



**THE EFFECTS OF NEWSPAPER OWNERSHIP
STRUCTURE ON EDITORIAL INDEPENDENCE AND
CORPORATE BELONGING: THE CASE OF 9 EYLUL
“THE JOURNALISTS' NEWSPAPER”**

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Thesis for the Master's Program in Marketing Communication and Public Relations

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ETHICAL DECLARATION

I hereby declare that I am the sole author of this thesis and that I have conducted my work in accordance with academic rules and ethical behaviour at every stage from the planning of the thesis to its defence. I confirm that I have cited all ideas, information and findings that are not specific to my study, as required by the code of ethical behaviour, and that all statements not cited are my own.

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ABSTRACT

THE EFFECTS OF NEWSPAPER OWNERSHIP STRUCTURE ON EDITORIAL INDEPENDENCE AND CORPORATE BELONGING: THE CASE OF 9 EYLÜL - “THE JOURNALISTS' NEWSPAPER”

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Master's Program in Marketing Communication and Public Relations

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This study was prepared to examine the effects of the pluralistic and professional journalists' ownership structure of 9 Eylül newspaper, the economic enterprise of İzmir Journalists Association, on the editorial independence and the perception of corporate belonging of the employees. In the study, data were collected from a total of 14 journalists, 7 of whom are members of the board of directors/journalists and 7 of whom are employee journalists, via in-depth interviewing. The data collected through face-to-face interviews were analyzed by the method of thematic analysis. The study is important in three main aspects. First of all, there is no analysis in the literature regarding the 9 Eylül newspaper, which sets an exceptional example with its ownership structure in the press sector. Secondly, the relationship between the ownership structure of the press enterprises and the editorial independence has never been examined in the literature through a newspaper under the management of professional journalists. Thirdly, the relationship between the ownership structure of

press businesses and corporate belonging has not been the examined yet. For the reasons mentioned above, this study differs from other studies and will contribute to the literature.

Keywords: 9 Eylül Newspaper, Editorial Independence, Corporate Belonging, Press, Journalism



ÖZET

GAZETE SAHİPLİĞİNİN EDITORYAL BAĞIMSIZLIK VE KURUMSAL AİDİYET ÜZERİNDEKİ ETKİLERİ: “GAZETECİLERİN GAZETESİ” 9 EYLÜL ÖRNEĞİ

Umdular Gappi, Dilek

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Bu çalışma, İzmir Gazeteciler Cemiyeti'nin iktisadi işletmesi olan 9 Eylül gazetesinin çoğulcu ve profesyonel gazetecilerden oluşan sahiplik yapısının editoryal bağımsızlığa ve çalışanların kurumsal aidiyet algısına ne yönde etki ettiğini tespit etmek amacıyla hazırlanmıştır. Çalışmada veriler, 7 yönetim kurulu üyesi/gazeteci ve 7 fiili olarak çalışan gazeteci olmak üzere toplam 14 gazeteciyle derinlemesine görüşme tekniği ile toplanmıştır. Yüz yüze görüşme yapılarak toplanan veriler, tematik analiz yöntemiyle incelenmiştir. Çalışmanın başlıca üç önemi bulunmaktadır. İlk olarak basın sektöründe sahiplik yapısıyla istisnai bir örnek oluşturan 9 Eylül gazetesiyile ilgili literatürde herhangi bir inceleme yapılmamıştır. İkinci olarak literatürde basın işletmelerinin sahiplik yapısı ve editoryal bağımsızlık ilişkisi, profesyonel gazetecilerin yönetiminde olan bir gazete üzerinden incelenmemiştir. Üçüncü olarak basın işletmelerinin sahiplik yapısı ile kurumsal aidiyet arasındaki ilişki, henüz bir araştırmaya konu edilmemiştir. Bu bakımdan çalışma, sayılan gerekçeler itibariyle diğer çalışmalardan ayrılmaktadır

ve bu yönüyle araştırmanın literatüre katkı sağlaması umulmaktadır.

Anahtar Kelimeler: 9 Eylül gazetesi, Editoryal Bağımsızlık, Kurumsal Aidiyet, Basın, Gazetecilik



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TABLE OF CONTENTS

ABSTRACT.....	iv
ÖZET.....	vi
ACKNOWLEDGEMENTS.....	viii
TABLE OF CONTENTS.....	ix
CHAPTER 1- INTRODUCTION.....	1
CHAPTER 2- CONCEPTUAL AND HISTORICAL BACKGROUND.....	5
2.1. Ownership Structure Of The Turkish Press From A Political Economy Perspective.....	5
2.1.1. The Concept of Political Economy.....	5
2.1.2. Political Economy of the Media.....	6
2.1.3. Ownership Structure in Turkish Press.....	9
2.1.3.1. The Development of the Press in the Ottoman Era.....	9
2.1.3.2. The Republican Era.....	10
2.1.3.3. Transition to Multi-Party System.....	11
2.1.3.4. The Era Between 1960-1980.....	12
2.1.3.5. Era Between 1980-2000.....	13
2.1.3.6. Era After 2000.....	15
2.2. Editorial Independence.....	17
2.2.1. Editorial Process in News Making.....	19
2.2.2. Journalists' Self-Control Mechanism in Editorial Independence: Professional Principles of the Press.....	20
2.3. Corporate Belonging.....	23
CHAPTER 3- RESEARCH AND METHOD.....	26
3.1. Subject, Importance and Purpose of the Research.....	26
3.2. Research Method.....	31
3.2.1. Universe and Sample.....	32
3.2.2. Research Questions.....	34
3.2.3. Limitations.....	34
CHAPTER 4- FINDINGS.....	36
4.1. The Effects of Pluralist and Professional Newspaper Ownership Structure on Editorial Independence.....	36
4.1.1. The Role of Journalists Working in the Editorial Process.....	36

4.1.1.1. The Efficiency of Journalists Working in the Content Production.....	36
4.1.1.2. Management Interferences to Content Production	38
4.1.1.3. Rejection/Acceptance of Contents by Management	39
4.1.1.4. Supervision of the Employee Journalists.....	39
4.1.2. Effects of Newspaper Ownership Structure on Journalism Experience.....	40
4.2. The Effects of Pluralist and Professional Newspaper Ownership Structure on Perception of Corporate Belonging.....	42
4.2.1. Positioning of 9 Eylül Newspaper in the Press Sector.....	43
4.2.1.1. Institutional Values of 9 Eylül Newspaper.....	43
4.2.1.2. Positioning of 9 Eylül Newspaper in the History of Press	45
4.2.2. Employee Pleasure in the 9 Eylül Newspaper	47
4.2.2.1. Description of Journalism	47
4.2.2.2. Pleasure with the working conditions.....	49
4.2.2.3. Effects on Career	50
4.2.3. Corporate Belonging Indicators of Employees	51
4.2.3.1. Identification with the Institution	51
4.2.3.2. Willingness to Maintain Corporate Membership.....	52
4.2.3.3. Notion of Devotion Within The Institution.....	52
CHAPTER 5- CONCLUSION.....	55
REFERENCES.....	61
APPENDIX- TRANSCRIPTION.....	65

CHAPTER 1: INTRODUCTION

This research examines the newspaper ownership structure in the context of editorial independence and corporate ownership structure. It is known that there is a significant relationship between the ownership structure of press enterprises and editorial independence. In Turkey, media ownership structure underwent a transformation between the years 1960-1980. Journalist family companies were replaced by holdings following 1980. From that date on, the media has transformed into a sector that is invested and managed by business people. Due to reasons such as the relations of media owners with politicians, corporate ideology, economic concerns, social sensitivities, the desire to gain prestige through the media, and concerns regarding circulation rates, the administrators intervened to the newspapers' editorial processes and they tried to keep the produced content under control.

In order to increase the quality of the content, media uses methods such as ensuring editorial independence, establishing publishing principles, and functioning self-control mechanisms. If these methods are adopted for reasons such as not offending advertisers and not disrupting its relations with political authorities, for the sake of gaining more economic benefits instead of quality-oriented service, the business reduces the quality of the product. In such cases, editorial independence is disregarded, and the ombudsman and employees may be dismissed. This shows that the media bosses neither respect to ethics of journalism nor business ethics. In order to protect editorial independence, press businesses should adopt editorial independence as a principle (Erimli, 2014, p.31).

It is clear that the ownership structure of press businesses has an impact on the employees' perception of corporate belonging. Although there are studies in the literature examining the relationship between the ownership structure of enterprises in various sectors and corporate belonging, there are almost no studies on press enterprises.

It is important to reveal the effects of the ownership structure of the newspaper, which consists of pluralist and professional journalists, on the corporate belonging, in terms

of employee motivation and the operability of the journalism profession. Accordingly, the high sense of belonging that employees feel towards their institutions leads them to further develop their skills, while increasing corporate efficiency.

This study aims to reveal how the ownership structure of 9 Eylül newspaper, the economic enterprise of İzmir Journalists' Association (İJA), that consist of pluralist and professional journalists, affects the editorial independence and the perception of corporate belonging of the employees. The study data were collected by in-depth interviewing from a total of 14 journalists, 7 of whom are members of the board of directors/journalists and 7 of whom are actual employee journalists. The data collected through face-to-face and in-depth interviews were analyzed by thematic analysis method.

In the study, the data were collected through in-depth interviews with the members of the İJA, which constitutes the management of the 9 Eylül newspaper, and the journalists who are the employees in the institution. Since 9 Eylül newspaper is the economic enterprise of İJA, the study got the authorization from the Association and from the 9 Eylül newspaper for the interviews.

9 Eylül newspaper, a local newspaper based in İzmir, was founded in 2012 as the economic enterprise of the İJA. The newspaper was founded with the decision number 83 of the İJA on 16.04.2012 and started its publication life on 28.07.2012. The first concessionaire of the newspaper was Atila Sertel, the President of the İJA at the time (2012). The İJA director board members of that time were Ali Ekber Yıldırım, Misket Dikmen, Nesrin Coşkun, Yücel Öziçer, Nezih Bilger, Cemal Sevgi, Salih Soysal, Nihal Aşkın, Hasan Erel, İlker Çoban. In the elections held in 2015 and 2016, Misket Dikmen became both the President of the İJA and the concessionaire of the newspaper on behalf of the İJA. The İJA director board members of 2015 were F. Murat Attila, Semih Aksoy, Gaye Karadağ, Kenan Çimen, Zeynep Gürel, Fahrettin Dokak, A. Suavi Yardımoğlu, Mustafa Yılmaz, Erkut Şahin and Abdi Karagözoğlu. The İJA director board members of 2016 were Murat Atilla, Semih Aksoy, Dilek Gappi Umdular, Gaye Karadağ, Hakan Dirik, İlker Çoban, Gökmen Küçüktaşdemir, Sadık Pala and Tayfur Göçmenoğlu.

The current president of the newspaper is Dilek Gappi Umdular, who was elected as the President of IJA on 23.06.2021. Current director board members are Semih Aksoy, Yılmaz Coşkun, Mehlika Gökmen, Meltem Seyis, Duygu Tuncer, Gökhan Soyulmaz, Esat Erçetingöz, Erdal Erek, Mücahit Bektaş and Mehmet Güçlü Güler.

Since the foundation of the newspaper, 35 different members have taken part in the directors' board of IJA. 9 of these members are female and 26 are male. Today, the newspaper has a total of 23 actual employees. 9 of the employees are women and 14 of them are men. Accordingly, a total of 58 people, including 35 members of the directors' board who assumed the management of the newspaper so far, and 23 newspaper employees, constituted the universe of the study. There are 18 female and 40 male directors in the study population.

In the study, 1/4 scale was used to create the sample group. According to this scale, the study's sample group was limited to 14 people. 7 of the participants are female and 7 of them are male participants.

The study consists of 3 chapters. In the first chapter, the historical background of the ownership structure of the press enterprises in Turkey and the concepts of editorial independence and corporate belonging are explained. The second chapter covers method and methodology of the research and the third chapter covers the findings of the research.

The study is expected to make three important contributions to the literature. First of all, no examination has been made in the literature regarding the 9 Eylül newspaper, which sets an exceptional example in the press sector with its ownership structure. Secondly, the relationship between the ownership structure and editorial independence of press enterprises has not been examined in the literature through a newspaper directed by professional journalists. Thirdly, the relationship between the ownership structure of press enterprises and corporate belonging has never been studied yet. The study differs from other studies both in terms of its sample group and its subject, and the research is expected to contribute to the literature in this respect.

The contribution of the study to the journalism can be explained in two dimensions. Firstly, the limits of monopoly ownership of press enterprises, which are common in

the sector, will be revealed and a different perspective will be presented to the press sector with the example of the 9 Eylül newspaper. Secondly, it is important for the efficiency of the press enterprises to reveal the relationship between the institutional efficiency of the newspapers and the sense of belonging of the employees. For example, the high sense of belonging that employees feel towards their institutions can lead them to further develop their skills. From another point of view, the low level of sense of belonging that employees feel towards their institutions can lead to negative individual and institutional consequences such as poor performance, absenteeism and resignation. Since the press sector have not yet been examined in the context of corporate belonging in the literature, a new discussion can begin in the sector and a different perspective can be presented to the "better journalism" understanding that is common in the profession.

CHAPTER 2: CONCEPTUAL AND HISTORICAL BACKGROUND

The first chapter provides a conceptual and historical background to the research. In the first part of this chapter, the basic principles related to the concepts of political economy and political economy of the media are explained. Following the conceptual explanations, the ownership structure of the Turkish press is explained historically. In the second part of the chapter, the concept of editorial independence is discussed through the professional principles of the press, which is an auto-control mechanism together with the editorial process. In the third and last part, the effects of corporate belonging on the employees' performance are explained.

2.1 Ownership Structure of the Turkish Press from a Political Economy Perspective

This section consists of three subsections. The first subsection consists of information about the definitions, principles and functioning of the concept of political economy. The second subsection, the political economy of the media will be analyzed conceptually. In the last subsection, the ownership structure of the Turkish press will be broadly discussed.

2.1.1. The Concept of Political Economy

The term political economy was first used by Antoine de Monch-retien in 1615 in a report that was submitted to XII Louis (Şeker and Uzun, 2018, p. 108). Political Economy emerged in the 17th century and accepted as a science in the 18th century. The studies of Adam Ferguson and Adam Smith are important for the term to be accepted as a science. Political Economy was used to explain the enrichment of society after capitalism and the industrial revolution. In other words, it can be argued that political economy is a branch of science that examines capitalist societies and tries to understand the relations of production. In this sense, political economy analyzes contemporary bourgeois society and focuses on capitalist production relations in order to understand capitalist society (Şeker and Uzun, 2018, p. 109).

Political economy, a discipline of social sciences, tries to reveal the economic laws that form the basis of the concepts of art, culture, politics and ideology. According to

political economy, economic law shape institutions in society. And related institutions transfer the character of the economic structure to individuals through education, media and other cultural tools (Yeşil, 2015, p. 6).

Nikitin, who examines the science of political economy, states in his book "Economic Politics" that political economy investigates the production (economic) relations between people. In this regard, it examines the forms of ownership of the means of production, the states of the different social groups involved in production, existing relations among them and the distribution of material goods. Within the context of this definition, political economy is the science of the development of social relations in production, that is, of economic relations between people. Political economy, at various stages of its development, introduced laws affecting the production and distribution of goods for human society (Nikitin, 1995, p. 26).

Political economy is a science examining the production, exchange and distribution of the means necessary for people' survival. Since production differs throughout historically, political economy is a historical science and since it examines the mode of organization of production, it is class oriented. Therefore, it can be argued that there are two organized modes of production in accordance with the logic of capital accumulation: private enterprise and public enterprise. Political Economy deals with their position, international market share, and monopolization of the market (Şeker and Uzun, 2018, p. 108).

2.1.2. Political Economy of the Media

The political economy of the media focus on the ownership and ownership structure of mass media institutions, the media power relations arising from this structure, and how these relations are reflected within the content of media texts (Güngör, 2011, p. 119). In other words, the political economy of the media tries to explain the relations between the media and capital, and to reveal the changes in ownership structures. In this respect, the economic-political perspective in the media points to the process of media becoming the fourth force (Yeşil, 2010, p. 7).

There are two basic approaches to the political economy of the media. The first is liberal political economy, which is defined as the dominant approach. According to

Golding and Murdock (2014, p. 53-54), the main thesis of liberal political economy advocates is to turn the viewer/reader into a consumer. The most important reason for this view is the free-market opportunity and the increase in options in the market.

In order to create a competitive environment in the market, governments use privatization or expand the market by making legal arrangements in accordance with the liberal economic philosophy. Thus, it provides freedom of choice to the viewer/reader. The increase on the options also creates an increase in competition in the market.

Liberal Political Economy analyzes the communication and media industry with a positivist methodology and proposes the application of the arguments of the neo-classical economics approach to the media sector. In this respect, this approach uses the concepts of microeconomics such as want, need, supply, demand, price, value and utility (Yaylagül, 2019, p. 139).

The second approach is critical political economy, originated from the Marxist tradition. According to critical political economy, the organization of media institutions deals with the mode of production of media products and the conditions of production. The ownership structures of news organizations are the main determinants on the production process of economic concerns and interests (Öztekin, 2008, p. 132-133).

According to Golding and Murdock (1997, p. 67), critical political economy focuses specifically on the structuring of communicative activity by the unequal sharing of material and symbolic resources. Critical Political Economy studies emerged to criticize political economy analyzes made by dominant approaches. Critical political economy approach includes instrumental political economy and structuralist approach (Güngör, 2011).

The instrumental approach, represented by Edward Herman and Noam Chomsky, states that the media, among other functions, broadcasts in the interests of individuals or institutions that control or own it (Yaylagül, 2019, p. 139-150).

Golding and Murdock (1997, p. 67-68) criticize the instrumental approach at some points. According to instrumentalists, the government and the elite have privileged access to news.

While advertisers support some newspapers and television programs, media owners can set the comment line and attitude of the newspapers and broadcast stations they own. However, the media owners, advertisers, and key personnel cannot always behave as they please. They operate within structures that restrict as much as they facilitate and limit as much as they provide opportunities. Therefore, media owners and advertisers are in a relationship of interdependence and act in the gaps of the system.

On the other hand, according to the structuralist approach, the state is limited by its position in the capitalist society and can act autonomously, to a certain extent, from the ruling class and society in order to preserve or reproduce this capitalist social order. Accordingly, in a capitalist society, the state develops and implements policies that will guarantee the capitalist mode of production and related class structure. In other words, the state is a determining actor in capitalist democracy and economy. The state is not neutral, as liberals claim, because the decision-making and policy-making behaviors of political actors are constrained by structural factors such as the logic of the capital accumulation and the legitimation of this process (Yaylagül, 2019, p. 139-150).

At this point, Golding and Murdock (1997, p. 67-68) state that structures are not rigid, fixed and static, but rather dynamic formations that are being constantly reproduced and changed through action.

According to the political economy approach, media products produced as commodities also provide a non-economic return to their producers besides profit and accumulation. While the media becomes a sector, even an industry, that produces economical profit, it also provides non-economic returns to its owner or those who has the control, together with ideological reproduction. One of the payoffs of the media is to have more power, which is more than the return from any commodity sale. So much so that investment can be made in the media without expecting any other profit, and

even the loss of the media investment can be risked. Therefore, it may be deceptive to evaluate entrepreneurs investing in the media field only in terms of economic gain. To evaluate the media in accordance with to the loss-profit or supply-demand relations is a purely economic evaluation, however the media provides an ideological reproduction and culture industry above these, and more importantly, it also has the ability to provide the power (Sönmez, 2014, p. 87-88). In this respect, the political economy of the media does not only reflect an economic cycle, but also to a political and social process.

The most important process affecting the political economy of the media was the emergence of neo-liberal economic policies in the 1980s. These policies, caused a significant break in the world's economic and political structure, also changed the ownership structure of the media and this change was also reflected within the contents. The change in the ownership structure has led to concentration and monopolization. As a result of concentration in the market and monopolization on the ownership structure, the diversity and differences (pluralism) in the field of information, perspectives, cultural types and expressions in the media content have been limited.

2.1.3. Ownership Structure in Turkish Press

Ownership Structure in Turkish Press was examined under 6 subsections; the development of the press in the Ottoman Era, the Republican Era, the transition to multi-party system, The Era Between 1960-1980, The Era Between 1980-2000 and the Era After 2000.

2.1.3.1. The Development of the Press in the Ottoman Era

La Gazette, the world's first newspaper, was published in France in 1631, 187 years after Gutenberg laid the foundations of modern printing in 1440 and published the first book in 1444. On the Ottoman Era, the official foundation of the printing house in the country by the state was realized in 1727 with the contributions of İbrahim Müteferrika, Yirmi Sekiz Çelebi Mehmet Efendi and his son Sait Efendi (Girgin, 2001, p.1-3).

The first newspaper of the Ottoman empire was the 1795 "Bulletin des Nouvelles"

(News Bulletin) published by the French embassy during the French Revolution. Following the publication of this newspaper, "Gazete Française de Constantinople" (Istanbul's French Newspaper) was published in 1796 and "Vakai Mısıriyya" (the first local newspaper published in the Middle East) was published in 1828 by Mehmet Ali in Egypt. "Vakai Mısıriyya" was published in half Turkish and half Arabic and is important in this respect. Shortly after the first publication of "Le Spectateur Oriental", founded by Charles Tricon in Izmir in 1821, and then "Moniteur Ottoman" in French in 1831, the Turkish copy of the newspaper called "Takvim-i Vekayi" was published. "Takvim-i Vekayi" is the first Turkish newspaper and the effect of the newspaper was increased with the establishment of the postal system in 1834.

Since the first Ottoman Turkish newspaper, Takvim-i Vekayi, functioned as an official media outlet, it is accepted that the real beginning of the Ottoman press was the newspaper "Tercüman-ı Ahval", published by Agah Efendi and his assistant Şinasi in the 1860s (Bayram, 2012).

2.1.3.2. The Republican Era

The first newspapers in the history of the Turkish press were published quite late compared to Europe. During the imperial era, the press was released for reasons such as disseminating and informing the country's policies and was supported by the state. On the other hand, the power of the press was better understood in the Republican era. The new political actors of the Republican period, especially Mustafa Kemal Atatürk, both benefited from the power of the press and contributed to the development the press. It is noteworthy that the number of newspapers and magazines increased in the Republican period. In addition to this, one of the most important developments of the Republican Era was the enactment of the first press law in the history of the Republic in 1931. The law that came into force imposed significant restrictions on the press, and did not give anti-Republic newspapers a chance to survive. While many newspapers were closed in this period, many pro-regime newspapers received significant economic support from the state (Olkun, 2013, p. 1). Another important development of the era was the convening of the first Press Congress in Ankara in 1935. With this congress, the influence of the press on society and its power to form public opinion became evident (Bulunmaz, 2012, p. 207).

2.1.3.3. Transition to Multi-Party System

With the transition to multi-party system in 1946, the world of press also revived. The sense of unlimited and unrequited trust that the Democratic Party gave to the press during its first government term was transformed during the party's second government term. The 'coercive' attitude towards the press continued to increase day by day.

The enacted laws, the economic instability, and the continued efforts to create the press that acted as the spokesperson of the government led the censorship reached its highest point in the history of the Turkish press. The same understanding continued in the last government period of the Democratic Party, and the censorship against the press continued uninterrupted (Bulunmaz, 2012, p. 204).

The Democratic Party period (1950-60) was a period when new restrictions were introduced for the press and harsh punishments were imposed on journalists. After 1960, newspapers started to be an indispensable element of the developing democratic life. However, freedom of the press has been subject to various restrictions during military interventions.

Another remarkable development in the multi-party period is that the wave of capitalism also affected Turkey. With this development, the press-power-capital relationship draws attention. It was during these years that people who were not journalists took part in the Turkish press sector for the first time. Especially from the late 1940s and the beginning of the 1950s, people from different sectors began to be interested in the press sector and bought many newspapers. During the Democratic Party period, the rapidly increasing newspaper circulation as a result of the development of technology and the widespread use of transportation facilities made the press sector a profitable sector and attracted the attention of business people (Olkun, 2013, p. 1).

The industrialization process that started in Turkey in the 1960s also affected the press. During this period, owners of press establishments tried to modernize their facilities for their newspapers and magazines. While those who succeeded in this were able to survive in the sector, the owners of the press who could not keep up with the industrialization process fell into a difficult situation. In fact, some press business

owners had to withdraw from the sector and were replaced by non-press capitals (Olkun, 2013, p. 2). Hürriyet newspaper was under the control of Simavi family, Milliyet newspaper was under the control of Karacan family and Cumhuriyet newspaper was under the control of Nadi family, of that time. In addition to these three families, the Bilgin family wanted to publish a newspaper in Istanbul similar to the local one they were publishing in Izmir. The Bilgin family, whose members were journalists, managed to published a national newspaper, Sabah Newspaper. The common feature of these four families is that they come from journalism-based professions (Şeker and Uzun, 2018, p. 115).

2.1.3.4. The Era Between 1960-1980

After 1960, the press sector went through important developments. The Press Advertisement Institution was founded in 1961. In 1964, the Turkish Radio and Television Corporation (TRT) was founded to perform radio and television broadcasts on behalf of the state. The establishment of the Press Advertisement Agency was initially considered as an effort by governments to dominate the press, and newspaper owners reacted. In 1966, newspapers switched to offset printing and provided colored and illustrated pages to the reader. With this technical development, newspaper circulation increased and the number of left-wing newspapers increased. Towards the 1970s, social opposition events began to increase. Youth movements motivated by the 68th generation in the world have also emerged in Turkey. Since the mid-1970s, conflicts of opinion have emerged with the effect of economic problems. The press has also taken its share from this polarization. The newspaper they read has become a part of people's political identities (Kadıoğlu, 2018, p. 102).

In summary, the era between 1950 and 1980 was a period in which journalist newspaper owners were in the majority in terms of the ownership structure of the media. However, investments were also made from sectors other than the press. People from different sectors were involved in the press sector, during this era, due to the prestige of owning a newspaper, the advantages it is expected to provide in power relations, and the power it can bring to those who aim for a political career (Kadıoğlu, 2018, p. 102)

2.1.3.5. Era Between 1980-2000

1980s was the most important era in which Turkish press ownership structure and media sector underwent a transformation. As a result of the neoliberal economic policies of 1980s, governments adopted policies that opened the press and communication sector to large capital groups and made regulations for this area. Decisions to regulate the media have resulted in the entry of capital into the sector as the strongest actor, the creation of competitive conditions, the inclusion of new actors in the market and the exclusion of some actors from the sector, and the monopolization of the media market/companies. Governments and political authorities, while controlling the media organizations that oppose them through regulatory agencies, have led to the growth of their supporters. Within this structure, the media has turned into an ideological device serving the interests of the economic and political elites (Yaylagül, 2019, p. 149).

The economic liberalization, which started in the late 1970s and increased as a result of the January 24, 1980 decisions, became the factors encouraging the entry of non-press capital and holdings into the press area. The press, which grew with the economic development together with the holdings, turned into the media. The capital, which entered into the sector by discovering the power of the media, did not hesitate to use the media as a weapon when necessary, and as a defense tool when appropriate, through holdings (Olkun, 2013, p. 3).

With the new economic policies implemented following the 1980s, the increase in input costs such as newsprint and printing ink caused the investment in the press sector to be left to large capitals. For example, in the early 1980s, newsprint prices were increased by 300 percent. In addition, the press has been given an important function in the implementation of new policies and in ensuring social consent. Large new media enterprises have invested in expensive imported press technologies since the mid-1980s and abandoned the use of idle capacity. The content has started to be prepared from a single point for many media tools under the same ownership, to benefit from the advantages of economies of scale. In particular, large capital groups have entered the field of press and the press has been used as a weapon to run the business of other companies of these groups. Accordingly, the press has started to support the political groups that do the work of the capital group to which it is affiliated, and hinder those

who do not (Kadiođlu, 2018, p. 105).

To evaluate before and after 1980, which was a breaking point in the Turkish press, a few important points draw attention. In the pre-1980 period, the general overview of the press was not that industrialized, in terms of its ownership structure, journalist-based owners were in the majority, advertisements were not as important as today, and even can perpetuate through sales.

Advertisements and announcements were broadcast on radio and television, which were mostly monopolized by the state at that time, and then advertisements and announcements issued on to newspapers and magazine. While those working in the media sector were unionized, there wasn't today's hierarchical structure. Another important point in the media is that journalists were not as intertwined with politics as after 1980 (Şeker and Uzun, 2018:114). After 1980, on the other hand, people from different sectors stepped into the press sector because of the prestige of owning a newspaper, the advantages it is thought to provide in power relations and the power it can add to those who aim for a political career (Kadiođlu, 2018, p. 102).

In the 1990s, the developments in the financial sector determined the conditions of the period, in terms of the media sector. Especially the 1994 crisis is one of the periodic developments that affected the ownership structure of the press. The first important development of this period was that every major media institution was also a bank owner. Among the dominant media groups of the sector, only the owners of the Sabah Group were journalists. Other media groups were investor groups from different sectors and they all had banks. Sabah Group also bought Etibank within a short time, in order not to lose an advantage within this competitive environment (Kadiođlu, 2018). The Simavi family sold Hürriyet to the Dođan Group in 1994. Bilgin Group was liquidated after the financial crisis and this situation started a new era in Turkish media. From then on, press institution ownership has been replaced with "media bossdom". At this stage, Aydın Dođan was the first investor that became an actor in the field and the other leading groups were the Nadir and Çavuşođlu-Kozanođlu groups (Şeker and Uzun 2018, p. 115).

The second important development of the 1990s in terms of the press/media sector was

the establishment of Turkey's first private television, Magic Box Star1, by Ahmet Özal and Cem Uzan (Şeker and Uzun 2018, p. 115).

The third important development of these years was the promotion wars. These wars have had devastating economic consequences for media companies. Promotional products brought great additional costs to newspapers. Moreover, in a competitive environment, the newspapers could not achieve the expected increase in circulation in return for giving similar promotions (Kadioğlu, 2018, p. 105).

Along with all these developments, the political atmosphere of the period was changing too. In the 1990s, the former media owners, who gathered power between the army and the coalition governments, could not establish the same kind of relations with the new government, and the decline of military tutelage led the media owners to downsize or to seek good relations with the new government (Kadioğlu, 2018, p. 109).

2.1.3.6. Era After 2000

The economic and political situation that emerged in Turkey in the 2000s affected the ownership structure of the media. After the 2001 crisis, many holdings were either in a very difficult situation in terms of economy or went bankrupt and withdrew from the sector (Olkun, 2013: 4). In times of economic crisis, the advertising revenues of the media decreased due to the fact that businesses primarily reduced their advertising expenditures. After the 2001 crisis, there was a decrease of more than 50 percent in the advertising revenues of the Turkish media. Media investments, on the other hand, fell by 52 percent. Along with all these negativities, the appreciation of the dollar also increased the costs of imported inputs, and as a result, this crisis resulted in the dismissal of journalists (Kadioğlu, 2018, p. 114).

The increase in the votes of the Justice and Development Party (AKP) government after 2000 increased the political power of the party and its effectiveness against opposition groups in the media sector. In this competitive environment, some of the media owners adopted a pro-government attitude, while others tried to adopt a balance policy. Owners of dissident media outlets are very few. The main point of the pro-government publications was based on the discourse that the foreign powers of the period were adopted strategies to weaken the government and the sovereignty of the

state, that that it was vital to support the government. While the media organs that adopt the balance policy, they have adopted a strategy that sometimes they took a critical attitude, and sometimes stepping back at the tension points of their relations with the government and recruiting journalists who have close relations with the government to important positions. A small number of opposition media businesses, on the other hand, adopted critical broadcasting policies, claiming that the government exerted pressure on the media and applied all kinds of policies to silence or intimidate the opposition (Kadioğlu, 2018, p. 114).

To summarize, the newspaper ownership in Turkey between 1950 and 1980 had a family ownership structure that has been passing from father to son. The first turning point in property and control relations in Turkish press was the acceleration of the entry of non-press capital into the sector in the 1980s. The second turning point was that the transformation of the press to the media and to become a conglomerate in the 1990s. The third turning point was the seizure of banks with media businesses and their media extensions through the Savings Deposit Insurance Fund (TMSF) since the late 1990s. The TMSF started to sell the media groups it seized since 2005 and the ownership composition of the media sector has been reshaped (Kadioğlu, 2018, p. 114).

With the large capital's taking over the newspapers and the development of media technologies, the polyphonic media has also left its place to a monophonic structure. Following the 90s, when the capital was getting stronger, economic factors, as well as political factors, played an important role in the management of the country. A capital-based elite group emerged, in addition to the military-bureaucratic elite that was active in the country until this era (Ural, 2010, p. 292). After the 1990s, investments in the media increased as a result of the private capital being active in the country and this capital's involvement in the media sector. The fact that the media business requires capital has been at the expense of small local broadcasting media outlets. Especially due to the development of technology and the need for a more technical structure of broadcasting, media organizations with large capital have gained an advantageous position (Geray, 2003, p. 173).

As a result of the monopoly arising from the ownership structure in the media, the press tried to influence the public and politics in line with its own economic interests.

As a result, competition, the first rule of the free market economy, has gradually disappeared in Turkey. The monopolization of the media prevents both the developmental of libertarian spirit of the media and the formation of an objective and original public opinion. Therefore, it hinders democracy and freedom of thought (Ural, 2010, p. 321). In other words, monopolization of the media is a potential danger to democracy. Political influence and economic interests destroy diversity of the media. The more companies control the media space, the more content and distribution they have, the greater the diversity and limitation of information (Yaylagül, 2019, p. 139-150).

As a result of the increase in digital technologies after 2000, it has created an alternative space for the monopolized press sector. Digital media attracts individual's attention due to its low cost, technical features, practicality of use, ability to produce content for everyone, encouraging pluralism and participation by providing interactive communication, and providing a democratic climate and freedom. As a result of these developments, print media organizations, whose advertising and sales revenues have decreased, cease their publication life, and working journalists were left unemployed or deprived of their social security rights along with low wages.

Following these developments, it is argued that the profession of journalism and working journalists have been in a difficult situation as a result of the assumption that everyone can be a journalist (Bayram, 2022).

2.2. Editorial Independence

Editorial independence has become a controversial issue both in the academic field and in the profession, following the changes in the ownership structure of media organizations. Kaya (2008, p. 305) particularly underlines that editorial independence became a problem with the journalist newspaper owners replaced with business people in the sector. Similarly, Tansel İlic (2014, p. 104) states that with the transformation of the capital structure of media organizations, the freedom of the press ceases to be the independence of the property owner. According to the researcher, the subject of independence has now become the journalist. Along with these developments (due to the freedom problems arising from the commercial functions of the media organization), the concept of press ethics and the thesis of editorial independence have been developed.

Oğuz (2019, p. 166) defines the editorial independence as the determination of media general broadcast policy by the boss, commercial targets and basic financial issues, but not to interfere with the daily flow of the broadcast. Yüksel (2014, p. 39) interprets the concept as the editor's power to act independently from the media or power, in line with the principles of reality, objectivity, accuracy and precision.

Kaya (2008, p. 305) states that the basic principle of editorial independence is that the authority to decide on the daily broadcast flow should belong to real professionals, that is, journalists, who are supposed to do the job best.

İlic (2014, p. 101) states that the concept of editorial independence refers to a professional and independent journalist. Accordingly, this concept means that the media owners do not interfere in the news production process and that the decisions are taken by professional journalists. In other words, editorial independence refers to situations in which editors take the decisions about publication free from the interference of the media owner. As can be understood from the definitions above, editorial independence is the inability of press business owners to interfere with the broadcast flow, in other words, leaving the broadcast flow to journalists and editors.

According to the codes of journalism, independence; the search for the truth and respect for individuals, the quality of information, the reliability of the person breaking the news and the freedom of the press are the basic conditions. The fulfillment of the basic conditions of independence is under the control of the editors. However, it is quite problematic to what extent editors, in other words, those who produce the news in terms of content and discourse, fulfill or should fulfill this basic condition (Yurdagül and Yüksel, 2013). Looking at the editorial independence debates in terms of the impartiality and objectivity of the news, the issue is generally focused around the relationship of the editor with the institution he/she works for, that is, with the boss he/she is directly affiliated with. In other words, it is argued that editors are not independent on the production of news, but are dependent on the social policies of the institution they work for and the ideological views of their bosses (Yurdagül and Yüksel, 2013, p. 143). In this respect, a mechanism is needed to prevent media bosses from establishing full dominance over press businesses and prevent them to manage

according to their own commercial and political interests. Some businesses limit employer's control through means such as editorial independence and internal self-regulatory mechanisms. In some enterprises, on the other hand, the employer continues to dominate through mechanisms such as the ombudsman. In these businesses, the editor has to act on the orders of the ombudsman employer, otherwise she risks losing her job (Erimli, 2014, p. 32).

The editorial policy of media organizations should be independent in terms of journalism's basic principles, ethical values and public service against the political power, power centers and the interests of the owner of the institution. This fact stance among the priorities of editorial independence (Özsever, 2004, p.143). and the editorial process, which is the most important stage of the news production process, is closely related to the journalist's adherence to professional principles. Various methods are also being used to provide self-control in the press.

2.2.1. Editorial Process in News Making

The editorial process consists of the stages of determining the news, writing, selection, screening and publication. The editor is the newspaper employee who manages this process (Oğuz, 2019, p.163). The news editor is responsible for preparing, writing, editing and controlling the news. Moreover, the editor separates the news came from agencies according to their topics and distributes them to the relevant services or eliminates them if it does not suit to the media or ideological approach. In this respect, news editors function as screening and editing at the same time (Sağnak, 2011, p. 45). Oğuz (2019, p.165) listed the duties of the editors as follows:

- Ensures the news is published accurately, quickly and impartially,
- Checks the reliability of the news' source,
- Makes objective decisions based on previous experience and observations on critical news,
- Ensures the news is made in a logical, technical way with high quality,
- Removes information and images from the news that violate personal rights and private life, and that possess criminal elements.
- Ensures, if possible, to take the opinions of all parties of the news,
- Possesses a different kind sensitivity to social events, environmental news and developments related to victimized women and children,

- In addition to all these, corrects weak texts, makes additions, when necessary, corrects or rewrites titles.

The "Editor Desk" in the news centers of the newspapers is the unit where news bulletins are created by constantly following the news coming from various regions, reporters and agencies. In this unit, generally the news coordinator (or news director), chief editor (senior editor), assistant editor, desk editors, proofreaders and chief producers in televisions (executive producer) works.

In the news channels, this work continues 24-hour uninterruptedly, with the change of editors according to the division of labor, appropriate with the job description. All units submit the news they prepare to the folder called "pool" in the computer system. The editorial desk evaluates news and publishes them in bulletins (Oğuz, 2019, p. 165-166). The control of journalists and editors in the editorial process is ensured by mechanisms such as professional principles of the press, ombudsman and media ethics council.

2.2.2. Journalists' Self-Control Mechanism in Editorial Independence: Professional Principles of the Press

The moral awareness of the journalist is important in the application of press ethics in the editorial process. Considering the weakness of the professional organization and self-control in the press, it is claimed that it is mostly up to the conscience of the journalist to ensure ethical principles (Erimli, 2014, p. 31).

It is the basic view that the intervention of newspaper owners in the news in the press sector is unethical and harms editorial independence. In addition, journalists working in the press organization are expected to adhere to basic professional and ethical principles.

The Journalists Association of Turkey (2000) lists on the "Declaration of Rights and Responsibilities for Journalists in Turkey" the basic duties of a journalist; as follows: Journalist; in accordance with the public's right to information, has to convey the facts without distorting them, regardless of the consequences, while exercising its freedom to receive information, comment and criticize.

Journalist defends the universal values of humanity, especially peace, democracy, rule

of law, secularism and human rights, polyphony and respect for differences.

Journalist recognizes and respects the rights of all nations, peoples and individuals without discrimination of nationality, race, ethnicity, gender, sexual identity, sexual orientation, language, religion, sect, belief, disbelief, class, worldview.

Journalist refrains from broadcasting that incites hatred or enmity among people, nations and communities.

Journalist; may not attack, belittle or ridicule the cultural values, beliefs or disbelief of individuals, communities or nations.

Journalist may not broadcast that justify violence, encourage or incite war.

Journalists may not publish information and news whose source is unknown, and informs the public if the news is decided to be published without a clear source.

Journalist may not destroy and ignore the information, and may not change texts and documents.

Journalist; may not violate anyone's privacy, unless having the permission, for any purpose not directly related to the public's right to receive information.

Journalists are responsible for correcting any mistakes in their publications as soon as possible and apologizing when necessary.

The journalist respects the right of reply, provided that it is not abused and is acceptable.

Journalists may not use deceptive methods such as hiding identity on social media during the activity of accessing information.

Journalist may not provide any material or moral benefit in return for the publication or non-publication of any information or news; and avoids creating a conflict of interest. Journalist, regardless of the position as a news source, maintains his/her communication and relationship with individuals and institutions in line with professional principles.

Journalist may not confuse the profession with advertising, public relations or propaganda. May not receive any suggestion, advice or financial benefit from advertisement and sources.

Journalist may not use the obtained information and documents for own benefit, regardless of the subject

Journalist, while broadcasting about national and international policies, first considers the public's right to be informed, the basic principles of journalism and the principles of democracy.

Journalists are obliged to be the voice of the victims, the powerless, the poor, the marginalized and those who cannot be heard.

The journalist should fulfill the duties outlined above based on basic ethical principles. In this context, many institutions and organizations have defined the professional principles of the press. The "Press Professional Principles" of the Press Council are listed as follows (Basın Konseyi, 2022):

1. In the broadcasts, no one can be condemned or humiliated because of race, gender, age, health, physical disability, social status and religious beliefs.
2. No broadcast can be made restricting freedom of thought, conscience and expression; that shakes the general moral understanding, religious feelings, and the foundations of the family institution.
3. Journalism, that is a public duty, may not be used for immoral private purposes and interests. Journalist upholds the public's right to receive information and learn the truth.
4. Beyond the limits of criticism, expressions that humiliate or slander individuals or organizations may not be used.
5. Unless required by the public interest, the private life of individuals cannot be the subject of publication,
6. The news whose investigation is within the scope of journalism may not be published without being investigated or without being sure of its accuracy.
7. Unless required by the public interest, the confidential information may not be published.
8. A product prepared with the efforts of a media organ may not be presented to the public by another media organ as if its own product, before the distribution process of that press organ is completed. Plagiarism is not allowed in publications.
9. No one can be declared "guilty" unless is determined to be guilty by a judicial decision.
10. Acts that are criminalized by law cannot be attributed to anyone unless there are compelling and reasonable grounds to believe that they are real.
11. Journalists protect the confidentiality of their sources, unless the source aims to mislead the public for personal, political or economic reasons.
12. Journalist refrains from performing duties with methods and attitudes that would harm the dignity of the duty.

13. Journalists may not broadcast content that encourages violence, hatred, bullying and discrimination, or offends human values.
14. The intent of the publications containing advertisements are stated in a way that leaves no room for doubt.
15. The time record set for the broadcast date is respected.
16. Press organs respect the right of reply and refutation arising from erroneous publications.

2.3. Corporate Belonging

Belonging becomes concrete by being established between the individual and the social environment around and emerge in direct or indirect relationships. Belonging establishes with birth and can be form depending on the social environment (family, ethnic identity, religion, homeland, etc.), or it can be shaped and changed by the person's conscious preferences (education, politics, economic environments, etc). (Güner Demir, 2022, p. 45).

Maslow defines belonging as a basic human need that ranks third in the hierarchy of needs. According to another definition, belonging is to establish and maintain commitment to other individuals, social institutions, the environment and oneself (Ergün et al., 2018).

The concept of organizational belonging, which refers to the commitment of the employees to their workplaces, means that the employee identifies herself/himself with her/his organization and shows a willingness to actively participate in corporate activities (Öztop, 2014). The concept is based on factors such as the feelings of employees in the workplace, their perceptions of being cared for and valued, the presence of social support and a sense of sharing.

The most important thing in corporate belonging is to be able to produce a feeling of relaxation in the working environment at the workplace and to create a bridge of meaning in the employee's relationship with the workplace (Güner Demir, 2022, p. 47).

Similarly, the sense of corporate belonging is expressed as emotional attachment by assimilating the institution with the participation of the aims and values of the

institution (Varlık and Günbayı, 2019). Thus, the perceptions of the employees that their interests are taken into consideration and their ideas are valued in their institutions, their satisfaction with the working conditions and their level of identification with their institutions are among the important factors affecting the corporate sense of belonging (Öztop, 2014).

In summary, corporate belonging refers to all of the attitudes that the employee has under the influence of different aspects of the job. The concept reflects the employees' desire to be accepted by the people they work with, to become a member of a group, to make friends at work and to be loved. In the organizational environment, these needs emerge as the individual's desires and expectations to develop good relations with her colleagues, to join a working group, and to establish positive relations with the superiors (Güner Demir, 2022, p. 48). Nowadays, it is not enough for institutions to have a qualified workforce alone for institutional success. In addition to having certain qualities, employees need to establish a strong emotional bond with the organization in order to reflect these qualities. Corporate belonging is not a situation that occurs when the employee starts the institution, it is formed over time with the experiences within the institution (Yalçın and Akıncı Vural, 2021).

Meyer and Allen (as cited in Öztop, 2014) state that organizational belonging has three dimensions; “continuance commitment”, “emotional commitment” and “normative commitment”. Continuance commitment is defined as “the desire of the individual to continue his/her membership in the organization, thinking what they will lose as a result of leaving the organization”. Emotional commitment is defined as “an individual's feeling of emotional attachment to the organization” and normative commitment is defined as “the belief in one's responsibility towards the organization”. Indicators of high corporate belonging are listed as adopting the values and goals of the institution, making sacrifices for the institution, willingness to maintain corporate membership, identifying oneself with the institution and internalizing (Demir, 2019).

The high sense of belonging that employees feel towards their institutions leads them to further develop their skills. This orientation, on the other hand, contributes to the increase of the efficiency and success of the institution. An employee with a high sense of corporate belonging is seen as a valuable resource by the organization and a

competitive advantage. Since such employees prioritize the success of their institution over their own interests and tend to stay in the institution as long as possible, even if the conditions develop against them (Öztop, 2014). Thereby, institutions that has employees with high corporate belonging can achieve their goals faster by gaining a great advantage in competition (Yalçın and Akıncı Vural, 2021).

Institutional belonging is the individual's internalizing the mission and vision of the institution and showing her willingness to continue her corporate membership. The sense of belonging affects the psychology and social relations of individuals. In this respect, the sense of belonging can have positive and negative effects on individuals (Yokuş et al., 2016). The possible consequences of corporate belonging in the workplace, whether employees feel corporate belonging or not, affect performance, work continuity, workforce turnover, job success, stress and job satisfaction (Demir, 2019). When employees' need for belonging is not met, feelings of alienation and loneliness arise (Yokuş et al., 2016).

The expectations of the employees possess great importance in the formation of corporate belonging. In this context, conditions such as the overlap between the individual goals of the employee and the goals of the institution, the payment of the demanded wage, the intense sharing of values within the organization, the ability of the employees to take initiative, the direct participation of the employees in the decision processes, the support of ideas and projects affect the corporate belonging positively (Yalçın and Akıncı Vural, 2021).

CHAPTER 3: RESEARCH AND METHOD

This chapter includes the subject, importance, purpose, problem, method, universe and sample, data collection technique and assumptions of the study.

3.1. Subject, Importance and Purpose of the Research

It is argued that there is a significant relationship between the changing ownership structure of press businesses and editorial independence. The literature review shows that the monopolistic newspaper ownership structure undermines editorial independence.

Yeşil (2015), on his study called “The Problem of Monopolization in the Media in the Context of the Political Economy Approach: Reflections on Journalists”, examines the effects of monopolizing newspaper ownership structure on readers. According to the research findings, it has been revealed that the new ownership structure created by the monopolization in the media negatively affects the working conditions of journalists. The new ownership structure can put pressure on journalists during the determination of the news to be published and writing the content, and as a result, the fact damages the principle of editorial independence. In the structure formed after monopolization, the reader is forced to read biased news.

Tansel İlic (2014), on her study called “The Relationship Between Editorial Independence and the Ideology of Professionalism in Turkish Mainstream Broadcasting”, came to the conclusion that journalists in Turkey are not independent in the editorial sense. The researcher, states that the editorial independence approach is problematic in practice, argued that structural determinants such as sensationalism, ratings and advertisement expectations, journalists' routines, and the professionalism ideology of journalism do not allow the formation of a certain autonomy in the news production.

Yurdağül and Yüksel (2013), on their study called “The Independent Problem of Editorial at The Television of News: It Is About Study of Department Which Is the Independent Problem of Editorial at the Turkish Television of News” found that there

were compromises on editorial independence due to economic, political and individual concerns such as corporate ideology, rating anxiety and fear of losing the job of the reporter.

Kazaz and Acar (2020), on their study called “Editorial Independence from a Critical Economic Political Perspective” emphasized that editorial independence is only a concept in the literature and that in order to be able to talk about the existence of editorial independence, monopolization in the media should be regulated and its constitutional boundaries should be clearly drawn.

Oğuz (2019), on his study called “The Role of News Editors in the Media: Receivers of the End” evaluated editorial independence as a utopia and stated that an important development, news or statement in terms of patronage could disrupt the editorial desk's bulletin plan and prevent other news.

Examination of these researches shows that editorial independence cannot be achieved due to the monopoly in the ownership structure of the media. In other words, the monopolization in media ownership poses an obstacle to achieving editorial independence.

In the literature, although there are many studies that are dealing with the relationship between monopoly ownership structure and editorial independence of media businesses, no study has been found that evaluates the effect of pluralist ownership structure on editorial independence. The main reason is that there are hardly any newspaper businesses with a pluralistic ownership structure.

Although academically, the corporate belonging is common in the sector, it has not attracted attention in the field of communication. For this reason, there are only a few studies on corporate belonging in press and media businesses.

Due to the universal principles of journalism, the supra-institutional position of the journalist identity, and the fact that the journalist does not work in an office, the issue of corporate belonging did not draw attention.

Aşkın (2022) stated that journalists do not have institutional affiliation due to the professional ideology and universal standards of journalism on the news production process. According to Korkmaz (2015), people learn a lot of professional knowledge in their education life. It is important to utilize this knowledge during the business life. However, if the employee cannot use this information, it is a negative situation for the employees. People who forced to learn new things may lose their sense of belonging to their jobs and institutions.

Today, learning has become continuous. In particular, the profession of journalism requires an active and continuous learning process. Therefore, the learning process for journalists is lifelong. Therefore, journalists' sense of corporate belonging is weak.

On the other hand, Tutgun Ünal (2020) stated that the widespread use of social media has a positive effect on the corporate belonging of journalists. Social media provides an opportunity for the journalist to make news content that can reach wide networks around the world. In this sense, journalists with high institutional affiliation can work as news agencies. Thus, it can be said that social media networks are the lifeblood of new generation journalism.

As a matter of fact, according to Yılmaz (2005), technology and social media can increase internal communication. That means, employees can easily communicate with each other and with management. In addition, employees can be informed about every development related to the institution. Thus, the sense of corporate belonging of the employees develops.

Some argue that the institutional belonging of the journalist is weak in traditional journalism since journalists depend on the principles of journalism rather than the institution. In addition, the journalist's workplace is not an institution but the streets. In this sense, "journalist identity" is more important in traditional journalism.

The digitalization of journalism has changed the belonging patterns of journalists to their institution. Now, the journalist influences his/her institution while sharing the news content. Since the journalist works with a computer, he/she spends more time in the institution. However, digitalization has increased internal communication. This has

improved the journalist's relations with his institution.

As stated in the first chapter, the conglomeration of press enterprises with the developments in the media sector following 1980 made the media sector that is invested and managed by business people. In this case, profit expectations outweighed productivity. Today, the media sector maintains this feature.

Factors such as media owners' relations with politicians, institutional ideology, economic concerns, social sensitivities, and circulation rate concerns harm the editorial independence of newspapers, and also put pressure on employees.

This research examines the relationship between the ownership structure of the media, the editorial independence and the corporate belonging through the case of 9 Eylül newspaper. The effective factor in the selection of the 9 Eylül newspaper in the study is that the newspaper is the economic enterprise of the İzmir Journalists' Association. The pluralistic ownership structure of the newspaper management (board of directors) consisting of journalists is an uncommon phenomenon in the press sector and sets an exceptional example in Turkish press history. In this regard, this is the first study that examines the effects of pluralist and professional newspaper ownership structure on editorial independence.

The second importance of the study is the determination of how the pluralistic ownership structure affects the corporate belonging of employees and managers. Although there are many studies in the literature on measuring the corporate belonging of employees (Yalçın and Akıncı Vural, 2021; Yokuş et al., 2016; Demir, 2019; Öztop, 2014; Güner Demir, 2022), such a study has not been conducted regarding the press enterprises.

9 Eylül newspaper, a local/regional newspaper based in İzmir, is the Economic Enterprise of the İzmir Journalists' Association (IJA). The newspaper was established with the decision number 83 of the İzmir Journalists Association dated 16.04.2012 and publication started on 28.07.2012.

In the founding decision of the 9 Eylül Newspaper, the newspaper was defined as a

model of independent journalism that is unionized and values the labor of press workers. The main aims of the newspaper were determined as to protect the local values of İzmir in accordance with the principles of universal journalism and to set an example in the history of the Turkish press.

The first concessionaire of the newspaper was Atila Sertel, the President of the İJA at the time (2012). The İJA director board members of that time were Ali Ekber Yıldırım, Misket Dikmen, Nesrin Coşkun, Yücel Öziçer, Nezir Bilger, Cemal Sevgi, Salih Soysal, Nihal Aşkın, Hasan Erel, İlker Çoban.

In the elections held in 2015 and 2016, Misket Dikmen became both the President of the İJA and the concessionaire of the newspaper on behalf of the İJA. The İJA director board members of 2015 were F. Murat Atilla, Gaye Karadağ, Semih Aksoy, Kenan Çimen, Zeynep Gürel, Fahrettin Dokak, A. Suavi Yardımoğlu, Mustafa Yılmaz, Erkut Şahin and Abdi Karagözoğlu. The İJA director board members of 2016 were Murat Atilla, Semih Aksoy, Dilek Gappi Umdular, Gaye Karadağ, Hakan Dirik, İlker Çoban, Gökmen Küçüktaşdemir, Sadık Pala and Tayfur Göçmenoğlu.

The current president of the newspaper is Dilek Gappi Umdular, who was elected as the President of İJA on 23.06.2021. Current director board members are Semih Aksoy, Yılmaz Coşkun, Mehlika Gökmen, Meltem Seyis, Duygu Tuncer, Gökhan Soyulmaz, Esat Erçetingöz, Erdal Erek, Mücahit Bektaş and Mehmet Güçlü Güler. Currently, there are 11 members of the board of directors in the management of the newspaper who continue their duties.

The 9 Eylül newspaper is sold on newsstands 6 days a week, in print. The newspaper has a website (<https://www.dokuzeylul.com>) and the news is presented to the reader through this site. The website managed to reach 2 million daily unique users per month. In addition, the contents of the newspaper are being published on the official social media platforms of the journal.

The newspaper is managed by the president of the society, who has a privilege on behalf of the board of directors.

The chairman of the board of directors consisting of 11 professional journalists and the concessionaire of the newspaper (elected every 3 years by professional journalists who are members of IJA) becomes the term chairman of the IGC. All of the newspaper employees and senior management are professional journalists having press cards.

The newspaper is managed with sales and advertising (commercial advertising and press announcements) revenues. The newspaper employees are salaried employees affiliated with the Journalists' Union of Türkiye. The top management of the newspaper, which forms the board of directors, does not earn personal income from the sales and advertisements of the newspaper. The newspaper's profit from sales and advertisements is collected in the newspaper's pool account and spent on the newspaper's expenses. In case of deficit, expenses are financed by IJA.

The newspaper is a subscriber of Anadolu Agency and İhlas News Agency. The employees, IJA members, job seekers journalists and young journalists can produce news content to the newspaper that is locally known with the slogans of "Journalists' Newspaper" and "We are All Responsible for the Future",

3.2. Research Method

In this thesis, the thematic analysis, a qualitative research method, was used. Qualitative research is an approach that focuses on describing events and phenomena in their natural environments, understanding and reflecting the perspectives of participants with an inductive approach. Other important features of qualitative research methods are; it is sensitive to the natural environment, the researcher has a participatory role, has a holistic approach, provides perceptions and flexibility in the research design (Çokluk et al., 2011).

In qualitative research, three types of data collection techniques are being commonly used; interview, observation and examination of written documents. The interview technique is divided into two as in-depth interview and focus group interview. The interview is a technique used to reveal individuals' perceptions, perspectives, feelings and experiences (Ergül, 2020). In-depth interview is a data collection technique in which open-ended questions covering all dimensions of the researched subject are asked and detailed answers are obtained (Tekin and Tekin, 2006).

In-depth interviewing is a type of interview known as "unstructured", "informal" or "freelance". This technique provides flexibility to the researcher and requires knowledge and experience to achieve what the interviewer wants. The interviewer's success in human relations is among the factors that deepen the interview (Tokmak, 2016).

In-depth interview, which is one of the data collection techniques of the qualitative research method, can be conducted face-to-face, over the phone, or via online technologies, via audio or video. Especially due to the negative health conditions created by the Covid19 pandemic, the researches after 2019 are widely carried out with online technologies instead of face-to-face interviews. However, there are also studies in the literature in which questions are sent via e-mail and answers are collected in this way (such as Yeşil, 2015).

The data collected by in-depth interview technique are being analyzed by thematic content analysis method. Thematic content analysis; is the synthesis and interpretation of the collected data with a critical perspective by creating themes or main templates. This method provides a rich source of reference for researchers (Yayla-Eskici and Özsevgeç, 2019).

Thematic content analysis aims to structure and depict prominent themes in a text. The thematic content analysis method, which begins with the coding of the data, follows the steps of determining the themes, creating the thematic networks (map), defining, reporting and interpreting these networks (Bayram, 2020, p. 1221).

3.2.1. Universe and Sample

In this study, the data is collected through in-depth interviews with the board members of the Izmir Journalists Association, which constitutes the management of the 9 Eylül newspaper, and the journalists who are actually working in the institution.

Since 9 Eylül newspaper is the economic enterprise of IJA, regarding the interviews, permission was obtained from IJA and 9 Eylül newspaper.

Since the establishment, a total of 35 different members have taken part in the board

of directors of IGC. 9 of these members are female and 26 of them are male. Today, the newspaper has a total of 23 actual employees. 9 of the employees are women and 14 of them are men. According to these numbers, a total of 58 people, including 35 members of the board of directors (from past to present) who assumed the management of the newspaper, and 23 newspaper employees today, constituted the universe of the study. There are 18 women and 40 men in the study population.

While determining the sample group, 1/4 scale was used over the study universe. According to this scale, the sample group of the study was limited to 14 people. It was considered important to have gender equality among the participants. Accordingly, 7 female and 7 male participants were included in the study.

The information regarding the sample group of the study and the interviews are as follows:

Table 1. Sample Group

Participants	Job Description	Gender	Interview Date	Interview Duration
Y.K.1.	Board Member	M	19.07.2022	10:44
Y.K.2.	Board Member	M	07.01.2023	7:57
Y.K.3.	Board Member	F	23.11.2022	12:05
Y.K.4.	Board Member	F	5.11.2022	11:33
Y.K.5.	Board Member	M	12.11.2022	6:57
Y.K.6.	Board Member	M	11.12.2022	18:39
Y.K.7.	Board Member	F	30.01.2023	9:26
Ç.K.1.	Editor-in-Chief	M	26.10.2022	4:28
Ç.K.2.	Reporter	F	5.11.2022	7:47
Ç.K.3.	Editor/Page Secretary	F	23.11.2022	4:32

Ç.K.4.	Broadcast Coordinator	M	5.11.2022	4:16
Ç.K.5	Responsible Registrar	F	11.12.2022	8:03
Ç.K.6.	Reporter	F	07.01.2023	9:46
Ç.K.7	Publication Coordinator	M	26.10.2022	6:44

This research, that was prepared to examine the effects of 9 Eylül's professional and pluralistic ownership structure on editorial independence and corporate belonging of employees, has some limitations. Firstly, the contents produced in the newspaper were examined in the study. Data were only obtained by interview. Secondly, the study was not compared with another newspaper management. This is a case study analysis.

3.2.2. Research Questions

In the research, the control and supervision mechanisms over the news' contents were examined, based on the following questions; "What are the reflections of the ownership structure of press businesses on editorial independence?" and "What are the effects of the ownership structure of the press enterprises on the perception of corporate belonging of the employees?". In the face-to-face interviews, the questions in ANNEX.3 were asked to the participants and the audio recordings of the interviews were deciphered and cleared. Then, the data sets were examined with consecutive readings, and remarkable features were noted among the data. The repetitive patterns found in the noted data were brought together and formed into themes in this way. The report was prepared by naming the themes.

3.2.3. Limitations

The study has two main limitations. First of all, the thesis examines the effects of the pluralistic and professional ownership structure of press businesses on editorial independence and corporate belonging. The research questions were limited to 20 questions that were prepared on the specified context and were expected to reflect the problem of the research problem.

The fact that the researcher is the President of the Izmir Journalists' Association was

not seen as a limitation affecting the objectivity of the thesis. First of all, 9 Eylül newspaper is a legal entity of İzmir Journalists Association. The concession holder on behalf of the Society is determined by the elections held every 3 years and can preside for a maximum of 2 terms. Secondly, the newspaper has an internal functioning that has been institutionalized over the years, and employees receive directives from editorial offices and news directors. The aim of the Association presidents, who are selected among the senior journalists, is to provide more employment and gain prestige to the newspaper within the understanding of independent journalism. Thirdly, the employees of the 9 Eylül newspaper are affiliated with the Journalists' Union of Turkey. Their legal rights are protected both by law and through the union. Finally, all participants are journalists who can direct the public opinion. For the reasons listed above, no reason was foreseen for the participants to be biased while answering the questions.

CHAPTER 4: FINDINGS

In this study, the analysis was carried out under 2 main themes: the effects of pluralist and professional newspaper ownership structure on editorial independence and the perception of corporate belonging of employees and managers. Under the main and sub-themes, there are 4 most striking examples (2 employee/2 manager citations, if enough). Each main theme is divided into subcategories and arguments are presented for each title. In this chapter, in the presentation of the categories, to make comments have been avoided.

The data collected by the face-to-face interview method were first deciphered, then separated according to the participants, whether managers or working journalists, and finally alphabetically listed and numbered. For example, Ç.K.1. coding refers to first ranked working participant and Y.K.3. coding refers to the third ranked executive participant. Journalist information was not included in the coding since all of the participants in the study are journalists.

4.1. The Effects of Pluralist and Professional Newspaper Ownership Structure on Editorial Independence

Under this heading, the answers to the first 5 questions were evaluated. The sub-themes of this section consist of the roles and controls of the journalists working in the 9 Eylül newspaper in the editorial process.

4.1.1. The Role of Journalists Working in the Editorial Process

In this section, the role of journalists working in the news content produced by newspaper employees and in determining the daily agenda of the newspaper is examined.

4.1.1.1. The Efficiency of Journalists Working in the Content Production

Employees and managers participants were asked the question of “Is the agenda of the journalist or the management taken as basis in the content production?”. 8 of the participants stated that working journalists produce content and that the agenda of the journalist is a priority. 6 journalists emphasized that there is a mixed system.

Journalist's Agenda Is Taken as Basis in Content Production

Y.K.1: Journalists created their own agenda; they were very free. As a member of the board of directors one of our friends two of our friends were working in the organization in those days, but we never made a request for a headline or news in the newspaper. We did not attend the meetings either; we used to see newspapers mostly at the publishing stage.

Ç.K.1: Certainly, the agenda of the journalist, the agenda of the city is being handled, these are determining.

Ç.K.6: The agenda of the journalist is generally decisive. But of course, in news conferences, some topics are covered by the news editors or the news director or the editorial coordinator.

Ç.K.2: No, there is no pressure on us by the board of directors. We reporters work very freely, especially in the 9 Eylül Newspaper. Our news directors and other workers help us, but there is never such a thing as pressure. We can form news on whatever subjects we want. Our board members do not impose what they want, they only help and guide us in this sense.

There is a Mixed System in Content Production

Y.K.3: Well, it actually happens in both ways. Because in some cases, there already are some events that took place in the city. For example, there was news about Buca prison in the past days. This is an ongoing process anyway. We follow it and try to find out thereabouts, in other words what happened in the background. But on the one hand, there are news that our correspondent friends find on their own. Their own news, special news sources. And we are trying to determine our own city agenda by concentrating on this news. So, it goes both ways.

Y.K.5: Mainly, the agenda of the Journalist was taken as the basis. But I can say that it is a mixed system. In fact, employees were included in the process, editorial process, that is, as we call it the threshold keeping process, our employees also participated in the agenda meetings and we determined the editorial policy of the newspaper together with our employees. Of course, the board of directors contributed.

Ç.K.3: It may vary depending on the subject. There may be more agenda for journalists

Ç.K.5: Since we are actually a newspaper of our society, we have many journalist brothers and sisters on the board of directors, and sometimes there is a flow from them.

However, there are issues that our reporters follow, such as the earthquake, and the chambers that are important in the Izmir City agenda, the news flow from them is always provided.

4.1.1.2. Management Interferences to Content Production

Employees and managers participants were asked the question of “Are journalists interfered with in the news production process?” A total of 3 participants, 2 managers and 1 working journalist stated that the content was checked for grammatical errors during the editorial process and publication stage, and they were examined for legal errors, and they stated that such interventions could occur. 11 participants stated that journalists were not interfered with.

There is no Interferences to Journalists in the Content Production

Y.K.3: Like this, if they want an opinion, we can say that it is not to interfere but to support and direct it. For example, there may be problems such as, while making a news not being able to reach the appropriate news source. Or it can be considered that another aspect of the news needs to be developed a little more. In such cases, we talk about it. As I said, this is more like a discussion of ideas, not interference.

Y.K.2: During the news processes, our correspondent friends develop and write news of their own free will. However, the news is carefully read two times more afterwards and if there is something wrong, missing or mistaken, it is reevaluated.

Ç.K.1: If there is no material error, no change is made on the news.

Ç.K.7: We are not interfered; we make the news with our own editorial independence.

There are Interferences to Journalists in the Content Production

Y.K.5: Yes, but not in a negative sense - hesitated - we had some interventions in language, in the language of writing.

Y.K.6: The board of directors, that is, during the period when I witnessed, there was very little intervention from the board to the management of the newspaper. And the reasons for it to happen, say, some interventions happened when there was any deterioration in the headlines or the inner pages. There were interventions based more on mistakes, which is normal, anyway, all newspaper owners see an intervention in this area as fair, and they are right. But I didn't see much of an internal interference, you know.

Ç.K.5: Of course, it is being put through. There must be a gatekeeper. It goes through an editorial process. Yes, they are collected, and if there is a logical error in the news, it is corrected, or sometimes, especially if there is news with legal aspect, we can sometimes get detailed information, from who having a legal background.

4.1.1.3. Rejection/Acceptance of Contents by Management

Employees and manager journalists were asked the question of “Have you ever reject or been rejected the content you have produced or was produced during the broadcasting process?”. 12 of the participants said that there was no rejected content; only 2 participants (1 manager, 1 employee participant) stated that, albeit rarely there was rejected content that was produced.

Contents Are Not Rejected by Management

Y.K.1: We haven't (hesitated). We haven't. But we had a fight, in fact. After release, after being published.

Y.K.4: No. We never gave up even in the face of the toughest threats. I can say very clearly that even though we did not receive a threatening letter, we received a political threat letter officially, we did not give up on it. Let's delay a little bit, or maybe like this, never happens so. If we were to do something like this, there was no point in publishing such a newspaper anyway.

Ç.K.2: Never happened for me.

Ç.K.7: There was no rejected news, but there happen to be news that if there are some deficiencies in the footholds of them, we as editors delay it and publish after they are completed, and there is no other intervention.

Contents May Be Rejected by Management

Y.K.2: Very very rare. It may touch on personal rights or there may be human rights-oriented inaccuracies. Because there could be faults not from us but due to our external news sources. Very rarely, there could be interferences that do not exceed fingers of a hand in a year.

Ç.K.3: Of course, it happens sometimes (no information given regarding the contents)

4.1.1.4. Supervision of the Employee Journalists

All the employe and manager participants were asked the question of “Are there any

rules that journalists are subject to?”. 13 of the participants stated that there are professional/ethical rules that journalists adhere to, beside that, there is no other system of rules they adhere to. Only 1 employee journalist stated that there are rules such as entry and exit times.

Journalist's Supervision is Provided by the System of Rules Established by the Management

Ç.K.1: Yes, there are. We have entering and leaving hours and certain main regulations.

Journalist's Supervision is Provided by the Self-Control System

Y.K.2: First, the newspaper is very auditable, that I have to say it clearly. Because this is a newspaper that all journalists have a right on it. In other words, if we do wrong, our own colleagues warn us first, they have the right to warn us. This makes us more specific.

Y.K.6: The journalist has ground rules. Of course, everyone has a limit. As a result, everyone moves within those limits. In other words, no one is independent of ethical values. No one can make news based on their own personal interests, for example, there are of course such limitations (...) All journalists have this self-censorship mechanism. Also, the journalist friends on 9 Eylül do it. Because people feel compelled to make some intellectual sacrifices so that the newspaper, they work for is not damaged.

Ç.K.5: Of course, we have a code of professional ethics and we must always adhere to it. Although this is not a written rule, we are ethically obliged to fulfill the requirement of the profession.

Ç.K.7: Let's not say rules, but there are ethical moral rules. Not written – paused - both our editorial offices and our news center pay attention to these rules. They have due diligence to personal rights, they have due diligence to social sensitivities, we also pay attention to such things that are not written but have concern to the society.

4.1.2. Effects of Newspaper Ownership Structure on Journalism Experience

All the employe and manager participants were asked the question of “What are the positive/negative effects of the pluralistic and professional ownership structure of the 9 Eylül newspaper on the working conditions and the journalism profession?”.

Responses were evaluated under 2 categories.

Provides a free working environment to the journalist and offers the opportunity to evaluate different perspectives

Y.K.4: Wouldn't it be so, new ideas, new designs, joint brain training with a different perspective on journalism, much more productive, much better work to be done with brainstorming, working on much deeper files, I believe that it will provide an endless, endless freedom of working, that is, without any question.

Y.K.3: Like this, first of all, this is not a boss newspaper. That's why we work in a very democratic environment. Almost everyone has the right to speak at all stages of the building of the news, from the forming of a news until it is published in the newspaper. This is something we don't usually see much in other papers. In other words, there is mostly a decision maker in other newspapers, and news is made under the direction of this decision maker, but on 9 Eylül, the situation is a little different.

Ç.K.6: It has positive effect. Because, as I said, it is a neutral structure. Such a neutral structure in society. Being on the side of the just and the right is the only side. Therefore, since it is an impartial structure, it is extremely ethical, besides freedom of expression. Apart from that, I think that the ownership structure including journalists still working in the sector or retired members sharing their experiences has a positive effect in every way. There is no news restriction in terms of subject content.

Ç.K.7: The positive effects are too many. Let me just sum it up - hesitated- for once because everyone you work with is a journalist, because they are raised from the floor we try to do the job properly, and since the owner of the newspaper is journalists, we are always together with people from whom we can learn something about the sector.

Provides a democratic working environment instead of patronage relations.

Ç.K.5: The privileged publisher is the temporary administration, everyone is acting like a partner of the newspaper, not the owner. That's why we're all journalists rather than a boss-employee relationship, and our relationship goes like we all support each other.

Y.K.3: Like this, first of all, this is not a boss newspaper. That's why we work in a very democratic environment. Almost everyone has the right to speak at all stages of the building of the news, from the forming of a news until it is published in the newspaper. This is something we don't usually see much in other papers. In other words, there is

mostly a decision maker in other newspapers, and news is made under the direction of this decision maker, but on 9 Eylül, the situation is a little different.

Y.K.6: I swear, this is actually a very interesting experience. 9 Eylül Newspaper is a very interesting experience. I don't know if there is such an experience in Turkey. In other words, a newspaper, a society will publish a newspaper, and it will be an effective newspaper on a local scale. It will be an accredited newspaper with the press. It will make special news and not have a boss. So this seems like the only example in Turkey. I don't think there is any other newspaper that exactly has these conditions. Other societies had newspapers from time to time, but these were not very effective newspapers.

Ç.K.7: In fact, our biggest feature is that we are an independent newspaper. That is, we are the newspaper of journalists. We are not dependent on any boss.

Polyphony causes late decision-making

Y.K.1: Let me start with the negative effects. Where there are many roosters, morning breaks late. So, to say you wouldn't know which rooster crows when. The very positive aspect was that it could have been very sweet if everyone put their accumulated knowledge, but that unfortunately, did not happen. Nobody put in their knowledge. Some of them were misled, some of them pull themselves back, some of them gossiped, some of them are still doing it, there is an ongoing process.

Y.K.3: Well, it can only have a negative effect thus. Of course, we have many critics, but unfortunately, we are a little slow in the decision processes. That's because we are polyphonic.

Ç.K.5: Positive effect is that our news flow is too much. In areas that we do not reflect too much, where we are not strong and in diverse areas like politics, there is too much information flow and there are situations we don't reflect it to news even though we are familiar with the background. Because there is too much criticism, we may stumble a little, or we may be late because of a little more auditing. Apart from that, as a positive aspect I think there is a lot of information flow to the newspaper.

4.2. The Effects of Pluralist and Professional Newspaper Ownership Structure on Perception of Corporate Belonging

In this section, the perception of belonging of the working and executive journalist participants to the 9 Eylül newspaper, will be examined. Accordingly, the section is

divided into three subsections. First, the participants were asked about the corporate values of the newspaper; then, indicators regarding employee's sense of belonging were examined.

4.2.1. Positioning of 9 Eylül Newspaper in the Press Sector

In this section, answers to questions between 6 to 9 has been examined in 2 sub-themes; the positioning of the newspaper in the press sector and in the history of the Turkish press.

4.2.1.1. Institutional Values of 9 Eylül Newspaper

The employe and manager participants were asked the question of “What are the institutional values of the 9 Eylül newspaper?”. Responses were evaluated under 3 sub categories.

9 Eylül Newspaper is a Free, Impartial Broadcasting Corporation

Y.K.6: Its corporate values will once again favor independence. It will definitely be pro-Republican, it will definitely be a supporter of secularism, it will definitely be a supporter of law and fundamental human rights, that's for sure. Freedom of expression is one of the basic principles not only of the society but also of the 9 Eylül Newspaper. In other words, I cannot think of a society or a newspaper without freedom of expression.

Y.K.6: Also, the editorial independence we mentioned at the beginning is a very important thing. - paused- As you know, the fact that people can report their news without worrying too much, that they don't need to consult anyone when choosing their interviewees, and that they are free to comment, can be considered are very important contributions.

Ç.K.1: To make accurate, unbiased news are institutional values of our newspaper. It's a journal that looks after journalists.

Ç.K.5: The most basic task of the 9 Eylül Newspaper is the correct news in İzmir. Because we are all journalists, and the society that owns the newspaper is the journalists' society. That's why accurate news, quality news and news that will make up the city's agenda are the most fundamental for us.

9 Eylül Newspaper Adheres to the Personal Rights and Professional Principles of

Journalists

Y.K.1: Unionization was the most important factor. And it was the first newspaper to accept the union. At last-, after many years.

Y.K.4. Because unfortunately, they were our colleagues who have to work elsewhere without being subject to press law, without deserving a press card, without personal rights and social security. Here, as soon as they entered the door, they first filled out the union form, then they started filling out the press card forms. Personal rights have been paid to every penny, this is a situation that gives people a serious peace of mind, so that relationship has developed very well with such a sense of safety and mutual trust.

Ç.K.2: Of course, if we compare it with other newspapers, I think as local newspaper the most institutional newspaper in İzmir. In fact, when we look at the national newspapers, as we look at the number of reporters, whether they are unionized or the rights they give to journalists, in terms of social benefits, I think 9 Eylül Newspaper is a newspaper in İzmir that we can call more institutional than the national newspaper, in my opinion.

Y.K.5.: 9 Eylül Newspaper is unique in Turkey, that is, the first unionized local newspaper is the 9 Eylül Newspaper. Of course, we are proud of that too.

9 Eylül Newspaper Defends Interests of the Community

Y.K.2: 9 Eylül Newspaper is basically a newspaper that takes its stance on the side of the people. Our first priority is of course our readers, but we are trying to make this newspaper with the equal rights of all citizens at points that do not concern our readers. And of course, we have sensitivities about gender rights, we have sensitive points in terms of social equality. With all of this, we are trying to make the newspaper.

Y.K.3: 9 Eylül Newspaper is actually a very important newspaper for İzmir, as its name suggests. And therefore, it is a newspaper that is fully committed to the values of the Republic and Atatürk's principles, also to the professional principles as it is the publication organ of the İzmir Journalists' Association, which is applicable to all of my colleagues.

Y.K.5: The institutional values of the 9 Eylül Newspaper are a set of values that have been filtered through the 70-year history of the İzmir Journalists' Association. For this reason, as we just mentioned, it performed journalism considering the private life of people, objectivity in the news, honesty, -coughed- disadvantaged groups, working

groups, workers, laborers, peasants, students, - paused- dear friends and groups in distress.

4.2.1.2. Positioning of 9 Eylül Newspaper in the History of Press

The employe and manager participants were asked the question of “What is the importance of the 9 Eylül newspaper in the history of the Turkish press?”. Responses given by the participants were evaluated under 3 sub categories.

It is a Precedent Newspaper

Y.K.1: It has a special place in Turkish Press History, in Izmir, and it has a very special place in Turkish Press History. Because I have been a member of the Journalists' Association for many years, and been a journalist for forty-five years, there were criticisms at every society congress that our society did not have a newspaper. Bayram Newspapers were imitations. There were newspaper imitations that society published during the period when the Bayram Newspapers were not published. So we wanted to create a newspaper based on it, and for me it is very important. Found in 1946 and continuing up to this day, we have established our own newspaper as people whose jobs are publishing and journalism.

Y.K.5: 9 Eylül Newspaper is a very different model. I think it is an exemplary model in the history of the Turkish press. Formerly, there were newspapers of other societies, but these newspapers, the newspapers of Istanbul and Ankara societies, were mostly established to provide financial support to the society. But 9 Eylül Newspaper - coughed – had a publishing life of 10 years. However, in these 10 years, mainly it tried to make a contribution to solve the employment problem in the sector. Many of our colleagues made living in Izmir because of it. Apart from that, it served as a school to raise new young friends to the sector and apart from that, it tried to form an example by paying attention to the language of the news and applying it to the professional principles of the objective-hesitant-press.

Y.K.6: I swear, this is actually a very interesting experience. 9 Eylül Newspaper is a very interesting experience. I don't know if there is such an experience in Turkey. In other words, a newspaper, a society will publish a newspaper, and it will be an effective newspaper on a local scale. It will be an accredited newspaper with the press. It will make specials news and not have a boss. So, this seems like the only example in Turkey. I don't think there is any other newspaper that exactly has these conditions.

Other societies had newspapers from time to time, but these were not very effective newspapers. 9 Eylül became a very influential newspaper in its geographical region. It tried to fill the place of Yeni Asır, underwent a time course, of course not to do much. Because of its financial resources were extremely inadequate. However, the newspaper is still in such an effort.

Ç.K.4: It is one of the milestones. Because it is not an easy task to publish a society newspaper on a daily basis, and it is not easy to survive, so 9 Eylül Newspaper is finely distinguished from other newspapers

Newspaper of the Journalists

Y.K.2: First of all, the 9 Eylül Newspaper has a very specific situation. Journalists' newspaper. In other words, it is the newspaper of all our friends who are members of the İzmir Journalists' Association. This is one of our most important features. But another important feature is that it is a newspaper that gives a very special concern to the Republic, the Law and the Priority of Democracy. In this sense, 9 Eylül Newspaper can be distinguished from other newspapers.

Ç.K.1: 9 Eylül Newspaper is a newspaper that start off with the motto of newspaper of journalists. In this sense, we differ from other newspapers.

Ç.K.4: The most important is the newspaper of journalists. In other words, journalism had to be done the way it should be. This is the difference between 9 Eylül and the others.

Ç.K.7: In fact, our biggest feature is that we are an independent newspaper. That is, we are the newspaper of journalists. We are not dependent on any boss. All journalists in the city own 9 Eylül, and we continue our work with this delicacy.

It is an educational institution that trains journalists

Y.K.1.: Corporate values; For one, it is very important that it is a newspaper of journalists. Two; It is very important to be seen as a vocational school. Three; It is very important in this newspaper to encourage the friends who spread wings and prepare to fly to go to higher dimensions.

Y.K.4.: Many of our friends have raised. We had very successful, very beautiful young friends who went from local to the broad press to work, and that was the goal. In other words, it was also meant to have a school feature. I think that school has achieved its

goal. Today, I look back, has it been 12 - 13 years. In 13 years, many of our young friends are now doing very good work in the ranks of master journalists with the identity of real journalists with plenty of awards.

Ç.K.6: A first in the history of Turkish Press, 9 Eylül Newspaper, and unfortunately the last. I wish there were more examples regarding this in Turkey. As I said, it is the representative of the free press, and at the same time, it is an institution where unemployed journalists can feel safe in terms of creation of jobs. It is also an educational institution. Because many young journalists are trained there. They may even get the chance to find a job with better opportunities. Therefore, it is an institution where it is best evaluated during the transition period.

Ç.K.7: It has a very special position in the history of the Turkish press. Because, as far as I know, it is the only community newspaper that is published daily and is so effective in keeping the pulse of the city. The way it opened up to young journalists it also has an important place in the history of the press.

4.2.2. Employee Pleasure with The 9 Eylül Newspaper

In this section, the answers to the questions between 10- 12 were examined. In this section, firstly, the participants were asked to describe journalism, and then their satisfaction with the working conditions was examined.

4.2.2.1. Description of Journalism

Employee and manager journalist participants were asked what the profession of journalism meant to them and the answers were evaluated under two categories.

Journalism is a way of life; it is life itself

Y.K.5: Being a journalist is a lifestyle

Y.K.3: Journalist, in fact, from the first moment I started my career, I defined myself as a reporter rather than a journalist. Making a story for me is like being in love with good news. I mean, when you fall in love it's like, butterflies fly in your stomach, I always felt the same way when I did good news. So, it is identical with life.

Ç.K.2: It means beautiful things. Since I have always dreamed of this profession back from my childhood, I perform this profession with loving care, giving my heart and soul and committing myself to this profession. That's why I always say that, despite all the shortcomings, if I were to born again, I would still be in this occupation.

Ç.K.6: Being a journalist expresses a stance in life. It means fighting for others before oneself and sharing that struggle with the public. Why struggle, because now being in the press is a field of struggle in itself, freedom of expression, ensuring democratic participation, making the voices of different opinions heard, revealing news that are not included in the mainstream, all of these have become a field of struggle. Therefore, in my opinion, journalism has become equal to social responsibility. Informing the public, our primary goal is to inform all correctly. Because there is so much misdirection and perception management that now the media can at least know where to reach it through newspapers such as 9 Eylül.

It's a public service

Y.K.1: Being a journalist means being a member of the most beautiful profession in the world for one thing. Secondly, it is very important to be the voice and word of the people, that is, if you are a journalist, despite the difficulties, that is, despite their financial shortages, when you go home in the evening, one or two news stories you do or one or two topics you talk about will make you very satisfied and very happy. It allows you to sleep comfortably. Apart from that, especially in this time interval in economic sense, it represents misery.

Y.K.2: Being a journalist is very important for me and for my friends. In other words, it is very important to search and write something on behalf of the community and to find the truth. Very enjoyable. When we get the results, it becomes even more enjoyable. I think journalism is one of the most important professions in Turkey.

Y.K.6: For me, being a journalist, after all, as someone who has been working on communication for 30-40 years, who has been working in public relations, and who has been in periodicals and journalism for a long time, and has been tv broadcasting, one of the most indispensable basic human rights is getting news and self-expression. You cannot be a free individual if you cannot access information. You need to have access to information, and you need to get this information from as many pluralist sources as possible. If these pluralistic resources are not present, there will be no evolution of a society, let's just say it's old expression, no progress. The freer the information and expression, and the more information, the more diverse it is, the greater our reasoning ability increases in the social context. Therefore, one of the fundamental dynamics of social development is indeed freedom of expression. If expression is free, it evolves. If expression is not free, you go backwards.

Ç.K.5: Being a journalist is for me actually, in my opinion, journalism is the protection of the people's right to be informed. So, it's an ongoing thing. A job without overtime, that's it.

4.2.2.2. Pleasure with the working conditions

Employee and manager journalist participants were asked whether they were satisfied with the working conditions. None of the participants stated that they were dissatisfied. Therefore, the responses were evaluated under two categories.

Working conditions are satisfactory

Ç.K.1: Since we are a unionized newspaper, our wages are much better than other newspapers. We don't have a problem with that.

Ç.K.3: Yes, I am satisfied.

Ç.K.5: I am satisfied with the working conditions. Actually, if you are following the agenda in Izmir, it is a 24/7 process, but our professional working hours, working conditions, and our dialogue with our friends are extremely satisfying.

Ç.K.7: We are satisfied with our working conditions. When we look at this globally, when we look at it on the scale of Turkey, I can say that we are one of the most comfortable newspapers to work.

Working conditions are better than worse

Y.K.1: Not at all. (D: As being 9 Eylül Newspaper) A certain group. No (D: Since there is a union) I don't know what the wages are at the moment. But since we are living in times where it is very difficult to make a living under the current fees, and life conditions, regarding to the industry standards (well), 9 Eylül is maybe better. Better (well) but still insufficient in my opinion.

Y.K.2: The issue of satisfaction in Turkey is very debatable, but there is a union in this newspaper. This is a very important feature. The union existed everywhere in the past, but lately, very little points show union activity. Therefore, we can still consider it as good, with this feature.

Y.K.5: We were in the best shape possible considering Turkey's conditions. But if you ask if it is truly satisfactory, we cannot say that it is, independent of whole of Turkey, but it has such a feature as that; 9 Eylül Newspaper was Turkey's first and

only local newspaper with a union that signed a collective agreement, and it still maintains this system. 3rd term collective agreement signed. I think that our working friends have very good social rights and salaries compared to other friends working in the local press.

Ç.K.6: 9 Eylül Newspaper is one of the few unionized newspapers in İzmir. Therefore, in recent years, when press going through a difficult economic period, they have the advantage of having a unionized newspaper, and they see other newspapers, it is more advantageous to work there, both financially and morally.

4.2.2.3. Effects on Career

The employee and manager journalist participants were asked the effect of their experience of working/managing in the 9 Eylül newspaper on their careers and responses were evaluated under two categories. While 13 participants stated that it has positive effects, only 1 participant made a negative assessment since she could not practice her real profession.

Have positive effects on employees/managers' careers

Y.K.1. I went through a lot of difficulties, I mean, there were times when I felt very lonely, but we never took a step back from the cause we believed in. I think we left a mark that I would be very proud of at two or three, or four points in the community of journalists. The first is the newspaper, from 9 Eylül. The second is the purchased summer houses of the Izmir Journalists Association. The third is the Press Museum. These are very important for us. So, the fourth one is that we are driving the İzmir Journalists' Association towards to a point that it is being mentioned and is very reputed, throughout Turkey which still goes on and is very nice.

Y.K.5: 9 Eylül Newspaper is a very important step in my career, it added a lot to me. For this, I am also grateful to my Association, the newspaper and the board of directors of that time.

Ç.K.1: It had a very positive effect. I am very happy to work for this newspaper. I am well known in the industry now, thanks to the newspaper.

Ç.K.2: Especially after I came back to the 9 Eylül Newspaper for the second time, as I just said, because of its institutional structure and the fact that it has so much professional jobs in it, 9 Eylül Newspaper has been an institution that supported both

my identity and my profession incredibly, and changed my perspective, enabling me to grow. I am very happy in that sense.

Have negative effects on employees/managers' careers

Ç.K.3: As positively, being able to learn something in a place that I don't know and in a sector that I don't know. And on the negative side, since that I studied graphic design being a little away from that field.

4.2.3. Corporate Belonging Indicators of Employees

Under this heading, answers to questions between 13 to 20 have been examined in 3 sub-categories;

4.2.3.1. Identification with the Institution

Employee and manager journalists were asked the question of "Can you easily say that you are an employee or a manager at the 9 Eylül newspaper in a new environment?". All the participants gave positive answers to the question, there were no negative answers.

Ç.K.2: I'd say it proudly

Ç.K.7: I say it very easily and we are proud of it.

Y.K.5: Of course.

Y.K.6: Of course. So, I look at the 9 Eylül Newspaper as my newspaper. Employee and manager journalists were asked the question of "Describing yourself, is your relationship with the 9 Eylül newspaper one of your primary characteristics?". All the participants gave positive answers to the question, there were no negative answers.

Ç.K.2: Absolutely, as I said, I'd proudly say it, and every time I say that I am a 9 Eylül employee, my chest is swelling with pride.

Ç.K.3: Yes, it is a priority, I say it always everywhere.

Y.K.4: Of course, it's something I always say. Do you know? The 9 Eylül Newspaper was published with our decision and with the decision of an administration under which I have my signature. It has existed like lions for 12 years. It uses all its means to do the right, very good journalism. It has seen very difficult days, great threats and great pressures. It has not been crushed under any of them. It followed his rights to the end, and for 6 years I was a privileged owner in that journals tag. This gives me great honor.

Y.K.6: I guess I'll say it in the top 5 or something

4.2.3.2. Willingness to Maintain Corporate Membership

In this section, the answers to the 13th, 14th, and 18th questions were analyzed. The questions under this section were directed only to participant employee journalists. Employee journalists were asked the question of “Was working in the 9 Eylül newspaper a conscious choice or was it due to obligation or any direction?”. 6 employee participants stated that they started working in the newspaper with a conscious choice. One participant stated that he started working at the newspaper upon the proposal and he did not regret this decision.

Ç.K. 1: I received an offer from the 9 Eylül Newspaper. That was why I chose here and I didn't regret it.

Ç.K.2: Definitely. Completely consciously, completely of my own free will, I would like it again.

Ç.K.3: It was very sudden but conscious, I started here willingly.

Ç.K.7: It was conscious choice, that is, I think I need to answer this question personally, because I was away from the press industry. I was separated, and because I saw that the only place, I could return to work was 9 Eylül, so I went back to the industry. Employee journalists were asked the question of “Have you ever thought of leaving the institution while you were working at 9 Eylül newspaper?”. All of the employee participants answered no.

Employee journalists were asked the question of “Would you like to continue your career in the 9 Eylül newspaper?” and all of them answered yes.

Ç.K.2: I’ d like to, in fact I already continue doing it. And I did come here willingly anyway.

Ç.K.3: Of course, yes.

Ç.K.4: Yes, Looks like it probably will.

Ç.K.7: Of course, I would like to.

4.2.3.3. Notion of Devotion Within The Institution

Under this section, the responses given to the 15th, 19th and 20th questions were

analyzed. Employee and manager journalists were asked the question of “How do you define the dialogue and relation between employees and managers in the 9 Eylül Newspaper?”. All of the participants used positive statements while describing the relationship.

Ç.K.5: We don't have a very formal relationship. Because of the privileged publisher is the temporary administration, everyone is acting like a partner of the newspaper, not the owner. That's why we're all journalists rather than a boss-employee relationship, and our relationship goes like we all support each other.

Ç.K.7: I can't define it formal, because we are in fact together, friendly and we work like a family.

Y.K.3: It's actually quite interactive. In other words, I can say that there is a close relationship between the management of the association, that is, the owners of the newspaper, and friends, both in the process of producing the news and in the process of publishing the news.

Y.K.5: More like family

Employee and manager journalists were asked the question of “How do you solve your problems with the institution or employees, have you had any problems that you could not solve?”. All of the employee and manager participants stated that they don't have any unsolved problems.

Ç.K.1: No, we have not, we solve it by talking together.

Ç.K.6: No, I haven't. Because everyone works happily and peacefully. There is no problem in the working environment. As I said, everyone can reflect the news they want, different views, and different perspectives. So, we haven't had any problems.

Y.K.5: We solved it with common sense. Of course, from time to time, there occurred some problems between the management and the employees. But each time, we tried to overcome and solve these problems by building a dialogue with a common mind and communication, and we were successful.

Y.K.2: From time to time, there are troublesome periods related to the economic structure in Turkey. Of course, these problems are solved in the newspaper management, in a harmonic cooperation with the association administration. Therefore, the address on us is the Izmir Journalists Association management, when

we have such a problem, we try to solve it with such a conversation traffic.

Employee and manager journalists were asked the question of “How do you act when you witness a situation/event that may damage the newspaper?”. All of the answers given indicate that the participants will not remain silent against this situation and will defend the newspaper and the rights of its employees.

Ç.K.1: I would try to defend the rights of the newspaper and the rights of my friends in every way possible.

Ç.K.3: Of course, I will do my best to protect the newspaper, whatever it takes at that moment.

Y.K.4: No, can I give reaction? I'll be a warrior; I will confront it like warriors. This will be also true 10 years from now. Even if the members, the management of the society forgets me, as long as that newspaper continues to exist, I will sleep at its door. I'll sleep at its door. We have such an effort there. I mean, what else can I say, and as a matter of fact, we've encountered a lot of similar things. I say this with the awareness that, when our newspaper's advertisements have been cut off for months and even during the recent press advertising agency problems knowing very well the reasons before this and because not bowing down to the threats we have come to this position.

Y.K.1: Well, people don't want their children to get hurt. I mean, there is a saying, especially mothers. They say that instead of my child's hand bleed, I' d rather have my hand cut off, so it really feels so. Well, I see 9 Eylül as a child, one for one, because it is an important newspaper. I would never want any harm to come to him, I mean and I want it to grow, I want it to be well managed in the right hands, and so far, I'm very happy for that.

CHAPTER 5: CONCLUSION

As a result of the analysis, it was seen that the arguments expressed by the employee and manager journalist participants were compatible with each other and meaningful patterns were formed under the determined themes.

a. The professional and pluralistic ownership structure of the 9 Eylül newspaper enabled editorial independence and self-control for the newspaper employees.

During the examination of the effectiveness of the employee journalist in content production, employee and manager participants stated that managers can contribute to content production, make suggestions, express their opinions to guide, and rarely give direction. However, the most common argument among the given answers to this question is that the journalist's agenda is taken as the basis. Specifically, it was stated that the management did not attend the meetings regarding the news and that the managers saw the newspaper at the publishing stage. In addition, the participants stated that although journalists set the agenda, journalists follow the agenda of the city and the country.

When the answers to the question regarding management interventions in content production were analyzed, only 3 participants (2 managers, 1 employee) stated that they could be intervened. It was emphasized that these interventions were generally about errors regarding language, and it was stated that incomplete or incorrect legal bases of some news could also be the subject of intervention. Apart from that, 11 participants stated that journalists were not interfered with during the editorial and broadcasting stages.

When the issue of rejection/acceptance of the contents by the management was analyzed, it was seen that 1 manager and 1 employee participant stated that such a situation was encountered, albeit rarely. It was said that news contents are very rarely rejected by the management, depending on the demands of the news sources or the developments regarding their legal status. The remaining 12 participants stated that they had never encountered such a situation.

When examining how the supervision of working journalists is examined, 13

participants answered with the professional principles of the press. Only 1 journalist stated that there are some rules such as working hours. In this respect, it is seen that the employees in the newspaper control themselves with the self-control system.

b. The professional and pluralistic ownership structure of the 9 Eylül newspaper activates the employees and slow down the newspaper management, in the decision processes.

Participants were asked how the pluralistic and professional ownership structure of the 9 Eylül newspaper affected their journalistic experience. According to the data obtained, 9 participants stated that the newspaper was not a "boss newspaper" and that the management changed periodically. In this respect, the participants feel free while performing their profession. At the same time, participants can actively participate and continue their activities in decision making processes. Two results have been observed regarding the effectiveness of employees in decision-making processes.

First of all, employees can express their opinions on any subject. Thus, different perspectives arise from both employees and managers; This facilitates the control of the newspaper and ensures that the decisions taken are evaluated in a broad perspective. Thus, different perspectives arise from both employees and managers; this fact facilitates the control of the newspaper and ensures the decisions are being evaluated in a broad perspective.

Secondly, the fact that employees and managers are active in decision-making processes together aggravates newspaper management and may cause delays in taking decisions.

According to the data obtained, it was understood that the pluralistic and professional ownership structure of the 9 Eylül newspaper enables editorial independence.

It has been observed that newspaper employees are active in the production and publication of news content, the management does not interfere with the produced content and the content is not arbitrarily rejected. In addition, being active in the decision-making processes makes journalists feel free and enables the decisions to be

evaluated from different perspectives. However, polyphony in decision-making processes can cause the management to slow down. The fact that newspaper management changes every 3 years and that the management staff consists of well-known journalists has enabled the development of the self-control control system.

c. 9 Eylül newspaper is a free, impartial broadcasting organization that adheres to the personal rights and professional principles of journalists.

Through the editorial independence provided by the pluralistic and professional ownership structure of the 9 Eylül newspaper, journalists have the opportunity to practice their profession freely. All of the employee participants defined themselves as “free” and stated that they are committed to professional principles. These results were also confirmed by all of the manager participants.

On the other hand, the newspaper’s affiliation to the union removes the concerns on the employees regarding the future and shows that they take freedom and impartiality as a criterion rather than institutional ideologies while performing their profession.

d. The advantages provided by its pluralistic and professional ownership structure enable the 9 Eylül newspaper to be positioned as an “exemplary” newspaper in the history of the Turkish press.

Manager journalist participants believe that the pluralistic and professional journalistic ownership structure of the 9 Eylül newspaper constitutes a specific model in Turkish press history. It has been underlined that the functioning journalist associations in Turkey have made unsuccessful or small-scale attempts to establish a newspaper, but only the Izmir Journalists' Association is able to sustain this success. On the other hand, employee journalist participants compare the newspaper's union affiliation with other newspaper managements. Employee journalist participants emphasized that 9 Eylül newspaper is unique in the sector since there is no other unionized newspaper management that they can cite as an example. The conclusion that all participants agreed on is that the newspaper provides employment opportunity especially to young journalists and undertakes the task of a school with its management consisting of experienced journalists. All of the participants see the newspaper as an experience

transfer center and with this feature, they position the newspaper in a special place in the history of the Turkish press.

e. The newspaper's affiliation with the union is an important source of motivation for the employees.

According to the results obtained, managers and employee journalists attach special importance to the union's affiliation of the newspaper. Moreover, being a union member is an important source of motivation for the employees. All journalist participants of the research stated that they were satisfied with the working conditions and specifically underlined the advantages of being a union member. Similarly, the manager participants considered an advantage for the employees to be affiliated with the union; however, they defined the opportunities provided by the newspaper to the employees (especially the salary) as “the best of a bad lot”. Due to the pluralist and professional ownership structure of the newspaper and its union membership, employees and managers have positioned the experiences they gained in the 9 Eylül newspaper in a special place in their career. It is seen that this motivation is also reflected in the participants' descriptions of journalism. Participants describe being a journalist as a way of life.

f. Participants have high corporate belonging

It has been observed that the employee and manager journalist participants perceive their experience of being in the 9 Eylül newspaper as a source of pride and this experience is among their priority values. All participants include this experience among their priority features, both in the new environments and when introducing themselves. Moreover, all of the employee journalist participants stated that they consciously preferred the 9 Eylül newspaper to work and that they wanted to continue their careers in this institution. None of the participants said that they were considering leaving the newspaper.

Employee and manager journalist participants described the relations in the institution as a close relationship such as family and friends, and stated that the problems were solved by talking. All journalists stated that they will defend the newspaper against external threats within the limits of their professional principles.

According to the research findings, the professional and pluralistic newspaper ownership structure has positive effects on the employees and the 'journalism' profession.

First of all, it is seen that the professional and pluralistic ownership structure offers journalists a free working environment for the content production and makes editorial freedom possible. Moreover, it is understood that employee journalists are not passive in decision-making processes, on the contrary, they can actively express their opinions to the management. Although this factor slows down the decision-making processes, the meeting of different ideas has been perceived as an element that enriches the administration intellectually, and also ensures the representation of different segments of the society and ideologies.

Secondly, the union membership of the newspaper employees is the most important source of motivation for employees. The advantages of being a union member reduces the 'future pressure' on employees and make them focus on their profession. It is understood that the high corporate belonging of the employees is closely related with their union memberships.

Finally, the fact that the newspaper management does not rely on patronage relations and does not expect profit from the newspaper has transformed the newspaper into an educational institution rather than a business. As a matter of fact, all the participants defined the newspaper as a school where experience transfer is provided rather than a "Boss' Newspaper".

The pluralistic ownership structure in the country's media is one of the important keys to editorial independence. The main goal of media ownership should be to create a strong, reliable structure that questions the truth on behalf of the public. However, currently the general expectation is to gain profit or power within political relations. As in the past, family structures that prioritize their activities in the media sector have also disappeared. All these influences have jeopardized editorial independence, creating a monophonic and polarized media ecosystem.

The design of public resources to sustain this ecosystem has difficilitated independent

journalism. On the other hand, while the development of digital journalism brought convenience to broadcasting life, it created opportunities for media models t have pluralistic ownership structure. One of the models that strengthen the editorial independence in the Turkish media, by taking advantage of these opportunities, is the case of the 9 Eylül Newspaper, which publishes with the motto "Journalists' Newspaper".

It is possible to see independent, strong and solidarity-based media ownership structures as one of the ways of salvation for the press, which evaluates and follows the three main powers in state administration, the legislature, the executive and the judiciary, on behalf of the people and contributes to the freedom of thought in this way, and that carries out a sensitive public duty in the enlightenment of the society by realizing the concept of "gatekeeper".

g. Future Research Suggestion

The study has three suggestions for the future. Firstly, the perceptions of the perceptions of employees' corporate belonging in the media sector can be measured. Since successful journalism is associated with employee satisfaction. Journalism motivation based on employee trust will be strengthened. Secondly, examples of worldwide of newspapers based on editorial independence should be examined on how they ensure editorial independence. Whether the strong structure or the privilege of the capital important in the government of independence? Thence, using comparison, the positive or negative practices in Turkey can be determined. Finally, the industrial ownership structure should be explored in news content.

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APPENDIX- TRANSCRIPTION

Ç.K.1 (1st Employee Participant)

D.G.: The chief editor of the 9 Eylül Newspaper -paused- what are the institutional values of the 9 Eylül Newspaper?

Ç.K.1: To make accurate, unbiased news are institutional values of our newspaper. It's a journal that looks after journalists- paused- again other ask the question if you like.

D.G. What are the factors that distinguish the 9 Eylül Newspaper from other newspapers?

Ç.K.1: 9 Eylül Newspaper is a newspaper that start off with the motto of newspaper of journalists. In this sense, we differ from other newspapers.

D.G.: How do you define the place of the 9 Eylül Newspaper on the history of the Turkish Press?

Ç.K.1: In a short time, it took an important step, important steps. It took a very good place in the history of press with the news it made.

D.G.: What are the positive and negative effects of the pluralistic and professional ownership structure of the 9 Eylül Newspaper on the working conditions and on the journalism profession, in general?

Ç.K.1: Very positive, it reflects very positively. Here, journalists, our journalist friends, our reporters and all friends work in a free and comfortable working environment.

D.G.: 9 Eylül Newspaper from other newspapers- paused- not, yes- Can you briefly explain the editorial process from the detection of the news to its publication?

Ç.K.1: Naturally the reporter brings us the news first. Then, we evaluate the news with our colleagues in the editorial offices and try to convey the headline and subheading to the reader in the most impressive form.

D.G.: Are you expected to produce content on a specific topic? Are there guidance regarding detection of the news? Is it predicated on the journalist's agenda?

Ç.K.1: Certainly, the agenda of the journalist, the agenda of the city is being handled, these are determining.

D.G.: During the process of making news, are you being interfered? Is the content

that you have produces being subject to any rectification before the publication?

Ç.K.1: If there is no material error, no change is made on the news.

D.G: Have you ever had any news that you were rejected for the content you produced during the publication period? If yes, can you give information about the news content?

C.K.1: No there haven't.

D.G: Are there any rules for employed journalists.

C.K.1: Yes there are. We have entering and leaving hours and certain main regulations.

D.G: What does being a journalist mean to you?

C.K.1: Journalism is very good very honorable profession. Although it does not receive the due importance in Turkey for the time being, I am quite satisfied.

D.G: Are you satisfied with your working conditions - laughed-? (Salary, benefits, working hours, overtime)

Ç.K.1: Since we are a unionized newspaper, our wages are much better than other newspapers. We don't have a problem with that.

D.G: What could be the positive or negative effects of your working experience at the 9 Eylül Newspaper in terms of your career?

Ç.K.1: It had a very positive effect. I am very happy to work for this newspaper. I am well known in the industry now, thanks to the newspaper.

D.G: What does the 9 Eylül Newspaper mean in terms of your career life?

Ç.K.1: -paused- What can I say? I believe that the work I have shown and done at the 9 Eylül Newspaper will be extremely effective in order to come to better places.

D.G: Was working at the 9 Eylül Newspaper a deliberate choice? Why did you choose this institution to work in?

Ç.K.1: I received an offer from the 9 Eylül Newspaper. That was why I chose here and I didn't regret it.

D.G: How would you act when you witness a situation that may harm the newspaper?

Ç.K.1: I would try to defend the rights of the newspaper and the rights of my friends in every way possible.

D.G: Can you easily say that you are a 9 Eylül employee in an environment you are for the first time?

Ç.K.1: Yes.

D.G: In describing yourself, is your relationship with the 9 Eylül Newspaper one of your primary features?

Ç.K.1: In some cases yes.

D.G: Have you ever thought of leaving the 9 Eylül Newspaper? -Laughs-

Ç.K.1: No I haven't thought of it. -Laughs-

D.G: How would you describe the dialogue and relationship between the 9 Eylül Newspaper management and the employees? Formal, dominant, family.

Ç.K.1: We are like a family.

D.G: How do you deal with your problems related to the company or other employees? Have you had problems that you couldn't solve? -Laughs-

Ç.K.1: No we have not, we solve it by talking together.

D.G: Thankyou

Ç.K.2 (2nd Employee Participant)

D.G: First of all, how many years has it been in the 9 Eylül Newspaper?

Ç.K.2: Since 9 September 2018, 19, 20, 21, 22, it's been 4 years

D.G: 4 years. Well, first of all, I would like to ask you, can you tell me about the editorial process from the detection of the news to its publication?

D.G: Sure. We usually find the news as reporters or our news managers and our more experienced managers usually direct topics to us. We, of course, reach that person and collect detailed information. After collecting detailed information, if it is a documented news, we get the records and the files, this is very important, this documented news for us. I pay great attention to this, especially in my news. Then we, the reporters, build the news. After constructing it, we send it to our editors. According to the policy of the newspaper, our editors transform them as they wish, twist, expand or shorten them and bring them into a news format according to their own language. But anyhow we, the reporters, send it according to the news format. Then our page secretaries process it and put it in the newspaper.

D.G: So, are you expected to produce content on a specific topic? In other words, is the agenda formed by the board of directors for news detection? Or is it based on the journalist's agenda?

Ç.K.2: No, there is no pressure on us by the board of directors. We reporters work very freely, especially in the 9 Eylül Newspaper. Our news directors and other workers help us, but there is never such a thing as pressure. We can form news on whatever subjects we want. Our board members do not impose what they want, they

only help and guide us in this sense.

D.G: Have you had news that was rejected due to the content you produced during the publication period? If so, what is the news content?

Ç.K.2: Never happened for me.

D.G: So, what are the rules in Newspaper that employed journalists are subject to?

Ç.K.2: So when we say the rules we are subject to, what exactly are we talking about, like entry and exit time or comfortable working hours at work?

D.G: In an ethical sense.

Ç.K.2: In the ethical sense. So, of course, we as 9 Eylül Newspaper, I want to talk about my point of view regarding to the profession as a free and more democratic aspects of journalism. In this sense, 9 Eylül opened an incredibly neutral path for me in this sense. Therefore, I can say that all our employed friends are trying to produce with that perspective, frankly, they all are trying to produce something free and democratically straight.

D.G: What do you think the institutional values of the 9 Eylül Newspapers are?

Ç.K.2: Of course, if we compare it with other newspapers, I think as local newspaper the most institutional newspaper in İzmir. In fact, when we look at the national newspapers, as we look at the number of reporters, whether they are unionized or the rights they give to journalists, in terms of social benefits, I think 9 Eylül Newspaper is a newspaper in İzmir that we can call more institutional than the national newspaper, in my opinion.

D.G: How would you describe the place of 9 Eylül Newspaper in Turkish press history?

Ç.K.2: Well, when I started here as an intern, I learned that it actually has an important place in the history of Turkish press. Because of being the media outlet of Izmir Journalists Association, because there is a person like Atilla Sertel at the head of it and leading it, and then people like Misket and you who took over the flag and the process we went through. I think that your visit shows the value you give to the Turkish press, 9 Eylül Newspaper.

D.G: What would be the positive and negative effects of the ownership structure of the newspaper, consisting of pluralistic and professional journalists, on your working conditions in general?

Ç.K.2: Frankly, I did not see any negative effects. On the contrary, when I say that 9 Eylül Newspaper directed by this person, I can say that all doors open. Because

they are highly professional and well-known in the industry, not only in the Izmir sector, but in general, so how do I put it, because of people who have a name, in the Turkish press, or rather in National Media channels, so many doors are opened for us in this sense.

D.G: Alright. What does being a journalist mean to you?

Ç.K.2: It means beautiful things. Since I have always dreamed of this profession back from my childhood, I perform this profession with loving care, giving my heart and soul and committing myself to this profession. That's why I always say that, despite all the shortcomings, if I were to born again, I would still be in this occupation.

D.G: Are you satisfied with your working conditions, in general that is?

Ç.K.2: I am satisfied with the working conditions. Of course, we have problems, we have problems similar to our friends in the whole sector. However, I ignore these problems and never bring them up and continue on my way by always thinking positive.

D.G: So, what are the positive or negative effects, in terms of your career, of working in the 9 Eylül Newspaper?

Ç.K.2: Especially after I came back to the 9 Eylül Newspaper for the second time, as I just said, because of its institutional structure and the fact that it has so much professional jobs in it, 9 Eylül Newspaper has been an institution that supported both my identity and my profession incredibly, and changed my perspective, enabling me to grow. I am very happy in that sense.

D.G: Would you like to continue your career in the 9 Eylül Newspaper?

Ç.K.2: I'd like to, in fact I already continue doing it. And I did came here willingly anyway.

D.G: Was it a conscious choice to work at the 9 Eylül Newspaper?

Ç.K.2: Definitely. Completely consciously, completely of my own free will, if even though I'd want it again.

D.G: How do you act when you witness a situation that may harm the newspaper?

Ç.K.2: I am, by nature, a person who always likes to think positive and always think constructive rather than personal arguments, so I confront the person I have a problem with directly and try to solve it at that moment by saying in a very polite language that he is disturbing.

D.G: Alright. Can you easily say that you are a 9 Eylül employee in an environment where you've been for the first time?

Ç.K.2: I'd say it proudly.

D.G: When describing yourself, is your relationship with the 9 Eylül Newspaper one of your primary characteristics?

Ç.K.2: Absolutely, as I said, I'd proudly say it, and every time I say that I am a 9 Eylül employee, my chest is swelling with pride.

D.G: How would you describe the dialogue and relationship between the 9 Eylül Newspaper management and employees?

Ç.K.2: To be honest, I never had any problem with the board of directors or you or anyone else, and therefore I think that the disputes occurred were likely to be caused by personal issues. The more positive you approach the person, the more people around you will approach you that way. That's why I have a very healthy communication with both newspaper employees and board members.

D.G: How do you solve your problems dealing with employee, did you have any problems that you could not solve?

Ç.K.2: Frankly, There hasn't been a problem that I haven't been able to solve up to now. In fact, when you go directly to the people in charge, and tell them about it, they try to find a solution by being very supportive.

D.G: Thank You

Ç.K.2: I thank you.

Ç.K.3 (3rd Employee Participant)

D.G: How many years have you been working at the 9 Eylül Newspaper?

Ç.K.3: I've been working here since 2015, I'm in my 8th year. As of August 2022.

D.G: Ok. So, what I want to ask in general is how would you describe the process from the identification of the news to its publication?

Ç.K.3: First of all, if our reporters have their own special news, they write something about them. Then they pass it to our editors, and our editors send it to the page secretaries, that is, to us, and we process the page.

D.G: Yes but is there freedom in terms of content, especially for identifying news? Otherwise is there a specific agenda set by the board of directors? Is journalist's agenda is based on?

Ç.K.3: It may vary depending on the subject. There may be more agenda for journalists.

D.G: Is there any interference in the news writing processes?

Ç.K.3: No, it is not usually done.

D.G: Were there any rejections from the content or pages you produced during the publishing process?

Ç.K.3: Of course, sometimes it happens.

D.G: Can you give information about the contents?

Ç.K.3: The contents mostly deal with the agenda of the city, politics, culture and art, economy.

D.G: Are there any rules to which employed journalists are subject?

Ç.K.3: Of course, there are.

D.G: Like what e.g. Journalists' rules are ethical or...

Ç.K.3: -hesitated- It is necessary to be ethical.

D.G: Ok. What are the corporate values of the 9 Eylül Newspaper according to you?

Ç.K.3: Journalists be able to work freely and write their news freely.

D.G: What distinguishes 9 Eylül Newspaper from other newspapers?

Ç.K.3: Providing employment to our young friends.

D.G: All right, how would you describe the 9 Eylül Newspaper's place in the history of the Turkish Press?

Ç.K.3: Of course, as it is the newspaper of a well-established organization, it is an exceptional newspaper than other newspapers.

D.G: So, how does the ownership structure of 9 Eylül Newspaper consisting of pluralist and professional journalists affect the working conditions in general?

Ç.K.3: It affects positively.

D.G: Okay, so what does working for a newspaper mean to you?

Ç.K.3: Working at the newspaper means a lot. - Laughed- So both I am informed before every event and I can inform my surroundings, it gives me the opportunity to be more involved in the events.

D.G: Ok. Are you satisfied with your working conditions?

Ç.K.3: Yes, I am satisfied.

D.G: What are the positive or negative effects to your career, working in the 9 Eylül Newspaper?

Ç.K.3: As positively, being able to learn something in a place that I don't know and in a sector that I don't know. And on the negative side, since that I studied

graphic design being a little away from that field.

D.G: Would you like to continue and complete your career in the 9 Eylül Newspaper?

Ç.K.3: Of course, yes.

D.G: By the way, was it a conscious choice for you to work at the 9 Eylül Newspaper?

Ç.K.3: It was very sudden but conscious, I started here willingly.

D.G: Alright. How do you act when you witness a situation that could harm the newspaper?

Ç.K.3: Of course, I will do my best to protect the newspaper, whatever it takes at that moment.

D.G: Would you tell that you are an employee of 9 Eylül Newspaper in an environment you are in for the first time?

Ç.K.3: Of course I would say it.

D.G: When describing yourself, is your relationship with the 9 Eylül Newspaper a priority?

Ç.K.3: Yes, it is a priority, I say it always everywhere.

D.G: 9 Eylül Newspaper and its management. How would you describe the dialogue and relationship between 9 Eylül Newspaper management and employees?

Ç.K.3: Pretty good positive. Even though we sometimes get confused among ourselves, we can solve everything.

D.G: How do you solve your problems related to the institution or employees? -
Laughed-

Ç.K.3: We solve it in a nice and positive way.

D.G: Thank you.

Ç.K.4 (4th Employee Participant)

D.G: First of all, could you briefly describe the editorial process in the newspaper from the detection of the news to the publication stage?

Ç.K.4: First of all, after our correspondent friends write the news they brought themselves, we read it again in the editorial section, and if necessary corrections are made, then these are taken to the page where they are checked once again from the printouts, corrected, and accordingly, they will be reformed to the published form in the newspaper.

D.G: Are you expected to produce content on a specific topic? For example, are

there directions for news detection? Is the agenda set by the board of directors? Or is it based on the journalist's agenda?

Ç.K.4: The agenda of the journalist is also taken as a basis, but of course, when the agenda is everyone's agenda, it can be guided. It depends on the situation, but the news can come from anywhere, anytime.

D.G: Are you being interfered with during the news writing process? Is the content you produce subject to any correction?

Ç.K.4: No.

D.G: Have you had news that was rejected from the content you produced during the publishing process?

Ç.K.4: No

D.G: So, are there any rules that working journalists are subject to in the newspaper?

Ç.K.4: No there isn't.

D.G: What are the corporate values of 9 Eylül Newspaper according to you?

Ç.K.4: Correct journalism. It is done just as it should be done well without distorting the news without restricting the people's freedom of information,

D.G: So, how and what the elements do you observe that distinguish the 9 Eylül Newspaper from other newspapers?

Ç.K.4: The most important is the newspaper of journalists. In other words, journalism had to be done the way it should be. This is the difference between 9 Eylül and the others.

D.G: How would you describe the place of the 9 Eylül Newspaper in the history of the Turkish Press?

Ç.K.4: It is one of the milestones. Because it is not an easy task to publish a society newspaper on a daily basis, and it is not easy to survive, so 9 Eylül Newspaper is finely distinguished from other newspapers.

D.G: What are the positive and negative effects of the ownership structure of pluralistic and professional journalists on your working conditions and the journalism profession in general?

Ç.K.4: It has a rather positive effect, but if we consider negative effects, everyone expects a lot from us. Since it is the newspaper of journalists, we can interpret it as the negative side.

D.G: What does a journalist mean to you?

Ç.K.4: Being a journalist - hesitated - means freedom of news for me now, it means my freedom to receive information, but... forget it -laughed-

D.G: Are you satisfied with the working conditions in general?

Ç.K.4: Of course, I am satisfied

D.G: What do you think are the positive or negative effects of the experience of working at the 9 Eylül Newspaper in terms of your career?

Ç.K.4: It has a positive effect, of course, that is it is a great honor and pride for us to be in such a newspaper, especially from its establishment stage.

D.G: Would you like to continue your career in the 9 Eylül Newspaper and moreover retire there?-asked laughing-

Ç.K.4: Looks like it probably will.

D.G: Was working at the 9 Eylül Newspaper a conscious choice?

Ç.K.4: Yes, it was a conscious choice.

D.G: How do you act when you witness a situation that may harm the newspaper?

Ç.K.4: I do whatever journalistic ethics requires.

D.G: Can you easily say that you are an employee of 9 Eylül in an environment you are in for the first time?

Ç.K.4: I will definitely say.

D.G: How would you describe the dialogue and relationship between management and employees in the 9 Eylül Newspaper?

Ç.K.4: A very high level, respectful, beautiful environment.

D.G: So, finally, we would like to ask: How do you solve your problems with the organization or with the employees? Were there any problems you couldn't solve?

Ç.K.4: No, there hasn't been any problem that we could not solve. We definitely meet on a common denominator, we talk and we come up with a solution.

D.G: How do you see the future of the 9 Eylül Newspaper?

Ç.K.4: The future is bright because our newspaper is raising a lot of young people from basics. It's their future. The future is therefore bright.

D.G: Thank you very much.

Ç.K.5 (5th Employee Participant)

D.G: Hello, Editor-in-Chief of 9 Eylül Newspaper. Could you briefly describe the editorial process from the detection of the news to its publication?

Ç.K.5: Regarding the detection of news, it can be detected in two ways: from the agencies and from the special news, that is, the news of our reporters. We don't use

the news from the agencies as it is, we change the titles according to the issues that are important for İzmir or our newspaper's agenda, and we can roll the news. As for the news of our correspondents, we have already been determine the news at the news meetings and if there is a lack of opinion, we go through an editorial process again, or sometimes the most important issue remains down below, then our editorial friends who make the page can move that news up and bring it to more important level in the İzmir agenda.

D.G: So, are you expected to work on content of a specific topic or in other words is there an agenda set by board of directors? Or does it base on the journalist's agenda?

Ç.K.5: Since we are actually a newspaper of our society, we have many journalist brothers and sisters on the board of directors, and sometimes there is a flow from them. However, there are issues that our reporters follow, such as the earthquake, and the chambers that are important in the Izmir City agenda, the news flow from them is always provided.

D.G: Is the content you manage subject to any editing prior to publication?

Ç.K.5: Of course it is being put through. There must be a gatekeeper. It goes through an editorial process.

(**D.G:** This is done by you)

Ç.K.5: Yes, they are collected, and if there is a logical error in the news, it is corrected, or sometimes, especially if there is news with legal aspect, we can sometimes get detailed information, from who having a legal background.

D.G: Have you had news that was rejected from the content you produced during the publishing period?

Ç.K.5: No I haven't. If it was incomplete, we just published it again only by taking an extra opinion or if needed base it firmly by asking for additional documents.

D.G: Are there any rules to which working journalists are subject?

Ç.K.5: Of course, we have a code of professional ethics and we must always adhere to it. Although this is not a written rule, we are ethically obliged to fulfil the requirement of the profession.

D.G: What are the institutional values of 9 Eylül Newspaper according to you?

Ç.K.5: The most basic task of the 9 Eylül Newspaper is the correct news in İzmir. Because we are all journalists, and the society that owns the newspaper is the journalists' society. That's why accurate news, quality news and news that will make

up the city's agenda are the most fundamental for us.

D.G: What distinguishes 9 Eylül from other newspapers in your opinion?

Ç.K.5: For 9 Eylül we do not have the luxury of making news that we have no grounds, we do not have the luxury of making an asparagus that we do not base it on firm grounds. In other words, we are not in a position to make unethical news. As I said before, our news always have to have a basis, have an opinion, and if it is a biased news, we have to publish a news by giving mutual sides the right to speak.

D.G: How would you describe the position of 9 Eylül in the press history?

Ç.K.5: I think 9 Eylül is a very guiding newspaper especially for local newspapers of İzmir. Because we are criticized a lot. Because I think we are criticized for making right news, and we set an example, such as 9 Eylül Newspaper did this, so let's do it, or 9 Eylül Newspaper is heading towards a web TV formation, going digital, let's go digital, think we set a good example locally.

D.G: What are the positive and negative effects of the ownership structure of the newspaper, which consists of pluralistic and professional journalists, on your working conditions and the profession in general?

Ç.K.5: Positive effect is that our news flow is too much. In areas that we do not reflect too much, where we are not strong and in diverse areas like politics, there is too much information flow and there are situations we don't reflect it to news even though we are familiar with the background. Because there is too much criticism, we may stumble a little, or we may be late because of a little more auditing. Apart from that, as a positive aspect I think there is a lot of information flow to the newspaper.

D.G: What does being a journalist mean to you?

Ç.K.5: Being a journalist is for me actually, in my opinion, journalism is the protection of the people's right to be informed. So it's an ongoing thing. A job without overtime, that's it.

D.G: Are you generally satisfied with your working conditions?

Ç.K.5: I am satisfied with the working conditions. Actually, if you are following the agenda in Izmir, it is a 24/7 process, but our professional working hours, working conditions, and our dialogue with our friends are extremely satisfying.

D.G: How do you find the experience of working at the 9 Eylül Newspaper in terms of your career? What could be the positive and negative effects?

Ç.K.5: I had previously worked in an Aegean supplement of the national

newspaper. Things are going more exciting here. Because when you are a national newspaper, things already comes in a planned way in front of you. Up to the news, the photos that will enter the page. But here as the editor, you determine what will be the headline, what will make a sound, and this adds an additional excitement. Because you have to know the background, sometimes you add something from yourself to the news.

D.G: Was working at the 9 Eylül Newspaper a conscious choice?

Ç.K.5: Yes it was a conscious choice.

D.G: How do you act when you witness a situation that may harm the newspaper?

Ç.K.5: First, there is a lot of outside criticism, and I always tell my friends and colleagues that the fruit-bearing tree is stoned. If you produce, you will be criticized. Even more if you are producing, you can make mistakes. The important thing is that these mistakes are not so vital, that they can be compensated, and that criticism does not stop you, but rather whips you. It's been 4 years since I work for 9 Eylül, however I haven't yet come across on something that would harm it. The external criticism did not affect our internal structure much.

D.G: Can you easily say that you are an employee of 9 Eylül in an environment you are in for the first time?

Ç.K.5: Yes I say so.

D.G: Is your relationship with the 9 Eylül Newspaper one of your priorities when describing yourself?

Ç.K.5: Yes. Especially if it is the news source, it is the news environment, I first mention the name of the newspaper, mention my position, and then introduce myself.

D.G: Have you ever thought of leaving the 9 Eylül Newspaper?

Ç.K.5: No I haven't - laughed-

D.G: How would you describe the relationship between the 9 Eylül Newspaper management and its employees? Formal, friendly, family.

Ç.K.5: We don't have a very formal relationship. Because of the privileged publisher is the temporary administration, everyone is acting like a partner of the newspaper, not the owner. That's why we're all journalists rather than a boss-employee relationship, and our relationship goes like we all support each other.

D.G: How do you solve your problems related to the institution or employees?

Ç.K.5: Talking. - Laughed-

D.G: Would you like to continue your career in Dokuz Eylül newspaper?

Ç.K.5: Yes.

D.G: Well thank you very much.

Ç.K.5: You're welcome.

Ç.K.6 (6st Employee Participant)

D.G: Former employee of 9 Eylül Newspaper. Can you briefly describe the editorial process in the period you worked in 9 Eylül Newspaper?

Ç.K.6: After the reporter goes to the news, the editors evaluate the news passed and prepare it for publication by a study that reveals the news value. If there is a missing point, the reporter is being returned to concerning the subject and asked to complete it. In general, it may be something related to the photograph, or another opinion about the news is requested. Therefore, editors support the reporter in every sense during the production of the news.

D.G: So, were you expected to produce content on a certain topic at that time, or was it based on your agenda or the journalist's agenda? Or was it determined by the administrative board? How?

Ç.K.6: The agenda of the journalist is generally decisive. But of course, in news conferences, some topics are covered by the news editors or the news director or the editorial coordinator.

D.G: Are you being interfered with during the news writing process?

Ç.K.6: No

D.G: Were there any rejected news from the content you produced during the publishing process?

Ç.K.6: No there weren't any.

D.G: In your opinion, what are the rules that journalists are subject to in the newspaper? Are there rules?

Ç.K.6: Not to miss the news scoop in fact, when you look at it in general, this applies to all newspapers. To act in accordance with ethical rules, to act impartially about mutual news, to receive mutual opinions, to be objective. These are generally ethical rules.

D.G: What are the institutional values of the 9 Eylül Newspaper?

Ç.K.6: The institutional values of the 9 Eylül Newspaper are actually of a quality that they can set a precedent for Turkey. Because any society has a mission not only to create employment only but to maintain journalism in accordance with moral

rules and ethical rules, to defend freedom of expression, to defend the freedom of informing public, to defend the fundamental rights of journalists. But most important, the structure of the 9 Eylül Newspaper actually does not have a commercial purpose to provide employment, we wish it to be the same in all local media.

D.G: So, how can you describe the elements that distinguish it from other newspapers in general terms?

Ç.K.6: In general, as it does not have any commercial concerns it does not take side to any issue. Therefore, whether it is municipalities or other institutions, like the Chamber of Commerce, the Chamber of Industry, all of our friends who work there have the freedom to freely express what they see and watch.

D.G: How would you describe the place of the 9 Eylül Newspaper in the history of the Turkish Press?

Ç.K.6: A first in the history of Turkish Press, Dokuz Eylül Newspaper, and unfortunately the last. I wish there were more examples regarding this in Turkey. As I said, it is the representative of the free press, and at the same time, it is an institution where unemployed journalists can feel safe in terms of creation of jobs. It is also an educational institution. Because many young journalists are trained there. They may even get the chance to find a job with better opportunities. Therefore, it is an institution where it is best evaluated during the transition period.

D.G: What are the positive and negative effects of 9 Eylül Newspaper's pluralistic and professional journalistic ownership structure on working conditions or the profession in general?

Ç.K.6: It has positive effect. Because, as I said, it is a neutral structure. Such a neutral structure in society. Being on the side of the just and the right is the only side. Therefore, since it is an impartial structure, it is extremely ethical, besides freedom of expression. Apart from that, I think that the ownership structure including journalists still working in the sector or retired members sharing their experiences has a positive effect in every way. There is no news restriction in terms of subject content.

D.G: So, were you generally satisfied with the working conditions during your employment? Salary, benefits, working hours...

Ç.K.6: 9 Eylül Newspaper is one of the few unionized newspapers in İzmir. Therefore, in recent years, when press going through a difficult economic period,

they have the advantage of having a unionized newspaper, and they see other newspapers, it is more advantageous to work there, both financially and morally.

D.G: What does being a journalist mean to you?

Ç.K.6: Being a journalist expresses a stance in life. It means fighting for others before oneself and sharing that struggle with the public. Why struggle, because now being in the press is a field of struggle in itself, freedom of expression, ensuring democratic participation, making the voices of different opinions heard, revealing news that are not included in the mainstream, all of these have become a field of struggle. Therefore, in my opinion, journalism has become equal to social responsibility. Informing the public, our primary goal is to inform all correctly. Because there is so much misdirection and perception management that now the media can at least know where to reach it through newspapers such as 9 Eylül.

D.G: So, what positive and negative effects did working for the 9 Eylül Newspaper have on your career?

Ç.K.6: As I said, working at the 9 Eylül Newspaper is an advantage as it enables you to be a member of the free press. But of course, when you go to private newspapers or institutions and organizations that do not have ethical values or have commercial concerns, you may be experiencing the disadvantage of coming from an institution that does not have such self-control and censorship, especially when you go to places in the mainstream. But normally, this is the privilege of working for the 9 Eylül Newspaper.

D.G: So, was it a conscious choice for you to work for the Dokuz Eylül newspaper?

Ç.K.6: Yes it was a conscious choice.

D.G: How do you act when you witness a situation that will harm the newspaper?

Ç.K.6: First of all, of course, this is teamwork. When there is a situation that may harm the newspaper, I try to clarify the issue by meeting with my teammates and my managers at work. I get their opinion too. If they agree too, I will act accordingly. If necessary, I talk to the management if I need to reach the management.

D.G: Can you easily say that you worked at Dokuz Eylül in an environment where you were for the first time?

Ç.K.6: Yes

D.G: While defining yourself, is your relationship with 9 Eylül Newspaper one of your characteristics?

Ç.K.6: Definitely. Even though we broke up with the 9 Eylül Newspaper, we continue to strive to produce for the 9 Eylül Newspaper and to improve the existence of the 9 Eylül Newspaper.

D.G: Have you had any problems with the institution or the employees? Or how do you solve it?

Ç.K.6: No I haven't. Because everyone works happily and peacefully. There is no problem in the working environment. As I said, everyone can reflect the news they want, different views, and different perspectives. So we haven't had any problems.

D.G: How would you describe the dialogue and relationship between the management and employees of the 9 Eylül Newspaper?

Ç.K.6: I can describe it more as sharing experience. I can describe it as a guide, and I can actually describe it as a facilitator. Because journalism is a source issue, even when you have trouble reaching your news source, our elder sisters and brothers in the society can support you. Therefore, in every sense, I think it is an educational institution in terms of both news writing and accessing the news source.

D.G: Thank you very much.

Ç.K.6: You're welcome

Ç.K.7 (7th Employee participant)

D.G: Could you tell us about the editorial process from the detection of the news to its publication?

Ç.K.7: After detecting the news, our reporters reach the parties of the news and ensure that the news is confirmed first. After this confirmation, they communicate the information they obtain and forward it to the editorial office. The editorial office reviews the preparation process of the news, and then we publish it printed both on our website and in our newspaper.

D.G: Are you expected to produce content on a specific topic? Are there directions for news detection? In other words, is the agenda set by the board of directors, or the journalist's agenda is based?

Ç.K.7: The city's agenda is based on. We make news about whatever is spoken or should be discussed in the city.

D.G: Are you being interfered with during the news writing process? Is the content you produce subject to any regulation before publication?

Ç.K.7: We are not interfered, we make the news with our own editorial independence.

D.G: Have you had any news that was rejected from the content you produced during the publishing period? If yes, can you enlighten about the news content?

Ç.K.7: There was no rejected news, but there happen to be news that if there are some deficiencies in the footholds of them, we as editors delay it and publish after they are completed, and there is no other intervention.

D.G: Are there any rules to which working journalists are subject?

Ç.K.7: Let's not say rules, but there are ethical moral rules. Not written - paused - both our editorial offices and our news center pay attention to these rules. They have due diligence to personal rights, they have due diligence to social sensitivities, we also pay attention to such things that are not written but have concern to the society.

D.G: What are the corporate values of 9 Eylül Newspaper?

Ç.K.7: We are trying to do independent journalism. - Hesitated- We are trying to establish the city's agenda or if there is a built city agenda, we try to get into its capillary details.

D.G: What are the elements that distinguish the 9 Eylül Newspaper from other newspapers?

Ç.K.7: In fact, our biggest feature is that we are an independent newspaper. That is, we are the newspaper of journalists. We are not dependent on any boss. All journalists in the city own 9 Eylül, and we continue our work with this delicacy.

D.G: How would you describe the place of 9 Eylül Newspaper in Turkish press history?

Ç.K.7: It has a very special position in the history of the Turkish press. Because, as far as I know, it is the only community newspaper that is published daily and is so effective in keeping the pulse of the city. The way it opened up to young journalists it also has an important place in the history of the press.

D.G: What are the positive-negative effects in general of 9 Eylül Newspaper's pluralistic and professional journalist ownership structure on your working conditions and the journalism profession?

Ç.K.7: The positive effects are too many. Let me just sum it up - hesitated- for once because everyone you work with is a journalist, because they are raised from the floor we try to do the job properly, and since the owner of the newspaper is journalists, we are always together with people from whom we can learn something about the sector.

D.G: What does being a journalist mean to you?

Ç.K.7: Being a journalist is witnessing the present, conveying the testimony to the future, having something to say about the agenda of the country and the city - hesitated- things like that I try not to prolong it much.

D.G: Are you satisfied with your working conditions?

Ç.K.7: We are satisfied with our working conditions. When we look at this globally, when we look at it on the scale of Turkey, I can say that we are one of the most comfortable newspapers to work.

D.G: What are the positive or negative effects of working experience at the 9 Eylül Newspaper in terms of your career?

Ç.K.7: My personal career? It had a huge impact on me. Because I was away from the press for a long time. After returning, I was able to do many things with that experience and this was reflected in my career.

D.G: Would you like to continue your career in the 9 Eylül Newspaper?

Ç.K.7: Of course I would like to.

D.G: Was working at the 9 Eylül Newspaper a conscious choice? Why did you choose this institution to work in?

Ç.K.7: It was conscious choice, that is, I think I need to answer this question personally, because I was away from the press industry. I was separated, and because I saw that the only place I could return to work was 9 Eylül, so I was back to the industry.

D.G: How do you act when you witness a situation that may harm the newspaper?

Ç.K.7: At first, I would act calmly and this - laughed -after examining all aspects of the problem I would try to find solutions with a common mind.

D.G: Can you easily say that you are an employee of 9 Eylül in an environment you are in for the first time?

Ç.K.7: I can say it very easily and we are proud of it.

D.G: When describing yourself is your relationship with the 9 Eylül Newspaper one of your primary characteristics?

Ç.K.7: It is one of my primary characteristics because I live in the city as a journalist and which newspaper I work for is important for me, and also for me working on 9 Eylül is a priority.

D.G: How would you describe the dialogue and relationship between the 9 Eylül Newspaper management and employees? Formal, friendly, family etc...

Ç.K.7: I can't define it formal, because we are in fact together, friendly and we work like a family.

D.G: How do you solve your problems related to the institution or employees? Have you had problems that you couldn't solve?

Ç.K.7: First of all, we try to solve it within our organization, we try to solve it within the newspaper. When there are issues that are beyond us that we cannot solve, we share it with the board of directors.

D.G: Have you had problems that you couldn't solve?

Ç.K.7: None up to now

D.G: Thankyou

Ç.K.7: Yes on some stage our problems are resolved.

D.G: Thanks.

Y.K.1 (1st Manager Participant)

D: Could you briefly describe the editorial process envisaged in the Dokuz Eylül Newspaper?

Y.K.1: I want to tell you from the beginning, there was the late Cafer in the editorial process at the beginning. From the drawing and design of the logo, he focused on it so meticulously down to the color of the logo; that he wanted it to be a woman's color. In other words, he saw purple as a contemporary color. He thought it would be the women's newspaper, environmentalists' newspaper, the newspaper of those who care about nature and people. And every day he would come with a headline on his head. He used to set that headline run every day, and in journalism we actually saw how a newspaper is created and how to gain hold, he worked in Sabah newspaper, and in Hürriyet Newspaper for many years, he conveyed his knowledge and experience to us, together with İbrahim Irmak. He made such a project to create an environmentalist, naturalist and unionist, defender of workers' rights, defending the city, defending the citizens of the city. He would draw the pages himself, the first page. Definitely. He had many different lines. And he created a very different newspaper for us.

D: Did you expect employees to produce content on a specific topic, in other words, was the agenda created by the board of directors, or did the journalists prepare their own agenda?

Y.K.1: Journalists created their own agenda, they were very free. As a member of the board of directors one of our friends two of our friends were working in the organization in those days, but we never made a request for a headline or news in the newspaper. We did not attend the meetings either; we used to see newspapers mostly at the publishing stage.

D: Have you had any news that you rejected from the content produced during the publishing process?

Y.K.1: We haven't. But we had a fight, in fact. After release, after publish.

D: Were there any rules governing employed journalists or journalists who are members of the IGC?

Y.K.1: Well, for one the principle of the correct news is very important. Secondly, it was very important also to get the point of view of the accused, as the two. In other words, we were not making news such that they were saying this about a person. It was a principle for us to reach that person who was being spoken about and to get his opinion as well. It doesn't happen now, anyhow they don't apply that principle.

D: It is not applied in general, that is. It is applied on Dokuz Eylül.

Y.K.1: No no. In general. I mean that the newspapers don't apply

D: What are the corporate values of Dokuz Eylül Newspaper?

Y.K.1: Corporate values; for one, it is very important that it is a newspaper of journalists. Two; It is very important to be seen as a vocational school. Three; It is very important in this newspaper to encourage the friends who spread wings and prepare to fly to go to higher dimensions.

D: What was the most important element that set it apart from other newspapers?

Y.K.1: Unionization was the most important factor. And it was the first newspaper to accept the union. At last-, after many years.

D: What do you think is the place of Dokuz Eylül Newspaper in Turkish Press History?

Y.K.1: It has a special place in Turkish Press History, in Izmir, and it has a very special place in Turkish Press History. Because I have been a member of the Journalists' Association for many years, and been a journalist for forty-five years, there were criticisms at every society congress that our society did not have a newspaper. Bayram Newspapers were imitations. There were newspaper imitations

that society published during the period when the Bayram Newspapers were not published. So we wanted to create a newspaper based on it, and for me it is very important. Found in 1946 and continuing up to this day, we have established our own newspaper as people whose jobs are publishing and journalism.

D: What are the positive and negative effects of the ownership structure of Dokuz Eylül Newspaper consisting of pluralist and professional journalists on the journalism profession?

Y.K.1: Let me start with the negative effects. Where there are many roosters, morning breaks late. So to say you wouldn't know which rooster crows when. The very positive aspect was that it could have been very sweet if everyone put their accumulated knowledge, but that unfortunately, did not happen. Nobody put in their knowledge. Some of them were misled, some of them pull themselves back, and some of them gossiped, some of them are still doing it, there is an ongoing process.

D: What does being a journalist mean to you?

Y.K.1: Being a journalist means being a member of the most beautiful profession in the world for one thing. Secondly, it is very important to be the voice and word of the people, that is, if you are a journalist, despite the difficulties, that is, despite their financial shortages, when you go home in the evening, one or two news stories you do or one or two topics you talk about will make you very satisfied and very happy. It allows you to sleep comfortably. Apart from that, especially in this time interval in economic sense, it represents misery.

D: Do you think the working conditions offered to newspaper employees are satisfactory?

Y.K.1: Not at all. A certain group. No, I don't know what the wages are at the moment. But since we are living in times where it is very difficult to make a living under the current fees, and life conditions, regarding to the industry standards, Dokuz Eylül is maybe better. Better; but still insufficient in my opinion.

D: How did being among the founders of Dokuz Eylül Newspaper or just the founder of it affect your career positively or negatively?

Y.K.1: (Laughs) I received many, many, many curses. They complained a lot. First, I was slammed down by the newspaper owners because a joint newspaper was coming to the Press Advertisement Agency, but we believed that what we did was right. Now those friends, the friends who hit us also believe that it was the right thing to do. I went through a lot of difficulties, I mean, there were times when I felt

very lonely, but we never took a step back from the cause we believed in. I think we left a mark that I would be very proud of at two or three, or four points in the community of journalists. The first is the newspaper, from Dokuz Eylül. The second is the purchased summer houses of the Izmir Journalists Association. The third is the Press Museum. These are very important for us. So the fourth one is that we are driving the İzmir Journalists' Association towards to a point that it is being mentioned and is very reputed, throughout Turkey which still goes on and is very nice.

D: So, was founding the newspaper a conscious choice?

Y.K.1: It was a choice of course. So a choice like this; actually, again it was a request from the members of the journalists' society, but no one dared. In other words, you had to be the bad guy against some people, you had to be a bad person, and we choose to be the bad person against some people at that time.

D: How do you act when you witness a situation that may harm the newspaper?

Y.K.1: Well, people don't want their children to get hurt. I mean, there is a saying, especially mothers. They say that instead of my child's hand bleed, I'd rather have my hand cut off, and so it really feels so. Well, I see Dokuz Eylül as a child, one for one, because it is an important newspaper. I would never want any harm to come to him, I mean and I want it to grow, I want it to be well managed in the right hands, and so far I'm very happy for that.

D: Is your relationship with Dokuz Eylül Newspaper one of your primary characteristics when describing yourself?

Y.K.1: Is my relationship with Dokuz Eylül Newspaper one of my priorities- So when I introduce myself, I don't say "Here I am the founder of Dokuz Eylül", but people know, "Did you founded Dokuz Eylül Newspaper?" "Yes" I say, I like it very much. So, it's a nice thing. In other words, I think it is important to leave a mark in one's life, to leave something permanent, to leave a legacy.

D: Did you have any problems with the institution or the employees, how did you solve them?

Y.K.1: I had. I had a lot. In the management - public opinion mechanism. Sometimes we resolved it with separation, sometimes we solved it by talking. Sometimes our friends left us, better offers came. In other words, where the employee is, the president of the society is both the boss of the newspaper and the president of the journalists' association. Now, there will definitely be problems

between the boss and the worker. But when the boss is a journalist, he is one step ahead in solving problems for the labors. In that respect, I see the Dokuz Eylül Newspaper as an example of how newspaper bosses will do better journalism in Turkey. If this example survives and if the number of journalists-bosses increases, the light of recovery of the press in Turkey will be born.

D: Thank you very much.

Y.K.1: I Thank You

Y.K.2: (2nd Manager Participant)

D.G: 9 Eylül Newspaper editorial consultant, Mr. Macit, can you briefly describe the editorial process envisaged in 9 Eylül Newspaper?

Y.K.2: After planning certain news meeting, the process starts in the morning with the news work undertaken by our journalist friends and their correspondents, as well as photographing and video shooting when necessary. In the afternoon, meeting held, the newspaper agenda is created and the newspaper is started to form, and in the evening, the pdf pages of the newspaper are finished and sent to printing. This is our process.

D.G: So, do you expect employees to produce content on a specific topic? Or in other words is the agenda set by the board of directors?

Y.K.2: Here, we have both our correspondent friends and our executive friends who participate in the decision process. The Editor-in-Chief, Editorial Consultant and Managing Editor also participate in the decision processes. Secondly, our correspondent friends have superior fields, so they report more intensively from the field of economy or from other fields. But if there is something else very important on the city's agenda that day, attention is focused on it.

D.G: Do you interfere with newspaper employees in the news writing process?

Y.K.2: During the news processes, our correspondent friends develop and write news of their own free will. However, the news is carefully read two times more afterwards and if there is something wrong, missing or mistaken, it is reevaluated.

D.G: Have you had any news that you rejected from the content produced during the publishing process? If yes, can you advise about the news content?

Y.K.2: Very very rare. It may touch on personal rights or there may be human rights-oriented inaccuracies. Because there could be faults not from us but due to

our external news sources. Very rarely, there could be interventions that do not exceed fingers of a hand in a year.

D.G: So, are there any rules that journalists working in the newspaper are subject to?

Y.K.2: There are of course. The first is news ethics. Most important in press, the first thing that our newspaper values most is ethical rules. It is also important for us that the news is created with all its elements.

D.G: Yes. What are the institutional values of 9 Eylül Newspaper according to you?

Y.K.2: 9 Eylül Newspaper is basically a newspaper that takes its stance on the side of the people. Our first priority is of course our readers, but we are trying to make this newspaper with the equal rights of all citizens at points that do not concern our readers. And of course, we have sensitivities about gender rights, we have sensitive points in terms of social equality. With all of this, we are trying to make the newspaper.

D.G: How would you describe the elements that distinguish it from other newspapers? Of the 9 Eylül?

Y.K.2: First of all, the 9 Eylül Newspaper has a very specific situation. Journalists' newspaper. In other words, it is the newspaper of all our friends who are members of the İzmir Journalists' Association. This is one of our most important features. But another important feature is that it is a newspaper that gives a very special concern to the Republic, the Law and the Priority of Democracy. In this sense, Dokuz Eylül Newspaper can be distinguished from other newspapers.

D.G: How would you describe its place in Turkish press history?

Y.K.2: I think we are the first newspaper in the history of the Turkish press that began to be published daily as the newspaper of journalists. In other words, societies had previously published separate weekly newspapers. This is an important feature of us. In other words, it may be considered too late for Turkey, but it is a newspaper that, I think, will undertake much more important missions in the future.

D.G: So, what are the positive and negative effects of 9 Eylül Newspaper's pluralistic and professional journalists' ownership structure on the journalism profession?

Y.K.2: First, the newspaper is very auditable, that I have to say it clearly. Because this is a newspaper that all journalists have a right on it. In other words, if we do wrong, our own colleagues warn us first, they have the right to warn us. This makes

us more specific.

D.G: Do you think the working conditions offered to newspaper employees are satisfactory?

Y.K.2: The issue of satisfaction in Turkey is very debatable, but there is a union in this newspaper. This is a very important feature. The union existed everywhere in the past, but lately, very little points show union activity. Therefore, we can still consider it as good, with this feature.

D.G: What does being a journalist mean to you?

Y.K.2: Being a journalist is very important for me and for my friends. In other words, it is very important to search and write something on behalf of the community and to find the truth. Very enjoyable. When we get the results, it becomes even more enjoyable. I think journalism is one of the most important professions in Turkey.

D.G: How do you act when you witness a situation or event that may harm the newspaper, 9 Eylül Newspaper?

Y.K.2: Definitely, as I have just said, it is not possible to accept a behavior that will certainly harm the newspaper. We hold meetings with our friends to prevent this from happening. We are exchanging views. Therefore, we always keep our sensitivities warm. Thus, we avoid the misconduct.

D.G: Can you easily say that you are the manager of 9 Eylül Newspaper in an environment where you are for the first time?

Y.K.2: Definitely. I can proudly mention it in every environment I am to, in Izmir or anywhere in my neighborhood.

D.G: How would you describe the dialogue and relationship between the 9 Eylül Newspaper management and employees? Formal, friendly, family...

Y.K.2: Of course, we deal here with humans. And we need to maintain that warmth without conflict. We have a stronghold as dialogue on every subject, we have an attitude. We have very young friends and very experienced colleagues working in the 9 Eylül Newspaper. We blend them and bring them together at the correct point in the middle.

D.G: How do you solve your corporate or employee related problems? Have you had problems that you couldn't solve?

Y.K.2: From time to time, there are troublesome periods related to the economic structure in Turkey. Of course, these problems are solved in the newspaper

management, in a harmonic cooperation with the society's administration. Therefore, the address on us is the Izmir Journalists Association management, when we have such a problem, we try to solve it with such a conversation traffic.

D.G: Thank you very much.

Y.K.2: You are welcome

Y.K.3 (3rd Manager Participant)

D.G: İzmir Journalists Association board member, responsible for the newspaper. Could you tell us about the process envisaged in the 9 Eylül Newspaper?

Y.K.3 Hello. Now that 9 Eylül Newspaper is a local newspaper, İzmir newspaper. And it publishes in Izmir and Manisa. The editorial process of the newspaper is essentially similar in all central newspapers. There is a newsroom, an editorial office. The news is produced in the newsroom. There we have our friends that is our correspondent friends. They hold daily meetings and they make news according to what the city's agenda is, what is being talked about meanwhile, or whatever special news they have. It is determined at these meetings. After that, this news goes to the editorial office. In the editorial office, of course, it is reworked by the editors. Headlines are formed as they will enter the newspaper. The news may be made a little more interesting. In terms of used expressions. After that, this news goes to the page secretarial friends. Page secretaries also apply the news on the pages. Then the printing process starts and it goes to the printing house. Then, after printing, the newspaper reaches us.

D.G: Okay, do you expect employees to produce content on a certain topic? In other words, is the agenda set by the management? Or is the agenda based on newspapers? Journalist?

Y.K.3: Well, it actually happens in both ways. Because in some cases, there already are some events that took place in the city. For example, there was news about Buca prison in the past days. This is an ongoing process anyway. We follow it and try to find out thereabouts, in other words what happened in the background. But on the one hand, there are news that our correspondent friends find on their own. Their own news, special news sources. And we are trying to determine our own city agenda by concentrating these news. So it goes both ways.

D.G: Do you interfere with newspaper employees in the news writing process?

Y.K.3: Like this, if they want an opinion, we can say that it is not to interfere but to support and direct it. For example, there may be problems such as, while making

a news not being able to reach the appropriate news source. Or it can be considered that another aspect of the news needs to be developed a little more. In such cases, we talk about it. As I said, this is more like a discussion of ideas, not interference.

D.G: Were there any news that you rejected from the produced content?

Y.K.3: Not until now, no.

D.G: Are there any rules for working journalists or journalists who are members of the Izmir Journalists Association?

Y.K.3: Actually in fact, I think there are some ethical rules that all journalists should follow. First, and perhaps most importantly, to establish healthy relationships with the news source, that is, to stay at a proper distance from the news source. This is really important. Because nowadays, the relationship between the reporter and the news source is much intertwined, that sometimes it is related to advertise or sometimes it is towards earning a little more money. We expect this from all our friends, in other words, not so much as possible, we expect them to have full healthy communication with the news source.

D.G: What are the institutional values of the 9 Eylül Newspaper?

Y.K.3: What are its corporate values? - Paused-

D.G: Continuing the interview with Meltem Seyiz. What are the institutional values of the 9 Eylül Newspaper?

Y.K.3: 9 Eylül Newspaper is actually a very important newspaper for İzmir, as its name suggests. And therefore, it is a newspaper that is fully committed to the values of the Republic and Atatürk's principles, also to the professional principles as it is the publication organ of the İzmir Journalists' Association, which is applicable to all of my colleagues.

D.G: What do you see as the elements that distinguish it from other newspapers? By comparing it with your past experiences as well.

Y.K.3: Like this, first of all, this is not a boss newspaper. That's why we work in a very democratic environment. Almost everyone has the right to speak at all stages of the building of the news, from the forming of a news until it is published in the newspaper. This is something we don't usually see much in other papers. In other words, there is mostly a decision maker in other newspapers, and news is made under the direction of this decision maker, but on 9 Eylül, the situation is a little different.

D.G: How would you describe its place in the history of the press? The place of 9

Eylül in the history of Turkish Press?

Y.K.3: Well, the 9 Eylül Newspaper is a young newspaper. However, notably now, it is a newspaper which can be shown for an example with its news production and corporate stance in the Izmir press. In other words, as I said, it has to set an example in terms of being the newspaper of the Izmir Journalists Association, that is, journalists.

D.G: So, does this pluralistic ownership structure of professional journalists have negative effects on the journalism profession? Positive- negative.

Y.K.3: Well, it can only have a negative effect thus. Of course, we have many critics, but unfortunately, we are a little slow in the decision processes. That's because we are polyphonic.

D.G: What does being a journalist mean to you?

Y.K.3: Journalist, in fact, from the first moment I started my career, I defined myself as a reporter rather than a journalist. Making a story for me is like being in love with good news. I mean, when you fall in love its like, butterflies fly in your stomach, I always felt the same way when I did good news. So it is identical with life.

D.G: Alright. What do you think about the working conditions offered to newspaper employees? From many perspectives?

Y.K.3: Well, it's actually not quite enough. But, you know, the known conditions, the situation the country is in and the situation the press sector is in, of course, prevent our friends from earning good money for work. But we are definitely very careful about the employee rights and benefits of our friends. So we take great care of that. So I hope the industry will get a little better and our friends work in better conditions.

D.G: How does it feel to be among the directors of the 9 Eylül Newspaper?

Y.K.3: For once, of course, I am proud to be in such a newspaper. So yes.

D.G: How do you act when you witness a situation that may harm the newspaper?

Y.K.3: In what way you mean it will harm?

D.G: In terms of sense of belonging that is, about an event that you think will cause certain harm to the newspaper?

Y.K.3: That is, if an incident comes from within, I talk to the relevant friends and try to correct the situation. If it happens from outside, I won't allow such a thing anyway.-laughed-

D.G: In an environment where you are for the first time, can you easily say your connection, that you are a manager of your 9 Eylül?

Y.K.3: Of course

D.G: When describing yourself, is your relationship with 9 Eylül Newspaper one of your primary characteristics?

Y.K.3: Yes

D.G: How would you describe the relationship and dialogue between the 9 Eylül Newspaper management and employees?

Y.K.3: It's actually quite interactive. In other words, I can say that there is a close relationship between the management of the society, that is, the owners of the newspaper, and friends, both in the process of producing the news and in the process of publishing the news.

D.G: How do you solve your problems dealing with employees?

Y.K.3: So, of course, we solve it by communicating. When there is a problem, we sit down and talk together, and in dealing with solving the problem we share it with them, that is, solve it this way.

D.G: All right, once again let's ask you specially, you are one of the directors of the 9 Eylül Newspaper. How do you see the future of the journalist?

Y.K.3: In fact, we see the future of the newspaper in digital media. And we are still working on this. Especially -hesitated- we focus on internet journalism and a little more on video journalism. We try to be on social media as much as possible.

D.G: Thank you very much Meltem Seyiz

Y.K.3: You're welcome

Y.K.4: (4th Manager Participant)

D.G: What corporate values did you want it to have when establishing the 9 Eylül Newspaper? What were the corporate values in your opinion?

Y.K.4: First of all, it was a newspaper that should set an example for all of Turkey. It was intended to set an example for journalists and the profession of journalism, with its corporate structure, its income without any job worries, its unionized employee rights, its unionization, and most importantly, that it should be a newspaper where journalists could write freely and express everything about anything that belonged to them alone, without any political or other commitment.

D.G: In this sense, do you think it will have a special place in the history of the Turkish Press?

Y.K.4: We set out with this idea, so I always defended and protected the faith inside me - I decided to have the honour of sitting down and having a morning chat with a beautiful lady, and I was abandoned. **D.G:** No, you are not abandoned, this interview will be returned to you immediately. -laughs-

D.G: What will be the positive and negative aspects of the ownership structure consisting of pluralist and professional journalists to the profession of journalism? What will be its contribution?

Y.K.4: Just a minute I didn't understand say again

D.G: What might be the effects of a pluralistic and professional journalist's ownership structure on the journalism profession?

Y.K.4: Wouldn't it be so, new ideas, new designs, joint brain training with a different perspective on journalism, much more productive, much better work to be done with brainstorming, working on much deeper files, I believe that it will provide an endless, endless freedom of working, that is, without any question.

D.G: So, did you expect the employees to produce content on a certain topic, in other words, was the agenda created by you or the board of directors? Or was it based on the journalist's agenda?

Y.K.4: Here, of course, there was an agenda created by the board of directors, determined something, but the point was completely unique newspaper management, a completely free and independent newspaper management, although they were inseparably tied to each other. Obviously, the same thing continued in the early years. During the presidency of more than 6 years, I tried to pay attention and care to this in the newspaper first.

D.G: Do you remember content you rejected? Or was there any at that time?

Y.K.4: No. We never gave up even in the face of the toughest threats. I can say very clearly that even though we did not receive a threatening letter, we received a political threat letter officially, we did not give up on it. Let's delay a little bit, or maybe like this, never happens so. If we were to do something like this, there was no point in publishing such a newspaper anyway.

D.G: How do you think the working conditions offered to newspaper employees were? Satisfied? -Laughed-

Y.K.4: -laughed- Of course, I can say that while we set out to be an example within the framework of the financial dilemmas of the profession, in this sector, where the personal rights and social security of journalists and unemployment are very high,

we had the goal of trying to pay wages that would satisfy as much as possible by forcing all possible means to eliminate that concern. One of them was one of the main objectives when I run for the management from my point of view, and that our friends at the newspaper although a local newspaper, were unionized as they were once, and through unionisation process although symbolic with a collective bargaining agreement, would form an example for the local press in Turkey was the idea. Making it true is something I am very proud myself.

D.G: Was it a conscious choice to be among the founders of the 9 Eylül Newspaper? Why exactly did you set up this newspaper? Actually, I want to underline it one more time.

Y.K.4: It was a conscious choice. It was a highly planned choice. The work started when we agreed upon that, we can publish it as the society's newspaper on behalf of our society and it was also consistent with due legislation. Although my professional background in the press community was radio and television, publishing a newspaper on behalf of the society in printed media, in line with the aims and objectives I mentioned at the beginning was extremely important. Indeed, from my point of view, although I seem to be far from the focused area of concern, I think I have been the one who embraced this idea the most. It was a very difficult task, to explain it to our members, to explain this to the press community and to the local media there. In a sense, it was shouldering a stone. But I've always defined it this way. This was the journey we embarked by putting our heads, not only shoulders to move the stone. We were not ashamed, it did not embarrass us.

D.G: So, being among such founders how does it made an impact on your career? Your career.

Y.K.4: I went beyond just writing for the printed media from time to time, it turned into a study. Yes, I've always loved the smell of paper, I'm still technologically a bit far from cold material, and I still love to follow press and the smell of paper. For example, I know very well that I will never forget the moment, hour, smell and warmth of 9 Eylül, when it reached in our hands for the first time. It also taught me a lot about that part of the journalist about the printed media. I got to know the paper and we started with very good journalists. Like Cafer Yarkent, that is, with a team under his leadership I learned a lot from Cafer Yarkent. And, I learned a lot. I can say that he showed and taught me what I can do in this field. It was a very different, distinctly exciting journey for the team and for me. It was very enjoyable to write

for 9 Eylül, to report for 9 Eylül from time to time.

D.G: How would you describe the dialogue and relationship between the management and the employees at that time? Was it formal, friendly, family-like?

Y.K.4: Now it has already started out as a journalist's newspaper. Some of the newspaper employees were members of our society and some of them were our young colleagues. For example, when we look at the working conditions, we created a peaceful environment for our new coming friends. Because unfortunately, they were our colleagues who have to work elsewhere without being subject to press law, without deserving a press card, without personal rights and social security. Here, as soon as they entered the door, they first filled out the union form, then they started filling out the press card forms. Personal rights have been paid to every penny, this is a situation that gives people a serious peace of mind, so that relationship has developed very well with such a sense of safety and mutual trust. Many of our friends have raised. We had very successful, very beautiful young friends who went from local to the broad press to work, and that was the goal. In other words, it was also meant to have a school feature. I think that school has achieved its goal. Today, I look back, has it been 12 years? It's been 13 years. In 13 years, many of our young friends are now doing very good work in the ranks of master journalists with the identity of real journalists with plenty of awards.

D.G: Can you tell that you are a manager of the 9 Eylül Newspaper in an environment where you are for the first time? One time. So can you say it easily? We founded and directed the 9 Eylül newspaper.

Y.K.4: Definitely.

D.G: So such a sense of belonging

Y.K.4: Of course, it's something I always say. Do you know? The 9 Eylül Newspaper was published with our decision and with the decision of an administration under which I have my signature. It has existed like lions for 12 years. It uses all its means to do the right, very good journalism. It has seen very difficult days, great threats and great pressures. It has not been crushed under any of them. It followed his rights to the end, and for 6 years I was a privileged owner in that journals tag. This gives me great honour.

D.G: Well, finally, I want to ask you something. How do you act when you witness a situation that may harm the newspaper?

Y.K.4: - hesitated- How so.-laughed-

D.G: So if there is any threat against the newspaper, so would you allow it? Or, how to say, can you show your reaction?

Y.K.4: No, can I give reaction? I'll be a warrior, I will confront it like warriors. This will be also true 10 years from now. Even if the members, the management of the society forgets me, as long as that newspaper continues to exist, I will sleep at its door. I'll sleep at its door. We have such an effort there. I mean, what else can I say, and as a matter of fact, we've encountered a lot of similar things. I say this with the awareness that, when our newspaper's advertisements have been cut off for months and even during the recent press advertising agency problems knowing very well the reasons before this and because not bowing down to the threats we have come to this position.

D.G: Thank you very much, Misket Dikmen.

Y.K.4: Of course, you're welcome

Y.K.5 (5th manager participant)

D.G: Welcome, Mr. Murat Atilla, former editor-in-chief of 9 Eylül Newspaper.

Y.K.5: Thank you.

D.G: Could you briefly describe the editorial process envisaged in the 9 Eylül Newspaper?

Y.K.5: The editorial process of the 9 Eylül Newspaper is completely independent. 9 Eylül Newspaper, who started out with the slogan as the newspaper of journalists, I would say, have full editorial independence.

D.G: Did you expect employees to produce content on a specific topic, in other words, is the agenda set by the board of directors? Or was it based on the journalist's agenda?

Y.K.5: Mainly, the agenda of the Journalist was taken as the basis. But I can say that it is a mixed system. In fact, employees were included in the process, editorial process, that is, as we call it the threshold keeping process, our employees also participated in the agenda meetings and we determined the editorial policy of the newspaper together with our employees. Of course, the board of directors contributed.

D.G: Did you interfere with the newspaper staff during the news writing process?

Y.K.5: Yes, but not in a negative sense - hesitated - we had some interventions in language, in the language of writing.

D.G: Were there any news that you rejected due to the content throughput during

the publishing period? If yes, can you fill us about the news content?

Y.K.5: No there weren't any.

D.G: Are there any rules to which working journalists or IGC member journalists are subject to?

Y.K.5: Of course, all of our friends worked complying with the moral principles of the press. These are universal journalism principles. Journalism was carried out in accordance with the objective basis of investigating the news from its source twice, not giving place to uninformed undocumented news, and always taking the opinion of all sides, and in accordance with the general universal press principles of respecting the private life of individuals and not insulting them.

D.G: What are the institutional values of 9 Eylül Newspaper?

Y.K.5: The institutional values of the 9 Eylül Newspaper are a set of values that have been filtered through the 70-year history of the İzmir Journalists' Association. For this reason, as we just mentioned, it performed journalism considering the private life of people, objectivity in the news, honesty, -coughed- disadvantaged groups, working groups, workers, laborers, peasants, students, - paused- dear friends and groups in distress.

D.G: What are the elements that distinguish the 9 Eylül Newspaper from other newspapers?

Y.K.5: The elements that distinguish 9 Eylül Newspaper from other newspapers, especially if we look at the political conjuncture the country is in, are its ability to maintain its impartiality, its editorial independence, and its economic independence thanks to the İzmir Journalists' Association. It has approached all sides equally and in line with the principles of journalism.

D.G: How would you describe the place of 9 Eylül Newspaper in Turkish press history?

Y.K.5: 9 Eylül Newspaper is a very different model. I think it is an exemplary model in the history of the Turkish press. Formerly, there were newspapers of other societies, but these newspapers, the newspapers of Istanbul and Ankara societies, were mostly established to provide financial support to the society. But 9 Eylül Newspaper - coughed - had a publishing life of 10 years. However in these 10 years, mainly it tried to make a contribution to solve the employment problem in the sector. Many of our colleagues made living in İzmir because of it. Apart from that, it served as a school to raise new young friends to the sector and apart from that, it

tried to form an example by paying attention to the language of the news and applying it to the professional principles of the objective-hesitant-press.

D.G: What are the positive and negative effects of the ownership structure consisting of pluralist and professional journalists on the journalism profession?

Y.K.5: I think it has a very positive effect.

D.G: What does being a journalist mean to you?

Y.K.5: Being a journalist is a lifestyle.

D.G: Do you think the working conditions offered to newspaper employees are satisfactory? Salary, benefits, working hours...

Y.K.5: We were in the best shape possible considering Turkey's conditions. But if you ask if it is truly satisfactory, we cannot say that it is, independent of whole of Turkey, but it has such a feature as that; 9 Eylül Newspaper was Turkey's first and only local newspaper with a union that signed a collective agreement, and it still maintains this system. 3rd term collective agreement signed. I think that our working friends have very good social rights and salaries compared to other friends working in the local press.

D.G: How did being among the founders or first managers of 9 Eylül Newspaper affect your career?

Y.K.5: I was not among the first founders. I came two years later. But 9 Eylül Newspaper is a very important step in my career, it added a lot to me. For this, I am also grateful to my Association, the newspaper and the board of directors of that time.

D.G: How do you act when you witness a situation that may harm the newspaper?

Y.K.5: I would show defensive reflexes. And I would try to do my best to prevent that damaging event.

D.G: Can you easily say that you are the manager of 9 Eylül Newspaper in an environment where you are for the first time?

Y.K.5: Of course

D.G: When describing yourself, is your relationship with the 9 Eylül Newspaper one of primary your characteristics?

Y.K.5: Yes.

D.G: How would you describe the dialogue and relationship between the 9 Eylül Newspaper management and employees? Like formal, dominant family...

Y.K.5: More like family

D.G: Alright. How did you solve your problems with the institution or the employees? Were there any problems you couldn't solve?

Y.K.5: We solved it with common sense. Of course, from time to time, there occurred some problems between the management and the employees. But each time, we tried to overcome and solve these problems by building a dialogue with a common mind and communication, and we were successful.

D.G: What does the sense of belonging mean - hesitated- about 9 Eylül?

Y.K.5: As the name implies, a sense of belonging is to be able to proudly say the title we are journalists with of Dokuz Eylül Newspaper.

D.G: Thankyou

Y.K.5: I thankyou

Y.K.6 (6th manager participant)

D.G: Mr. Semih Aksoy, a member of the İzmir Journalists' Association. How do you think the editorial process works in the 9 Eylül Newspaper, as you saw during your time in the board of directors?

Y.K.6: -hesitated- What do you mean by editorial process?

D.G: News making process. I mean, especially in the name of local journalism and independent journalism.

Y.K.6: Now, of course, agency journalism has stood out because of the decrease in the revenues of the press lately. The evaluation process of the news coming from both the agencies and the public relations of the institutions loomed. But in the meantime, of course, special news started to be very important for a newspaper to make the difference. As we knew that the intensified mediocrity, the mediocrity in the press that is, in news coverage and in investigative journalism, local news became more important and an effort was made on special news, however even this effort faced with financial hinders in the end. It was very troublesome process in this field due to difficulties such as insufficient correspondent numbers, insufficient quality, etc. I can say that, but my friends were doing their best.

D.G: Is the agenda in the 9 Eylül Newspaper set by the board of directors or is the journalist's agenda based on?

Y.K.6: The board of directors, that is, during the period when I witnessed, there was very little intervention from the board to the management of the newspaper. And the reasons for it to happen, say, some interventions happened when there was any deterioration in the headlines or the inner pages. There were interventions based

more on mistakes, which is normal, anyway, all newspaper owners see an intervention in this area as fair, and they are right. But I didn't see much of an internal intervention, you know.

D.G: So, are there any rules that working journalists or journalists who are members of the IGC are subject to?

Y.K.6: Can I have it again?

D.G: Are there any rules that working journalists are subject to in the newspaper?

Y.K.6: The journalist has ground rules. Of course, everyone has a limit. As a result, everyone moves within those limits. In other words, no one is independent of ethical values. No one can make news based on their own personal interests, for example, there are of course such limitations.

D.G: What are the institutional values of the 9 Eylül Newspaper?

Y.K.6: Its corporate values will once again favor independence. It will definitely be pro-Republican, it will definitely be a supporter of secularism, and it will definitely be a supporter of law and fundamental human rights, that's for sure. Freedom of expression is one of the basic principles not only of the society but also of the 9 Eylül Newspaper. In other words, I cannot think of a society or a newspaper without freedom of expression.

D.G: What are the elements, as you see, that distinguish 9 Eylül Newspaper from other newspapers?

Y.K.6: Now, I think you are talking about other newspapers and local newspapers in comparison with 9 Eylül Newspaper. Unlike the local newspapers, they are less considerate in the 9 Eylül Newspaper. In other words, I think that the journalist is actually partially more independent while reporting. Although I didn't see the others -hesitated-- but I made an observation from the outside, the journalists in the 9 Eylül Newspaper actually own their own newspaper. So they are more independent in terms of editorial processes. Of course, financial independence does not exist anywhere in Turkey anymore. In other words, it is a newspaper that needs the society very much, but it is a newspaper that is always behind it with the support of the society.

D.G: How would you describe the place of 9 Eylül in Turkish press history?

Y.K.6: I swear, this is actually a very interesting experience. 9 Eylül Newspaper is a very interesting experience. I don't know if there is such an experience in Turkey. In other words, a newspaper, a society will publish a newspaper, and it will be an

effective newspaper on a local scale. It will be an accredited newspaper with the press. It will make special news and not have a boss. So this seems like the only example in Turkey. I don't think there is any other newspaper that exactly has these conditions. Other societies had newspapers from time to time, but these were not very effective newspapers. Dokuz Eylül became a very influential newspaper in its geographical region. It tried to fill the place of Yeni Asır, underwent a time course, of course not to do much. Because of its financial resources were extremely inadequate. However the newspaper is still in such an effort.

D.G: What is the positive or negative effect of this pluralistic and professional structure on the journalism profession in your opinion?

Y.K.6: Also, the editorial independence we mentioned at the beginning is a very important thing. - paused- As you know, the fact that people can report their news without worrying too much, that they don't need to consult anyone when choosing their interviewees, and that they are free to comment, can be considered are very important contributions. Meanwhile, the negative times our country is passing through, Turkey is going through a bad period both economically and politically. All journalists, it is necessary to distinguish the exceptions of course, unfortunately I think people apply self-censorship themselves. This is very visible now. I think that people who do not see this are very biased. All journalists have this self-censorship mechanism. Also the journalist friends on 9 Eylül do it. Because people feel compelled to make some intellectual sacrifices so that the newspaper they work for is not damaged.

D.G: So what does being a journalist mean to you?

Y.K.6: For me, being a journalist, after all, as someone who has been working on communication for 30-40 years, who has been working in public relations, and who has been in periodicals and journalism for a long time, and has been TV broadcasting, one of the most indispensable basic human rights is getting news and self-expression. You cannot be a free individual if you cannot access information. You need to have access to information, and you need to get this information from as many pluralist sources as possible. If these pluralistic resources are not present, there will be no evolution of a society, let's just say it's old expression, no progress. The freer the information and expression, and the more information, the more diverse it is, the greater our reasoning ability increases in the social context. Therefore, one of the fundamental dynamics of social development is indeed

freedom of expression. If expression is free, it evolves. If expression is not free, you go backwards.

D.G: Well, you are not among the founders of the 9 Eylül Newspaper (**Y.K.6:** I am not), actually the previous administration (**Y.K.6:** Right before yes) but the first career or more like since the newspaper stands on its own feet you have witnessed the 9 Eylül Newspaper (**Y.K.6:** yes considerably) For example, what kind of effect did this have on you? How did it affect your career, and what does this feeling mean to you to witness all these growth processes of a newspaper?

Y.K.6: Well For one thing, it is a very difficult process, publishing a local newspaper here that is, it is a very difficult process, a very difficult times. The wages are so low, in fact that our friends work almost at the minimum wage level. So I could never be happy in those respects. Because of that we couldn't give them enough money or pay for their efforts. (**D.G:** even they are union members too) Despite being a union member, for instance, in that aspect, let me open a parenthesis and say that, as the issue of union is opened, 9 Eylül Newspaper is unique in Turkey, that is, the first unionized local newspaper is the 9 Eylül Newspaper. Of course, we are proud of that too. However, although there is a union, if there is a regression in the sectoral plan, you cannot give the money that you do not have to our friends. Therefore, the board of directors tries to follow policies to increase revenues in current period and as well in all times. Of course, there are some criteria when following policies to increase these revenues. You must meet those criteria. We shouldn't do blackmail journalism. Here, you cannot bring out the interests of the 9 Eylül Newspaper and endorse the peoples interests to decline. You must protect the interests of the public or their right to receive information. Therefore, you cannot do such serious and income raising activities. Even if you do, they are would be sporadic items. In other words, you are making some sectoral supplements, and so I won't go into details. This is how you try to increase revenues. But it increases the workload a lot. Our friends have to work much harder. Still, despite the income gained, you cannot provide much increase in welfare. This welfare increase issue had been a real wound in me. Why our friends have to work for these figures for these fees, I mean, it has been a worry for me.

D.G: So, how do you act when you witness an event or situation that may harm the newspaper?

Y.K.6: This is something that depends on the correct balance between various

principles and the interests of the newspaper. In other words, if is something that would harm the basic principles of the journalism but earns money for the 9 Eylül Newspaper, I will not be in favor of it. I'm not, I'm not.

D.G: In an environment where you are for the first time, can you easily say that you are among the directors of the 9 Eylül Newspaper or on the board of directors? About 9 Eylül?

Y.K.6: Once more

D.G: In an environment where you are for the first time, can you immediately express your belonging to 9 Eylül?

Y.K.6: Of course. So I look at the 9 Eylül Newspaper as my newspaper.

D.G: Is 9 Eylül Newspaper one of your prior features when describing yourself?

Y.K.6: I guess I'll say it in the top 5 or something.

D.G: So -laughed- how would you describe the dialogue and relationship between the 9 Eylül Newspaper management and its employees? Is it formal, friendly, family-like?

Y.K.6: This usually changes periodically. As in all newspapers, I guess there are some conflicts as in all newspapers. These conflicts can also be personal. These conflicts may also arise from the differences in basic approaches on how to do the job. These conflicts - paused - basically comes from these sort of things. So there are two main things. One is something personal. Motivation gets higher from time to time. Under certain conditions, motivation gets higher. But when certain conditions start to go negative, fractures occur. It's hard to deal with those fractures.

D.G: So how do you see the future of the 9 Eylül Newspaper?

Y.K.6: Now, I cannot think of the future of the 9 Eylül Newspaper apart from the future of the whole press. First of all, writing technology, that is, press and printed news technology, unfortunately, has regressed a lot with the internet age. I believe that this process will continue increasingly. The new generation in fact prefers to receive news from the virtual world only over the internet. In no way... Now the newspaper reader is constantly declining, constantly declining. This decline will continue. Therefore, journalism, but not press, not printed press, but journalism must continue, I am sure of that. But the technology of it will change. In order to keep up with this technological change, we have taken positions that encourage not only the 9 Eylül Newspaper, but all the newspapers as a society. We have held perhaps hundreds of meetings on this. We have held many trainings together with

the European Union. I can't say how many hours, I can't say how many people benefited (**D.G:** hundreds). Hundreds of our friends have developed and increased their formation in this field. I think this shows that the society fulfills an important function. Now I look at the local papers one by one, I realize. Each has a studio now, each has a social media worker. Each of them has to evaluate their own staff both in the social media and in the printed media, and this is now a necessity. One cannot say I will do this with writing technology, cannot try. At the beginning, if we go back 7-8 years, for example, there was very serious resistance to it. So, I encountered resistances that I personally witnessed. The conventional structure of the newspapers - hesitated - produced a great conservatism in this area. But now I see that no one is there anymore. Everyone is aware of the importance of the event and that it continuity. Journalism has reached to a level that it cannot function without new technology. For this reason, it is necessary to increase the activity on the web, on the internet, on the virtual world. Being reliable is the most important thing. Whether in printing or publishing in the virtual world, if you are not reliable, no one will recognize you. If he does, he gives up after a while. I think 9 Eylül has made a significant progress in this area. He now has an important name. This name has turned into a brand. In fact Dokuz Eylül is a brand. By the way, we also benefit from the brand value of that name. - coughed- In my opinion in this field, as long as it maintains its credibility, the impartiality in its news, objectivism as much as possible, of course, I am talking about an objectivism in the light of the principles I just mentioned, I cannot talk about an objectivism other than secularism. In other words, there are sides on which you are biased, we may not be objective there. As long as this continues, as long as the adherence to the basic principles continues, I think that 9 Eylül will live as long as the habit of verifying and confirming the news continues.

D.G: Thank you very much.

Y.K.7 (7th Manager Participant)

D.G: Has this newspaper had any positive or negative impact on your life? Or what do you think of the newspaper?

Y.K.7: 9 Eylül Newspaper actually is one of the firsts not only in İzmir but also in the Turkish press. In this sense, for us, it is very valuable for the members of the society, because this newspaper is the newspaper of all the members of the society, a publication which we all look over, support its establishment, and try give any

support possible in order to sustain its life.

D.G: What do you think are the corporate values of the 9 Eylül newspaper?

Y.K.7: Its corporate values are, the feature of being a pioneer in the local press, its ability to reach an important point in a short time in İzmir press - hesitated - its institutional structure and its ability to move forward with the support and presence of a strong structure such as the İzmir Journalists' Association.

D.G: How would you describe the elements that distinguish the 9 Eylül newspaper from other newspapers?

Y.K.7: 9 Eylül Newspaper, unlike other newspapers, is not a newspaper that moves forward with act of boss dome and patronizing actions. As I said before, the owners of this newspaper are all members of the society. The members of the board of directors also make every effort to make the newspaper healthier to step forward. The president of the İzmir Journalists' Association also strives to support the newspaper not with an ownership stance, but with a working-class stance.

D.G: What is its place in the history of the Turkish press according to you?

Y.K.7: Well, it should be a newspaper as it is expected. I hope to be so. In other provinces, societies and journalists' associations are eager to implement such a publication that both contributes to employment and empowers the local press.

D.G: Does the pluralist and professional journalism structure have positive or negative effects on the journalism profession?

Y.K.7: There are positive effects as well as negative effects. Positive effects, the members of board of directors of the Journalists' Society are also the managers who are the people who already know the business. That is, they have professional background and experience. This is an advantage. The disadvantage may be that we employ our young colleagues. It can be a frightening situation for them to always find experienced and experienced journalists in front of them. But the fact is that they make inferences for themselves from this experience and exercise.

D.G: What does being a journalist mean to you?

Y.K.7: It means making money today. So I really saw this profession as a hobby. I did it with pleasure. I know that I often say that I make a living out of my hobby. But there is no such a luxury anymore, such a luxury in the media that is, the luxury of being able to say such a thing is out of the question, at least for journalists like us. Working in the media now requires tolerating very low wages and harsh working conditions.

D.G: I was just going to ask this: Do you think the working conditions you offer to the employees of the newspaper in the 9 Eylül newspaper are satisfactory?

Y.K.7: I think it's satisfactory. They work in good conditions. They make collective agreement, they have union rights. In this sense, I can say that they are more comfortable today when compared to the years when I was a reporter.

D.G: If you were the founders of the Eylül newspaper, that is, if you were in the times of establishment, would you have an attitude in favor of founding the newspaper?

Y.K.7: It is necessary to evaluate it for the very day, it seemed like the right decision on that day. It is important how much it reached its goals, it is important how much it achieved its organizational goals. It is the right project as long as it does not deviate from the aims of the foundation.

D.G: How would you describe the dialogue between the management and employees of the 9 Eylül newspaper? Formal, friendly, family...

Y.K.7: Well, it becomes a family environment, a professional business relationship, a sister-sister relationship, a relationship between a professional and a newcomer to the profession, depending on the environment, the subject discussed, the matters evaluated and discussed, and it may differ depending on the situation.

D.G: Could you briefly describe the editorial process envisaged in the 9 Eylül newspaper? What is the editorial process?

Y.K.7: Well, reporters create their news and bring it to the newspaper. In due course, besides making a newspaper, as a requirement of digitalization they also enter their news on the internet news site. In other words, a dynamic and fast-paced wheel is turning.

D.G: Is the agenda content mostly created by the board of directors or is the agenda of the journalist based?

Y.K.7: Based on the journalist. The board of directors does not interfere with the news agenda

D.G: I was going to say, do you interfere with the newspaper staff during the news writing process....

Y.K.7: No, nothing like that. One should not.

D.G: So, were there any news that you rejected from the content produced during the broadcast period?

Y.K.7: No, I've never had.

D.G: How do you act when you witness a situation that could harm the newspaper?

Y.K.7: First of all, it is necessary to ensure that a situation that will harm the newspaper does not arise, this is important. If we assume that it did arise, that is, depending on the extent of the damage and the intention of the person who caused the damage, the sanctions may develop differently.

D.G: Can you easily say that you are the manager of the 9 Eylül newspaper in an environment where you are for the first time?

Y.K.7: I have never up to now said anywhere that I am the manager of any place on my own behalf.

D.G: What are your features then? How is the sense of belonging to 9 Eylül?

Y.K.7: For 9 Eylül, my sense of belonging is high because it is ours. A media that I want it to be better, a media that I want it to grow and develop.

D.G: Is your relationship with the 9 Eylül Newspaper one of your primary characteristics? Newspaper...

Y.K.7: My priority is towards the journalists' society where I work my priority. But this cannot be separated from the other. At that point, I do my best, of course, at the point where I have a duty, where there is an expectation, a demand.

D.G: How do you see the brand value and the future of the 9 Eylül newspaper?

Y.K.7: I see this in direct proportion with the future of all media organs whose freedom of thought and expression and free and independent journalism are promoted by other media organs in Turkey. In case such a climate where free and independent journalism can be practiced, 9 Eylül and similar newspapers will come to a better place in Turkey.

D.G: Thank you very much.