advancements and introduced social and environmental challenges, worsening economic inequalities and highlighting its complex legacy.[42] Before the Industrial Revolution, feudal cities were shaped by hierarchy and tradition, featuring pedestrian-friendly layouts that integrated work and living spaces. As steam power emerged, industries migrated to urban centers, resulting in rapid population growth in cities like Manchester and London and significantly transforming urban development.[43] This rapid population growth radically altered cities' social and economic structures, laying the groundwork for modern urbanization but also straining infrastructure and worsening social issues.[44] During the Industrial Revolution, private enterprises managed factory locations, worker housing, and essential services, but the lack of central authority led to disorder.[45] The Industrial Revolution's lack of centralized management led to significant infrastructure and public service deficiencies, worsening social and environmental issues. The transition from feudal to industrial urban centers prioritized economic efficiency over harmonious planning, exacerbating inequalities and environmental degradation. This highlights the need for a balanced approach to urban development that integrates technological progress with thoughtful planning and social oversight for sustainable growth. Production spaces have evolved significantly. In ancient Greece, architecture featured multifunctional homes that combined living and working areas. The Industrial Revolution shifted production to specialized factories, driven by steam engines and extensive railway networks. This change increased factory demand, spurred rural-to-urban migration, and led to the growth of new cities around industrial hubs.[46] This setup illustrates how production processes were integrated with social life, allowing spaces to serve multiple purposes. In ancient times, production areas within homes reflected a holistic organization, lacking clear boundaries between work and private life, which provides insight into early societies. In contrast, modern societies increasingly separate private and professional spaces, marking a significant evolution in spatial organization and social structure. These changes highlight that industrialization is both an economic shift and a transformation of spatial and social structures. The evolution of production spaces reveals adjustments made for efficiency and social challenges. Analyzing factory layouts and workers' housing offers insights into the reorganization of society's social structure, emphasizing the importance of understanding industrialization to grasp the dynamics of modern cities.

42. "Industrial Revolution," *Encyclopædia Britannica*, accessed August 30, 2024, https://academic-eb-com.ezproxy.mef.edu.tr/levels/collegiate/article/Industrial-Revolution/42370.

43. Leonardo Benevolo, *Avrupa Tarihinde Kentler*, trans. by Nur Nirven (Istanbul: Literatür Press, 2006), 165.

44. Didem Boyacıoğlu, “Osmanlı Fabrika Yapılarının Kentsel ve Mimari Analizi” (PhD diss., Istanbul Technical University, Institute of Science, Department of Architecture, Architecture History Program, November 2013).

45. Benevolo, *Avrupa Tarihinde Kentler*, 170-172.

46. Melek Akçadoğan, "Cumhuriyet Dönemi İşçi Yerleşkeleri ve Lojman Alanlarının Kente Olan Etkileri: Zonguldak Örneği" (Master's thesis, Istanbul Technical University, Institute of Science, Interdisciplinary Urban Design Program, Department of Architecture, Urban and Regional Planning, and Landscape Architecture, May 2014).

Figure 2: New Harmony in Indiana embodies multiple versions of the American ideal. (Source: Aaron Betsky, "Utopia in the Cornfields," *Architect Magazine*, posted November 1, 2019, www.architectmagazine.com/design/utopia-in-the-cornfields_o.)

Following the Industrial Revolution, specialized living environments were developed to cater to the needs of the growing working class, often shaped by contemporary theoretical and ideological perspectives aimed at optimizing worker performance. These settlements, particularly in rapidly industrializing nations like England and Germany, were designed to improve workers' living standards while enhancing productivity. Company towns were at the forefront of this movement, where industrialists sought to create orderly, healthy, and functional living spaces that harmonized production demands with employees' well-being.[47] Robert Owen's *New Harmony* is one of the most emblematic examples of these settlements, designed as a model community for 500 to 3,000 residents. Structured with a square-plan layout, the settlement included essential infrastructure such as a factory, housing, shops, and schools. *New Harmony* was intended to serve as a global model for improving living conditions through education and community integration.[48] Owen's earlier project, New Lanark, a semi-industrial and semi-agricultural settlement, embodied his romantic ideals. It featured organized streets, communal agricultural fields, kitchens, and social facilities to foster a self-sufficient and cooperative society.[49] The settlement also provided education from infancy, with structured shifts for workers and designated leisure spaces such as libraries and communal activity areas.[50]

Despite its initial success, *New Lanark*'s decline was marked by internal competition and growing dissatisfaction among its residents, ultimately leading to its failure.[51] These examples underscore the complexity of utopian social experiments, as they sought to balance idealistic visions of cooperative living with the practical demands of industrial labor.

The temporal organization of life under capitalism plays a crucial role in these projects, mainly through time regulation. The introduction of mechanical clocks and the standardization of working hours fundamentally altered individuals' perceptions of time, delineating a clear boundary between work and leisure.[52] ime became a resource to be managed, with the workday and designated holidays serving as mechanisms to reinforce capitalist production and consumption cycles.[53]

Although company town campuses provided a controlled environment to achieve work-life balance, offering social and educational facilities to encourage worker well-being, these environments often exhibited an underlying form of control. Though idealistic, Owen's vision of *New Harmony* demonstrated a "utopian" effort to impose strict regulation over

47. Robert Owen, *A New View of Society* (London: Everyman, 1926), 45-46.

48. F. Engels, *The Condition of the Working Class in England* (Oxford: Oxford University Press, 2009), 128.

49. John R. Commons, *The History of Labour in the United States* (New York: Macmillan, 1918), 245.

50. E. P. Thompson, *The Making of the English Working Class* (New York: Vintage, 1966), 182.

51. Asa Briggs, *Victorian Cities* (London: Penguin, 1963), 312.

52. Lewis Mumford, *Technics and Civilization* (New York: Harcourt, 1934), 223.

53. Anthony Giddens, *Capitalism and Modern Social Theory* (Cambridge: Cambridge University Press, 1971), 34.

both labor and social life within the framework of a cooperative society. However, the tension between worker autonomy and managerial control persisted, ultimately revealing the limits of such experiments in reimagining the capitalist organization of labor and daily life.[54]

This analysis examines contradictions in utopian industrial experiments like New Harmony and New Lanark. While aimed at improving workers' living conditions and education, their paternalistic control often mirrored capitalist desires, undermining workers' agency. Owen's New Harmony attempted to balance individual freedoms with control, revealing tensions between personal liberties and centralized authority that complicated sustainability. Both settlements reflected Owen's ideals, promoting social equality through designs that encouraged community interaction. However, their success relied on effective social management alongside thoughtful design. Internal competition and dissatisfaction undermined sustainability, emphasizing the need to balance idealism with practical realities in community planning. Company town campuses aimed to meet the working class's physical and social needs, enhancing productivity while maintaining social order. Owen's approach highlights the challenges of achieving social utopias, as these cooperatives exposed tensions between individual freedoms and centralized power, demonstrating the difficulties of sustaining ideal communitie.

54. J. F. C. Harrison, *Robert Owen and the Owenites in Britain and America* (London: Routledge, 1969), 97.ez-proxy.mef.edu.tr/levels/collegiate/article/Industrial-Revolution/42370.

Figure 3: Late 18th-century main mill block at New Lanark, Scotland, site of Robert Owen's social experiment. (Source: Gillian Darley, *Factory* (London: Gollancz, 2003), https://archive.org/details/factory0000darl/page/n1/mode/2up.)

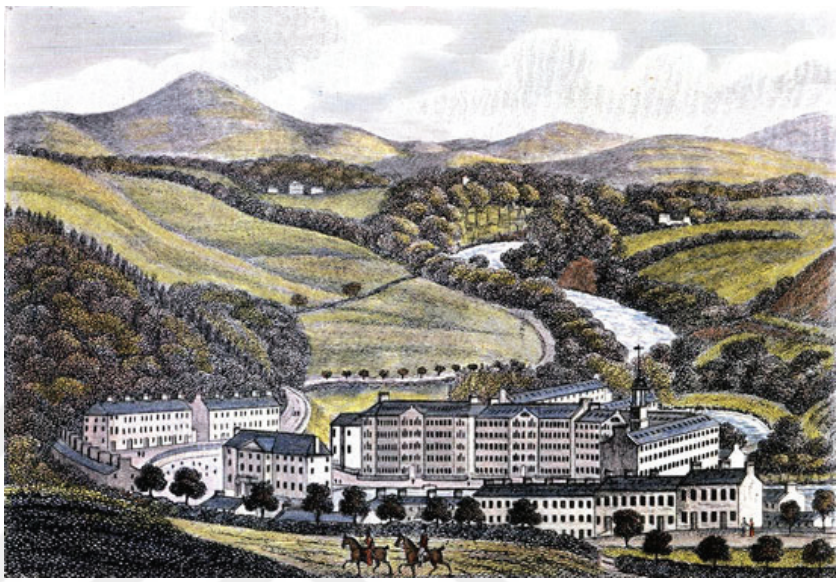


Figure 4: New Lanark, an 18th-century industrial village in Scotland with cotton mills along the River Clyde. (Source: "Introducing Robert Owen," *New Lanark*, accessed August 10, 2024, www.newlanark.org/introducing-robert-owen.)

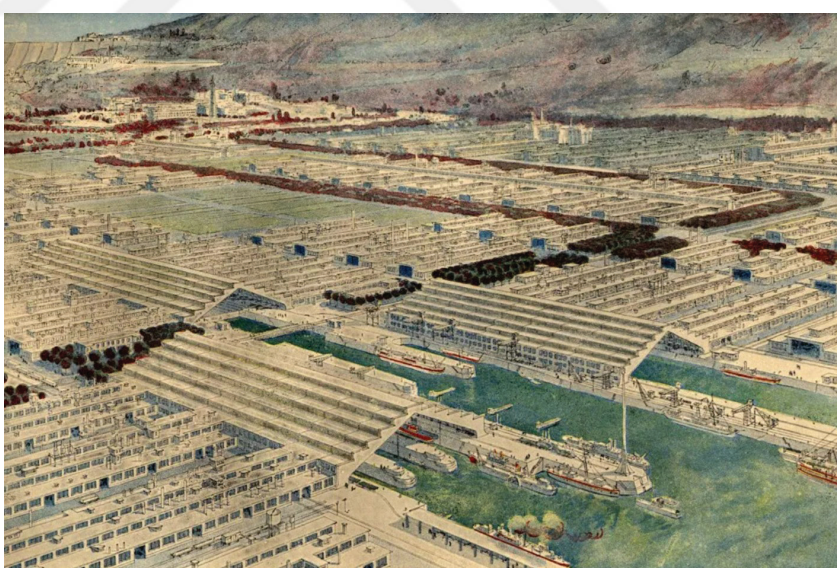


Figure 5: Reviving the Utopian Urban Dreams of Tony Garnier: A detail of Garnier's ***Industrial City***, designed between 1899 and 1903. (Source: Sukhada Tatke, "Reviving the Utopian Urban Dreams of Tony Garnier," *Bloomberg*, November 11, 2019, 19:30 GMT+3, © Musée Urbain Tony Garnier, www.bloomberg.com/news/articles/2019-11-11/why-architect-tony-garnier-was-ahead-of-his-time.)

Tony Garnier was a pivotal figure in 20th-century settlement design, advancing the principles of Robert Owen. He aimed to develop industrial cities that functioned as effective workers' settlements and ideal living environments. Garnier's design addressed the complexities of industrialization by planning a city for 35,000 inhabitants with clearly delineated functional

zones, including residential, industrial, transportation, and green spaces. His model encompassed a central building, healthcare facilities, a dam and power plant, educational institutions, social and recreational areas, and waste management centers. Garnier's approach integrated workplaces with residential areas and employed green belts to separate different functions. The central district was equipped with social and cultural amenities such as theaters, libraries, museums, and congress halls, designed to be accessible and community-oriented.[55] Garnier's design for the "Industrial City" represented a transformative approach to urban planning by clearly delineating functional areas and addressing specific needs through its layout. His "closed freedom" concept sought to balance social control with individual autonomy, evident in the structured yet modern design that included low-rise residential blocks, green spaces, and contemporary elements like open floor plans and exposed concrete.

From an architectural perspective, Garnier's plan was groundbreaking in its ambition to create a harmonious urban environment that integrated work and living spaces while featuring essential amenities. The separation of functions into distinct zones—residential, industrial, transportation, and recreational—aimed to enhance efficiency and quality of life. Including social and cultural facilities within the central area further underscored the intention to foster a vibrant community.

However, despite its innovative vision, the practical implementation of Garnier's design encountered significant challenges. The theoretical appeal of the Industrial City may be undermined by real-world complexities, where the absence of specific social mechanisms could lead to practical issues. The design's rigid framework might also restrict residents' leisure time and limit spontaneous, free activities. This limitation could affect social and cultural development, potentially stifling creativity and undermining the dynamic aspects of urban life.

While Garnier's project is a notable architectural achievement, it illustrates the difficulty of aligning idealistic visions with practical realities. It highlights the importance of adapting urban designs to the socio-economic and political contexts in which they are implemented. The tension between idealism and practicality in urban planning remains a central challenge, emphasizing the need to consider individuals' social and personal freedoms to achieve successful and sustainable urban environments.

55. Davran Eşkinat, "Ondokuzuncu Yüzyıl Tony Garnier ve Endüstri Devrimi," Architecture Journal, no. 1971-11 (97): 12-20.

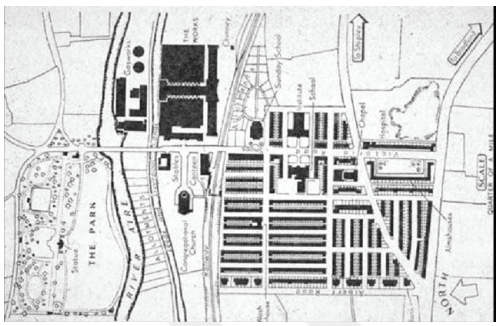


Figure 6: Plan of Saltaire, founded by Titus Salt in 1851. (Source: Karakaya, Emel. Construction of the Republic in City Space: From Political Ideal to Urban Planning Principles. Master's thesis, Middle East Technical University, Graduate School of Natural and Applied Sciences, September 2010.)

The transition from traditional to modern work environments has dramatically changed how people perceive time. Initially, individuals managed their time with more autonomy, influenced by natural conditions. With industrialization and the rise of capitalism, control over time shifted from individuals to the system. Capitalism adopted strict time discipline, initially used in monasteries, to regulate and standardize both working hours and leisure time.[56] The internalization of the capitalist production and consumption cycle causes social norms and individual values to be shaped by this system. People are no longer merely means of production but also means of consumption. Integrating leisure time into capitalist production processes demonstrates that these processes have become dominant in influencing all aspects of individuals' lives. This situation highlights the difficulty and complexity of individuals' efforts to regain their independence and freedom within their living spaces. The profound impact of the capitalist system on individuals' perception of time raises essential questions on both a personal and societal level. The concept of industrialization, introduced by the Industrial Revolution, involves more than mechanizing production; it also transforms agriculture, transportation, finance, and population distribution.

In 1851, Sir Titus Salt collaborated with engineer William Fairbairn to create a model industrial settlement around a large mill in the countryside near Bradford. Saltaire featured a prominent factory chimney modeled after an Italian campanile, and its housing reflected workplace hierarchies, with larger homes for supervisors and almshouses for older people. The settlement included places of worship, schools, a library, and an adult institute, and it provided railway access to nearby moors. However, paternalistic rules highlighted its shortcomings, such as prohibiting washing lines and charging for communal laundry.[57]

This framework of social control, intended to ensure order and well-being, reveals the tensions between authority and individual freedom. By imposing restrictions, Salt's vision inadvertently reinforced the hierarchies it aimed to alleviate. While Saltaire sought to improve living conditions, it illustrates how paternalistic governance can undermine autonomy and perpetuate social divisions.

The layout of the Saltaire settlement around Victoria Street includes critical structures like the factory, church, factory schools, and the Saltaire Club and Institute.[58] These elements reflect the integration of industrialization with strict social rules that control workers' economic and ethical standards.

56. Doğa Başar SARI IPEK, "Zaman Baskısı Altında Çalışma ve Boş Zaman Algısı," *Journal of Management and Economics Research* 14, no. 4 (September 2016), doi: http://dx.doi.org/10.11611/yead.282044.

57. Gillian Darley, *Factory* (London: Reaktion Books, 2003), contributed by Internet Archive, https://archive.org/details/factory0000darl/page/n5/mode/2up.

58. Senem Zeybekoğlu, *Erken Cumhuriyet Dönemi Sanayi Komplekslerinin Mekânsal Analizi: Nazilli, Kayseri, Bursa ve Eskişehir Örnekleri* (Master's thesis, Istanbul: Yıldız Technical University, Institute of Science and Technology, 2002).

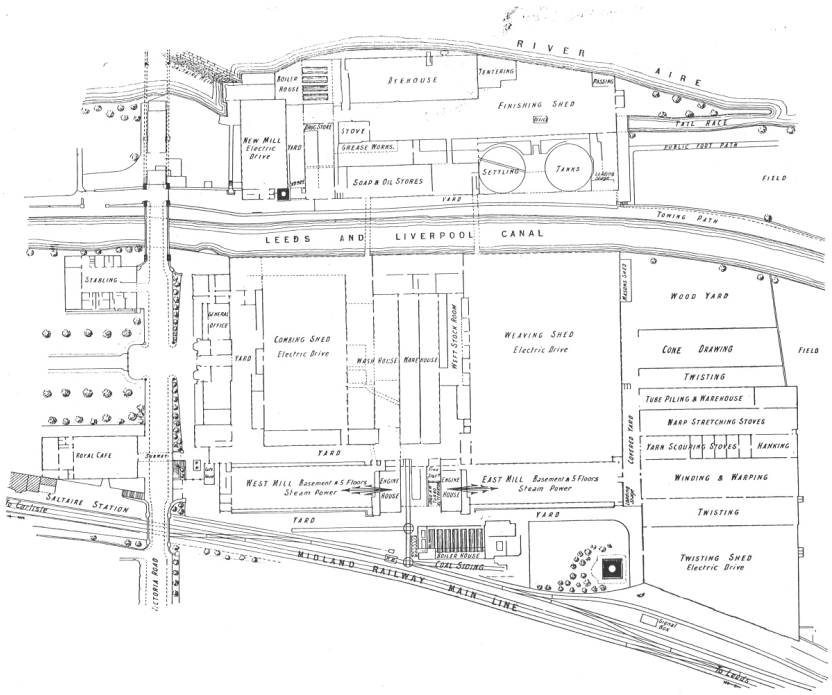


Figure 7: Salts Mill site plan, 1912. (Source: "Saltaire Village Website, World Heritage Site," accessed October 7, 2024, https://saltairevillage.info/Saltaire_WHS_Salts_Mill.html.)

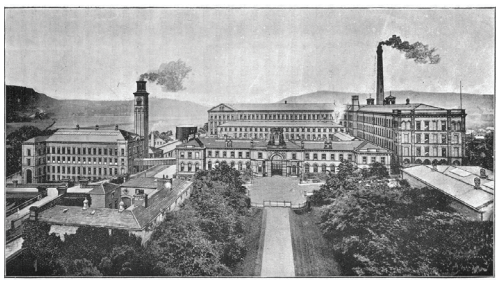


Figure 8: West View of Salts Mill's main entrance and office buildings. (Source: "Saltaire Village Website, World Heritage Site," accessed October 7, 2024, https://saltaire-village.info/Saltaire_WHS_Salts_Mill.html.)

Designed to combine work and living spaces while fostering worker development, the settlement illustrates how industrialization affects production and social regulation.

However, this arrangement has its limitations. The settlement plan aims to control workers' non-working time, ensuring that their leisure activities are organized and regulated. This approach can limit workers' independence in their living spaces, as activities determined by the employer restricts personal freedoms and preferences. Although Salt's vision sought to address workers' social needs and improve their living standards, it also aimed to regulate their working and leisure time. Thus, the Saltaire settlement can be seen as a strategy to enhance system efficiency by organizing workers' lives and free time, highlighting how capitalist production relations can restrict workers' autonomy and time management.

In her book, *The Factory in a Garden,* Helena Chance explores the social activities at the Cadbury factory during the 1890s and 1910s, emphasizing the importance of outdoor recreation in workers' lives. The factory's spatial design incorporated recreational opportunities to enhance employee well-being and social development. While sports played a central

Figure 9: Factory girls during lunch break in the 1870s; Cadbury girls' rustic gymnasium, c. 1920; tennis in the Girls' Grounds at Cadbury, c. 1910. (Source: Helena Chance, *The Factory in a Garden*)

role, the activities included music, dance, theater, festivals, and performances within the factory gardens. Helena Chance raises questions about the extent of participation in these activities, whether they were voluntary, and whether men, women, and young workers were equally involved.[59] Although social activities at the Cadbury factory initially appear to support employee well-being and happiness, a deeper analysis is necessary. Employers may use these activities as a strategic tool to boost productivity and employee commitment. While offering recreational opportunities allows workers to express themselves outside of work, these activities can also serve as a means of control.

Such social activities can also reduce potential labor unrest and strikes by enhancing workers' loyalty to the workplace. Additionally, these practices may diminish the socio-political awareness of the working class by fostering gratitude towards their employers. Therefore, it is essential to consider that these social programs might be designed not only to improve employee welfare but also to safeguard the interests of employers. This critical perspective helps us understand social activities' complex and multifaceted role in industrial settings. What was the significance of the industry's role in this social transformation?

This initiative demonstrates that modernization efforts extended beyond economic development to include social and cultural transformation. However, the ideological aspects of these settlements could also perpetuate social inequalities and tensions over time. This situation highlights the complexity of modernization projects and the paradoxes they can create.

In the first chapter of this thesis, the initial three sections focus on the concepts of work and leisure from a theoretical perspective. Subsequently, the idea of work is examined through the lens of factory spaces. In the final section of this chapter, notable examples from the 19th and 20th centuries related to leisure activities in factory settings around the world are evaluated globally. Factory settlements established in the 19th century provided social amenities for workers, many of which continued for the next 50 years. This thesis examines key examples of these settlements, offering insights into the impact of social amenities on workers' lives following the Industrial Revolution, the transformation of spaces designed to meet social needs, and their connections with modernization processes.

59. Helena Chance, *The Factory in a Garden: A History of Corporate Landscapes from the Industrial to the Digital Age* (Manchester: Manchester University Press, 2017).

Leisure Spaces in Factory Buildings During Turkey's Modernization

02

This section will examine the Sümerbank Nazilli Printing Factory, the Alpullu Sugar Factory, and the SEKA Paper Factory, all of which played critical roles in textile, sugar, and paper production during Turkey's modernization process. Through these three factories, the facilities provided to workers and their families outside of working hours will be addressed, and the impact of how these spaces were utilized on perceptions of leisure time will be explored. Furthermore, the work-life balance in social factories and the socio-cultural dynamics of the period will be discussed through the lens of the concepts of 'work' and 'leisure,' drawing on the views of relevant theorists. In this context, the effects of leisure spaces on workers and the contribution of the design of these areas to the social structure will be examined through qualitative research, analyzing plans and photographs.

Since the early 1900s, industrialization in Turkey aimed to enhance economic prosperity and improve workers' living standards. This process, driven by state support until the 1980s, led to significant transformations in factories' financial and social structures.[60] In this context, Sümerbank's role becomes more pronounced. Established on July 11, 1933, Sümerbank implemented state enterprise by consolidating industrial policies into a single stage.[61] Sümerbank was a key institution tasked with operating factories, developing projects, and providing industry credit to execute the state's manufacturing and industrial programs.[62] By 1938, Sümerbank had continuously increased its profits, establishing factories in various sectors such as Iron and Steel, Leather, and Cellulose, and creating a significant milestone in Turkish industry with the transfer of 14 plants of the Yarn and Weaving Factory in 1949.[63] A notable example within Sümerbank's production range, particularly regarding social facilities and work-life balance, is the Nazilli Printing Factory, established in 1937 by Mustafa Kemal Atatürk. This factory, the first significant project of the Republic's First Five-Year Industrial Plan, is the first state-founded Turkish printing factory.[64] The Sümerbank Nazilli Printing Factory stood out among social factories for the leisure spaces and

60. Duygu Dilek, "Sosyal Fabrikanın Çalışanları Üzerindeki Etkisi: Nazilli Sümerbank Basma Fabrikası" (Master's thesis, Aydın Adnan Menderes University, Institute of Social Sciences, Department of Public Relations and Advertising, 2021), 4-34.

61. Serkan Tuna, *Türkiye'de Devlet İşletmeciliği ve Sümerbank (1932-1939)*, 1st ed. (İstanbul: Derlem Publishing, 2009).

62. Zafer Toprak, *Sümerbank Holding* AŞ, 1st ed. (İstanbul: Creative Publishing, 1988).

63. *Cumhuriyetin 50. Yılında Sümerbank*, 1933-1973 (Ankara: Tisa Printing, 1973), 3.

64. Murat Koraltürk, "Nazilli Basma Fabrikası," *Atatürk Ansiklopedisi*, February 23, https://ataturkansiklopedisi.gov.tr/bilgi/nazilli-basma-fabrikasi/.

social activities it provided to its employees, playing a critical role in local and national development through its employment and social opportunities. Therefore, the first section of the second chapter of this thesis will focus on the significance of the Nazilli Sümerbank Printing Factory in the industrialization process and its contributions to improving workers' living standards through the social facilities it provided.

In the second subsection of this chapter, the Alpullu Sugar Factory will be examined. As a significant industrial facility established in the Republic's early years, the Alpullu Sugar Factory serves as a noteworthy example of its impact on social life and the social amenities it provided to workers during Turkey's industrialization process. This factory contributed not only to the modernization of the Trakya region but also to improving the living conditions of its employees by constructing social spaces. Established in 1926 by the 'Istanbul and Trakya Sugar Factories Turkish Joint Stock Company'[65] in the Trakya region, the Alpullu Sugar Factory provides crucial data for understanding the processes of social and economic transformation. Unlike the textile sector, the study of sugar production highlights the importance of analyzing different materials, thereby revealing the multifaceted nature of Turkey's industrialization experience.

The SEKA Factory will be discussed in the third subsection of the second chapter. Established after the 1929 World Economic Crisis, the Izmit Paper Factory laid its foundation on August 14, 1934, and was restructured under SEKA in 1955.[66] The architectural evolution of SEKA reflects not only the industrial history of Turkey but also the social changes that accompanied the establishment of the Republic. In this context, SEKA is a noteworthy example illustrating the interactions between industrial history and social transformation, transcending its role as merely a production facility. This chapter will focus on these factories, emphasizing their parallels across these three sectors.

65. Turan Veldet, *The Turkish Sugar Industry in Its 30th Year* (Publication No. 48 of Turkish Sugar Factories; Ankara: Doğuş Ltd. Company Printing House, 1958), 241.

66. Kadri Unat, SEKA *(Turkey's Cellulose and Paper Factories)*, accessed September 30, 2024, https://ataturkansiklopedisi.gov.tr/bilgi/seka-turkiye-seluloz-ve-kagit-fabrikalari-isletmesi/.

2.1 Sümerbank Nazilli Printing Factory

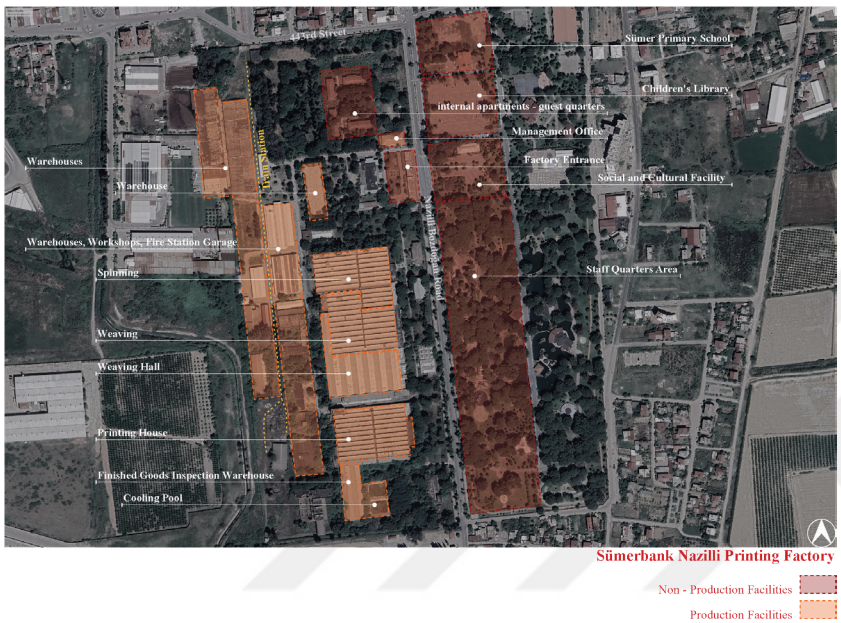


Figure 10: Site Plan of the Sümerbank Nazilli Printing Factory. (Created by Hanse Yalçınkaya.)

Sümerbank Nazilli Printng Factory	
Project Location	Nazilli, Aydın, Turkey
Project Type	Factory
Project Completion Year	1937
Land Area	According to the site plan, the total area is 411,802 m²: the factory area is 230,402 m², staff quarters and other social areas cover 171,460 m², and the Sümer Mosque occupies 9,940 m²
Project Architects	Türkstroi
Staff Count	In 1937, there was an average of 2,400 employees, increasing to 3,278 employees by the 1940s, and decreasing to an average of 1120 employees by 1995.
Working Hours	Shift system: Shifts change at 7:00 AM, 3:00 PM, and 11:00 PM
Transportation	On foot and by the *Gıdı Gıdı* Train
Working Spaces	Spinning, Weaving, Weaving Hall, Printing House, Finished Goods Inspection Warehouse, Cooling Pool, Warehouses, Workshops, Fire Station Garage, Management Office
Leisure Spaces	Staff Quarters, Children Library, Sümer Primary School, Internal Apartments, Quest Quarters, Social and Cultural Facilities

Table 1: Sümerbank Nazilli Printing Factory: Project Information and Space Analsis. (Compiled by Hanse Yalçınkaya from Nazilli Printing Factory archival records.)

The Sümerbank Nazilli Printing Factory was established as an extension of Sümerbank, which originated from banking, within the framework of close relations with the Soviet Union following the War of Independence. In this context, experts examined Anatolia to create the settlements of Nazilli and Kayseri; subsequently, the Germans opened textile enterprises in Malatya, Konya-Ereğli, and Bursa-Merinos.[67] The Nazilli Printing Factory was established at a location 1.5 km from the Büyük Menderes River and 2 km from Upper Nazilli, amidst the sparse houses in Lower Nazilli. Plans were made to meet the water needs by drilling artesian wells and utilizing the

67. Selim İlkin and İlhan Tekeli, *The Formation of Statism in Turkey While Moving to Implementation* (Ankara: ODTÜ Yayınları, Turkey Documentary Economic History Series No. 3, 1982).

river. Turkish architects and engineers from Türkstroi prepared the factory's designs, and the necessary equipment was supplied by this organization.[68] Following the completion of the definitive project by Sümerbank, the foundation of the factory was laid by Minister of Economy Celal Bayar on August 24, 1935.[69] This factory holds the distinction of being the first social factory and printing factory established by the state as a significant part of the Republic's First Five-Year Development Plan.[70]

The proximity to railroads was an essential criterion when selecting the factory site. Social activities were planned for workers' leisure time, including cinema, libraries, amateur theater, balls, cultural services, and sports activities.[71] The labor mobility during this period highlights the fundamental challenges of Turkey's industrialization process and the difficulties in integrating the rural population into the industrial workforce. The seasonal participation of workers from rural areas proved insufficient to meet the continuous labor demands of industrial enterprises, adversely affecting the sustainability of the industrialization process. The steps taken by Turkey towards industrialization during this period necessitated a profound transformation in the labor force. However, the rural population's dependence on agriculture delayed this transformation. This situation underscores the importance of achieving a balanced workforce distribution between industry and agriculture.

Located in the Sümer neighborhood of Nazilli district in Aydın Province, approximately 3.5 km from the city center, the Sümerbank Printing Factory is surrounded by educational and health facilities, residential areas, student dormitories, parks, and recreational spaces. Additionally, the first hospital in the city operates within this complex. Examining the factory's site plan reveals that the western section houses the factories and social facilities, while the eastern section is designated for worker housing and recreational areas. When considering the factory's specifications, it is understood to occupy an area of approximately 230,000 m² and can employ 2,500 workers through a three-shift system.[72] Thus, the Sümerbank Nazilli Printing Factory stands out as an economic entity and an essential complex from social and cultural perspectives. According to Table 2, the total production area is 231,199 m², while the social living areas outside the production zone amount to 366,127 m².

Sümerbank played a significant role in Turkey's textile industry in 1933 by establishing factories to increase production and creating self-sufficient settlements that offered social services to support worker welfare

68. Republican Archives of the Prime Ministry (BCA), Institution: 30-18-1-2 / Department of Decisions (1928-), Location: 69-81-18, File Supplement: 208-68, Document Date: October 15, 1936.

69. Koraltürk, "Nazilli Basma Fabrikası,".

70. Sinan Meydan, "The Grand Project of the Republic: Nazilli Sümerbank Printing Factory," *İlk Kurşun Newspaper*, 2011, 59-69.

71. Mutlu Kaya, "Cumhuriyetin İlk Yıllarında Modern Toplum İnşa Sürecinde Sanayi Tesislerinin Rolü," *Turkish Journal of Geographical Sciences* 9, no. 2 (2021): 406-427. https://doi.org/10.33688/aucbd.873551.

72. "Kurun Newspaper," Nek. Istanbul University, no. 7094-1184, October 10, 1937, http://nek.istanbul.edu.tr:4444/ekos/GAZETE/kurun/kurun_1937/kurun_1937_birincitesrin_/kurun_1937_birincitesrin_10_.pdf

during World War II.[73] The meal programs implemented by Sümerbank transformed its factories into social institutions, aiming to enhance productivity and reduce labor turnover by addressing the nutritional needs of workers. Initially, Sümerbank provided free meals to low-wage workers, expanding this policy to all paid workers in 1945 to improve living standards. The social investments made by Sümerbank, alongside its meal programs, formed a crucial part of its strategy to enhance the quality of life for workers and support Turkey's industrialization efforts. These programs contributed to modernization goals by meeting economic needs and alleviating workers' financial burdens, thereby increasing loyalty. As the first social factory of the Republic, the Nazilli Printing Factory provided employment and social opportunities for workers, meeting 30% of Turkey's printing production in the 1950s.[74] Establishing Sümerbank factories took five to eight years, with delays attributed to including social spaces. The factories generated economic revitalization in their respective regions, with investments financed by Soviet loans. The Ereğli and Nazilli factories offered more comprehensive social facilities than others.[75] The social activities and welfare-enhancing measures provided to workers improved quality of life and were also utilized as strategies to increase productivity and loyalty within the workplace. This approach demonstrates that social factories functioned as providers of welfare and as mechanisms of control.

Factory Campus	Area Width
A. Factory Interior Area	**230.402 m²**
1.Total Operating Area	54.136 m²
2.Closed Areas of Operation	5.726 m²
3.Warehouses, Pits, Pools	3.373 m²
4.Administrative Buildings	3.570 m²
5.Shelters	2.824 m²
6.Dormitories	18.121 m²
7.Storage Facilities	590 m²
8.Garage	750 m²
9.Nursery	6.970 m²
10.Social Facilities	96.068 m²
B. Outdoor Areas	**315.198 m²**
1.Outdoor Housing Area	175.585 m²
2.Slag Area	94.653 m²
3.Railway Route	44.989 m²
4.Indoor Area of Outdoor Housing	22.454 m²
C. Factory Outdoor Areas	**51.326 m²**
1.State Supply Office	4.297 m²
2.Kuşadası Camp	46.929 m²
Total	**596.926 m²**

Table 2: Settlement Areas and Widhts of the Sümerbank Nazilli Printing Factroy (Source: Mert Öreroğlu, *The Establishment of Turkish Industry during the Republican Era and Nazilli Printing Factory* (Ankara: Teknoed Yayınları, 2004), quoted in Sinan Meydan, "The Socio-Cultural Factory Example of the Republic: Sümerbank Nazilli Printing Factory" (master's thesis, Atatürk Institute of Principles and History of Reforms, Istanbul, 2023).

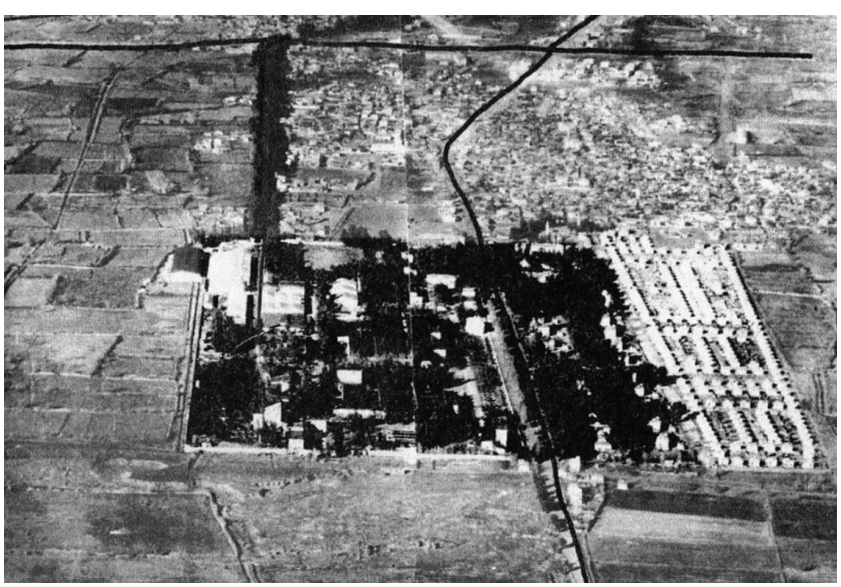


Figure 11: Aerial Photograph of Sümerbank Nazilli Printing Factory

73. Ali Asgar Eren and Serkan Tuna, "Birinci Sanayi Planı Kapsamında Kurulan Sümerbank Dokuma Fabrikalarında Beslenme, Giyim, Kreş ve Okul Olanakları (1935-1950)," *Atatürk Journal of the Institute of Turkish Revolution History*, Ankara University, no. 63 (Güz 2018): 165-202.

74. Dilek, "Sosyal Fabrikanın Çalışanları,".

75. Janset Özen Aytimur, "1930-1945 Yılları Arasında Türk Yönetim Düşüncesi: Sümerbank Örneği Üzerinden Tarihsel Bir Çözümleme" (PhD diss., Akdeniz University, Institute of Social Sciences, Department of Business Administration, 2007).

Year	Operating Profit - Loss (TL)	Total Number of Employees (People)	Year	Operating Profit - Loss (TL)	Total Number of Employees (People)
1940	668.599,6	-	**1986**	699.000.000	2.055
1953	4.950.467	3.155	**1987**	905.000.000	1.970
1954	5.954.373	2.855	**1988**	-5.425.000.000	1.874
1960	1.050.010	2.679	**1990**	-8.708.000.000	1.750
1963	10.369.252	2.591	**1991**	-111.212.000.000	1.586
1965	5.033.009	2.522	**1992**	-200.183.000.000	1.467
1967	11.392.496	2.464	**1993**	-457.766.000.000	1.380
1969	2.456.000	2.252	**1994**	-727.438.000.000	1.240
1971	27.582.000	1.941	**1995**	-813.312.000.000	1.120
1973	8.671.000	1.922	**1996**	-1.130.228.000.000	971
1974	71.570.000	2.039	**1997**	-191.978.000.000	850
1975	31.172.000	2.067	**1998**	-2.957.600.000.000	748
1976	-4.946.000	2.043	**1999**	-4.659.575.000.000	624
1978	-13.088.000	2.030	**2000**	-6.752.836.000.000	567
1980	164.100.000	2.019	**2001**	-10.407.453.408.000	431
1982	-338.800.000	1.945	**2002**	-8.341.395.877.000	420

Table 3: Number of Employees and Profit – Loss Amounts Over the Years at Sümerbank Nazilli Printing Factory (Source: Reports of Sümerbank Nazilli Printing Factory, 1840–2002.)

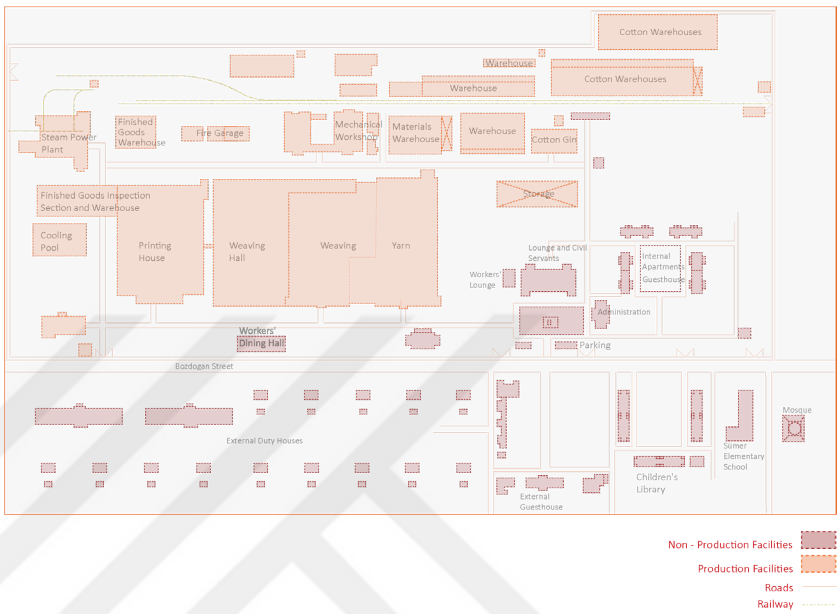


Figure 12: The depiction of existing buildings of the Sümerbank Factory before 1950 (Source: Adnan Menderes University Archives, plan edited by Hanse Yalçınkaya.)

Years	1941	1942	1943	1944	1945	1946	1947	1948	1949	1950
Number of Female Workers	799	1027	1137	1128	1029	856	743	739	909	955
Percentage of Total Workers (%)	44	51,6	59	56,4	45	46,8	42	42,6	44,4	42,7
Average Hourly Wages	24,96	25,8	26,4	26,45	27,7	29,08	30,42	31,24	33,8	35,04
Ratio to Male Workers' Hourly Wages	10,6	10,8	12	12	12,1	12,3	12,4	12,5	12,5	12,6
Single	368	576	686	701	590	465	374	362	452	463
Married	347	349	359	326	344	286	286	282	374	387
Widow	84	102	94	101	95	105	83	95	83	109
Divorced	-	-	-	-	-	-	-	-	-	-
Illiterate	476	539	579	594	548	482	394	367	472	482
Primary School	323	488	558	534	481	374	349	370	436	471
Middle School	0	0	0	0	0	0	0	2	1	2

Table 4: Female Worker Statistics of Sümerbank Nazilli Printing Factory (1941-1950)(Source: Niyazi Akşin, *Die soziale Lage der Arbeiterin in den Betrieben der Sümerbank* (The Social Position of Female Workers in Sümerbank Factories), PhD diss., University of Cologne, 1956, quoted in Zeybekoğlu, "Spatial Analysis of Industrial Complexes in the Early Republican Period: Nazilli, Kayseri, Bursa, Eskişehir," in *Living in the Factory*, 230.)

Sümerbank played a central role in the textile sector by providing affordable clothing to workers and emphasizing the state's responsibility to meet citizens' needs. The nurseries and schools established within the factories aimed to support working parents and promote the educational policies of the Republic.[76] Sümerbank's social investments enhanced workers' welfare and strengthened their loyalty to the workplace. However, these investments also increased workers' dependency on their employers, raising questions about the state's role in social welfare. These practices reflect the Republic's efforts to socially and economically integrate the working class.

During World War II, the percentage of female workers at the Nazilli Printing Factory exceeded 50%, although this figure declined after the war. In 1948, the factory employed 1,600 male and 750 female workers, although statistics indicate that this number was reported as 739.[77] Female workers were engaged in various departments, including spinning, weaving, meal distribution, and office work, and their working hours and performance levels were comparable to those of their male counterparts. This analysis highlights the significance of women's roles in the factory's production processes.[78] This situation clearly illustrates the importance of female workers' contributions to production.

76. Eren and Tuna, "Birinci Sanayi Planı," 198

77. *Sümerbank, Cumhuriyet'in 25'inci Yılı,* 100.

78. Senem Zeybekoğlu, "Erken Cumhuriyet Döneminde Sanayi Komplekslerinin Mekânsal Analizi: Nazilli, Kayseri, Bursa, Eskişehir, "Fabrika'da Barınmak, Der. Ali Cengizkan, Arkadaş Yayınları, Ankara, 2009.

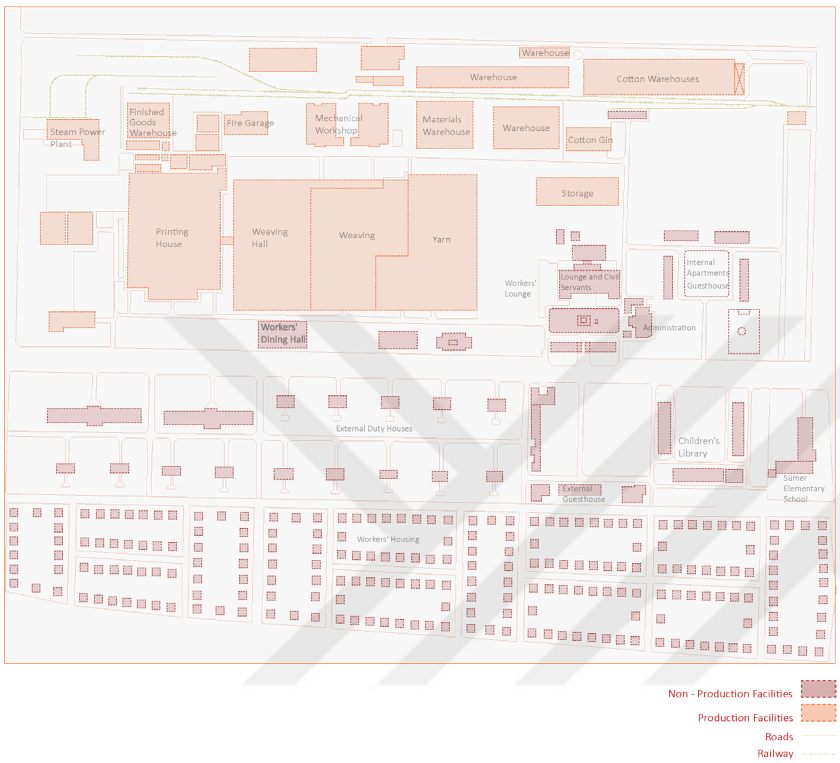


Figure 13: Sümerbank Nazilli Printing Factory Site Plan, 1967 (Source: Sümerbank Nazilli Printing Factory Archive, plan edited by Hanse Yalçınkaya)

Figure 14: Sümer Sports Club at Sümerbank Nazilli Printing Factory. (Source: Umut Gökbayrak, "Atatürk'ün Çılgın Projesi: Nazilli Sümerbank Fabrikası," *umutgokbayrak.com*, September 23, 2018.)

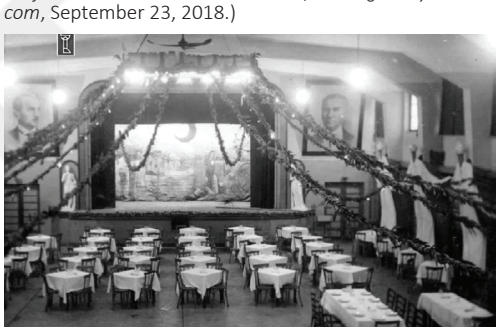


Figure 15: 700-person Cinema Hall at Sümerbank Nazilli Printing Factory. (Source: Umut Gökbayrak, "Atatürk'ün Çılgın Projesi: Nazilli Sümerbank Fabrikası," *umutgokbayrak.com*, September 23, 2018.)

Figure 16: Sümer Community Center at Sümerbank Nazilli Printing Factory (Source: Umut Gökbayrak, "Atatürk'ün Çılgın Projesi: Nazilli Sümerbank Fabrikası," *umutgokbayrak.com*, September 23, 2018.)

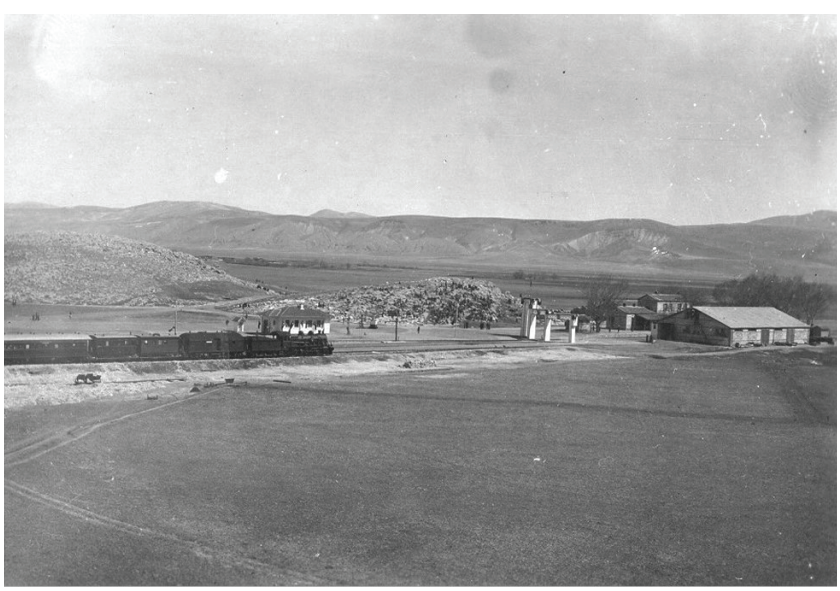


Figure 17: Gıdıgıdı Train. (Source: Aylin Dilek, "Privatization in Turkey and the Situation of Nazilli Sümerbank" (Master's thesis, Adnan Menderes University, Social Sciences Institute)).

Figure 18: Factory Entrance Gate (Source: Factory Archive)

Figure 19: Adnan Menderes University Sümer Campus. (Source: Aylin Dilek, "Privatization in Turkey and the Situation of Nazilli Sümerbank" (Master's thesis, Adnan Menderes University, Social Sciences Institute)).

The childcare facilities and cultural amenities provided by Sümerbank aimed to enhance workers' loyalty and productivity while also serving a social control function. According to Gorz, such social support mechanisms subject workers' leisure time to employer control, thereby limiting their self-actualization and autonomy. Building on this critique, the social amenities offered by Sümerbank should be viewed not as enhancements to workers' quality of life but as strategies for increasing workplace efficiency and loyalty.[79] This viewpoint illustrates how capitalist production processes can instrumentalize workers' social and cultural needs.

The social facilities developed by Sümerbank during the Republic period, as exemplified by the Nazilli Printing Factory, sought to enrich workers' social lives and strengthen their ties to the factories. However, from Gabriel Deville's Marxist perspective, these amenities increased workers' productivity and further tethered them to the capitalist production system. Facilities such as cafeterias and cultural activities allowed workers to rest while integrating them into production and contributing to workplace efficiency.[80] While Sümerbank's social amenities enhanced workers' loyalty to the workplace, they also weakened class consciousness, impeding their ability to organize against the capitalist system. These initiatives can be criticized for reinforcing control over workers and perpetuating labor exploitation.

In conclusion, social facilities can be viewed as structures that reinforce the status quo rather than improve workers' living conditions. Sümerbank contributed to Turkey's industrialization goals by providing subsidized meals and on-site amenities while fostering a sense of loyalty among workers. However, this model had the potential to limit workers' ability to develop independent social and economic networks, increasing their dependence on opportunities outside the factory. Thus, Sümerbank's policies created a complex balance between enhancing worker welfare and restricting independent organization and worker autonomy.

The Industrial Revolution led to population concentrations around European factories, resulting in workers' housing issues. Hostels and family housing were constructed to address these challenges.[81] Sümerbank factories also made significant investments in housing for thousands of workers, facilitating sectoral integration. The demand for labor generated by the Industrial Revolution in England and Europe exacerbated housing problems for workers by increasing the density of population areas surrounding factories. This challenge encouraged the construction of hostels and family residences

79. Aytaç, "Boş Zaman Üzerine," 231-260.

80. Gabriel Deville, "The People's Marx (1893)," *Marxists Internet Archive*, https://www.marxists.org/archive/deville/1883/peoples-marx/ch15.htm.

81. Dilek, "Sosyal Fabrikanın Çalışanları," 29.

to improve living conditions.

Similarly, Sümerbank factories in Turkey invested heavily in worker housing to accommodate thousands of employees, promoting sectoral integration. This approach addressed immediate housing needs and reflected a broader commitment to enhancing worker welfare and overall productivity. By providing solid and supportive living conditions, these investments contributed to developing a more resilient and effective workforce.

In his article on worker housing, Ali Cengizkan explores how worker housing can be integrated into various aspects of employment contracts. He outlines the dimensions and justifications of this mutual dependency within the framework of 'worker housing,' including:

> *"a) Af ordable or accessible company housing ties workers to the factory, reducing both the employer's risk of labor shortages and the worker's risk of job loss.*
> *b) Geographical dependence on the factory reduces the worker's likelihood of seeking employment elsewhere, ensuring workforce continuity for the employer.*
> *c) Minimizing commute time and ensuring a safe environment boost workforce efficiency and reduce labor loss.*
> *d) Educational facilities, healthcare services, and social spaces in worker neighborhoods ease family concerns and enhance regeneration, boosting workforce productivity, ensuring skilled labor, and promoting healthy working conditions."* [82]

Sümerbank's social welfare initiatives facilitated worker exploitation while establishing a deeper control mechanism over the workforce. Shaped by the logic of the capitalist system, these practices aimed to utilize labor more efficiently. However, this process has led to some improvements in the quality of life for workers and has influenced cultural habits as well.

Social factories are comprehensive complexes that address not only production needs but also workers' social, cultural, artistic, and athletic requirements. These factories provided opportunities for socialization through events such as balls, dances, and parties for both men and women and hosted film screenings in cinemas. They organized classical music concerts performed by employee choirs. Facilities like baths, musical instruments, and workshops also contributed to developing the fine arts. At the same time, sports

Figure 20: A photograph from the early years of Sümerbank Printing Factory. (Source: Ege Yedönüş. "Yaşayan ve Yaşatan Sümerbank- 1." Ege Yedönüş, January 20, 2022. https://www.egeyedonus.com/blog/icerik/sumerbank-1).

Figure 21: Women Workers at Sümerbank Factory. (Source: Zeynep Yarar, "Sümerbank 'Factory-Investment-Economy-Design,'" Markut Magazine, https://markut.net/sayi-4/sumerbank-fabrika-yatirim-ekonomi-tasarim/).

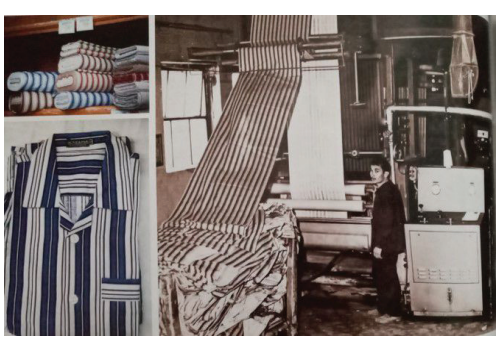


Figure 22: Fabrics at Sümerbank Textile Factory. (Source: Zeynep Yarar, "Sümerbank 'Factory-Investment-Economy-Design,'" Markut Magazine, https://markut.net/sayi-4/sumerbank-fabrika-yatirim-ekonomi-tasarim/).

82. Ali Cengizkan, "Türkiye'de Fabrika ve İşçi Konutları: İstanbul Silahtarağa Elektrik Santrali," *METU Journal of the Faculty of Architecture* 20, no. 1-2 (2000): 31.

Figure 23: Nazilli Sümerbank Administrative Staff Housing. ("Herkese Sümerbank'ın Koynunda Bir Yer Vardı," Sümerbank Blog, October 2017, https://sumerbank.blogspot.com/2017/10/herkese-sumerbankn-koynunda-bir-yer-vard.html).

Figure 24: Sümerbank Sales Counter. (Source: Zeynep Yarar, "Sümerbank 'Factory-Investment-Economy-Design,'" Markut Magazine, https://markut.net/sayi-4/sumerbank-fabrika-yatirim-ekonomi-tasarim/).

activities such as football, basketball, and wrestling, organized by Sümer Spor, supported the physical activities of workers.

Factories provided free products to the public and social security and health services, including hospitals, pharmacies, childcare facilities, and power plants. These services demonstrate the goal of social factories in Turkey, which is to enhance the quality of life for workers and promote social development.[83] The Nazilli Textile Factory, recognized as Turkey's first social factory, is a significant example from the early Republican period that aimed to integrate industrial activities with efforts to improve the living conditions of workers. It offered amenities such as cinemas and tea gardens to enhance the welfare of workers and foster regional development. Despite facing sustainability and innovation challenges, the factory's revitalization and the development of surrounding social and sports facilities hold promise for economic and cultural growth in Nazilli. This example underscores the dual role of social factories in improving workers' quality of life and productivity.

The Sümerbank Nazilli Basma Fabrikası, a key player in Turkey's industrialization process, ceased production and closed in 2002 after a remarkable 65 years of contribution to the national economy. All of the factory's properties were transferred without charge to Adnan Menderes University, marking a significant turning point in the factory's history.[84] Sümerbank played a crucial role in Turkey's industrialization and provided a social living space for many workers. The Nazilli Basma Factory offered important opportunities for workers to effectively utilize their leisure time and enrich their social lives. The worker housing and social facilities constructed around the factory enabled workers to maintain an integrated social life beyond working hours. These facilities met the needs of workers for relaxation, socialization, and participation in cultural activities, thus allowing leisure time to be regarded as a period for physical and mental rejuvenation, contributing to a sense of balance and well-being in their lives.

83. Dicle Aydın and Esra Aksoy, "Endüstri Yapılarında Yeniden Kullanılabilirlik; Nazilli Sümerbank Fabrikasının Sosyal Tesis Binasının İşlevsel Dönüşümü İçin Analizler," *Selçuk University Journal of Social Sciences* (2020).

84. Koraltürk, "Nazilli Basma Fabrikası,".

2.2 Alpullu Sugar Factory

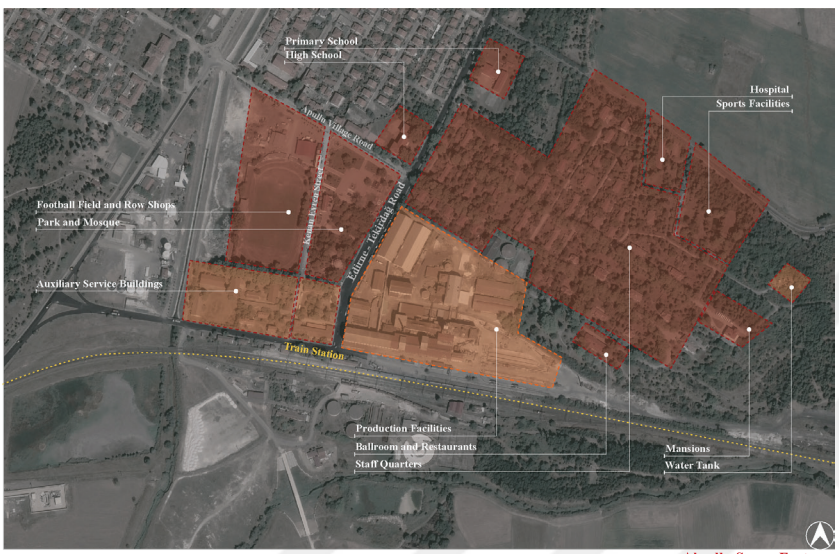


Figure 25: Site Plan of the Alpullu Sugar Factory (Created by Hanse Yalçınkaya.)

Alpullu Sugar Factory	
Project Location	**Alpullu, Kırklarcli, Turkey**
Project Type	**Factory**
Project Completion Year	**1926**
Land Area	**751.000 m² Production FacilityArea, 300.000 Social Area**
Project Architects	**The German Buckau Wolf Firm**
Staff Count	**An average of 794 employees in 1926**
Working Hours	**Shift system: Shifts change at 7:00 AM, 3:00 PM, and 11:00 PM**
Working Spaces	**Production Facilities, Workshops, Warehouses, Operations Building, Office Buildng, Auxiliary Service Buildings, Train Station, Water Tank**
Leisure Spaces	**Staff Quarters, Mansions, Ballroom and Restaurants, Park and Mosque, Football Field and Row Shops, Sport Facilities, Hospital, Primary School, High School**

Table 5: Alpullu Sugar Factory: Project Information and Space Analysis (Compiled by Hanse Yalçınkaya from Alpullu Sugar Factory archival records.)

Alpullu is a settlement established by West Thracian immigrants in the heart of the Trakya region.[85] This historical establishment has significantly changed the region's social and economic structure. With the construction of the Sugar Factory, a notable increase in population was observed in the area; by 1965, the population of Alpullu had reached 3,520. This situation made Alpullu one of the most populous settlements in Babaeski, with a dense population in the surrounding villages. Sugar beet cultivation has played a crucial role in this growth, with the population of Alpullu and its surroundings constituting 42% of the total rural population of Babaeski. Thus, agricultural production and industry interaction have profoundly impacted local

85. Babaeski District Governorship. "Pancarköy-Alpullu." Accessed September 20, 2024. http://www.babaeski.gov.tr/?Bid=546194.

demographic dynamics. Additionally, Alpullu's location on the Edirne-Istanbul railway and highway enhances the city's logistical advantages, while the Ergene River's proximity provides significant water resource benefits.[86] This geographical position has created a favorable environment for the factory to operate successfully.

The Alpullu Sugar Factory Campus, as one of the first industrial facilities of the Republic, has initiated significant transformations by integrating production and social spaces. This research examines the socio-economic impacts of the factory and its role in the Republic's industrialization policies, highlighting how it improved local living standards. Alpullu presents a case study to understand the social and spatial dynamics of the industrialization movement and evaluate its effects on worker welfare. This transformation process was further solidified by the results of a study tour organized by a technical team, including Kazım Taşkent, to examine sugar factories in Europe following the establishment of the factory.

86. Ali Mülayim, *Analysis of Interior Furnishings in the Alpullu Sugar Factory Campus-Ergene Mansion Example Using the Social Structure Method* (PhD thesis, Trakya University, Institute of Science, Department of Architecture, Edirne, 2014).

Figure 26: Alpullu Sugar Factory- School. (Source: "Sugar Factories Are Not Just Sugar Factories," Odatv, https://www.odatv.com/guncel/seker-fabrikalari-sadece-seker-fabrikalari-degildir-135934.)

Figure 27: Alpullu Sugar Factory- Twin Houses (Source: Sugar Factory Archive)

Figure 28: General Layout Plan of Alpullu Sugar Factory (Source: Deniz Yılmaz Akman. *Alpullu Şeker Fabrikası Vaziyet Planı*. Accessed September 22, 2024. https://www.denizyilmazakman.com/alpullu, plan edited by Hanse Yalçınkaya.)

As a result of the investigations, a specification was prepared, and bids were received from companies, with the order for the Alpullu Sugar Factory awarded to the German firm Buckau R. Wolf.[87] This process is essential in Alpullu's industrial history and has constituted a turning point in the city's economic development.

The Alpullu Sugar Factory Campus is divided into two main sections: production facilities and social facilities. The production facilities comprise various components such as warehouses, garages, offices, workshops, material depots, archives, molasses tanks, pulp drying units, boiler rooms, turbines, refineries, operational areas, silos, fire stations, and agricultural workshops, ensuring the factory operates efficiently. On the other hand, the social facilities include residential areas known as wire accommodation, workers' houses, the administration building, a primary school, a hospital, a fire station, a health clinic, a cafeteria, a ballroom, a restaurant, a post office, the Grand Mansion for social ceremonies, and the Ergene Mansion for hosting politicians and special guests. This section includes a basketball court, swimming pool, football field, Turkey's first mini-golf course, outdoor cinema, sports hall, laundry, and sample beet planting areas. The social spaces, which were made accessible to residents on weekends and special occasions, have made significant contributions to social and cultural development.[88] As examined in the site plan, the combination of these structures enhances worker welfare and promotes social interaction and solidarity.

Year	Officer		Worker		Servant	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
1926	60	-	32	263	-	-
1927	60	-	32	273	-	-
1928	53	-	50	285	-	-
1929	50	-	52	501	-	-
1930	47	-	53	590	-	-
1931	52	-	69	630	-	-
1932	52	-	65	817	-	-
1933	49	-	89	850	-	-
1934	62	-	85	820	-	-
1935	83	34	169	1665	-	-
1936	85	24	157	1128	-	-
1937	102	26	166	924	-	-
1938	79	21	168	1302	-	-
1939	74	23	272	1170	-	-
1940	73	24	257	1257	-	-
1941	76	24	145	903	30	11
1942	80	26	214	955	52	27
1943	85	26	239	1255	79	25
1944	82	26	219	1054	84	51
1945	85	31	205	1404	94	73
1946	77	37	231	1192	88	120
1947	87	43	218	934	90	105
1948	84	48	198	1288	88	73
1949	87	52	193	1293	99	138
1950	92	63	202	1387	120	130
1951	88	65	206	1215	129	119
1952	90	67	319	1264	139	104
1953	96	73	204	1450	146	101
1954	77	81	216	1503	137	69
1955	77	81	292	1572	170	41
1956	96	82	303	2203	181	39

Table 6: Number of Personnel Employed in Campaigns at Alpullu Sugar Factory Between 1926 and 1956. (Source: Hüsnü Tekeşin, Alpullu Şeker Fabrikası Tarihi (History of Alpullu Sugar Factory), Master's thesis, Uşak University Institute of Social Sciences, 2012.)

Figure 29: Aerial Photograph of Alpullu Sugar Factory .(Source: "Alpullu Şeker Fabrikası," *Binbir Gıda*, accessed August15, 2024, https://www.binbirgida.com/medya/alpullu-seker-fabrikasi.)

87. Nazım Taygun. "The Story of Türkşeker." Türkiye Şeker Fabrikaları A.Ş. Publication No. 217 (1993).

88. Mülayim, *Analysis of Interior Furnishings*.

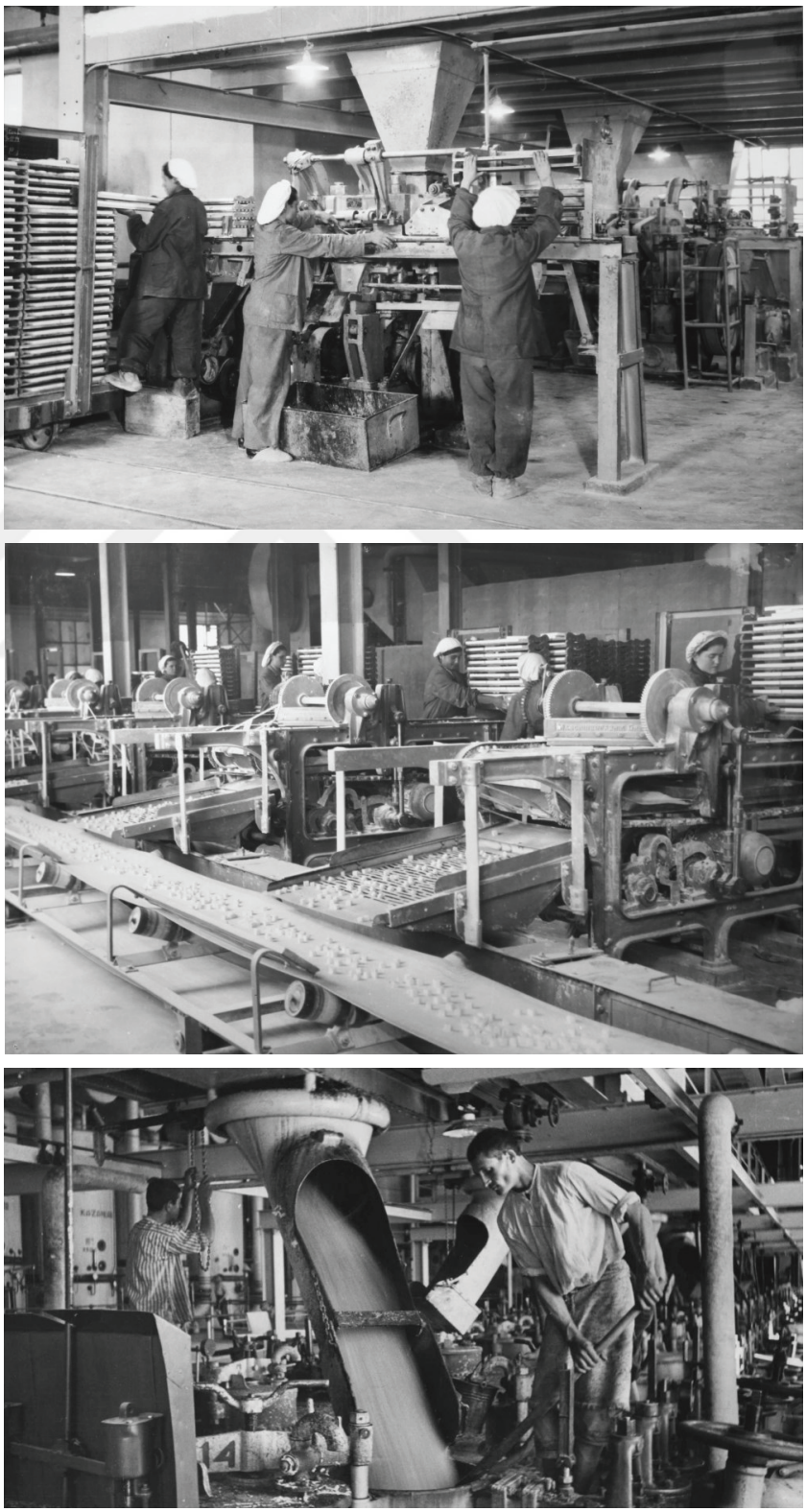


Figure 30: Male and female workers at Alpullu Sugar Factory in the 20th centuryMale and female workers at Alpullu Sugar Factory in the 20th century (Source: "Alpullu Şeker Fabrikası," *Binbir Gıda*, accessed August15, 2024, https://www.binbirgida.com/medya/alpullu-seker-fabrikasi..)

In this context, the factory's effectiveness and social structure are aimed at production and establishing a solid bond with the local community. Data from Turan Veldet's work, 30. Yılında Türkiye Şeker Sanayii, regarding the number of personnel involved in campaigns at the Alpullu Sugar Factory from 1926 to 1956 is presented in the table below. This data provides an important reference point for better understanding the factory's labor dynamics and social impacts.

The proclamation of the Republic in 1923 marked a transformative phase in Turkey's architectural and housing history. The state supported economic and social progress by establishing spatial innovations and industrial facilities to strengthen national identity. Factories became spaces that promoted cultural and social modernization, shaping the modern identity of Turkish society.[89] Establishing factory complexes during the early Republican period illustrates how industrialization intertwined with Turkey's economic, social, and cultural modernization efforts. By integrating entertainment and cultural spaces like cinemas and theaters, these factories transcended their roles as mere production sites, becoming centers of modern life. This change in spatial design and social activities reveals the state's role in creating a new and contemporary identity for its citizens. Furthermore, it demonstrates how industrialization contributed to the spread of modern values, particularly in rural and underdeveloped areas. This transformation reflects the dual function of these spaces in promoting economic growth and social modernization.

In Republican-era Turkey, sugar factories serve as significant examples of industrial heritage, showcasing the impact of modernization on urban structures and social life. Established in 1926 in Thrace, the Alpullu Sugar Factory stands out with its production and administrative buildings, workers' housing, and social facilities.[90] The Alpullu Sugar Factory is not just an economic project but also an initiative for modernization. Workers' housing, primary schools, hospitals, restaurants, and sports facilities were constructed alongside the factory to provide education and social opportunities in the workers' settlement area. These structures significantly improved the living standards of Alpullu, becoming a symbol of modern life. Additionally, the social facilities and housing built reflect a broad strategy aimed at the modernization goals of the period. In conclusion, the Alpullu Sugar Factory is an essential example of economic and social development within early Republican industrial policies and modernization strategies.

Figure 31: Alpullu Sugar Factory. (Source: "Alpullu Şeker Fabrikası," Binbir Gıda, accessed August15, 2024, https://www.binbirgida.com/medya/alpullu-seker-fabrikasi).

Figure 32: Alpullu Sugar Factory. (Source: "Alpullu Şeker Fabrikası," Binbir Gıda, accessed August15, 2024, https://www.binbirgida.com/medya/alpullu-seker-fabrikasi).

Figure 33: Alpullu Sugar Factory. (Source: "Alpullu Şeker Fabrikası," Binbir Gıda, accessed August15, 2024, https://www.binbirgida.com/medya/alpullu-seker-fabrikasi).

89. Ayşe Durukan Kopuz, "Alpullu Şeker Fabrikası ve İşçi Konutları," *METU Journal of the Faculty of Architecture* 35, no. 2 (2018): 29-54.

90. Ayşe Durukan Kopuz and Tuğçe Tetik, "Traces of Modern Life in Thrace: Alpullu Sugar Factory and the Labour Houses," *A+Arch Design International Journal of Architecture and Design* 2, no. 3 (2016): 1-15.

The Alpullu Sugar Factory Complex is a historically significant structure known for its Early Republican architecture, encompassing production facilities and social spaces. In 2018, it was privatized and purchased for 150 million Turkish Lira (TL) by Binbirgıda Agricultural Products Industry and Trade Inc..[91] Although the factory has ceased industrial activities, it continues to preserve its economic, cultural, and documentary value, contributing to the socio-cultural development of the local community. A museum opened within the complex on October 29, 2022, aims to protect and promote this heritage while enhancing the cultural significance of the structures.[92] As an example of Early Republican architecture, this complex represents a tangible expression of the modernization efforts of that period. While the factory's production facilities are no longer functional, the cultural and structural values of the complex maintain their historical and socio-cultural significance. The official recognition of the complex and its "documentary value" represents an important step in preserving historical heritage. This protection ensures the conservation of the physical structures and facilitates the transmission of that era's social and cultural life to future generations. Moreover, the complex's well-preserved condition demonstrates its "usable value," indicating that these areas can be re-evaluated for various social and cultural functions.

Figure 34: Alpullu Sugar Fcatory. (Source: "About Us," Binbir Gıda, accessed September10, 2024, https://www.binbirgida.com/kurumsal/hakkimizda).

91. "Alpullu and Muş Sugar Factories Sold." BirGün Gazetesi. Last modified April 27, 2018. Accessed October 27, 2023. https://web.archive.org/web/20231027115623/https://www.birgun.net/haber/alpullu-ve-mus-seker-fabrikalari-satildi-213798..

92. Ali Mülayim and Timur Kaprol, "İşçi Sınıfı İçin Modern Yaşamın Kodları: Alpullu Şeker Fabrikası," *Electronic Journal of Vocational Colleges* (May/Mayıs 2016).

2.3 SEKA Factory

Figure 35: Site Plan of the SEKA Factory (Created by Hanse Yalçınkaya).

SEKA Factory	
Project Location	**Izmit, Kocaeli, Turkey**
Project Type	**Factory**
Project Completion Year	**1934**
Land Area	**121.864 m2**
Project Architects	**Gutchoffnungshütte (G.h.h) Company**
Staff Count	**628 employees (43 civil servants, 414 workers, and 171 contract employees)**
Working Hours	**Shift system: Shifts change at 6:00 AM, 2:00 PM, and 10:00 PM, in a non-shift system: Weekdays from 7:30 AM to 5:00 PM (5:30 PM on Wednesdays only); Saturdays from 7:30 AM to 12:30 PM**
Lunch Break Duration	**One-hour break**
Working Spaces	**Production Facilities, Administrative Buildings**
Leisure Spaces	**Worker' Housing, Healthcare Facilities, Sports - Social Facilities**

Table 7: SEKA Factory: Project Information and Space Analysis (Compiled by Hanse Yalçınkaya from SEKA Factory archival records.)

In this section, SEKA Factory is analyzed through its site plan, focusing on the social structures and the facilities provided to workers outside of working hours. Following the proclamation of the Republic, SEKA Factory became the first institution to play a critical role in Kocaeli's economic development. Its foundation was laid in 1934, and it became operational in 1936. According to the 1970 İzmit Analytical Study conducted by İller Bankası, SEKA's presence paved the way for establishing numerous new factories in the city between 1947 and 1968.[93] SEKA's impact extended beyond economic contributions, as it was vital in shaping the social fabric. Therefore, studying

93. İller Bank, *Izmit Analytical Studies* (Ankara: İller Bank Publications, 1970), 57-105.

the factory is crucial to understanding the industrial history of Kocaeli.

SEKA Factory is located in the west of Kocaeli, within the Yenidoğan and Kozluk neighborhoods. Covering an area of approximately 1,200,000 m², the facility is bordered by the D-100 highway to the north, the Marmara Sea to the south, the Mannesman Pipe Factory to the west, and the State Supply Office to the east. SEKA served as an essential settlement center with its residential and service areas. The factory's location and historical significance highlight its importance, not only in terms of industrial activity but also in social development. As one of the Republic's first industrial facilities, SEKA played a vital role during the early formation of Turkey's industrial policies and significantly contributed to the local economy. Therefore, examining SEKA's location, considering its social and cultural dimensions and industrial history, is essential for a deeper understanding of Kocaeli's socio-economic structure and development.

As one of the first industrial facilities constructed under the First Industrial Plan, SEKA Paper Factory holds a significant place in the evolution of Turkish industry. İzmit, a city with a rich history dating back to the Roman period, has been a continuous settlement due to its strategic location. The area where SEKA is located is protected as a third-degree archaeological site, with certain sections containing ancient remains classified as first-degree protected areas. Moreover, the city's first Republican-era urban plan was prepared by Hermann Jansen in 1935.[94] The location and historical context of SEKA Factory have influenced industrial activities and profoundly impacted Kocaeli's social and cultural development. Over time, the factory has become deeply intertwined with its surrounding residential areas and social life dynamics, leaving a lasting mark on the local economy and the social fabric. For this reason, the historical and functional evolution of SEKA and its contributions to socio-cultural transformation are examined in this thesis. SEKA's presence played a pivotal role in shaping Kocaeli's industrial identity and the region's social relationships and cultural heritage, bridging past and future development.

The İzmit SEKA Paper and Cellulose Factory was constructed on a 121,864 square meter site with a budget of 30,400 liras, becoming operational in 1936. In 1938, it was renamed Sümerbank Cellulose Industry Enterprise, operating as a single facility in its early years. However, the foundation for the second paper mill was laid in 1936, and it began production in 1944, followed by the opening of the Cellulose Factory in 1945. Due to increasing demand,

94. "İzmit SEKA'nın Dönüşümü," *Kent*, accessed September 24, 2024, https://www.izmitteseka.com/kent.

the Third (1954), Fourth (1957), and Fifth (1960) paper mills were also commissioned between 1950 and 1980.[95] The rapid growth and expansion of the İzmit SEKA Paper and Cellulose Factory stand as concrete evidence of the success of Turkey's industrialization policies. Established under the First Five-Year Industrial Plan, the facility distinguished itself through its production capacity and contribution to the nation's industrial infrastructure. The expansion during the 1950-1980 period met the growing demand for paper and significantly contributed to the Turkish economy.

Mehmet Ali Kağıtçı played a critical role in the establishment of the İzmit Paper and Cardboard Factory. He contributed to the foundations of paper production in Turkey by participating in the industrialization efforts during the Republic's early years. During his tenure as the General Manager of Sümerbank in 1934, his determination and efforts were instrumental in the factory's site selection and establishment process.[96] In this context, the İzmit SEKA Paper Factory can be considered an essential milestone in Turkey's industrialization policy. Kağıtçı's leadership has been a decisive factor in both the founding and growth phases of the factory, solidifying SEKA's position in the history of Turkish industry.

The establishment of the SEKA factory in İzmit was favored for strategic reasons such as ease of transportation, proximity to fresh water, and availability of raw materials. The factory's activities were not limited to paper production; they also influenced social life.

95. Reyhan Çömlekçioğlu Kartal, "Architectural Analysis of SEKA I Paper Factory and Suggestions for Its Adaptation to Contemporary Life" (Master's Thesis, Gebze Institute of Technology, 2009).

96. "Başkanın Mesajı," archived at Wayback Machine, accessed September 22, 2024, https://web.archive.org/web/20160304191141/http://www.mmo.org.tr/resimler/dosya_ekler/cb929eae7a499e5_ek.pdf?dergi=101.

Figure 36: On April 18, 1936, during the first production of locally made paper, Mehmet Ali Kağıtçı and other officials were present.(Source: Gözde Solak, "The Bittersweet Story of SEKA, the First Domestic Paper Factory Built with Countless Efforts," Listelist, August 28, 2018, https://listelist.com/seka-kagit-fabrikasi-mehmet-kagitci/).

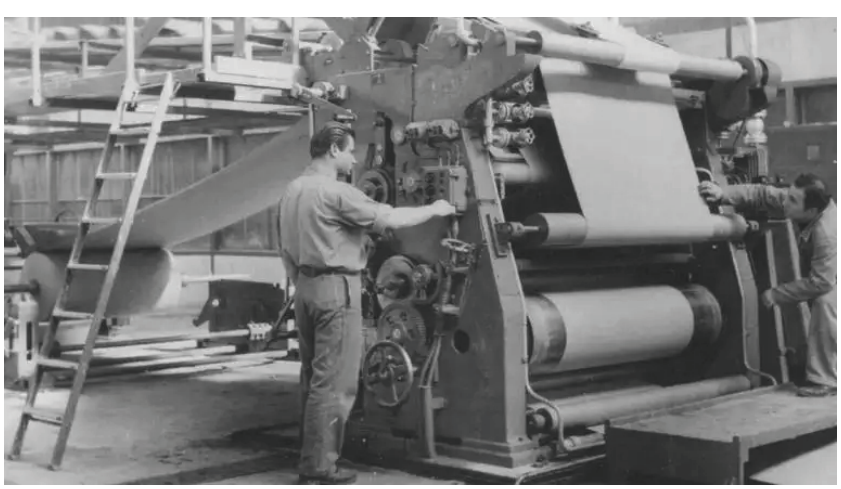


Figure 37: Workers operating a paper printing machine at SEKA Factory (Source: Anıl Yılmaz. "İzmitte Bir Sanayi Deryası: SEKA Kağıt Fabrikası." *Haberton*, September 28, 2021, https://haberton.com/izmitte-bir-sanayi-deryasi-seka-kagit-fabrikasi/).

	Male		Female		Total	
Age Group	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Ages 12 - 14	33	1,7	22	1,1	55	2,8
15 - 18 >	220	11,3	64	3,3	284	14,6
19 - 30 >	626	32,3	46	2,4	672	34,7
31 - 40 >	536	27,6	38	2	674	29,6
41 - 50 >	199	10,3	32	1,7	231	12
Over 50	94	4,8	30	1,5	124	6,3
Total	1.708	88	232	12	1.940	100

Table 8: Age and Gender Distribution of the Workforce at SEKA Factory in 1946
(Source: 1945 BUMHR, Supplementary Report: Human and Labor Issues in the Enterprise, 5. Quoted in Feyza Turgay, Labor Regime at İzmit SEKA Factory During the Early Republican Period (PhD diss., Kocaeli University, 2021).)

Figure 38: SEKA Buildings from 1936 to 1945. (Özge Türkü Mert, "Altı Üstü SEKA," Tasarım Rehberleri, accessed September 8, 2024, https://www.tasarimrehberleri.com/kulturelkod/alti-ustu-seka/, plan edited by Hanse Yalçınkaya).

Figure 39: SEKA Buildings from 1961 to 1998. (Özge Türkü Mert, "Altı Üstü SEKA," Tasarım Rehberleri, accessed September 8, 2024, https://www.tasarimrehberleri.com/kulturelkod/alti-ustu-seka/, plan edited by Hanse Yalçınkaya).

Notably, the increase in production capacity and employment between 1940 and 1945 significantly contributed to the growth of Kocaeli's population. The factory began to assume social functions, which manifested through establishing social services that affected the welfare of workers and their families. The consumer cooperative was founded in 1937, the infirmary opened in 1941, and the workers' houses constructed in 1943 are all part of social organization efforts to improve the working class's living standards.

Additionally, facilities such as a canteen, dining hall, cinema, and children's playground were provided to meet the social needs of employees.[97] The opening of the Sümer "SEKA" Primary School in 1946 demonstrates that the factory's focus extended beyond production to address the basic needs of employees, including health and education. This can be considered one of Turkey's first steps in worker health and social services. As employees grew, accommodations and social spaces were built.[98]

In 1947, the construction of a fully equipped hospital began, and social assistance programs were expanded. Workers were provided with daily meals, work uniforms, and assistance for marriage and childbirth, while those with children received salary increases. Primary education and apprenticeship schools were established, and sports activities were encouraged.[99] These social benefits aimed to enhance the quality of life for workers and strengthen workplace loyalty while also being part of the capitalist system's efforts to manage labor effectively. Thus, the SEKA factory is positioned as a production site and a structure responsive to social needs.

97. Üftade Muşkara and Oylum Tunçelli, "Digital Representation of SEKA Paper Mill's Industrial Heritage," Kocaeli University, Faculty of Fine Arts, Department of Conservation of Cultural Heritage, Photography Department.

98. "İzmit SEKA'nın Dönüşümü," *Kent*,.

99. İzmit Selüloz Sanayi Müessesesi", İktisadi Yürüyüş, Cilt: 8, Sayı: 171, Yıl: 8, 4 Şubat 1947, s. 26.

Figure 40: Aerial Photograph of SEKA Factory (Source: "SEKALILAR." *Facebook Group*, September 23, 1970s. Seka Mosque- Seka Factory. Accessed September 23, 2024. https://www.facebook.com/groups/14646035563/).

100. Feyza Turgay, *Labor Regime at the İzmit SEKA Factory during the Early Republican Period* (Kocaeli: Kocaeli University, Institute of Social Sciences, Department of Labor Economics, Department of Social Policy, 2021).

101. İbid.

102. Karl Marx, *Capital: A Critique of Political Economy, Volume 1*, trans. Ben Fowkes (London: Penguin Books, 1990).

103. Emine Keleş Taylak, "Conservation Problems and Re-Use Proposal for Kocaeli SEKA 2nd and 5th Paper Factories" (Master's thesis, Yıldız Technical University, Institute of Science, Department of Architecture, Restoration Division, 2019).

Figure 41: Seka Apprenticeship School (1960) (Source: Atmaca Photography Archive).

Figure 42: Swimming Pool (1962). (Source: Seka Postası, August 1, 1962).

Figure 43: Seka 50th Anniversary Sports Hall (1986) . (Source: Kocaeli Metropolitan Municipality Archive).

The number of workers at the İzmit Paper Factory, along with the male-to-female working ratios, provides significant insights into the social structure and relationships of the era. In Turkey's industrialization process, the distribution of labor in factories reflects not only production processes but also fundamental dynamics such as gender roles, participation in the workforce, and social relationships. In this context, examining these ratios reveals that the factory faced difficulties in recruiting workers until the 1950s, a problem frequently highlighted in the Prime Ministry Inspection Reports (BUMHR) as needing resolution. By 1945, the lack of a specific plan for worker recruitment had been criticized, with claims that hiring practices were unskilled and random.[100] The report includes data on the gender and age distribution of the workforce for the years 1944-1945. In 1946, it was observed that 88% of the employees were male and 12% were female. The highest employment rate among male workers was found in the 19-30 age group, while for female workers, it was in the 15-18 age group. This situation can be associated with women's tendencies to work before marriage. The proportion of female workers decreased from 20% in 1944 to 12% in 1946; this change can be explained by the transformations in the labor market caused by World War II. These data indicate how the social and economic impacts of the war altered the gender balance in the workforce.[101] This period should reflect Turkey's industrialization process and the efforts to integrate the working class into social life. The SEKA factory has become an economic production center and a space where a social order is constructed by providing social services that improve workers' lives. The social facilities offered at this factory can be seen as leisure spaces designed to facilitate workers' lives. However, according to Marx, in a capitalist system, leisure time serves merely to renew the workforce.[102] In this regard, do the social amenities at SEKA create a mechanism where workers' rest ultimately serves the interests of labor?

On June 21, 1955, Law No. 6560 was enacted, officially naming the SEKA Paper and Cellulose Factory as SEKA.[103] This naming reinforced the factory's significant role in Turkey's industrialization process and brand identity. Over time, SEKA has become a pioneering organization in paper production, fulfilling an essential function at both local and national levels through its economic contributions. However, in the 2000s, the SEKA Paper Factory lost its efficiency due to outdated machinery and a lack of capacity expansion. This situation is linked to the need for more technological innovations and

investments to enhance productivity. The factory was privatized in 1997 and converted into a Joint Stock Company in 1998; however, the decision to close it was canceled due to public backlash.[104] This situation has led to significant social issues, such as workers' rights and public interest. In 2005, through a protocol between the government and the union, SEKA Izmit Enterprises and its employees and assets were transferred to the Kocaeli Metropolitan Municipality. This transfer symbolizes the factory's transition to a social responsibility and public service model while also marking a significant step in protecting workers' rights and providing job security. Between 2009 and 2017, the factory's shoreline was transformed into a park, and the First and Second Paper Factories were repurposed as a Science Museum and Paper Center.[105] This transformation represents an initiative to preserve industrial heritage and reintegrate it into society, creating social value by keeping the memories of the past and offering new opportunities in education and culture.

In conclusion, the SEKA Paper Factory exemplifies Turkey's development and transformation during industrialization. The factory's history has been assessed in terms of its economic dimensions and social and cultural impacts. During Turkey's modernization, the leisure spaces designed within factory buildings were planned to comprehensively and sustainably meet workers' social and physical needs. However, with the privatization of these factories, the social spaces where workers utilized their time outside of work were either reduced or eliminated. Today, most of these leisure areas have been transformed into warehouses, commercial spaces, or new functions focused on productivity. Along with this transformation, the perspectives of factory managers regarding the importance of leisure time on productivity have also shifted. In privatized factories, social spaces have become dysfunctional or reduced under the pressure of productivity, directing them toward commercial purposes. This change can be evaluated as a strategic choice necessitated by economic conditions. Factory management has adopted a shorter-term and production-focused approach to increase labor productivity by overlooking workers' leisure time. The consequences of this transformation and the role of social spaces in the workplace during this process are analyzed through case studies of contemporary factories in the third chapter of the thesis.

104. Nihan Konak, "An Industrial Heritage Example within the Scope of Re-Functionalization: Seka Paper Museum Interior Design Analysis" (Master's thesis, Kocaeli University, Institute of Social Sciences, Department of Interior Architecture, 2019).

105. Muşkara and Tunçelli, "Digital Representation of SEKA,.

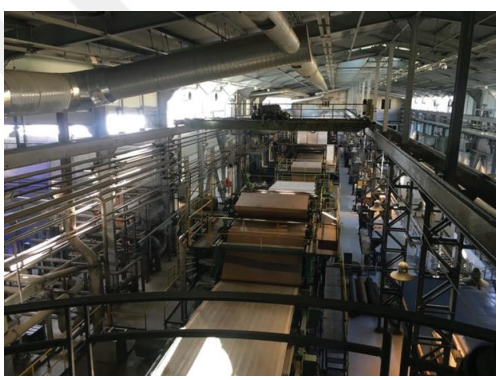


Figure 44: SEKA Paper Museum. (Source: Nergis Yıldırım, The Relationship Between Industrial Heritage Sites and Historical Urban Landscapes (HUL): The Cases of Bursa Merinos Textile Factory and İzmit Seka Paper Factory (Master's thesis, Mimar Sinan Fine Arts University, Institute of Science, 2020).

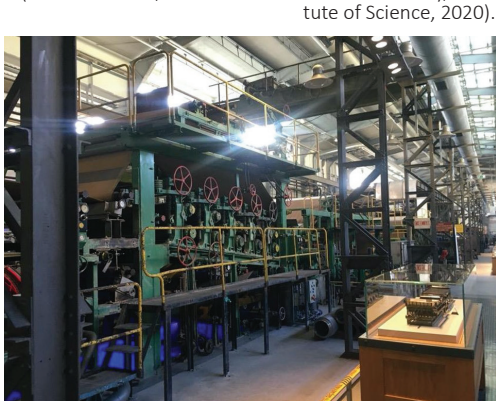


Figure 45: SEKA Paper Museum. (Source: Nergis Yıldırım, The Relationship Between Industrial Heritage Sites and Historical Urban Landscapes (HUL): The Cases of Bursa Merinos Textile Factory and İzmit Seka Paper Factory (Master's thesis, Mimar Sinan Fine Arts University, Institute of Science, 2020)

Case Studies of Leisure Spaces in Contemporary Factories in Turkey

03

The third chapter of this thesis examines the social spaces in contemporary factories in Turkey. The Umur Basım ve Kırtasiye Factory, Ford Otosan Sancaktepe R&D Center, YC INOX TR Pipe Factory, Gürdesan Ship Machinery Co., and Teksan Meter Technologies have been selected as case studies for this analysis. These factories were chosen to understand the spatial organization of work and social areas and to explore how these designs meet workers' social and cultural needs.

The study highlights the differences between the social spaces provided for white-collar and blue-collar workers and investigates how modern factories cater to employees' needs for rest and leisure. Architecturally significant factories, such as Umur Basım, Ford Otosan, and YC INOX, illustrate the impact of design on worker well-being. In contrast, production-focused factories like Gürdesan and Teksan raise critical questions regarding the presence and use of social spaces.

The primary research question addresses to what extent leisure spaces, which were included in 18th- and 19th-century factory models, persist in contemporary factories in Turkey's privatization era and how these spaces have transformed. The interaction between work and leisure was analyzed using factory plans, photographs, and demographic data.

These factories were examined through various field trips, and the findings were documented with photographs. Teksan Meter Technologies Co. was visited on August 7, 2024, and Gürdesan Ship Machinery Co. on August 8, 2024. The Ford Otosan Sancaktepe R&D Center was studied on September 6, 2024, and the Umur Basım ve Kırtasiye Factory on September 9, 2024. During these visits, the social and workspaces of the factories were compared, and the use of social spaces, particularly for white-collar versus blue-collar workers, was analyzed.

The Umur Basım ve Kırtasiye Factory was designed by Nevzat Sayın Architectural Services (NSMH) in 2007 and houses production and management areas. The two components of this structure provide a significant

basis for examining the relationship between work and leisure spaces.

The Ford Otosan Sancaktepe R&D Center, designed by TECE Architecture in 2015, includes production areas inspected during the site visit. This factory is notable for its social spaces and design, primarily aimed at white-collar workers. The relationship between the work system and social spaces has been analyzed through the lens of white-collar employees. YC INOX TR Pipe Factory, the most recent of the factories, was designed by Iglo Architects in 2021. It incorporates production and management areas, making it crucial for examining user transitions and the design of work-leisure spaces. Lastly, the Gürdesan Ship Machinery and Teksan Meter Technologies factories, built in the late 20th century, are production-oriented structures without a focus on design. These factories have provided essential data for examining the dynamics of workers within workspaces and the absence of social areas.

3.1 Case Studies

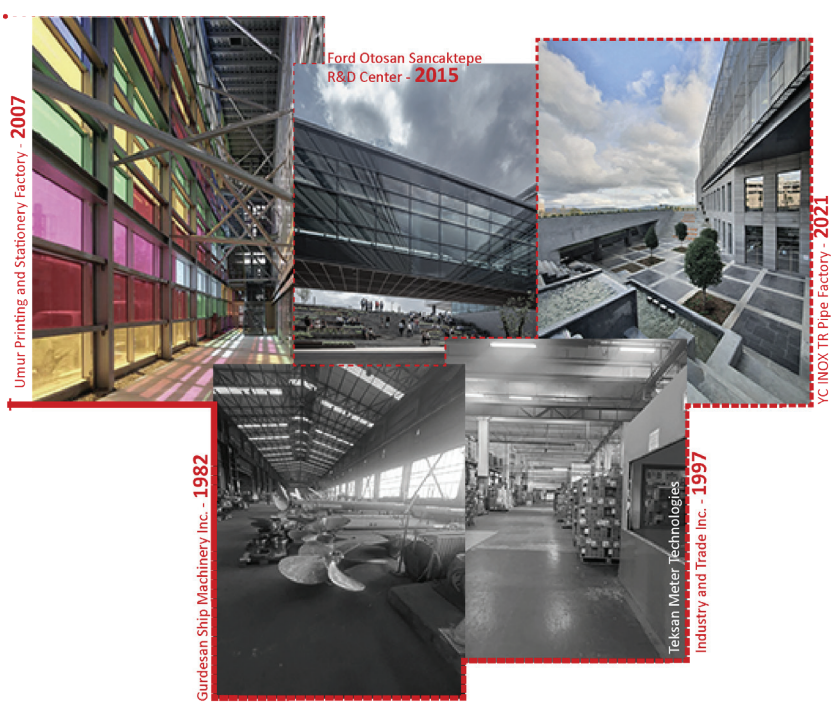


Figure 46: A collage of factory images from case studies. (Created by Hanse Yalçınkaya.)

3.1.1 Umur Printing and Stationery Factory

Figure 47: Site Plan of the Umur Printing and Stationery Factory. (Created by Hanse Yalçınkaya.)

Umur Printing and Stationery Factory	
Project Location	Umraniye, Istanbul, Turkey
Project Type	Factory
Project Completion Year	2007
Land Area	9,000 m²
Total Construction Area	43,000 m²
Project Architects	NSMH
Staff Count	400 employees (White - collar)
Working Hours	Five days a week from 8:00 AM to 6:00 PM (White - collar), Shift system: Shifts change at 7:00 AM, 3:00 PM, and 11:00 PM (Blue-collar)
Lunch Break Duration	One-hour break (White - collar), 30-minute break (Blue-collar)
Tea Break	Take tea breaks anytime (White-collar) , tea service twice daily (Blue-collar)
Smoking Break	Employees can access smoking terraces with card entry anytime
Transportation	Company Shuttle and Personal Vehicles
Working Spaces	Management offices, meeting rooms, labeling, packaging, maintenance, and technical services, kitchen, printing, reception, an infirmary, a doctor's office, the raw materials warehouse, reel slitting, finished goods warehouse, shipping, lottery printing, recycling areas, sheet offset printing, digital printing, pump room, water system, and archive
Short Break Areas	Entrance hall, lobby, cafeteria, terrace, break areas in open offices, smoking areas

Table 9: Umur Printing and Stationery Factory: Project Information and Space Analysis. (Compiled by Hanse Yalçınkaya from Umur Printing and Stationery Factory archival records and information obtained during the field visit.)

Umur Printing and Stationery Factory is situated on the Anatolian side of Istanbul, within the Ümraniye district. Ümraniye is a rapidly developing area known for its industrial zones, making it a strategic location for both commercial and production activities. Initially a 15,000 m² reinforced concrete structure, the factory was expanded with steel frameworks to 43,000 m².

This area includes 35,000 m² for production and 8,000 m² for office space, spread over two floors around a central atrium. The office area, housing

Figure 48: Rest Area of the Umur Printing and Stationery Factory. (Photograph by Hanse Yalçınkaya)

Figure 49: Rest Area of the Umur Printing and Stationery Factory. (Photograph by Hanse Yalçınkaya)

about 400 employees, features an open layout that facilitates interaction and collaboration through shared sensory experiences.[106]

All employees, guests, and clients enter through the same main entrance. The lobby is designed as a space illuminated by colored glass, which adds a vibrant hue to the area, accessible only via a staircase and an elevator. This design creates a unique atmosphere that transports those who enter a space distinctly separate from the outside world, offering a unique experience within the workplace. Blue-collar workers head to production areas, while white-collar workers head to their offices.[107] As seen in the ground floor plan, (Figure 41) the building includes an entrance area, vehicle entry points, shipment areas, a lobby, meeting rooms, production areas, wet areas, and technical service spaces. The management floor plan (Figure 42) has open office spaces, wet areas, a kitchen, a cafeteria, and terraces. These plans have been analyzed in detail, focusing on functional and non-work spaces such as leisure and break areas. Non-work areas were highlighted in red during the analysis.

During the site visit, the functions of the floors were carefully observed and documented with photographs. According to these observations, two building floors are used for management, while five floors are designated for production. The functional distribution across the floors is as follows: The third floor contains management offices and a cafeteria, the second floor hosts offices and meeting rooms, and the first floor includes labeling, packaging, maintenance, and technical services. On the ground floor, there is continuous form printing, meeting rooms, the lobby, reception, an infirmary, and a doctor's office. The first basement houses the raw materials warehouse, reel slitting, finished goods warehouse, shipping, lottery printing, and recycling areas; the second basement contains sheet offset printing, digital printing, and a technical depot; and the third basement is allocated for the fire pump room, water system, and archive. White-collar employees at the factory work five days a week from 08:00 a.m. to 06:00 p.m., while blue-collar workers operate under a shift system, with shifts changing at 07:00 a.m., 03:00 p.m., and 11:00 p.m. White-collar workers are entitled to a one-hour break, while blue-collar workers take a 30-minute break. Employees commute to work from both the Asian and European sides of the city via company shuttles. Blue-collar workers are given tea service twice daily, while tea and coffee stations have been designed for white-collar workers in the open office areas. These stations are also short break areas. (Figures 26,27)

106. "Umur Basım ve Kırtasiye Fabrikası," accessed August 20, 2024, https://www.arkiv.com.tr/proje/umur-basim-ve-kirtasiye-fabrikasi/1439.

107. İbid.

On each floor, designated smoking areas have been established, and access to these areas is controlled through employee cards and turnstiles. (Figures 28, 29) This system allows for monitoring and regulating smoking breaks. Another significant detail observed during the site visit is the inclusion of a lactation room for mothers on the management floor. Additionally, spaces for incoming and outgoing cargo storage, as well as locker rooms for employees, have been incorporated into the building's design.(Figure 30) Furthermore, to meet the social needs of employees, the company actively organizes various events throughout the year. These activities, including bowling tournaments, picnics, and concerts, are not just events but opportunities for employees to engage socially and feel part of a larger community.

The factory's design reflects a balanced integration of production areas with social and relaxation spaces. This approach underscores that, in Nevzat Sayın's architectural philosophy, employee well-being holds significant importance alongside functionality. Social spaces are specifically designed to allow employees to detach from work stress and engage in social interactions. During breaks, social areas such as cafeterias and outdoor relaxation spaces facilitate mental and physical rejuvenation. A noteworthy aspect of the factory's design is the close proximity of work and relaxation areas. This arrangement enables employees to quickly step away from the work pace for short breaks while minimizing disruptions to work processes. The proximity of relaxation areas to workspaces ensures workflow continuity while providing employees with opportunities for quick refreshment during working hours. The spacious office areas and open office layout encourage employee interaction, creating a modern and airy working environment. The light entering through the colored glass in the lobby contributes to an energetic and vibrant atmosphere. Additionally, the use of natural light and the open-space design allow employees to connect with nature even while indoors. Outdoor relaxation areas, particularly during intense workdays, enable employees to interact with nature and reduce stress.

Architect Nevzat Sayın emphasizes that industrial buildings often create a tense atmosphere due to their interactions with various segments of society, yet they also inspire architects and present design challenges. He notes that the modern industrial concept only emerged in the 19th century, making contemporary industrial buildings significant for their dynamic and functional design.These buildings, likened to a home's kitchen, are designed for continuous use and contribute innovatively to contemporary architecture.[108]

Figure 50: Turnstile Entrance to the Smoking Area at Umur Printing and Stationery Factory. (Photograph by Hanse Yalçınkaya)

Figure 51: Smoking Area of the Umur Printing and Stationery Factory. (Photograph by Hanse Yalçınkaya)

108. "Umur Basım," *YouTube*, 3:09, posted by Umur Basım, July 23, 2013, https://www.youtube.com/watch?v=0aDm1gfGN6M&t=123s.

Figure 52: Cloakroom of the Umur Printing and Stationery Factory. (Photograph by Hanse Yalçınkaya)

Figure 53: Kitchen of the Umur Printing and Stationery Factory.(Photograph by Hanse Yalçınkaya)

Figure 54: Entrance of the Umur Printing and Stationery Factory.(Konikure. "Umur Printing House." August 20, 2024. http://www.konikure.com/en/projects/umur-printing-house.)

109. Henri Lefebvre, *The Production of Space*, trans. Işık Ergüden (Istanbul: Sel Publishing, 2014), 206.

In a capitalist society, workspaces, from production units to offices, are shaped by the interactions between these areas and influenced by ownership and management relationships. These spaces are formed through repetitive labor and task division and are affected by local, national, and global markets. Thus, workspaces reflect a complex system of control and interaction, continuously evolving through physical and social processes. The convergence of these two perspectives demonstrates that industrial structures and workspaces are not merely physical spaces but reflections of social dynamics and economic systems. The relationship between Nevzat Sayın's innovative approaches in industrial architecture and the complex nature of workspaces in capitalist society highlights how these structures go beyond functionality to shape social interactions within the design process.[109] These structures can be viewed not only as spaces that serve production processes but also as places where various segments of society converge, giving rise to spatial experiences shaped by these interactions. In this context, these structures are significant elements that challenge the boundaries of contemporary architecture and design as spatial reflections of social and economic structures. The factory's design, aligned with corporate identity, prioritizes employee well-being, enhancing productivity and employee engagement. Social and relaxation areas help employees feel valued and increase their commitment to the company. In conclusion, the Umur Printing and Stationery Factory stands out as an exemplary model in contemporary factory design, successfully balancing work and rest.

Figure 55: Production Area of the Umur Printing and Stationery Factory.
(Source: Published on January 9, 2010, on ArchDaily)

Figure 56: Production Area of the Umur Printing and Stationery Factory. (Source: Published on January 9, 2010, on ArchDaily)

Figure 57: Office Furniture in the Management Area at Umur Printing and Stationery Factory.
(Source: Nurus. "Müşteriler." Accessed August 20, 2024. https://www.nurus.com/tr/musteri/umur-matbaacilik.)

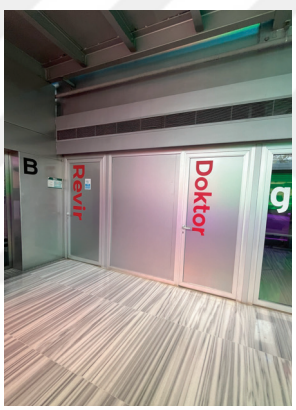


Figure 59: Doctor and infirmary rooms of the Umur Printing and Stationery Factory.
(Photograph by Hanse Yalçınkaya)

Figure 60: Management Area of the Umur Printing and Stationery Factory.
(Photograph by Hanse Yalçınkaya)

Figure 61: Dining Hall of the Umur Printing and Stationery Factory. (Created by Hanse Yalçınkaya.)

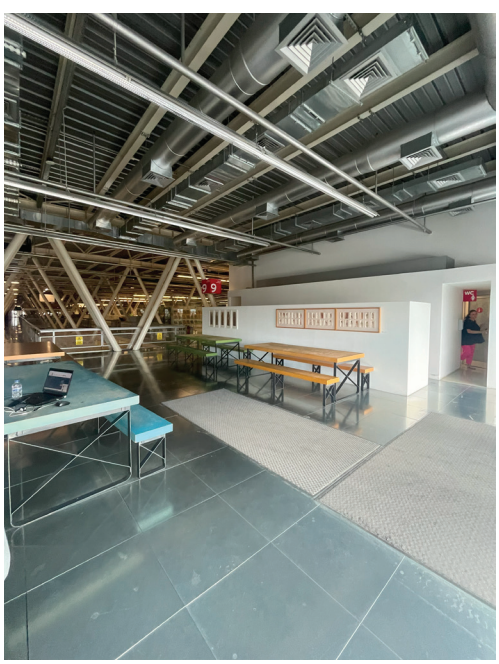


Figure 62: Rest Area of the Umur Printing and Stationery Factory. (Created by Hanse Yalçınkaya.)

Figure 58: Management Area of the Umur Printing and Stationery Factory.
(Source: Nurus. "Müşteriler." Accessed August 20, 2024. https://www.nurus.com/tr/musteri/umur-matbaacilik.)

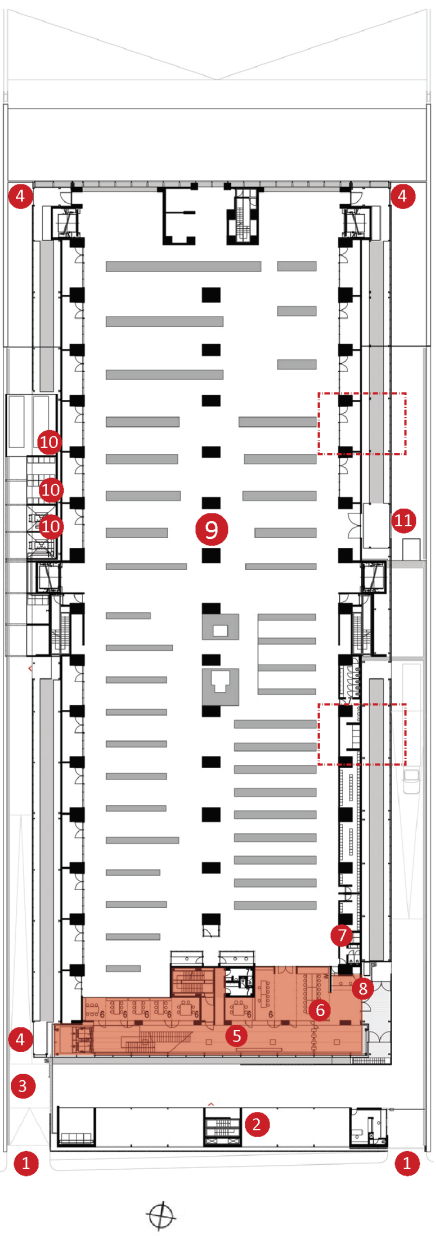
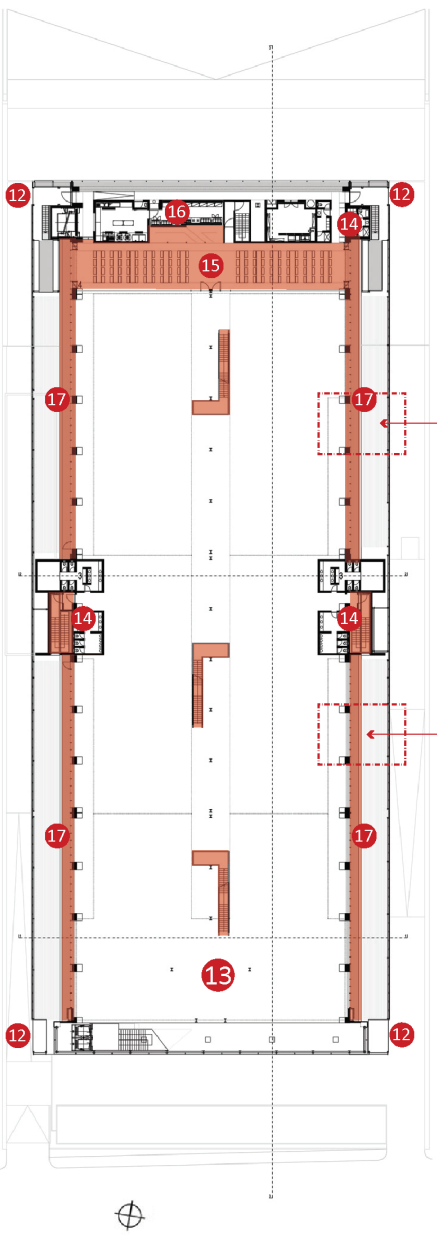


Figure 63: ±0.00 Level Plan of Umur Printing and Stationery Factory.
(Source: NSMH, "Umur Basım Dudullu," accessed August 20, 2024, https://www.nsmh.com/Umur-Basim-Dudullu, edited by Hanse Yalçınkaya.)



1 - ENTRANCE
2 - ENTRANCE STRUCTURE
3 - PARKING LOT VEHICLE ENTRANCE
4 - MECHANICAL DEVICE ENTRANCE
5 - ENTRANCE HALL
6 - INTERVIEW ROOM
7 - WET AREAS
8 - RECEPTION
9 - PRODUCTION
10 - TECHNICAL SERVICE
11 - SHIPMENT
12 - MECHANICAL DEVICE ENTRY
13 - MANAGEMENT
14 - WET AREAS
15 - DINING HALL
16 - KITCHEN
17 - TERRACE

Figure 64: ±12.33 Level Plan of Umur Printing and Stationery Factory.
(Source: NSMH, "Umur Basım Dudullu," accessed August 20, 2024, https://www.nsmh.com/Umur-Basim-Dudullu, edited by Hanse Yalçınkaya)

3.1.2 Ford Otosan Sancaktepe R&D Center

Figure 65: Site Plan of the Ford Otosan Sancaktepe R&D Center. (Created by Hanse Yalçınkaya.)

Ford Otosan Sancaktepe R&D Center	
Project Location	Sancaktepe, Istanbul, Turkey
Project Type	R&D Building, Marketing Offices and Spare Parts Warehouse
Project Completion Year	2015
Land Area	17,200 m²
Total Construction Area	35,000 m²
Project Architects	TECE Architects
Staff Count	1500 employees (White - collar), 350-400 employees (Blue - collar)
Working Hours	Hybrid work system with five days a week from 7:30 AM to 5:00 PM (White-collar). Shift system: Shifts change at 7:30 AM, 3:30 PM, and 11:00 PM (Blue-collar)
Lunch Break Duration	One-hour break (White - collar), 30-minute break (Blue-collar)
Tea Break	Take tea breaks anytime (White-collar) , Take tea breaks anytime (Blue-collar)
Smoking Break	Take a smoke break anytime (White- and blue-collar smoking areas are separate.)
Transportation	Company Shuttle and Personal Vehicles
Working Spaces	Mecof workshops, a multipurpose hall, VIP areas, office blocks, meeting rooms, design studio showroom. design studio workshop, single-person meeting booths, entrance consultation, healthcare center, kitchen Cafeteria, courtyard, interior garden, lobby, cafe Nero, dining hall, tea break areas in open
Short Break Areas	office plan, gym, parking, emergency assembly area (smoking area)

Table 10: Ford Otosan Sancaktepe R&D Center: Project Information and Space Analysis.
(Compiled by Hanse Yalçınkaya from Ford Otosan Sancaktepe R&D Center archival records and information obtained during the field visit.)

This study examines the design and functions of workspaces, leisure areas, and break rooms at the Sancaktepe Ford Otosan R&D Center and discusses their impact on employee productivity, well-being, and overall work culture. The Ford Otosan Research and Development Center is strategically situated in Istanbul along the E-80 highway, a key route connecting Europe and Turkey. It is located near the Istanbul TEM junction and forms part of a larger Ford campus with marketing offices, a training center, and storage

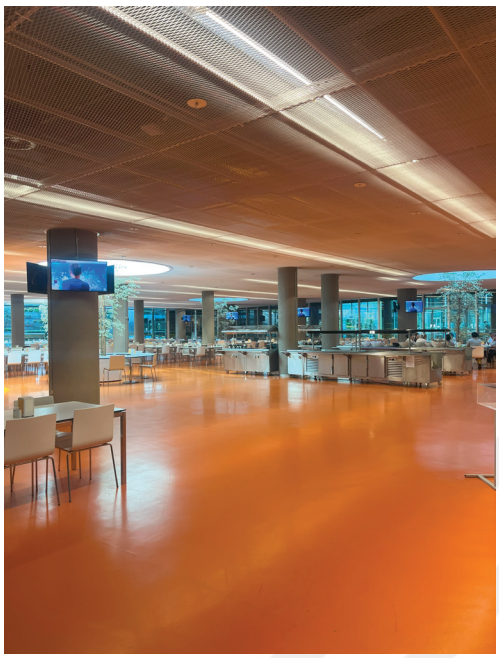


Figure 66: Dining Hall of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 67: Rest Area of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

facilities. The area is characterized by a mix of industrial buildings along the main road, and the center's location provides convenient access for employees, facilitating their focus on work.[110] The TEM Highway draws attention as a long road stretching for kilometers, bringing together scattered structures of different scales, sometimes disappearing and sometimes encountering illegal settlements.[111] (Figure 52)

The Ford Otosan R&D Hub in Kartal, Istanbul, is the Ford Motor Group's fourth global engineering center, covering 38,000 square meters. Designed with a dynamic architectural approach, it includes design studios, offices, display zones, exhibition halls, an auditorium, and a cafeteria. The hub, which accommodates 1,500 people, is organized into two main building masses connected by a controlled common living area, with open and semi-open terraces and courtyards enhancing the campus-like layout.[112]

The architectural plans of the Ford Otosan Sancaktepe R&D Center were meticulously analyzed, and a site visit was conducted to assess both the overall functions and newly designed spaces, with the findings documented through photographs. In these examinations, the work and non-work spaces of the building formed a central focus of the research. Non-work spaces were visualized by highlighting them in red on the plan. The five-story building is divided into layers consisting of Basement 2, Basement 1, Ground Floor, First Floor, and Second Floor. The first and second basement levels house design, mecof workshops, parking, a multipurpose hall, a cafeteria, and a courtyard. (Figures 59, 60) The ground floor is equipped with office blocks and entrances providing access to these blocks, with the courtyard between the blocks serving as an extension of the basement level, completed by a landscape design that aligns with the topography. (Figure 61) The upper two floors consist of office blocks connected by bridges, including essential spaces such as atriums and VIP areas. (Figures 62, 63)

The healthcare center adjacent to the R&D building was also visited during the site tour. The services offered at the healthcare center for employees include outpatient examinations, periodic check-ups, blood tests, chest X-rays, ECGs, and eye and hearing tests, among other routine screenings. Furthermore, emergency first aid and ambulance services, a two-bed observation room, chronic illness monitoring, industrial hygiene assessments, and ergonomics training are also provided. In addition to these services, psychological support for employees and their children, health monitoring for pregnant employees, and first aid training are available. It

110. "TECE Architects: Ford Otosan R&D Centre," *Divisare*, published July 21, 2015, https://divisare.com/projects/294827-tece-architects-ford-otosan-r-d-centre.

111. Dışı Masif İçi Saydam," *XXI*, published September 17, 2015, https://xxi.com.tr/i/disi-masif-ici-saydam.

112. "Ford Otosan Sancaktepe Ar-Ge Merkezi," accessed August 21, 2024, https://www.arkiv.com.tr/proje/ford-otosan-muhendislik-merkezi/2862.

was also observed that medical waste is recycled to ensure environmental responsibility.

Beyond healthcare services, the social and financial benefits provided to employees under the collective labor agreement are noteworthy. These benefits include military assistance, maternity leave support, childcare assistance, religious holiday bonuses, annual leave allowances, marriage assistance, workplace injury and death compensation, child allowances, educational leave, and seniority-based rewards, all contributing to the well-being of the employees. Various social clubs and sports activities are organized to support employees' social and cultural development further. These clubs include animal welfare, outdoor sports, theater, golf, dance, and cinema clubs, alongside various sports clubs offering activities such as swimming, badminton, rowing, volleyball, basketball, and table tennis.

Regarding the working schedule, white-collar employees work from 07:30 a.m. to 05:00 p.m. on weekdays and are off on weekends. Following the pandemic, a hybrid working model was implemented, allowing employees to work remotely on some days and come to the office on others. Blue-collar employees, on the other hand, work in shifts at the sales and marketing depots, from 07:30 a.m. to 03:30 p.m. and from 04:00 p.m. to 11:00 p.m., six days a week. They have 30-minute lunch breaks, and the cafeteria, with a capacity of 600 people, serves the employees. (Figure 44,55) On the office floors, tea and coffee stations, snack vending machines, and rest areas are provided for short breaks, while Nero Cafe, located next to the cafeteria, offers an additional flexible workspace option (Figures 45, 46, 47, 48).
However, smoking is prohibited in the office floors, courtyard, and landscaped areas. A designated smoking area is located only in the emergency assembly area. (Figure 49). Employees wishing to take a smoking break can pick up a coffee from Nero Cafe, walk through the courtyard, and reach the smoking area after a short walk. Observations during the site visit revealed that the smoking area is kept quite distant from the workspaces, which may be one reason employees underutilize the landscaped areas and courtyard.

Furthermore, some rooms within the office have been converted into multipurpose activity spaces to meet the changing needs of the employees. (Figure 50) These spaces are used for training, meetings, and other activities. A gym has also been constructed in response to employee requests, providing a space for physical activities.(Figure51) Additionally, single-person meeting booths (Figure 56) have been added to increase focus and facilitate private

Figure 68: Rest Area of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 69: Kitchen of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 70: Cafe of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 71: Smoking Area of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

113. Dışı Masif İçi Saydam," XXI, published September 17, 2015, https://xxi.com.tr/i/disi-masif-ici-saydam.

114. "[Proje]: Ford Otosan Ar-Ge Binası," *editorbiozet*, October 19, 2015, https://bi-ozet.com/2015/10/19/proje-ford-otosan-ar-ge-binasi/.

115. Ömer Kanıpak, "Ford Otosan Ar-Ge Merkezi," *Mimarizm*, May 5, 2016, https://www.mimarizm.com/mimari-projeler/arastirma/ford-otosan-ar-ge-merkezi_125101.

116. Ömer Aytaç, "Boş Zaman Üzerine Kuramsal Yaklaşımlar," *Firat University Journal of Social Sciences* 12, no. 1 (2002).

discussions, enabling employees to work more efficiently.

In an interview with XXI magazine, Architect Cem İlhan explains that two similar departments have been merged into shared spaces, with a centrally located cafeteria designed to encourage employee interaction. The cafeteria opens onto a sunken courtyard, creating an artificial topography that provides a shaded conversation area. Although the courtyard above the cafeteria hasn't been as actively used as expected, İlhan anticipates it will become a more lively space.[113] The design strategy separates the two main structures while creating a controlled common living area connected by a cafeteria and terrace. Atriums allow natural light into both buildings, functioning as circulation and break areas. The exterior facades feature perforated aluminum panels for passive solar control, while interior facades are more transparent, enhancing the building's dynamic effect and central living.[114]

The design of the Ford Otosan R&D center reflects an architectural approach that goes beyond functionality, aiming to enhance employee interaction and well-being. Common areas such as the cafeteria and courtyard strengthen social bonds, while natural light and transparent facades maintain the openness of the interior spaces. This design strategy signifies a human-centered approach in modern work environments, with the potential to create more vibrant and interactive workplaces in the future. The positioning of the cafeteria in the center of the two blocks, opening onto a courtyard, reflects the architects' effort to bring employees together.

In reviewing the Sancaktepe Ford Otosan building, Ömer Kapınak emphasizes the underground design studio for vehicle creation as the building's most striking feature. Hidden at the junction of two blocks, this secure, dim, and unadorned space is isolated from the office areas, reflecting the engineers' separation from the rest of the building. In contrast, the centrally located cafeteria, used primarily during lunchtime, stands out architecturally, designed to unite employees. Kapınak notes that despite the inviting sunken courtyard and rooftop gardens, these spaces are rarely used, with smokers opting for informal outdoor areas. He relates this to Le Corbusier's modernist ideals and Richard Sennett's critique of social fragmentation in *The Corrosion of Character*, suggesting that the engineers' disconnection from the design process mirrors Sennett's concerns about workers being alienated from their products.[115]

Kapınak's critique of the Sancaktepe Ford Otosan building highlights the isolation of the design studio and employee detachment from the production process, reflecting broader dissatisfaction issues in modern workplaces. This aligns with André Gorz's critique of 'economic reason,' where Fordist methods reduce individuals to laborers, causing social stagnation. Gorz argues for flexible work models and leisure as key to human liberation, critiquing capitalism and socialism for alienating workers and emphasizing the need for a more humane approach to work.[116]

Kapınak's evaluation and Gorz's critiques profoundly examine the impact of modern architecture and the business world on social structures. The architectural design of the building, which isolates employees from the production process, accelerates the social fragmentation noted by Sennett and aligns with Gorz's critiques, highlighting the need for flexible work models. These critiques indicate that both architectural designs and economic systems must adopt a human-centered approach. This perspective suggests that rethinking design and work models is necessary to promote individual liberation and the enrichment of social identities in modern society.

The design of the Ford Otosan R&D Center explicitly reflects an effort to establish a balance between work and life by considering employees' needs outside of work. The social and relaxation areas within the space are intended to support not only professional performance but also overall quality of life. This approach demonstrates that contemporary work environments are designed with a human-centered and holistic understanding to meet modern requirements. Consequently, the architectural design of the center represents a progressive perspective that prioritizes both increased efficiency and employee satisfaction and well-being.

Figure 72: Rest Area of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 73: GYM of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 74: View of FO Sancaktepe R&D Center from the TEM Highway. (Source: TeCe Architects, accessed August 20, 2024, photograph by Murat Germen)

Figure 75: Courtyard and Stairs Sitting Area of FO Sancaktepe R&D Center (Source: TeCe Architects, accessed August 20, 2024, photograph by Murat Germen)

Figure 76: Courtyard of FO Sancaktepe R&D Center (Source: TeCe Architects, accessed August 20, 2024, photograph by Murat Germen)

Figure 77: Dining Hall of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, photograph by Murat Germen)

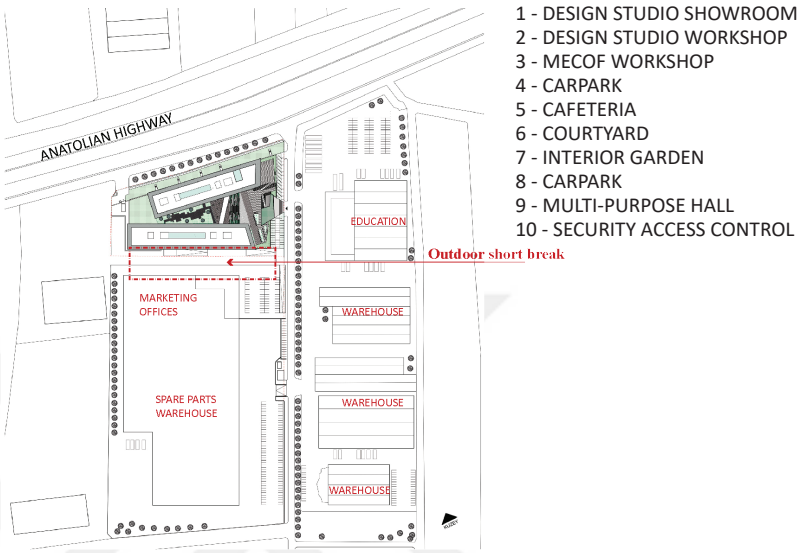


Figure 80: Site Plan of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

Figure 81: 2nd Basement Floor Plan of Ford Otosan R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

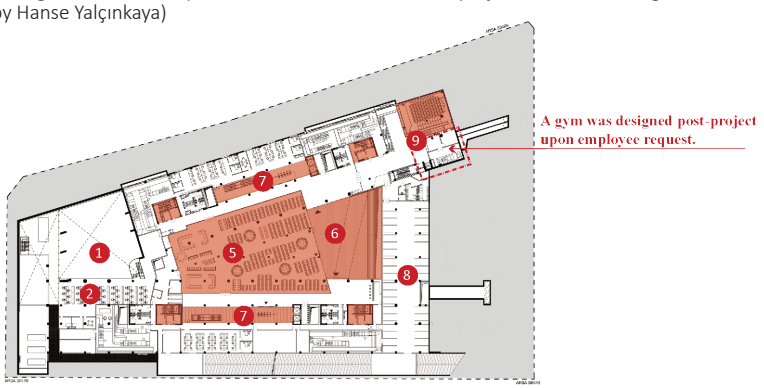


Figure 82: 1st Basement Floor Plan of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

11 - ENTRANCE PLATFORM
12 - ENTRANCE CONSULTATION
13 - COURTYARD
14 - CARPARK ACCESS
15 - SERVICE ACCESS
16 - OFFICE A BLOCK
17 - OFFICE B BLOCK
18 - COURTYARD
19 - DESIGN STUDIO COURTYARD
20 - ATRIUMS
21 - V.I.P

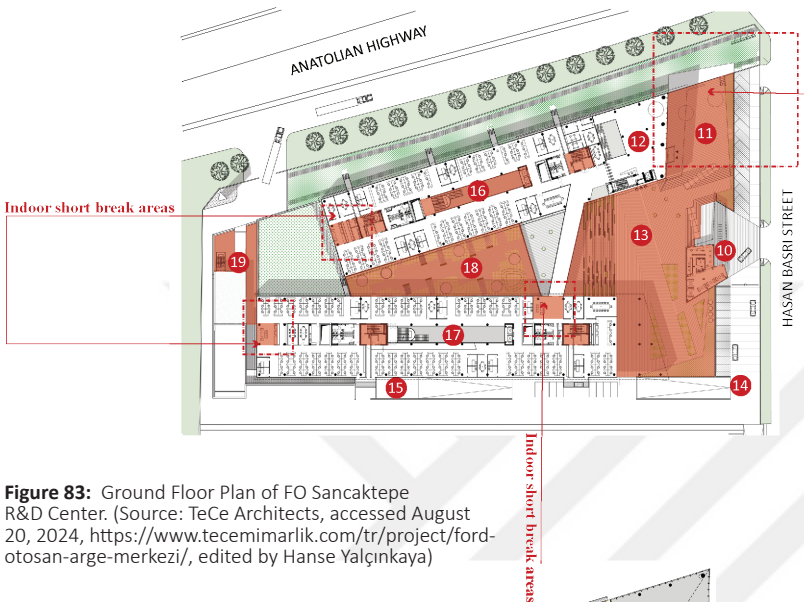


Figure 83: Ground Floor Plan of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

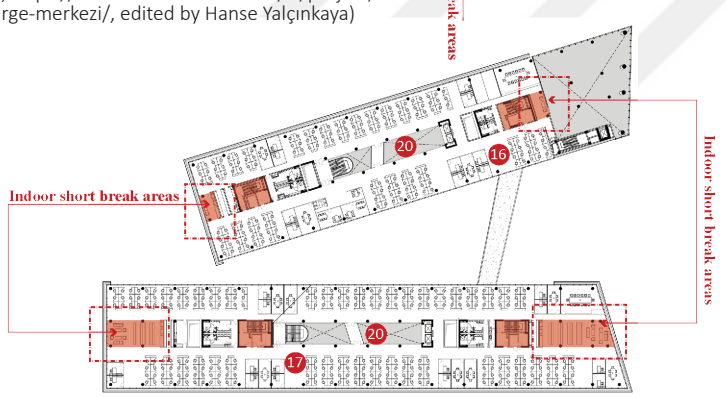


Figure 84: 1st Floor Plan of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

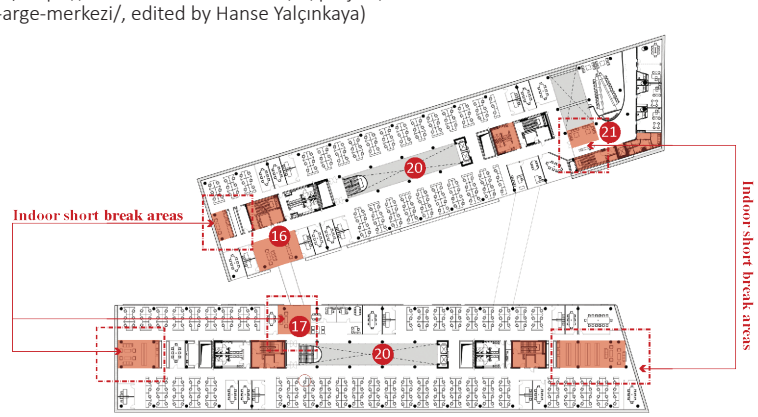


Figure 85: 2nd Floor Plan of FO Sancaktepe R&D Center. (Source: TeCe Architects, accessed August 20, 2024, https://www.tecemimarlik.com/tr/project/ford-otosan-arge-merkezi/, edited by Hanse Yalçınkaya)

Figure 78: Single Meeting Booths of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

Figure 79: Rest Area of FO Sancaktepe R&D Center. (Photograph by Hanse Yalçınkaya)

3.1.3 YC INOX TR Pipe Factory

Figure 86: Site Plan of the YC INOX TR Pipe Factory.
(Created by Hanse Yalçınkaya)

YC INOX TR Pipe Factory	
Project Location	**Dilovası, Kocaeli, Turkey**
Project Type	**Factory**
Project Completion Year	**2021**
Land Area	**35,211 m²**
Total Construction Area	**65,000 m²**
Project Architects	**Iglo Architects**
Staff Count	**Average 300 employees**
Transportation	**Company Shuttle and Personal Vehicles**
Working Spaces	**Office areas, security, service areas, technical areas, kitchen, production/storage, loading area, unloading area, pickling plant, meeting room**
Short Break Areas	**common space, pool, landscape area, courtyard, dining hall**

Table 11: YC INOX TR Pipe Factory: Project Information and Space Analysis.
(Compiled by Hanse Yalçınkaya from YC INOX TR Pipe Factory archival records.)

YC INOX TR Pipe Factory, designed by Iglo Architects, stands out as a modern production facility that brings a new dimension to understanding industrial design in Turkey. This factory is constructed with considerations beyond mere functionality, encompassing aesthetics, sustainability, and employee well-being. The reason for selecting YC INOX TR Pipe Factory as a case study in this work is to explore how the factory redefines modern industrial and architectural principles and establishes a balance between work and leisure spaces. The design of the factory transcends functionality, offering solutions to enhance employee productivity and motivation, making it an ideal subject for in-depth analysis within the research scope.

The YC INOX TR Pipe Factory (Figure 73) is situated in the İzmit district of Kocaeli, a critical industrial hub within Turkey. Located in the Marmara Region, İzmit is renowned as a critical center of industrial production, particularly in the heavy industry and manufacturing sectors. The factory's strategic positioning not only ensures seamless access to both national and international logistics networks but also holds the potential to foster synergy with other industrial facilities in the vicinity. This advantageous location significantly bolsters the factory's operational efficiency, thereby enhancing its connectivity to global markets.

The Taiwanese company YC INOX is a leading name in producing stainless steel pipes and sheets. Their newly constructed facility in Istanbul spans an area of 65,000 m², encompassing production, office, and social spaces. The primary challenges of this project included addressing technical issues such as energy efficiency, sustainability, effective waste management, and the optimization of process flow. Additionally, creating an environment where employees would be eager to work was a key objective. The factory was designed as a high-quality and prestigious building that not only encourages employees to work more efficiently but also facilitates integration between production and management. Furthermore, the principles of Feng Shui, which hold significant importance in Taiwanese culture, were fundamental in determining the spatial arrangements, architectural forms, color selections, and the use of natural elements in this project.[117]

The entrance area of the structure (Figure 65) has been designed with a broad and impressive aesthetic, offering a space suitable for displaying the artworks collected by the company. The red staircase at the entrance, which draws attention to the garden, water features, and the deep perspective view (Figure 66), has been sculpturally designed and serves as a visually striking element across all floors. The viaduct positioned along the long facade parallel to the production area has eliminated the need for retaining walls and extensive filling processes for the production space, which was planned as a basement level. The viaduct, independently placed from the building, allows the basement level to benefit from natural light, providing a fully open facade, ease of maintenance, and a functional solution. Additionally, the space beneath the viaduct has been made available for use as floor-specific social areas (Figure 68, Figure 69) and open storage areas.[118]

The structure's design prioritized facilitating efficient interaction between blue- and white-collar workers within both production and office

Figure 87: Common Area of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

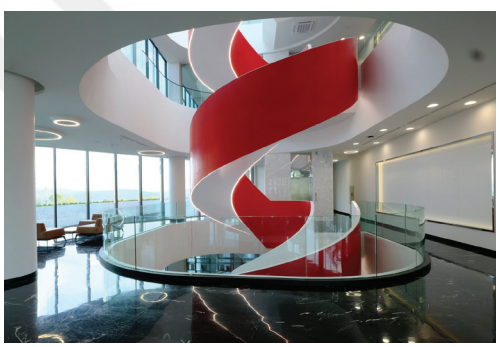


Figure 88: Spiral Staircase and Common Area of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

Figure 89: Meeting Room of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

117. "YC INOX: Taiwanese Factory Brings Feng Shui Principles in Turkey," *The Plan*, accessed August 21, 2024, https://www.theplan.it/eng/award-2023-Production/yc-inox-taiwanese-factory-brings-feng-shui-principles-in-turkey-iglo-architects.

Figure 90: Courtyard of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

Figure 91: Courtyard and Landscape Design of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

areas. Spaces such as entrances and exits, locker rooms, and training areas were strategically positioned to streamline workflow. Vehicle maneuvering zones and crane arrangements were optimized to enhance operational efficiency. The cafeteria and the social regions were designed to provide employees with spaces where they can relax and develop social relationships outside of work. Elements such as the amphitheater and semi-open areas enrich the work environment, contributing to social interactions and making time spent at the workplace more meaningful. This design approach aligns with the concept of work not merely as a production activity but as a social experience.[119]

An examination of the detailed plans reveals that the second basement level prominently features wet areas and multifunctional hall spaces. (Figure 74) On the first basement level, the cafeteria and outdoor landscaping elements are distinctly highlighted. The wet areas are notably positioned within the vertical circulation in the overall plans. The ground floor includes the entrance, lobby, and meeting rooms (Figure 75), while the upper floors are designated for office layouts.(Figure 76, Figure 77) In the analysis conducted based on these plans, leisure spaces, and work areas are distinctly separated, with non-work-related spaces highlighted in red.

The project aims to create a prestigious and standout factory that motivates employees and attracts attention. The design features large facades for natural light, open social spaces, and strict safety measures. Energy efficiency and sustainability are prioritized through heat recovery, waste recycling, daylight use, and water reclamation. High-quality materials enhance thermal and acoustic comfort. A water feature cools the exterior and improves user comfort. Designed for a Taiwanese stainless steel manufacturer in Turkey, the project incorporates Feng Shui principles and reflects Taiwanese culture. The design emphasizes integration between production and management, with functional and aesthetically pleasing social spaces connected to the garden via a bridge.[120]

The design of the YC INOX TR Pipe Factory aims to integrate functionality and aesthetics while enhancing employee well-being and work motivation. This approach aligns with André Gorz's perspective that work should not merely be an economic activity but also a domain where

118. "YC INOX TR Pipe Factory," accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999.

119. İbid.

120. "YC INOX: Taiwanese Factory,.

individuals realize themselves and develop social relationships. Gorz argues that work plays a central role in individuals' lives and, therefore, working conditions should be organized in a manner consistent with human nature.[121] Incorporating cultural principles such as Feng Shui into the factory's design signifies a holistic approach that not only aims to create a functional space but also addresses employees' emotional and psychological needs. In this context, Karl Marx's concept of 'work suited to human nature' aligns with the factory's design philosophy. Beyond serving as a functional production center, the factory can be seen as a space where employees can express themselves, develop social relationships, and experience job satisfaction.[122]

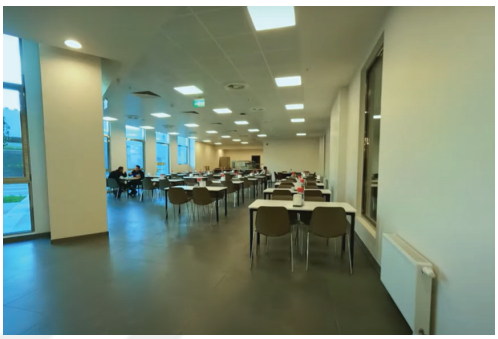


Figure 92: Dining Hall of of the YC INOX TR Pipe Factory. (Source: Accessed August 21, 2023, YouTube, 7:35, https://www.youtube.com/watch?v=WTSzCg-3Ga0A)

Figure 93: Service Area of the YC INOX TR Pipe Factory. (Source: YC INOX TR Pipe Factory, accessed August 21, 2024, https://www.arkiv.com.tr/proje/yc-inox-tr-pipe-factory/14999, photograph by Fethi İzan)

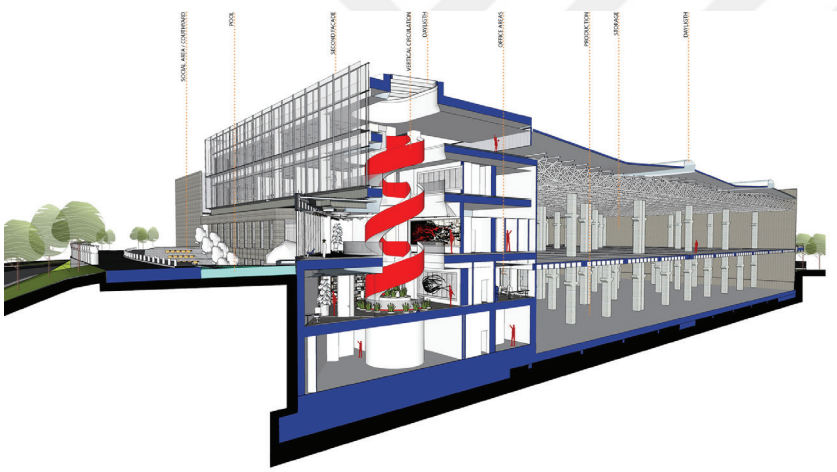


Figure 94: Sectional Perspective of the YC INOX TR Pipe Factory. (Source:Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/)

Figure 95: Aerial Photograph of the YC INOX TR Pipe Factory. (Source: Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/)

121. André Gorz, *Paths to Paradise: On the Liberation from Work*, trans. Malcolm Imrie (London: Pluto Press, 1985).

122. Karl Marx, *Economic and Philosophic Manuscripts of 1844*, trans. by Martin Milligan (Moscow: Progress Publishers, 1959).

1 - OFFICE AREAS
2 - SERVICE AREAS
3 - VERTICAL CIRCULATION
4 - HORIZONTAL CIRCULATION
5 - COMMON SPACES
6 - TECHNICAL AREAS
7 - PRODUCTION/STORAGE

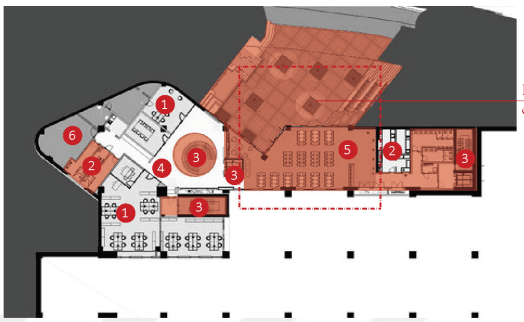


Figure 96: 1st Basement Floor Plan of the YC INOX TR Pipe Factory. (Source: Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/, edited by Hanse Yalçınkaya)

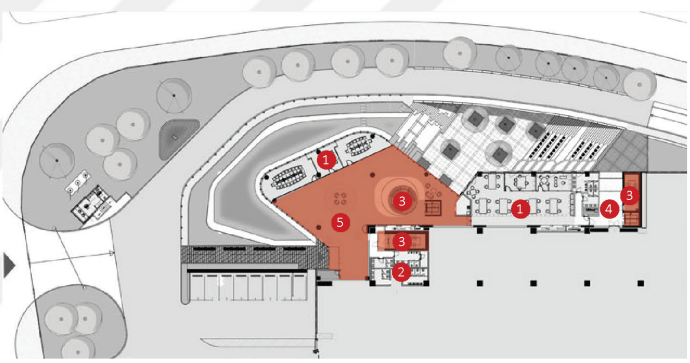


Figure 97: Ground Floor Plan of the YC INOX TR Pipe Factory. (Source: Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/, edited by Hanse Yalçınkaya)

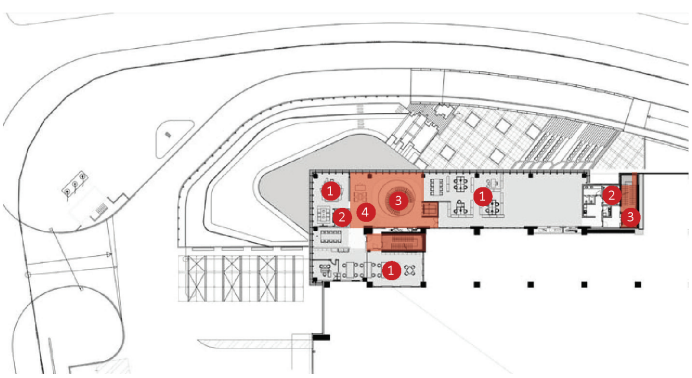


Figure 98: 1st Floor Plan of the YC INOX TR Pipe Factory. (Source: Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/, edited by Hanse Yalçınkaya)

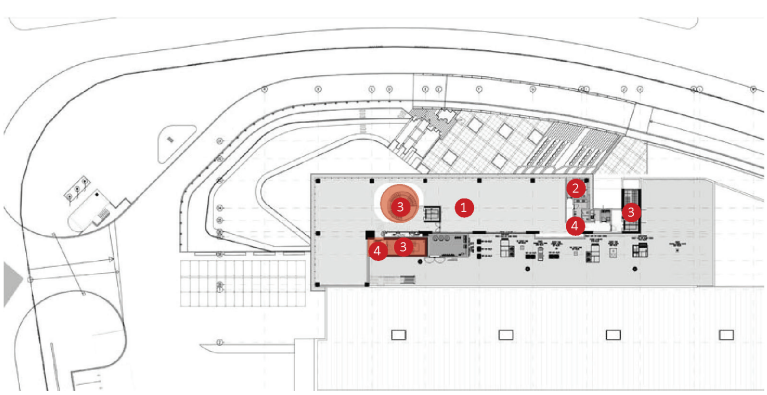


Figure 99: 2nd Floor Plan of the YC INOX TR Pipe Factory. (Source: Iglo Architects, Accessed August 21, 2023, https://iglo.com.tr/portfolio_cat/industry-factory-portfolio-category/, edited by Hanse Yalçınkaya)

3.1.4 Gürdesan Ship Machinery Inc.

Figure 100: Site Plan of the Gürdesan Ship Machinery Inc.. (Created by Hanse Yalçınkaya.)

Gurdesan Ship Machinery Inc.	
Project Location	Dilovası, Kocaeli, Turkey
Project Type	Factory
Project Completion Year	1982
Land Area	26,596 m²
Staff Count	80 employees (White - collar), 300 employees (Blue - collar)
Working Hours	Five days a week from 8:30 AM to 6:00 PM (White - collar), Six days a week from 8:30 AM to 5:00 PM (Blue-collar)
Lunch Break Duration	45-minute lunch break:12:45 PM - 1:30 PM (White-collar), 1:00 PM - 1:45 PM(Blue-collar)
Tea Break	Take tea breaks anytime (White-collar) , Take tea breaks anytime (Blue-collar)
Smoking Break	Morning: 10:00 AM - 10:15 AM, Afternoon: 3:00 PM - 3:15 PM
Transportation	Company Shuttle, Personal Vehicles and Some employees are provided housing in a nearby village.
Working Spaces	Office areas, security, service areas, technical areas, kitchen, meeting room, machine repair, production workshops, laboratories, welding areas, electrical storage, and assembly sections,
Short Break Areas	Dining hall, lobby, undefined areas at building exits

Table 12: Gürdesan Ship Machinery Inc.: Project Information and Space Analysis
(Compiled by Hanse Yalçınkaya from Gürdesan Ship Machinery Inc. archival records and information obtained during the field visit.)

The Gürdesan Ship Machinery factory, located in Gebze Dilovası, stands out as a distinctly different example from the previously examined facilities such as the Umur Printing and Stationery Factory, the Ford Otosan R&D Center, and the YC INOX TR Pipe Factory. While the design of these three facilities prominently emphasizes the inclusion of social spaces where employees can spend their time outside of work, the Gürdesan Ship Machinery factory focuses solely on production areas with limited provision for social interaction spaces. This research, supported by on-site observations

Figure 101: Production Area of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 102: Management Entrance of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

and photographic documentation, highlights this difference and the design approach to optimizing production efficiency. The Gürdesan Ship Machinery factory can be evaluated as a structure that prioritizes functionality and the optimization of production processes, indicating that the opportunities for employees to spend time outside work are limited, with a clear emphasis on production areas.

The Gürdesan Ship Machinery factory is strategically located between the Istanbul-Izmit Highway and the Anatolian Motorway. This area is recognized as one of Turkey's major industrial zones, boasting an extensive logistics network. The factory's location, with its proximity to both national and international transportation routes, ensures the efficient movement of raw materials and finished products. However, the surrounding development and industrial density have limited the availability of natural green spaces and social recreational areas. These factors influence the factory's relationship with its environment and impact the social interaction spaces available to employees. At the same time, the factory's location offers significant operational advantages, and environmental and social factors must also be considered.

Gürdesan is a company with over 50 years of experience in the maritime industry, contributing significant value to ship design and offering superior engineering services. Operating across facilities exceeding 100,000 m² in various locations, Gürdesan provides turnkey solutions, including ship construction, maintenance, repair, and the production of all types of spare parts, supported by its experienced workforce. The company's production portfolio encompasses a wide range of maritime equipment, such as deck machinery, deck equipment, deck cranes, lifeboat systems, maneuvering and propulsion systems, and hatch covers. Additionally, new ship construction and repair and maintenance services are among the firm's critical services.[123]

The administrative section of the Gürdesan Ship Machinery Factory is constructed from reinforced concrete (Figure 80), while the production areas are built from high steel structures. (Figure 79) The administrative section is three stories high, whereas the steel structures in the production area exhibit a more complex architectural design. In these high-walled areas, functions are subdivided, with some sections supported by reinforced concrete mezzanines. (Figure 87) Additionally, there is an unused reinforced concrete structure within the factory premises that has yet to be utilized for any project, with certain sections of this space currently serving as storage. (Figure 81)

123. "Gürdesan," accessed August 5, 2024, https://www.gurdesan.com.tr/.

The administrative section houses a lobby, meeting rooms, office spaces for engineers (Figure 82), managers' offices, dormitories for managers, a cafeteria, a tea room (Figure 84), and kitchen areas. The production section, on the other hand, includes technical areas such as machine repair and production zones, laboratories, welding areas, electrical storage, and assembly sections. Although both white-collar and blue-collar employees work within the same building, they are physically segregated. White-collar employees work from 08:00 a.m. to 06:00 p.m., five days a week, while blue-collar workers work from 08:30 a.m. to 05:00 p.m., six days a week. Lunch breaks are scheduled from 12:45 p.m. to 01:30 p.m. for white-collar employees and from 01:00 p.m. to 01:45 p.m. for blue-collar workers.

Workers commute to the factory by shuttle, and no accommodation or housing is provided for them. As the factory is surrounded by other industrial facilities and the building is old, there are no landscaped areas where workers can take breaks. During the site visit, it was observed that workers utilized undefined spaces around the factory during their smoking breaks (Figure 86). The company has designated two 15-minute smoking breaks: one in the morning and one in the afternoon.

Another objective of the site visit was to learn about the social spaces and activities provided to the workers. However, it was found that the company offered no social activities. Nonetheless, male workers organize football matches among themselves every Wednesday at 19:00, and, weather permitting, they arrange group picnics.

Although no official social activities are provided to the employees at the Gürdesan Ship Machinery Factory, their initiative to organize social events demonstrates their resourcefulness and commitment to meeting their social needs. This behavior highlights the workers' desire to establish strong bonds with each other and create a collective social life beyond the workplace. The fact that social spaces and activities are being made through the workers' own initiative rather than being institutionally provided reflects their efforts to strengthen social ties of their own free will. Such informal activities can enhance workers' motivation, making the workplace environment more positive and cohesive. While the factory continues to succeed in its production activities, supporting these worker-led initiatives could positively impact job satisfaction and employee loyalty. From an alternative perspective, allowing workers the freedom to spend their leisure time according to their own preferences may distance them, to some extent, from the controlling system

Figure 103: The concrete section of the Gürdesan Ship Machinery Inc. under construction.
(Photograph by Hanse Yalçınkaya)

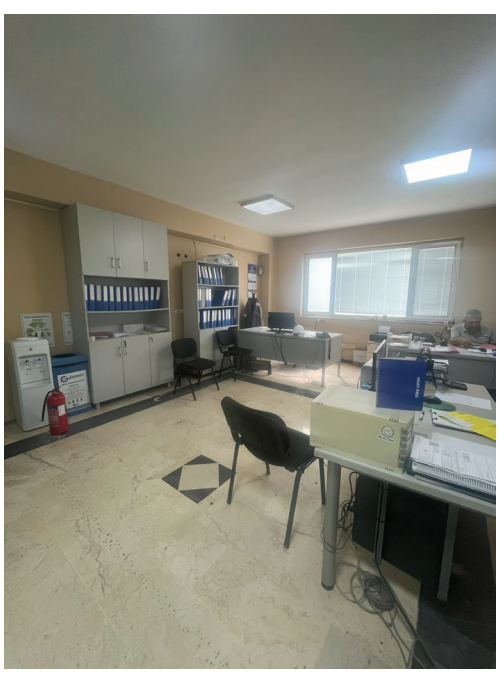


Figure 104: Management Office of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

imposed by capitalism, enabling them to find greater meaning in their workplace.

Figure 105: Dining Hall of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 106: Kitchenette of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 107: Terrace of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 108: Factory Product Exit Point of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 109: Production Area of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 110: Management Office of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 111: Production Area of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

Figure 112: Production Area of the Gürdesan Ship Machinery Inc.. (Photograph by Hanse Yalçınkaya)

3.1.5 Teksan Meter Technologies Industry and Trade Inc.

Figure 113: Site Plan of the Teksan Meter Technologies Industry and Trade Inc. (Created by Hanse Yalçınkaya.)

Teksan Meter Technologies Industry and Trade Inc	
Project Location	**Sancaktepe, Istanbul, Turkey**
Project Type	**Factory**
Project Completion Year	**1997**
Land Area	**5,190 m²**
Project Architects	**Eyüp Ekşi**
Staff Count	**50 employees (White - Blue collar)**
Working Hours	**Five days a week from 7:00 AM to 5:00 PM (White -Blue collar)**
Lunch Break Duration	**30-minute lunch break:12:30 PM - 1:00 PM (White-Blue collar)**
Tea Break	**Tea breaks twice daily, 15 minutes each. (Morning: 09:00 - 09:15, Afternoon: 15:00 - 15:15)**
Smoking Break	**Take a smoke break anytime**
Transportation	**Company Shuttle, Personal Vehicles**
Working Spaces	**Office areas, security, service areas, technical areas, kitchen, meeting room, machine repair, production workshops, laboratories, welding areas, electrical storage, and assembly sections**
Short Break Areas	**Dining hall, lobby, undefined areas at building exits**

Table 13: Teksan Meter Technologies Industry and Trade Inc.: Project Information and Space Analysis (Compiled by Hanse Yalçınkaya from Teksan Meter Technologies Industry and Trade Inc. archival records and information obtained during the field visit.)

The Teksan Water Meters Factory in Sancaktepe is a significant example of contemporary factory design and the balance between work and life. The analysis of this factory was conducted through on-site observations and photography, similar to the approach taken with the Gürdesan Ship Machinery Factory. This study aims to understand how the work and leisure spaces within the factory are organized and how employees utilize these areas. Additionally, a vital objective of this research is to examine the architectural strategies employed in the design of these spaces and to explore the impact

of these strategies on the daily lives of the workers.

The Teksan Water Meters Factory is in Sancaktepe, one of Istanbul's rapidly developing districts. This location is noteworthy for its proximity to both the city center and other industrial areas on the Anatolian side. The factory is surrounded primarily by other industrial facilities and logistics centers, reflecting the region's industrial development trajectory.

Moreover, Sancaktepe has become a prominent area in recent years due to increased residential projects and commercial spaces. As a result, the surrounding structures include newly constructed apartments, shopping centers, and small-scale businesses.

The building itself consists of four floors in total. The basement level houses fine processing areas, storage facilities, painting operations, a mold workshop, machining, and plastic injection sections. (Figure 98) The ground floor plan includes the entrance, lobby (Figure 93), service areas, storage, and quality control rooms. The first floor contains administrative offices and meeting rooms. (Figure 95, 96) In contrast, the second floor accommodates assembly, electronics, mechanism areas, a printing workshop, a laboratory, and a cafeteria-kitchen area. (Figure 94) .

The factory employs approximately 50 workers five days a week from 07:00 a.m. to 05:00 p.m. Breakfast and lunch breaks are each allocated half an hour. Additionally, employees have two daily tea breaks: one from 09:00 to 09:15 a.m. and another from 3:00 to 3:15 p.m. During the site visit, it was observed that there are no designated break areas for the employees. Consequently, workers were found to take their smoking breaks on staircases and in undefined spaces. (Figure 100)

Furthermore, there is no landscaped area around the building where employees can spend their leisure time. Similar issues observed at the Gürdesan Ship Machinery factory are also present here. Employees generally commute to work from nearby districts and the European side via company shuttles. This factory was selected for the thesis research to examine leisure spaces within industrial environments. While the absence of social spaces within the factory is considered a negative aspect among contemporary examples, it is crucial as a real-world case study. In this context, the lack of spaces that address the social needs of workers offers a valuable opportunity to assess how the balance between work and life is affected and to evaluate the impact of the absence of leisure spaces on employees. .

Figure 114: Entrance of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

Figure 115: Lobby of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

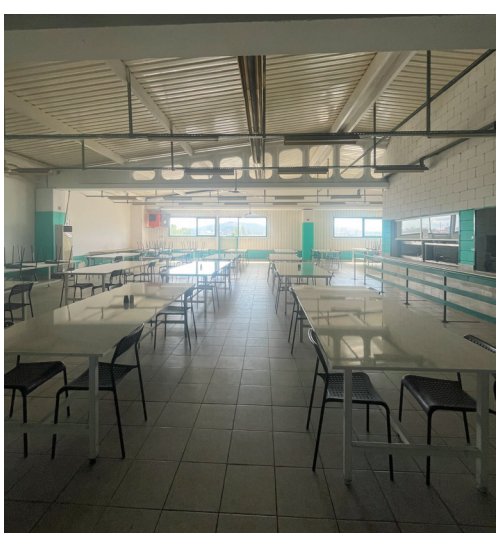


Figure 116: Dining Hall of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

Figure 117: Meeting Room of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

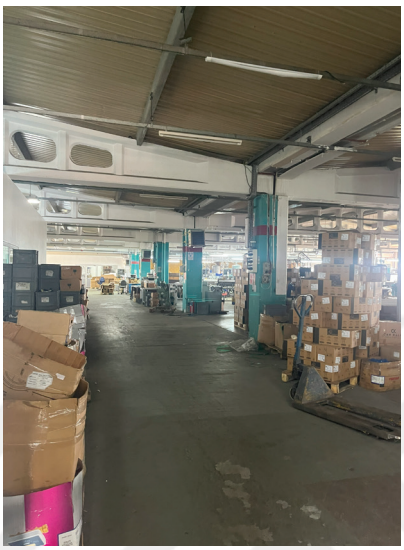


Figure 120: Production Area of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

Figure 121: Production Area of the Teksan Meter Technologies Industry and Trade Inc (Photograph by Hanse Yalçınkaya)

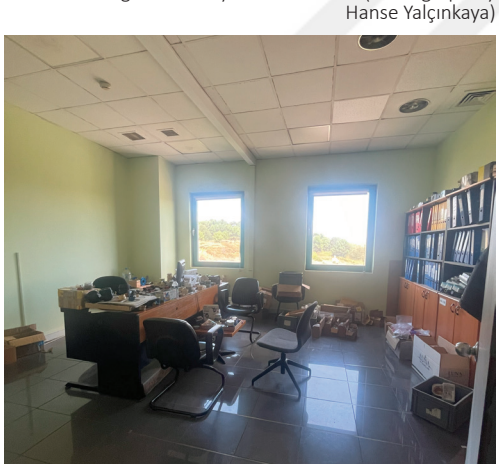


Figure 118: Manager's Office of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

Figure 119: Undefined Break Areas of the Teksan Meter Technologies Industry and Trade Inc.. (Photograph by Hanse Yalçınkaya)

Figure 122: Fire Escape of the Teksan Meter Technologies Industry and Trade Inc. (Photograph by Hanse Yalçınkaya)

3.2 Discussion

Chapter three of the thesis examines case studies on leisure spaces in contemporary factories in Turkey. The analyses focus on three factories—Umur Printing and Stationery Factory, Ford Otosan R&D Center, and YC İnox Pipe Factory— through their architectural plans, providing a basis for a design-oriented discussion. In contrast, the other two factories—Gürdesan Ship Machinery Factory and Teksan Water Meter Factory—offer a different perspective on current factory operations based on observations from site visits.

The design of the Umur Printing and Stationery Factory, where work and rest areas are located nearby, allows the workflow to continue uninterrupted while enabling employees to take short breaks, distancing themselves from the work environment. This holistic approach supports work efficiency and considers employees' need for rest, promoting their well-being.

The factory's layout, designed around repetitive tasks and the division of work, reveals the social and economic structures. In this context, the factory stands out as an example of successfully balancing work and rest by pushing the boundaries of contemporary architecture. The Ford Otosan R&D Center's design is a testament to the company's human-centered approach. It not only ensures functionality but also enhances employee interaction and well-being. The careful placement of social areas, such as the cafeteria and courtyard, fosters a sense of community and supports employee interaction, reflecting the company's commitment to enhancing workplace satisfaction.

On the other hand, the YC İnox Pipe Factory's design enhances the functionality. It aims to create a structure that meets employees' emotional and psychological needs by incorporating cultural principles like Feng Shui. This approach reflects a desire to make a prestigious and sustainable space through energy efficiency and the use of natural elements. The factory's expansive facade and social areas are also noteworthy components of this design approach.

In contrast, the Gürdesan Ship Machinery Factory and Teksan Water Meter Factory present distinct examples of limited social spaces. The Gürdesan Ship Machinery Factory prioritizes production areas in its design, thereby limiting spaces for social interaction. While this leads to a lack of formal social activity opportunities for employees, they attempt to fill this gap by organizing social events among themselves. This situation reveals the

workers' desire to establish strong social bonds and create a collective life outside of work. A similar lack of social spaces is observed in the Teksan Water Meter Factory. The fact that employees typically commute from distant districts and the European side of Istanbul, combined with the absence of social spaces, negatively affects work-life balance. Both factories serve as essential case studies for understanding the effects of limited social spaces on employees and assessing the role of leisure areas in enhancing work-life balance.

In conclusion, this chapter reveals how different factory designs in Turkey approach integrating leisure spaces and their impact on employee well-being. The Umur Printing and Stationery Factory, Ford Otosan R&D Center, and YC İnox Pipe Factory show how effective design can enhance productivity and employee satisfaction. In contrast, the Gürdesan Ship Machinery Factory and Teksan Water Meter Factory highlight the challenges of limited social spaces. Overall, these case studies underscore the importance of balancing work and leisure spaces to improve work-life balance and operational efficiency.

Conclusion

This study examines the production structures and complexes shaped by modernization and the Industrial Revolution, both globally and in Turkey. However, the distinctive contribution of this research lies in the investigations conducted on contemporary production structures. These examinations reveal that workers' previously rich leisure time, filled with sports, entertainment, and socialization activities, has now vastly been reduced to short breaks and rest areas. The emergence of these rest areas, which were absent in earlier factories, as an integral part of modern production structures is a striking indicator of how the concept of leisure for workers has transformed. While numerous factors underlie this change, the spatial correspondences of this transformation have explicitly been analyzed in this study.

In this context, significant economic and social transformations occur globally every 50 to 60 years, providing a framework within which capitalism continuously evolves and reshapes its structure. These transformations have integrated working life more closely into daily existence. The introduction of machinery into production processes has diminished the significance of labor division and working hours, leading to substantial changes in consumption habits. Initially, the use of machines was criticized due to concerns over a decreased need for labor; however, over time, increased production capacity has enabled more individuals to join the workforce. This development has transformed the nature of work, commodifying individuals as production components alongside machines. The rising demand for labor has also resulted in the inclusion of children and women in the labor market. Based on these two main axes, this study emphasizes how workers' working and leisure lives have been reshaped.

In the early phases of modern capitalism, factories were managed by property owners; however, with industrial growth, management responsibilities shifted to professionals. During this transition, labor oversight was delegated to supervisors, and hierarchical management structures became dominant. Changes in production methods impacted societal and political frameworks, leading to the reconfiguration of these systems. Following the Industrial Revolution, automatic factories aimed to ensure workers could operate in sync with machines, adjusting their work speeds to

match the machines' fixed tempo and instituting disciplinary rules. Individual control reduced workers' freedoms, compelling them to operate under the surveillance of machinery. Consequently, the social dimension of labor was transformed into a structure that served capital interests, reinforcing the control mechanisms between labor and capital.

In this context, the organization of non-work time (leisure) and how individuals utilize this time have become critically significant during the transformation of working life. The increase in working hours and the discipline imposed by mechanization have influenced workers' leisure time, rendering it consumption-oriented and devoid of social and cultural activities. Leisure provides individuals with a space to construct their identities, build social relationships, and attain personal fulfillment; however, the capitalist system's control over labor has also shaped this process. Therefore, the relationship between work and leisure directly affects individuals' quality of life and social connectivity. In an environment where workers' freedoms are constrained, how leisure time is utilized becomes vital in determining their mental and physical well-being. In this regard, non-work time should be viewed not merely as a period of rest but as an arena for self-expression, social participation, and cultural engagement.

From the early 1900s until World War I, constructing 80 state-supported factories in Turkey served as cornerstones of industrialization and economic development. Most of these factories were in Istanbul, with others in İzmit.[124] Until the 1970s, protectionist policies were in effect, but the transition to a liberal system in the early 1980s resulted in rising prices and a contraction of the public sector. The January 24, 1980, Decisions initiated the privatization of Public Economic Enterprises.

During World War II, state capitalism gained momentum; however, public investments were constrained due to increasing security expenditures, negatively impacting enterprises like Sümerbank. In the post-war period, the prominence of the private sector grew, prompting a restructuring of public enterprises. David Harvey emphasizes that the rise of neoliberalism between 1978 and 1980 marked a pivotal moment in global history, characterized by the privatization of public assets and a decline in state economic intervention.[125] This shift accelerated the decline of social factories, paving the way for the rise of privately-owned industrial enterprises. Neoliberal policies further marginalized workers' rights and fostered a market-driven production paradigm. Since the late 1970s, these policies have led to a diminished

124. Mustafa Kurt, Kemalettin Kuzucu, Baki Çakır, and Kemal Demir, "State Factories Established During the Ottoman Industrialization Process in the 19th Century: An Inventory Study," OTAM 40 (Fall 2016): 245-277.

125. David Harvey, *A Brief History of Neoliberalism* (Oxford: Oxford University Press, 2005).

economic role for the state, resulting in the privatization of social factories and increasingly placing the responsibility for workers' social security in the hands of the private sector. This transformation signifies an economic shift and a fundamental reconfiguration of societal structures and relationships.

All these economic transformations have also influenced the relationship between work and leisure. State-supported institutions like Sümerbank designed extensive leisure spaces to meet workers' social needs and promote more efficient use of non-work time. However, privatization and liberal policies have altered the nature of these spaces, influencing how workers engage with their leisure time. The changes in Turkey's economic policies have impacted not only production processes but also workers' living conditions and the dynamics of their leisure time. In this context, the question of how leisure spaces have transformed forms the basis of the thesis's original research. At this stage, factories that continue to operate in Turkey, now linked to the private sector, have been examined. Analyses reveal that comprehensive leisure spaces have now been reduced to brief break areas. These areas include designed landscape spaces within the factory, smoking areas, and dining halls. While leisure spaces were more comprehensively addressed in the 19th century and early 20th century, today, these spaces are managed with less priority by administrators and are primarily focused on production-centric environments.[126]

In contemporary contexts, leisure has become a more regulated domain within production-oriented work arrangements. Guided by social media, leisure is now presented as organized group activities, which function as control mechanisms that structure workers' lives outside of work. Company-organized social events and group activities enable workers to spend their leisure time under a certain level of control. Consequently, the regulation of social life is maintained not only within the factory but also through external social activities, reflecting a comprehensive control over workers' free time.

During the Republican era, state-supported social factories were designed to meet the long-term social needs of workers, offering extensive social amenities such as housing, daycare centers, schools, sports facilities, cinemas, and theaters. However, today's privatized factories largely lack such provisions. Modern factory designs are often limited to spaces where employees can take short breaks, such as landscaped areas, terraces, and open kitchen spaces, which frequently serve as control mechanisms. This shift reinforces the production-oriented nature of factories, while leisure is

126. Peck, J. (2010). "Constructions of Neoliberal Reason". Oxford University Press.

confined to brief, productivity-driven breaks.
As a result, factories have transformed from spaces offering comprehensive social opportunities the welfare state provides to environments where workers' leisure time is intertwined with production processes. This transformation shapes workers' social lives and leisure activities, compelling them to adapt to a production-centered framework. Thus, the relationship between work and leisure is a critical indicator of the impact of economic and social changes on workers' lives. Contemporary economic conditions further restrict opportunities for social participation and individual freedom through institutional regulations that define and control leisure time. This situation significantly reshapes workers' mental and physical well-being and social interactions.

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