

## Personal, Professional, and Organizational Values in Media Institutions: An Empirical Study of Media Professionals

**Aysel Çetinkaya Kodal\* / Assoc. Prof. Dr.** 

Kocaeli University, Faculty of Communication, Department of Journalism  
aysel.cetinkaya@kocaeli.edu.tr

**Şemsi Kamile Canbay / Asst. Prof. Dr.** 

Uskudar University, Faculty of Engineering and Natural Sciences, Department of Industrial Engineering  
kamile.canbay@uskudar.edu.tr

\*Corresponding Author

### Abstract

This study examines journalists' personal values, the values they prioritize in their professional lives, and their perceptions of the values of the institutions they work for within a holistic framework in the Turkish media context. Journalism is traditionally built upon normative principles such as public service, accuracy, objectivity, and responsibility. However, journalists' individual value orientations may not always align with the priorities of the organizations they work for. Such alignment or tension can influence professional attitudes and decision-making processes. In this context, the study investigates whether journalists' value orientations differ by gender and professional experience and explores the relationships between personal values and perceptions of work and organizational values. The research was conducted within a quantitative framework, using a descriptive-relational survey model. Data were collected through a questionnaire administered to journalists working in newspapers across Türkiye. The sample consists of 162 journalists employed by 81 newspapers across

various regions of the country. The collected data were analyzed using descriptive statistics and the Chi-Square test of independence to identify potential differences and relationships among variables. The findings indicate that journalists' value orientations vary by gender and professional experience. In addition, meaningful relationships were identified between journalists' personal values and their perceptions of professional and organizational values. The results suggest that both individual characteristics and organizational contexts shape journalists' value systems. The study contributes to journalism research by providing empirical insights into the relationship between personal, professional, and organizational values in journalism.

**Keywords:** Journalism, Personal Values, Work Values, Organizational Values, Journalists.

**JEL Codes:** J24, J28, M12

**Citation:** Çetinkaya Kodal, A., & Canbay, K. Ş. (2026). Personal, professional, and organizational values in media institutions: An empirical study of media professionals. *Researches on Multidisciplinary Approaches (ROMAYA Journal)*, 2026(2).

## 1. Introduction

The concept of value is a dynamic and multidimensional phenomenon that underpins human life and social order, shaping individual behaviors, organizational processes, and social norms (Sağnak, 2004). Derived from the Latin word *valere* ("to be valuable/strong"), value is considered a system of criteria that shapes individuals' judgments about what is important and guides their actions (Bilgin, 2003). The Turkish Language Association defines value through meanings such as a measure of importance, worth, and the totality of a society's material and moral elements; philosophical approaches explain it as a disposition emerging when the subject attributes qualities to a phenomenon through their own goals, needs, and emotions (Cevizci, 2014: 199). In the academic literature, values are conceptualized as cognitive elements individuals desire within guiding goals and principles throughout their lives, and as relatively stable beliefs regulating attitudes and behaviors (Rokeach, 1973; Demirutku & Sümer, 2010; Schwartz, 1992; Ak, 2022). According to Schwartz, values are emotionally charged, motivate action, are abstract, serve as criteria for evaluation, and are hierarchically organized by importance, while also changing over time depending on social structures and individual attitudes (Schwartz, 2016).

The guiding function of values becomes even more critical in professions carrying public responsibility, such as journalism. Journalism is not merely the transmission of information; it is a field in which ethical decisions are continually made through selecting, framing, and interpreting social reality. Comparative studies across countries and platforms indicate that journalists adopt values such as public service, objectivity, autonomy, truthfulness, honesty, and responsibility as an ethical "backbone," with principles like factual accuracy, impartiality, and monitoring power receiving strong support (Deuze, 2005; Hanitzsch, Hanusch, Mellado, Anikina, Berganza, Cangoz et al., 2011; Kulakova, Oleinikov, Puyu, & Gromova, 2024). Deuze (2005) interprets this value set as a "professional ideology" conferring authority and social role on journalism. However, practices are not limited to ideal-level adoption of normative values; how these values are interpreted and implemented daily is often shaped by personal beliefs, organizational goals, and structural pressures. Interview-based studies show journalists rely on morally grounded values, such as minimizing harm, and competence-based values, including excellence and transparency, in daily decision-making, though conceptual ambiguities arise around autonomy and harm (Plaisance & Deppa, 2009). Similarly, complete independence and absolute objectivity are often seen as difficult ideals, with objectivity in practice reduced to maintaining "balance" (Syahri, 2020).

Organizational culture, meanwhile, provides a framework for learning, monitoring, and internalizing values. Strong newsroom cultures and professional institutions can support internalization of deontological ethics and ethical codes, though managerial goals, ownership structures, and editorial lines may systematically limit autonomy (Mubarok, Sarwono, & Angeliqa, 2024; Sjøvaag, 2013; Waldenström, Wiik, & Andersson, 2018). Values thus function not only as individual orientations or normative professional principles but also as critical determinants of organizational outcomes. Research shows cultures built on strong, shared values enhance performance, innovation, customer satisfaction, and competitive advantage (Gregory, Harris, Armenakis, & Shook, 2009; Metz, Ilieş, & Metz, 2018), while also strengthening employee motivation, satisfaction, and commitment, and improving talent attraction and retention (Bavardi, 2025). Value-oriented leadership further fosters organizational cultures supporting adaptation and sustainable transformation in changing environments (Gregory, Harris, Armenakis, & Shook, 2009). Within organizational management, values act as a guiding compass for decision-making and strategic direction, defining what is acceptable and shaping mission and vision (Grubert, Steuber, & Meynhardt, 2022). Consistent values contribute to leadership legitimacy by fostering trust and credibility (Herwanto & Hakim, 2022), while shaping employee behavior, belonging, and professional identity (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

However, the impact of values largely depends on the alignment between personal and organizational values. High congruence increases motivation, innovation, and adaptability to change, whereas misalignment may lead to resistance, low performance, and reduced commitment (Wu, Inoue, Filo, & Sato, 2022). Inconsistencies between espoused values and actual practices further weaken trust and engagement (Gregory, Harris, Armenakis, & Shook, 2009). Commercialization, metricization, and time pressure generate tensions between professional and organizational values; journalists' perceived autonomy decreases when organizational economic goals conflict with professional goals and time pressure increases, and ideological mismatch or commercial tasks such as advertising and PR further reduce autonomy (Skovsgaard, 2014; Kim & Jin, 2022). The integration of editorial and commercial units also redefines norms, seen by some as a necessary business mindset and by others as a threat to independence (Cornia, Sehl, & Nielsen, 2018). Values in journalism therefore raise not only the question of what is believed in, but what is possible under specific conditions. Examining how certain values are weighted more heavily than others offers direct insight into the motivations behind journalists' decision-making (Plaisance & Deppa, 2009).

Despite this growing body of research, three gaps remain insufficiently addressed. First, studies on journalistic values (e.g., Deuze, 2005; Hanitzsch, Hanusch, Mellado, Anikina, Berganza, Cangoz et al., 2011; Plaisance & Deppa, 2009) have predominantly relied on qualitative or cross-national survey designs capturing normative professional ideologies, but rarely examine how journalists' personal values, understood as concrete, everyday orientations such as honesty, family, and respect (Rokeach, 1973), relate systematically to their organizational environment within a unified empirical design. Second, research on value congruence and its organizational outcomes (Wu, Inoue, Filo, & Sato, 2022; Gregory, Harris, Armenakis, & Shook, 2009; Yeh & Huang, 2025) has largely been conducted in general management and business contexts, leaving the dynamics of value alignment within media organizations, where professional autonomy and commercial pressures coexist acutely (Skovsgaard, 2014; Cornia, Sehl, & Nielsen, 2018), comparatively underexplored. Third, although the relationship between journalists' personal values and their perceptions of organizational values has been theoretically discussed, it remains largely undocumented through systematic, quantitative measurement, particularly outside Western media systems and within the Turkish context specifically.

This study addresses these gaps by drawing on the broader literature on journalistic and organizational values, including classical conceptualizations of values as concrete, everyday orientations such as honesty, family, trust, and respect (Rokeach, 1973), alongside professional value frameworks specific to journalism (Deuze, 2005; Hanitzsch, Hanusch, Mellado, Anikina, Berganza, Cangoz et al., 2011) and organizational value perspectives (Sjøvaag, 2013; Waldenström, Wiik, & Andersson, 2018), to quantitatively examine personal values, work values, and organizational value perceptions among journalists in Türkiye. By testing whether these value orientations differ according to gender and professional experience, and by directly assessing alignment between personal and organizational values, this study extends prior qualitative and Western-centric accounts of journalistic value systems into an underexamined national context, offering an empirically grounded basis for understanding how individual and institutional values interact in contemporary journalism practice.

## 2. Theoretical Framework

### 2.1. Value Approaches: The Micro–Macro Dimension

Values constitute a set of frameworks that enable individuals to make sense of themselves and the society in which they live, and that guide their attitudes

and behaviors (Güngör, 1998). For this reason, values are addressed at both the micro (individual preferences and behaviors) and macro (social norms, cultural continuity, and integration) levels (Sağnak, 2004; Şahin, 2022). It is suggested that values may vary across societies and within the same society depending on temporal and demographic differences, and that they are shaped by cultural and psychosocial factors (Dönmezer, 1994; Yapıcı & Zengin, 2003; Şahin, 2022; Ak, 2022; Gülaç & Camgöz, 2024). This characteristic makes values analytically important in fields such as journalism, which are grounded in both institutional norms and individual decision-making processes. While journalists refer to the profession's normative values, they also act within the framework of their personal value priorities and organizational constraints. Kulakova et al. (2024) state that “the value system of journalism is grounded in the principles of humanity, truthfulness, honesty, and responsibility, which constitute the ideological and ethical basis of journalistic practice. These values function as normative guidelines shaping journalists’ consciousness and behavior, orienting the profession toward truth, service to society, and the affirmation of humanistic ideals, thereby establishing journalism as a socially responsible field of media communication.”

At this point, the interaction between two levels becomes decisive: (i) the journalist's individual/human values and (ii) the organizational culture and expectations of the institution where news production takes place. Interview-based studies reveal that journalists rely on morally grounded values, such as “minimizing harm,” and competence-based values, including “excellence” and “transparency,” in their daily decision-making; however, conceptual ambiguities may arise regarding issues such as autonomy and harm (Plaisance & Deppa, 2009).

Building on this perspective, value theory provides a critical analytical lens for understanding journalistic ethics. Values are not merely abstract ideals but function as cognitive and normative frameworks that guide decision-making processes and help resolve ethical dilemmas. In this sense, values act as criteria for judgment and action, shaping how journalists interpret ethical situations and prioritize competing principles. Accordingly, journalism ethics can be understood not as a fixed set of universal rules but as a dynamic process in which multiple values are continuously negotiated, prioritized, and applied in context-specific situations.

This perspective highlights that ethical decision-making in journalism emerges from the interaction of value systems rather than from adherence to rigid normative codes. Therefore, examining journalists’ personal values alongside professional norms and organizational expectations enables a more comprehensive understanding of how ethical judgments are formed and enacted in practice.

## 2.2. Conceptualizing Personal Values: From Abstract Typologies to Concrete Value Orientations

Although the multidimensional nature of the value concept has produced various classifications, one of the most widely cited frameworks with cross-cultural validity is Schwartz's Theory of Values. Schwartz (1992, 1994) defines values as desirable transsituational goals, varying in importance, that serve as guiding principles in the life of a person or social entity, and identifies ten basic motivational value types, power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security, organized along two broader dimensions: openness to change versus conservation, and self-transcendence versus self-enhancement (Schwartz 1992; 1994; 2006). This model has been particularly influential because it conceptualizes values not as isolated categories but as a circular structure of compatibility and conflict, allowing researchers to examine how abstract motivational priorities relate to one another within a coherent system.

While Schwartz's typology offers a powerful framework for cross-cultural comparison at a high level of abstraction, several scholars have noted that occupational and organizational value research often benefits from a complementary, more concrete approach, one that captures values as spontaneously articulated by individuals in everyday and professional life, rather than as predefined abstract types (Super, 1970; Ros, Schwartz, & Surkiss, 1999). Notably, Ros, Schwartz, and Surkiss (1999) themselves argue, within the Schwartzian tradition, that work-related values are more appropriately operationalized through concrete, occupation-specific items than through direct application of the ten basic value types. Rokeach's (1973) classical distinction between terminal values, desirable end-states such as family security, self-respect, and true friendship, and instrumental values, preferable modes of conduct such as honesty, responsibility, and respect, provides such a framework. This tradition has been particularly influential in occupational contexts because it allows personal values to be assessed in the concrete, often relational and ethical terms individuals themselves use to describe what matters to them, rather than requiring prior categorization into abstract motivational dimensions (Rokeach, 1973; Demirutku & Sümer, 2010).

The present study adopts this concrete orientation across all three value dimensions examined. Journalists' personal values are assessed as they emerge directly from participants' own priority rankings (e.g., honesty, family, respect, trust), rather than being mapped onto Schwartz's ten predefined types. Work values are similarly assessed through participants' own articulations of what they prioritize in professional practice (e.g., discipline, quality, self-

development), consistent with classical work values measurement traditions (Super, 1970; Ros, Schwartz, & Surkiss, 1999). Organizational value perceptions are likewise assessed through concrete, person-organization fit categories rather than abstract cultural-dimension scores, in line with established approaches to measuring organizational values in applied settings (O'Reilly, Chatman, & Caldwell, 1991; Cameron & Quinn, 1999). This approach is considered more appropriate for the exploratory aims of the present research, which seeks to capture how journalists themselves articulate what they value, personally, professionally, and organizationally, before relating these orientations to one another. Nonetheless, Schwartz's broader insight that values are hierarchically organized, motivationally grounded, and prone to tension between competing priorities remains a useful interpretive lens for understanding why certain value categories, such as ethical/relational versus performance-oriented values, may stand in tension in the findings that follow.

## 2.3. Professional Values and Organizational Constraints in Journalism

The journalism literature emphasizes that the profession possesses a universalized set of ethical values and that this set functions as a professional ideology that provides occupational legitimacy (Deuze 2005; Hanitzsch, Hanusch, Mellado, Anikina, Berganza, Cangoz et. al., 2011; Cam, Pereira, & Ruellan, 2019; Blokhin, 2023; Kulakova, Oleinikov, Puyu & Gromova, 2024). In the contemporary landscape of global communication, journalism plays a pivotal role in shaping public perception, influencing societal values, and fostering informed discourse (Serik, Tatyana, Kazmukhanov, Maya & Byerdimurat, 2023).

However, in practice, the application of values may occur within a field of "conditioned" autonomy due to institutional managerial structures, ownership relations, editorial lines, and market pressures (Sjøvaag, 2013; Waldenström, Wiik, & Andersson 2019). It has been shown that organizational goals and management structures systematically limit journalists' scope of action from news selection to framing, and that managerialism and business ideals can narrow the space for professional judgment (Waldenström, Wiik, & Andersson, 2019; Porcu, Hermans, & Broersma, 2025). This situation raises not only the question of "which values journalists hold," but also "under what conditions they are able to put these values into practice." In this context, the pursuit of professionalism, an important value for journalists in a competitive media industry, can be burdensome (Kim & Buzzelli, 2026).

In terms of autonomy, it has been reported that conflicts between organizational economic goals and professional goals, as well as time pressure,

can reduce perceptions of autonomy (Skovsgaard, 2014); ideological mismatch and commercial/PR-type work decrease autonomy (Kim & Jin, 2022); and the convergence of editorial and commercial units leads to the redefinition of norms (Cornia, Sehl & Nielsen, 2018). Furthermore, it is argued that tensions between normative values and actual practices recur across contexts, and that political-economic crises may erode journalistic communities and professional values (Lauk & Harro-Loi, 2017; Reich & Hanitzsch, 2013). This body of literature indicates that a mismatch between personal and organizational values may affect ethical decision-making and the experience of professional identity in journalism.

By bringing this theoretical discussion into the Turkish context, this study aims to quantitatively reveal the relationships between journalists' personal value orientations (Schwartz, 2006), their work value priorities, and their perceptions of organizational values. In doing so, it becomes possible to discuss how journalists perceive the relationship between the normative value set of journalism (public service, truthfulness, objectivity, autonomy, etc.) and organizations' value and performance expectations (metrics, speed, commercial pressures, etc.), and how these perceptions vary according to demographic and professional variables.

### 3. Objectives

The primary objective of this study is to examine journalists' personal values, the values they prioritize in their professional practices, and their perceptions of organizational values within media institutions in Türkiye. By descriptively analyzing these three dimensions of values, the study aims to explore how journalists' personal ethics, professional norms, and perceived organizational priorities are distributed and how they align or diverge in the contemporary media environment. In addition, the research seeks to determine whether journalists' value orientations differ according to demographic and professional characteristics, particularly gender and professional experience. Understanding these differences may provide insight into how value systems are shaped by individual and institutional factors within journalism.

Based on these objectives, the study addresses the following research questions:

RQ1: What are the most prominent personal values among journalists working in Türkiye?

RQ2: What values do journalists prioritize in their professional practices, and how do the relative distributions of these values descriptively compare with the organizational values they perceive within their institutions?

RQ3: Do journalists' personal and perceived organizational values differ according to gender and professional experience?

## 4. Methodology

### 4.1. Research Model

This study is a descriptive, relational survey research study designed within a quantitative research framework to examine journalists' perceptions of their personal, work, and organizational values in Türkiye. The survey model is a widely used method for describing population characteristics and analyzing relationships between variables (Neuman, 2020). In this study, the questionnaire method was used to collect data. Through this method, journalists' value orientations were systematically and comparatively analyzed.

The research model was designed to examine whether journalists' value orientations differ across demographic and professional characteristics. In this context, journalists' gender and professional experience were considered as independent variables, while journalists' personal values, the values they consider important in their professional lives, and their perceptions of the values of the institutions they work for were treated as dependent variables. The model assumes that individuals' personal values may influence their professional attitudes and perceptions of their institutions. At the same time, it is assumed that journalists' professional experiences and demographic characteristics may play a determining role in shaping their value priorities.

Accordingly, the research model aims to reveal the differences and relationships between journalists' value orientations and variables such as gender and professional experience. The model also allows for the analysis of the alignment and differences between journalists' individual values and the values they perceive in their institutions. In this respect, the research model offers the opportunity to evaluate both journalists' individual and organizational value systems holistically.

### 4.2. Population, Sample, and Data Collection Process

The population of this research comprises journalists working in national and local media organizations in Türkiye. According to information obtained by the Presidency of Communications (İletişim Başkanlığı) through a CİMER application, as reported by media ombudsman Faruk Bildirici (2026), the total number of press card holders in Türkiye was 25,384 as of February 13, 2026, of whom 8,408 held a permanent-press card. Since a permanent-press card is

granted specifically to individuals continuously and actively practicing journalism as their profession, this figure (N = 8,408) was taken as the accessible population for the present study, consistent with the research's criterion that participants be actively practicing journalists.

Due to the large number of journalists in Türkiye and the difficulties of reaching the entire population in terms of time, cost, and accessibility, achieving statistical representativeness was not feasible. Therefore, this study employed a purposive sampling method guided by a maximum variation strategy, allowing access to participants with characteristics relevant to the research's purpose while capturing diversity across key dimensions of the profession (Büyüköztürk, Çakmak, Akgün, Karadeniz, & Demirel, 2020). The study sample consists of 162 journalists working at 81 newspapers across various regions of Türkiye. The main sampling criterion was active practice of the profession; efforts were made to reach journalists in various organizational roles (managers, editors, reporters, technical staff, etc.) so the sample would reflect the hierarchical and functional diversity of newsroom structures rather than a single occupational perspective.

The participating journalists were distributed across 24 provinces spanning all seven geographic regions of Türkiye, including major metropolitan centers (İstanbul, n=62; Ankara, n=6; İzmir, n=8; Bursa, n=4; Kocaeli, n=28) as well as smaller provincial cities (Sakarya, n=12; Sivas, n=4; Konya, n=4; Mersin, n=4; Manisa, n=2; Kayseri, n=2; Malatya, n=2; Adana, n=2; Çorum, n=2; Edirne, n=2; Kahramanmaraş, n=2; Erzurum, n=2; Batman, n=2; Balıkesir, n=2; Yalova, n=2; Yozgat, n=2; Çanakkale, n=2; Ordu, n=2; Samsun, n=2). This broad regional spread was deliberately pursued to avoid the İstanbul/Ankara-centric bias common in Turkish media research and to ensure the sample reflects journalism practiced both in major media hubs and in peripheral, regional press organizations. The participants' work across different media fields (print, audiovisual, digital) further contributes to representing different areas of the media sector, while their varying levels of experience and professional positions allow for a more comprehensive examination of journalists' value perceptions.

To evaluate the adequacy of the sample size relative to the accessible population, Yamane's (1967) formula for finite populations,  $n = N / (1 + Ne^2)$ , was applied using N = 8,408 (permanent press card holders). A sample of 162 corresponds to a margin of error of approximately 7.8% at the 95% confidence level. While this exceeds the conventional 5% margin typically sought in probability-based designs, it falls within an acceptable range for exploratory, purposive-sampling research of this kind, where the principal aim is not statistical generalization but an

in-depth, diversity-informed account of value perceptions across a deliberately heterogeneous subset of the profession, varied in geographic origin, organizational role, and media field. It should therefore be acknowledged that, consistent with the nature of purposive sampling, the findings are not statistically generalizable to the entire population of journalists in Türkiye; rather, they offer a structurally informed and diversity-sensitive understanding of how value perceptions are configured among practicing journalists in the country.

### 4.3. Data Collection Instruments and Measurement

In the research, a questionnaire technique was used as the data collection instrument. The questionnaire aimed to determine journalists' personal values, the values they consider important in their professional lives, and their perceptions of the values of the institutions they work for. The data collection process used an online survey. The questionnaire, consisting of 15 questions across four sections, was delivered electronically to participants and completed voluntarily.

**Personal Values:** Participants' personal value orientations were assessed through an open-ended question ("What do you value most in your life?"), in which respondents freely listed, in their own words, their first-, second-, and third-priority values. Responses were subsequently grouped into categories through inductive content coding (e.g., honesty, family, respect, trust), consistent with classical approaches to value assessment that capture values as they are spontaneously articulated by individuals rather than through predefined abstract typologies (Rokeach, 1973).

**Work Values:** To determine the values journalists prioritize in work-related matters, participants were asked, "What do you value in work-related matters?" and instructed to select up to four items from a list of 18 researcher-compiled categories: sincerity, discipline and order, punctuality, keeping up with current events and self-development through learning, effort/dedication, good planning, knowing the process in detail, learning different ideas, doing work well and with quality, economic benefit, good relationships with coworkers, being appreciated, competitiveness, belonging, mutual respect, independence, creativity, achievement, and security. This item pool was compiled by the researchers based on the work values literature, which has long distinguished between intrinsic work values (e.g., self-development, creativity, quality of work; Super, 1970), extrinsic/instrumental work values (e.g., economic benefit, security, punctuality; Elizur, 1984), and social/relational work values (e.g., good relationships with coworkers, belonging, mutual respect; Ros,

Schwartz, & Surkiss, 1999). This closed-list, multiple-selection format was chosen over Schwartz's ten abstract value types because it allows work-related priorities to be captured in concrete, occupation-relevant terms more directly applicable to journalists' daily professional practice.

**Organizational Value Perceptions:** To measure participants' perceptions of the value priorities of the institutions they work for, participants were asked, "What does your organization value most?" and instructed to identify up to five items from a list of 13 researcher-compiled categories: belonging, respect, discipline, performance, sincerity, reliability, collaboration, honesty, ethics/morality, justice, order, punctuality, and achievement. This item pool draws on the organizational values and culture literature, which similarly identifies ethical/relational values (e.g., honesty, justice, respect; O'Reilly, Chatman, & Caldwell, 1991), performance-oriented values (e.g., performance, achievement, discipline; Cameron & Quinn, 1999), and collaborative/structural values (e.g., collaboration, order, punctuality) as recurring dimensions of perceived organizational culture.

It should be noted that, unlike the personal values question, the work values and organizational values items were not derived from an existing, previously validated psychometric scale; rather, they were compiled by the researchers based on a review of the relevant work values and organizational culture literature cited above, and presented to participants as closed-list, multiple-selection items rather than Likert-type rating scales. This distinction is addressed further as a methodological limitation in Section 4.5.

#### 4.4. Data Analysis

The data obtained within the scope of the research were analyzed using SPSS 26.0. During the analysis, the dataset was first examined and missing and erroneous data were identified and corrected to be suitable for analysis. In this context, incomplete or invalid questionnaire forms were excluded, and analyses were conducted using data from 162 participants.

Responses to the open-ended personal values question were independently coded into categories (e.g., honesty, family, respect) by two members of the research team through an inductive content analysis procedure; discrepancies in coding were resolved through discussion until full agreement was reached. For the work values and organizational values items, each item selected from the closed lists (see Section 4.3) was treated as a binary variable (selected/not selected), enabling frequency-based analysis and subsequent comparisons across demographic groups.

In the first stage of the study, descriptive statistics, frequency and percentage analyses, were used to determine the participants' demographic char-

acteristics and to identify the personal, work, and organizational values most frequently prioritized by journalists. In the second stage of the research, the Chi-Square test of independence was applied to these binary and categorical variables to determine whether journalists' value orientations differed according to gender and professional experience. The Chi-Square test is a non-parametric statistical method appropriate for examining relationships and differences between categorical variables. Through this analysis, the relationships between journalists' personal values, work values, and perceptions of organizational values, on the one hand, and gender and professional experience, on the other, were tested.

#### 4.5. Limitations of the Research

Although this study aims to reveal journalists' perceptions of their personal, work, and organizational values, it has certain limitations. First, the research is limited to 162 journalists working in 81 newspapers, selected purposively from those operating in Türkiye. Because this is a non-probability sampling method, the sample was not selected to be statistically representative of the broader population of journalists in Türkiye; rather, it was designed to capture diversity in professional role, regional distribution, and media field.

A further methodological limitation concerns the measurement instruments used in the study. The structural validity and dimensional reliability of the Personal Values, Work Values, and Organizational Value Perception scales were tested solely within this study's sample ( $N = 162$ ). Although the reliability coefficients obtained were within acceptable ranges for this sample, these psychometric properties have not been confirmed across other samples or contexts; accordingly, the generalizability of the scales' factor structure and reliability to different journalist populations or cultural settings remains to be established through future validation studies.

In the study, journalists' value perceptions were examined in relation to gender and professional experience. In future studies, including additional variables such as age, education level, type of media organization, institutional size, and organizational structure may enable a broader evaluation of journalists' value orientations. Future research could also adopt probability-based sampling designs and re-test the scales used here across larger, more diverse samples to strengthen both the generalizability of the findings and the robustness of the measurement instruments.

A related limitation concerns the distribution of participants across professional positions. Although the revised classification indicates that reporters constitute 30.9% of the sample -addressing earlier concer-

ns about reporter underrepresentation- managerial-level participants (56.2%) still constitute more than half of the sample, while editors account for only 13.0%. Accordingly, caution should still be exercised when generalizing the findings to "Turkish journalists" as a whole; the results are more accurately interpreted as reflecting value orientations within a sample in which senior editorial decision-makers are more strongly represented than field-level reporting staff. Future research employing quota-based or stratified sampling by professional position would allow for a more balanced comparison across hierarchical levels within the newsroom.

## 5. Findings

This section presents the findings from the analysis of data collected for the study. First, descriptive statistics on the participants' demographic characteristics are presented. Subsequently, journalists' personal value priorities, the values they consider important in their professional practices, and their perceptions of organizational values are analyzed. Finally, the results of the Chi-square tests examining whether journalists' value orientations differ by gender and professional experience are presented in the following tables.

Table 1. Demographic Characteristics of the Participants (N = 162)

| Variable               | Category                                                    | n  | %    |
|------------------------|-------------------------------------------------------------|----|------|
| <b>Age</b>             | 19–25                                                       | 26 | 16.0 |
|                        | 26–35                                                       | 42 | 25.9 |
|                        | 36–45                                                       | 31 | 19.1 |
|                        | 46–55                                                       | 44 | 27.2 |
|                        | 56 and above                                                | 19 | 11.7 |
| <b>Gender</b>          | Female                                                      | 73 | 45.1 |
|                        | Male                                                        | 89 | 54.9 |
| <b>Education Level</b> | High school                                                 | 30 | 18.5 |
|                        | Associate degree                                            | 6  | 3.7  |
|                        | Bachelor's degree                                           | 95 | 58.6 |
|                        | Master's degree                                             | 27 | 16.7 |
|                        | Doctorate                                                   | 2  | 1.2  |
|                        | Other                                                       | 2  | 1.2  |
| <b>Position</b>        | Editor                                                      | 21 | 13.0 |
|                        | Reporter                                                    | 50 | 30.9 |
|                        | Manager (Editor-in-Chief, Managing Editor, Owner/Publisher) | 91 | 56.2 |
| <b>Media Sector</b>    | Internet / social media                                     | 46 | 28.4 |
|                        | Multiple media sectors                                      | 35 | 21.6 |
|                        | Print + Internet media                                      | 30 | 18.5 |
|                        | Audiovisual media                                           | 27 | 16.7 |
|                        | Audiovisual + print media                                   | 11 | 6.8  |
|                        | Print media                                                 | 10 | 6.2  |
|                        | Other combinations                                          | 3  | 1.9  |

Source: Own processing.

As shown in Table 1, the age distribution of the 162 participating journalists is concentrated in the 46–55 age group (27.2%), followed by the 26–35 age group (25.9%). The fact that many participants (72%) are aged 26 or older suggests that the sample largely

consists of experienced, professionally established journalists, which may indicate that their value perceptions are shaped by accumulated professional experience rather than early-career impressions. Regarding gender, male participants (54.9%) slight-

ly outnumber female participants (45.1%), a ratio broadly consistent with the general employment structure of the Turkish media sector, suggesting a reasonably balanced sample in this respect. The education level findings are noteworthy: 58.6% of participants hold a bachelor's degree, and 16.7% hold a master's degree, meaning that 76.5% have at least an undergraduate degree. This reflects the increasingly higher-education-oriented profile of journalism as a profession in Türkiye and indicates that the sample's educational composition aligns with current sectoral trends. In terms of position, the fact that managerial-level participants (56.2%)

constitute more than half of the sample may initially appear disproportionate. This pattern, however, is consistent with the study's purposive sampling strategy, which deliberately sought to capture value perceptions not only from field-level staff but also from individuals shaping editorial and institutional decision-making. Nonetheless, this concentration should be acknowledged as a limitation: the comparatively lower representation of field reporting experience (30.9% reporters, 13% editors) suggests that the findings may be weighted toward a more managerial/institutional perspective on professional values.

Table 2. Journalists' Personal Value Priorities (Top Three Ranked Values)

|    | What I value most                                                                     | Priority values in % |            |            | Total |
|----|---------------------------------------------------------------------------------------|----------------------|------------|------------|-------|
|    |                                                                                       | 1.priority           | 2.priority | 3.priority |       |
| 1  | My family, my loved ones                                                              | 19,9%                | 13,7%      | 8,1%       | 41,6% |
| 2  | Honesty and truthfulness; acting honestly, being sincere in relationships and speech  | 20,5%                | 12,4%      | 5,6%       | 38,5% |
| 3  | Respect; being respectful, showing respect and courtesy to one another                | 12,4%                | 8,7%       | 5,6%       | 26,7% |
| 4  | Myself                                                                                | 6,2%                 | 4,3%       | 4,3%       | 14,9% |
| 5  | My job, my profession                                                                 | 2,5%                 | 7,5%       | 5,0%       | 14,9% |
| 6  | Trust, reliability                                                                    | 5,0%                 | 5,0%       | 3,7%       | 13,7% |
| 7  | Morals and values; having moral values and living by them, being moral, being ethical | 4,3%                 | 3,7%       | 3,1%       | 11,2% |
| 8  | Justice                                                                               | 5,0%                 | 2,5%       | 3,1%       | 10,6% |
| 9  | Health                                                                                | 3,7%                 | 3,1%       | 3,7%       | 10,6% |
| 10 | Economic income, a good salary, money                                                 | 2,5%                 | 1,2%       | 3,1%       | 6,8%  |
| 11 | My hobbies; reading, writing, traveling, sleep, my quality of life                    | 0,6%                 | 1,9%       | 4,3%       | 6,8%  |
| 12 | My country, my homeland                                                               | 1,2%                 | 3,1%       | 2,5%       | 6,8%  |
| 13 | Efficiency, productivity                                                              | 0,0%                 | 3,1%       | 3,7%       | 6,8%  |
| 14 | Peace                                                                                 | 1,9%                 | 1,9%       | 2,5%       | 6,2%  |
| 15 | Discipline                                                                            | 1,9%                 | 1,9%       | 1,9%       | 5,6%  |
| 16 | Freedom                                                                               | 0,6%                 | 1,2%       | 3,7%       | 5,6%  |
| 17 | Love                                                                                  | 0,6%                 | 0,0%       | 3,7%       | 4,3%  |
| 18 | Success                                                                               | 0,0%                 | 1,9%       | 1,9%       | 3,7%  |
| 19 | Nature and animals, protecting nature                                                 | 0,0%                 | 2,5%       | 0,6%       | 3,1%  |
| 20 | Impartiality, objectivity                                                             | 0,0%                 | 3,1%       | 0,0%       | 3,1%  |
| 21 | Responsibility                                                                        | 1,2%                 | 1,2%       | 0,0%       | 2,5%  |
| 22 | Loyalty                                                                               | 0,0%                 | 0,0%       | 1,9%       | 1,9%  |
| 23 | My religious life                                                                     | 0,6%                 | 0,0%       | 1,2%       | 1,9%  |
| 24 | Stability                                                                             | 1,2%                 | 0,0%       | 0,0%       | 1,2%  |
| 25 | Knowledge                                                                             | 0,0%                 | 1,2%       | 0,0%       | 1,2%  |

|           |                             |      |       |       |      |
|-----------|-----------------------------|------|-------|-------|------|
| <b>26</b> | Style                       | 0,0% | 1,2%  | 0,0%  | 1,2% |
| <b>27</b> | Working in a planned manner | 0,0% | 1,2%  | 0,0%  | 1,2% |
| <b>28</b> | Merit                       | 0,0% | 0,0%  | 1,2%  | 1,2% |
| <b>29</b> | Self-sacrifice              | 0,0% | 0,0%  | 1,2%  | 1,2% |
| <b>30</b> | Transparency                | 0,0% | 0,0%  | 1,2%  | 1,2% |
| <b>31</b> | Goodwill                    | 0,0% | 0,0%  | 1,2%  | 1,2% |
| <b>32</b> | Humility, modesty           | 0,0% | 0,0%  | 1,2%  | 1,2% |
| <b>33</b> | Other values                | 8,1% | 12,4% | 20,5% | 8,1% |

Source: Own processing.

Table 2 presents journalists' priority personal values based on their first-, second-, and third-choice responses. The findings reveal that ethical and relational values were the most prominent among participants, while values tied to journalism's normative professional ideology were comparatively rare. Family and loved ones emerged as the value with the highest overall priority rate (41.6%), although it was not the most frequently selected first-priority value; rather, it maintained a consistently strong presence across the second (13.7%) and third (8.1%) priority ranks, suggesting that family functions as a stable, recurring reference point in journalists' value systems rather than the single most immediate association. Honesty and truthfulness, by contrast, were the most frequently selected first-priority value (20.5%) and ranked second overall (38.5%), indicating that it is the value most immediately associated with journalists' sense of self. Respect ranked third overall (26.7%) but became relatively more prominent at the third-priority level (5.6%, equal to family and honesty), suggesting it may be a more relationally derived value, one that becomes salient upon further reflection rather than an immediate first association. At a more moderate level, self-oriented and professional identity values, namely myself (14.9%) and my job/profession (14.9%), appeared with identical overall totals but inverse patterns: self-related responses were more frequently a priority (6.2%), while job/profession-related responses were more frequently a second priority (7.5%). This suggests journalists tend to anchor their value identity first in personal selfhood, with professional identity emerging as a

closely related but secondary layer. Trust and reliability (13.7%) and moral/ethical values (11.2%) also featured prominently and are conceptually related to honesty; combined with honesty and truthfulness, this broader "ethical cluster" accounts for a substantial share of journalists' overall value priorities, reinforcing the centrality of integrity-related values in this profession. A notable finding concerns the limited presence of values tied to journalism's normative professional ideology. Impartiality/objectivity (3.1%), responsibility (2.5%), and transparency (1.2%) were rarely identified as personal priorities, and impartiality/objectivity was never selected as a priority. This points to a potential gap between journalism's normative discourse, which foregrounds objectivity, responsibility, and transparency as defining occupational values (Deuze, 2005; Hanitzsch et al., 2011), and journalists' internalized personal value systems, in which relational and character-based values such as family, honesty, and respect appear considerably more salient than role-specific professional norms. Material- and achievement-oriented values such as economic income (6.8%), success (3.7%), and efficiency/productivity (6.8%) were also ranked comparatively low, indicating that journalists' personal values are shaped neither primarily by professional-normative ideals nor by material or performance-based concerns, but by relational and ethical orientations centered on family, honesty, and respect. The "other values" category displayed a distinct pattern: relatively infrequent as a priority (8.1%) but among the most frequently selected categories at the third-priority level (20.5%).

Table 3. Journalists' Work Value Priorities

| <b>What do you value in work-related matters? (Business Value"")</b> | <b>Number</b> | <b>%</b> |
|----------------------------------------------------------------------|---------------|----------|
| <b>Discipline and order</b>                                          | 100           | 62%      |
| <b>Sincerity</b>                                                     | 80            | 50%      |
| <b>Doing work well and with quality</b>                              | 65            | 40%      |
| <b>Keeping up with current events</b>                                | 63            | 39%      |
| <b>Developing oneself through learning</b>                           | 63            | 39%      |

|                                                                |    |     |
|----------------------------------------------------------------|----|-----|
| <b>Mutual respect</b>                                          | 52 | 32% |
| <b>Effort</b>                                                  | 49 | 30% |
| <b>Dedication</b>                                              | 42 | 26% |
| <b>Money and material things - Economic benefit</b>            | 38 | 24% |
| <b>Punctuality</b>                                             | 33 | 20% |
| <b>Success</b>                                                 | 32 | 20% |
| <b>Good planning</b>                                           | 31 | 19% |
| <b>Good relationships with coworkers and people in general</b> | 30 | 19% |
| <b>Learning different ideas</b>                                | 30 | 19% |
| <b>Belonging</b>                                               | 28 | 17% |
| <b>Knowing the process details completely</b>                  | 26 | 16% |
| <b>Being fully informed</b>                                    | 26 | 16% |
| <b>Being appreciated</b>                                       | 18 | 11% |

Source: Own processing.

Table 3 presents journalists' work-related value priorities. The findings indicate that professional discipline, ethical conduct, and self-development were the most highly valued aspects of work, while material and externally validated rewards occupied a comparatively peripheral position. Discipline and order emerged as the most frequently reported work-related value (62%), a finding that, while unexpected at first glance, is consistent with the time-pressured, fast-paced nature of news production described in the literature (Skovsgaard, 2014); under such conditions, disciplined and orderly working habits may function as a practical necessity rather than an abstract ideal. Sincerity ranked second (50%), aligning closely with the prominence of honesty and truthfulness observed among personal values (Table 2), suggesting that integrity-related values extend consistently into journalists' professional identity and daily conduct. A cluster of intrinsic, knowledge-oriented values also featured prominently: doing work well and with quality (40%), keeping up with current events (39%), and developing oneself through learning (39%), followed by learning different ideas (19%) and knowing the process details completely (16%). Together, these findings indicate that journalists' work values are strongly oriented toward continuous learning, professional competence, and information-seeking, consistent with journalism's identity as a knowledge-intensive profession (Super, 1970). Social and relational values, including mutual respect (32%), good relationships with coworkers (19%), and belonging (17%), occupied a more moderate position,

mirroring the comparatively stable but secondary role of respect among personal values (Table 2). In contrast, material and extrinsic values were consistently ranked lower. Money and material benefits (24%), punctuality (20%), success (20%), and being appreciated (11%) appeared toward the bottom of the hierarchy, paralleling the relatively low emphasis placed on economic income and success among personal values (Table 2). Notably, success (20%) was reported more frequently than being appreciated (11%), suggesting that journalists may derive professional accomplishment from the intrinsic value of their work rather than from external recognition, an interpretation consistent with journalism's frequent characterization as a profession in which the visible product typically overshadows the individual contributor. Overall, the hierarchy observed in Table 3, with discipline and ethical/relational values at the top, knowledge-oriented values in the middle, and material or recognition-based values at the bottom, closely parallels the value structure identified among journalists' personal values (Table 2). This convergence reinforces the internal consistency of the findings and suggests that journalists' professional value orientations are, to a considerable extent, an extension of their broader personal value systems. To provide a synthesized overview of the three value dimensions examined in this study, Figure 1 presents the six value categories common to the personal, work, and organizational value measures, allowing for a direct visual comparison of their relative emphasis across contexts.

Table 4. Differences in Personal Values by Gender

| Personal Value                       | Male (%) | Female (%) | Total (%) | $\chi^2$ | df | P    | Result          |
|--------------------------------------|----------|------------|-----------|----------|----|------|-----------------|
| <b>Family and loved ones</b>         | 44.9     | 37.5       | 41.6      | 0.91     | 1  | .341 | Not significant |
| <b>Honesty and decency</b>           | 39.3     | 37.5       | 38.5      | 0.06     | 1  | .813 | Not significant |
| <b>Respect and courtesy</b>          | 20.2     | 34.7       | 26.7      | 4.27     | 1  | .039 | Significant     |
| <b>Self and hobbies</b>              | 18.0     | 26.4       | 21.7      | 2.79     | 1  | .095 | Not significant |
| <b>Job, profession, productivity</b> | 16.9     | 27.8       | 21.7      | 2.79     | 1  | .095 | Not significant |

Note.  $\chi^2$  = Chi-Square test.  $p < .05$  indicates statistical significance.  $N = 161$  (89 male, 72 female). Although the gender item was mandatory and binary for all 162 participants, one female participant's response to the open-ended personal values question could not be reliably classified into the categories examined below. Because the chi-square procedure requires non-missing data on both variables, this participant was excluded from this specific analysis through listwise deletion; she remains included in the overall demographic count reported in Table 1 ( $N = 162$ ).

Source: Own processing.

A chi-square test of independence was conducted to examine whether intrinsic personal values differed by gender. Among the five value categories examined, respect and courtesy were the only personal values showing a statistically significant gender difference,  $\chi^2(1, N = 161) = 4.27, p = .039$ . Female journalists were considerably more likely than male journalists to identify respect as a core personal value (34.7% vs. 20.2%) - a gap of nearly 15 percentage points, the largest observed in this table. This finding is consistent with the broader pattern noted in Table 2, where respect emerged as a relationally derived value that becomes more salient upon further reflection; the present result suggests that this relational salience may be particularly pronounced among female journalists. In addition to the statistically significant finding, two further patterns approached significance and merit cautious attention. Self and hobbies (18.0% male vs. 26.4% female) and job, profession, and productivity (16.9% male vs. 27.8% female) both yielded identical chi-square values,  $\chi^2(1, N = 161) = 2.79, p = .095$ , with female journalists reporting consistently higher percentages on both. Although these differences did not reach conventional significance thresholds, their consistent direction - female journalists more frequently prioritizing

self-oriented and professional-identity values- suggests a borderline pattern that may warrant further investigation with a larger sample, rather than being dismissed outright as a null finding. By contrast, family and loved ones (44.9% male vs. 37.5% female;  $\chi^2 = 0.91, p = .341$ ) and honesty and decency (39.3% male vs. 37.5% female;  $\chi^2 = 0.06, p = .813$ ) showed minimal gender variation, indicating that these two values function as shared, gender-invariant priorities among journalists regardless of gender. This is a notable finding in its own right: while respect appears to be a gendered relational value, honesty - the value most central to journalists' personal identity overall (see Table 2) - is evidently embraced with equal strength by male and female journalists alike, reinforcing its status as a near-universal professional and personal anchor within this sample. The findings indicate that gender differences in intrinsic personal values were limited in number but meaningful in direction: where differences did emerge (respect and the borderline patterns for self/hobbies and job/profession), they consistently favored stronger endorsement among female journalists, while the two most universally endorsed values (family, honesty) showed no meaningful gender variation.

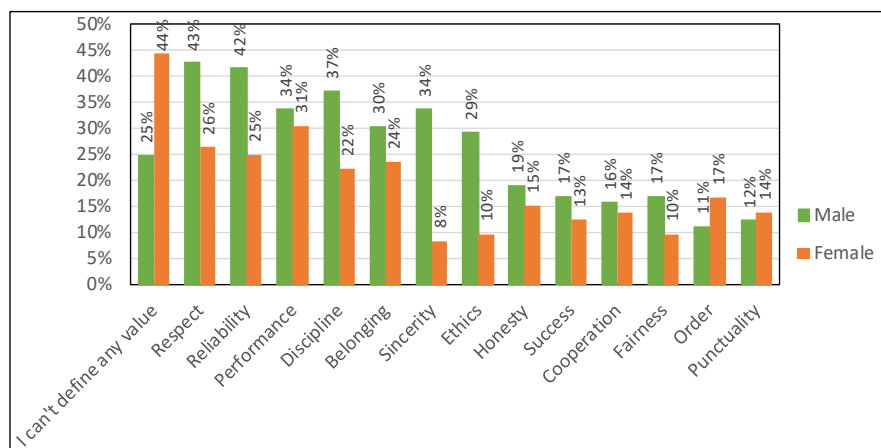


Figure 1. Descriptive Distribution of Perceived Organizational Values by Gender

Source: Own processing.

Figure 2 presents the complete descriptive distribution of responses to the organizational values question, broken down by gender, providing the full response pattern underlying the statistically significant differences reported in Table 5. The most striking finding is that nearly half of female journalists (44%) reported being unable to identify any organizational value, compared to one-quarter of male journalists (25%) -the largest gender gap observed across all categories. This pattern, consistent with the significant chi-square result reported in Table 5, suggests a considerable disparity in how clearly male and female journalists perceive or articulate their organizations' value priorities, potentially pointing to differences in organizational communication, inclusion, or cultural integration that women experience in Turkish newsrooms. Among journalists who did identify organizational values, male respondents reported respect (43%) and reliability (42%) as the most prominent perceived values, followed by discipline (37%), sincerity (34%), and belonging (30%). Female respondents, by contrast, most frequently identified performance (31%), respect (26%), and reliability (25%) as defining organizational priorities. Notably, sincerity showed the largest gender gap among substantively endorsed values, identified by 34% of male journalists but only 8% of female journalists -a 26-point difference that stands out even more

sharply than the gap observed for respect (43% vs. 26%) or reliability (42% vs. 25%). This suggests that male and female journalists may be having qualitatively different experiences of their organizations' relational and ethical climate, with male journalists considerably more likely to perceive their organizations as emphasizing interpersonal sincerity. A reverse pattern emerges for a small number of categories: order was reported more frequently by female journalists (17%) than male journalists (11%), and punctuality showed a similarly modest female-leaning gap (14% vs. 12%). While these differences are smaller in magnitude, they may suggest that female journalists are somewhat more likely to associate their organizations with procedural or administrative values rather than relational ones. The distribution suggests that male journalists more frequently perceive their organizations through a relational and ethical lens (respect, reliability, sincerity, belonging), whereas female journalists' perceptions are comparatively more fragmented marked by a high rate of non-identification, a stronger orientation toward performance, and lower endorsement of relational values such as sincerity and belonging. This pattern reinforces the gender-based disparities identified in Table 5 and suggests that the perceived organizational value climate in Turkish media institutions may not be experienced uniformly across genders.

Table 5. Differences in Perceived Organizational Values by Gender (Chi-Square Results)

| Organizational Value                | Male (%) | Female (%) | Total (%) | $\chi^2$ | df | p    | Result          |
|-------------------------------------|----------|------------|-----------|----------|----|------|-----------------|
| <b>Could not define any value</b>   | 24.7     | 44.4       | 33.5      | 6.95     | 1  | .008 | Significant     |
| <b>Respect</b>                      | 42.7     | 26.4       | 35.4      | 4.63     | 1  | .031 | Significant     |
| <b>Reliability and truthfulness</b> | 50.6     | 34.7       | 43.5      | 4.06     | 1  | .044 | Significant*    |
| <b>Performance and success</b>      | 37.1     | 36.1       | 36.6      | 0.02     | 1  | .899 | Not significant |

Note.  $\chi^2$  = Pearson Chi-Square test. df = degrees of freedom.  $p < .05$  indicates statistical significance. Reliability was significant according to Pearson Chi-Square; Fisher's Exact Test showed marginal significance.  $N = 161$  (89 male, 72 female). "Reliability and truthfulness" combines responses identifying either "reliability" or "honesty" (see Figure 2 for individual item breakdowns); "performance and success" similarly combines "performance" and "success." As composite categories, these percentages reflect the proportion of respondents selecting at least one of the constituent items and are therefore not directly comparable to the single-item percentages reported in Figure 2.

Source: Own processing.

A chi-square test of independence was conducted to examine whether journalists' perceptions of organizational values differed by gender. Three of the four categories examined showed statistically significant gender differences, indicating that men and women experience the organizational value climate quite differently. The most pronounced finding concerns the inability to define any organizational value,  $\chi^2(1, N = 161) = 6.95$ ,  $p = .008$ , the strongest effect observed in this table. Nearly half of female journalists (44.4%) reported being unable to identify any value their organization prioritizes, compared to roughly a quarter of male journalists (24.7%), a gap of nearly 20 percentage points. As this category captures a failu-

re of value communication or internalization rather than the endorsement of a specific value, this finding carries more weight than the comparisons that follow and is addressed further in the Discussion. Among journalists who did identify organizational values, respect showed a significant gender difference in a direction that runs counter to the personal-value pattern observed in Table 4: male journalists were more likely to perceive respect as an organizational value than female journalists (42.7% vs. 26.4%),  $\chi^2(1, N = 161) = 4.63$ ,  $p = .031$ . Given that female journalists were significantly more likely to hold respect as a personal value (Table 4), this divergence points to a potential "respect gap": female journalists appear

to value respect more strongly themselves yet are less likely to perceive their organizations as embodying it. Reliability and truthfulness, a composite category combining respondents who identified either reliability or honesty as an organizational value, also showed a significant gender difference,  $\chi^2(1, N = 161) = 4.06, p = .044$ , again favoring male journalists (50.6% vs. 34.7%). Because this category aggregates two related items, its higher percentages (relative to the individual "reliability" and "honesty" figures in Figure 2) are expected; the gender gap remains meaningful and consistent with the finding above. It should be noted that while the Pearson chi-square reached significance, Fisher's Exact Test, more appropriate given the cell sizes, yielded only marginal significance, so this result should be interpreted with some caution. By contrast, performance and success, a composite category combining performance

and success responses, showed virtually no gender difference (37.1% male vs. 36.1% female),  $\chi^2(1, N = 161) = 0.02, p = .899$ . This null result suggests that, despite gender disparities in respect and reliability/truthfulness, male and female journalists perceive their organizations as similarly performance-oriented. Taken together, these findings suggest that gender differences in perceived organizational values are considerably more pronounced than those observed in personal values (Table 4). Female journalists are markedly more likely to report being unable to define their organization's values at all, and less likely than male journalists to perceive respect and reliability as organizational priorities, even though respect, specifically, is a value they personally hold in higher regard. Performance-related perceptions, however, appear to be experienced uniformly across genders.

Table 6. Differences in Personal Values by Professional Experience

| Personal Value                       | 1-5 years (%) | 6-10 years (%) | 11-15 years (%) | 15+ years (%) | Total (%) | $\chi^2$ | df | p    | Result          |
|--------------------------------------|---------------|----------------|-----------------|---------------|-----------|----------|----|------|-----------------|
| <b>Family and loved ones</b>         | 37.3          | 56.0           | 52.6            | 36.4          | 41.6      | 4.23     | 3  | .238 | Not significant |
| <b>Honesty and decency</b>           | 19.6          | 32.0           | 42.1            | 54.5          | 38.5      | 15.41    | 3  | .001 | Significant     |
| <b>Respect and courtesy</b>          | 33.3          | 28.0           | 10.5            | 25.8          | 26.7      | 3.74     | 3  | .291 | Not significant |
| <b>Self and hobbies</b>              | 35.3          | 32.0           | 10.5            | 10.6          | 21.7      | 13.27    | 3  | .004 | Significant     |
| <b>Job, profession, productivity</b> | 19.6          | 16.0           | 21.1            | 25.8          | 21.7      | 1.25     | 3  | .741 | Not significant |

Note.  $\chi^2$  = Pearson Chi-Square.  $p < .05$  indicates statistical significance.

Source: Own processing.

A chi-square test of independence was conducted to examine whether journalists' intrinsic personal values differed by professional experience level. Two of the five value categories showed statistically significant differences across experience groups, revealing a clear developmental pattern in how journalists' personal values shift over the course of their careers. The most striking finding concerns honesty and decency,  $\chi^2(3, N = 161) = 15.41, p = .001$ , which represents the strongest effect observed in this table. The proportion of journalists identifying honesty as a core personal value rises steadily with experience, increasing from 19.6% among those with 1-5 years of experience to 32.0% among those with 6-10 years, 42.1% among those with 11-15 years, and 54.5% among journalists with more than 15 years of experience. This nearly threefold increase suggests that honesty is not simply a value journalists hold from the beginning of their careers. Rather, it appears to become progressively internalized through accumulated professional experience. This pattern may reflect repeated exposure to ethical

challenges, greater awareness of the consequences of dishonesty, or the gradual development of a professional identity grounded in credibility. A complementary pattern emerges for self and hobbies,  $\chi^2(3, N = 161) = 13.27, p = .004$ , although in the opposite direction. This value is most prevalent among early-career journalists, accounting for 35.3% of those with 1-5 years of experience and 32.0% of those with 6-10 years. Its prevalence then declines sharply to 10.5% among journalists with 11-15 years of experience and 10.6% among those with more than 15 years of experience. This represents an approximately threefold decrease. Considered together with the findings for honesty, these results indicate a broader developmental trajectory in which self-oriented personal values gradually give way to ethically grounded professional values as journalists advance in their careers. Early-career journalists may place greater emphasis on personal time, hobbies, and individual interests, reflecting either a less developed professional identity or a stronger separation between work and personal life. With increasing profes-

sional experience, this orientation appears to be replaced by a stronger ethical commitment to the profession itself. By contrast, three value categories did not differ significantly according to professional experience. These were family and loved ones,  $\chi^2(3, N = 161) = 4.23, p = .238$ ; respect and courtesy,  $\chi^2(3, N = 161) = 3.74, p = .291$ ; and job, profession, and productivity,  $\chi^2(3, N = 161) = 1.25, p = .741$ . Family and loved ones remained relatively stable and highly endorsed across all experience groups, with percentages ranging from 36.4% to 56.0%. This finding reinforces the results presented in Table 2 by suggesting that family functions as a stable personal value regardless of career stage. Unlike honesty,

which appears to strengthen through professional experience, family remains a consistent anchor in journalists' personal value systems throughout their careers. These findings indicate that professional experience plays a selective but meaningful role in shaping journalists' value orientations. Rather than influencing all personal values equally, professional experience appears to encourage a shift away from self-oriented priorities toward an ethically grounded professional identity centered on honesty, while values such as family, respect, and professional productivity remain comparatively stable across different career stages.

Table 7. Differences in Perceived Organizational Values by Professional Experience

| Organizational Value                | 1-5 years (%) | 6-10 years (%) | 11-15 years (%) | 15+ years (%) | Total (%) | $\chi^2$ | df | p    | Result          |
|-------------------------------------|---------------|----------------|-----------------|---------------|-----------|----------|----|------|-----------------|
| <b>Could not define any value</b>   | 35.3          | 44.0           | 31.6            | 28.8          | 33.5      | 2.00     | 3  | .573 | Not significant |
| <b>Respect</b>                      | 31.4          | 36.0           | 42.1            | 36.4          | 35.4      | 0.77     | 3  | .858 | Not significant |
| <b>Reliability and truthfulness</b> | 37.3          | 40.0           | 42.1            | 50.0          | 43.5      | 2.08     | 3  | .555 | Not significant |
| <b>Performance and success</b>      | 43.1          | 32.0           | 10.5            | 40.9          | 36.6      | 7.26     | 3  | .064 | Marginal        |

Note.  $\chi^2$  = Pearson Chi-Square test.  $p < .05$  indicates statistical significance.

Source: Own processing.

A chi-square test of independence was conducted to examine whether journalists' perceptions of organizational values differed by professional experience level. In contrast to the pattern observed for personal values (Table 6), where experience was associated with clear and significant shifts in two value categories, none of the four organizational value categories reached conventional statistical significance across experience groups, although one category approached significance. Performance and success showed the strongest, albeit only marginally significant, association with professional experience,  $\chi^2(3, N = 161) = 7.26, p = .064$ . The observed pattern is notably non-linear. Journalists with 1-5 years of experience (43.1%) and those with more than 15 years of experience (40.9%) identified performance and success as an organizational value at similarly high rates, whereas journalists with 11-15 years of experience reported this value much less frequently (10.5%). This U-shaped distribution differs from the steady increase or decrease observed for some personal values. Although statistically tentative, this finding is substantively meaningful. It may indicate that perceptions of organizational performance pressure are particularly salient during the initial stages of a journalist's career, when adaptation demands and professional expectations are high, and again

during later career stages, when seniority, accountability, and organizational responsibilities become more prominent. By contrast, journalists in the mid-career stage may experience a comparatively more stable period in which performance concerns are less salient. Because this association falls just short of the conventional significance threshold, these interpretations should be considered suggestive rather than conclusive and warrant further examination using larger samples. The remaining three organizational value categories showed no significant variation across professional experience groups. The proportion of journalists who could not define any organizational value remained relatively stable, ranging from 28.8% to 44.0%,  $\chi^2(3, N = 161) = 2.00, p = .573$ . This finding indicates that difficulties in identifying organizational values are not confined to early-career journalists, as might be expected if they primarily reflected limited organizational tenure or insufficient onboarding. Instead, the inability to articulate organizational values appears to be a more widespread issue affecting journalists throughout different stages of their careers. Similarly, respect did not vary significantly across experience groups, with percentages ranging from 31.4% to 42.1%,  $\chi^2(3, N = 161) = 0.77, p = .858$ . Reliability and truthfulness also showed no statistically significant association

with professional experience,  $\chi^2(3, N = 161) = 2.08, p = .555$ , despite a modest numerical increase across experience groups. Although this upward trend may suggest that more experienced journalists perceive reliability and truthfulness somewhat more frequently as organizational values, the observed differences are insufficient to support a statistically reliable conclusion. The findings presented in Table 7 differ markedly from those reported in Table 6. Whereas journalists' personal values change meaningfully with professional experience, particularly through the increasing importance of honesty and the declining emphasis on self-oriented values, perceptions of organizational values remain comparatively stable across career stages. Only performance and success displayed a tentative, non-linear pattern that approached statistical significance. This asymmetry suggests that the development of journalists' personal ethical orientations may occur relatively independently of their perceptions of organizational values. Rather than being shaped primarily by career progression, organizational value perceptions appear to be influenced more strongly by characteristics of the organization itself and, as demonstrated in Table 5, by gender.

## 6. Results and Discussions

The alignment among personal, work, and organizational values is important for journalists' overall satisfaction and sectoral commitment. In this study, values were examined across three dimensions (personal, work, and perceived organizational values), and their relative distributions were descriptively compared; the chi-square test was then used to examine whether these orientations differed by gender and professional experience. Because no formal statistical test of association (e.g., correlation or profile-matching analysis) was conducted between personal and organizational value perceptions at the individual level, the patterns discussed below should be understood as descriptive discrepancies in emphasis rather than as evidence of a formally tested value incongruence (see Section 4.5).

RQ1 asked which personal values Turkish journalists prioritize most. The most important personal values were the ethical cluster combining honesty and truthfulness with trust and reliability (52.2%), family and loved ones (41.6%), and respect and courtesy (38.5%), indicating that relational and emotional values are highly significant and reinforcing the view that journalism remains deeply connected to moral responsibility and social trust. The most predominant work value was discipline and order (62%), followed closely by sincerity (50%), reinforcing the same ethical orientation at the work-related level. These patterns broadly support Schwartz's value theory: honesty, trust, and respect correspond to self-transcendence, whereas the comparatively

weak emphasis on success and economic benefit reflects self-enhancement, indicating that journalists primarily prioritize socially oriented rather than self-serving values. The values most strongly endorsed, honesty, family, and respect, are conceptually closest to self-transcendence, while the least emphasized categories, such as success and economic benefit, align more closely with self-enhancement, a pattern consistent with Schwartz's (1992, 2006) prediction that these two poles are generally incompatible within an individual's value priorities. A related tension appears in the experience-based findings: early-career journalists' stronger orientation toward self and hobbies, conceptually closer to openness to change, gives way, with increasing experience, to a stronger emphasis on honesty, associated with self-transcendence. These should be understood as theoretical readings of concrete, researcher-compiled categories rather than direct empirical tests of Schwartz's ten-type structure, but they suggest that Schwartz's broader dimensional framework retains explanatory value even when values are operationalized in occupation-specific terms.

RQ2 compared journalists' work values with their perceptions of organizational values. Perceived organizational values presented a somewhat distinct pattern: the most predominant were the reliability/honesty cluster (43.5%), respect (35.4%), and performance and success (36.6%). Although journalists themselves place strong emphasis on discipline, quality, and self-development as work values, performance and success were perceived as an organizational priority by little more than a third of participants, suggesting that journalists' own professional standards may exceed what they perceive their organizations to formally prioritize. This discrepancy is visually evident in Figure 1, where the work-value curve rises sharply to 62.0%, far exceeding the corresponding personal (21.7%) and organizational (32.3%) values, indicating that journalists hold themselves to a considerably higher standard of work-related discipline than they perceive either as a personal priority or an organizational expectation. Because no formal person-organization fit analysis was conducted, this pattern should be read as a descriptive rather than statistically verified gap; nevertheless, it supports research suggesting that journalists distinguish between their own professional values and those embedded in organizational culture.

RQ3 examined whether personal and perceived organizational values differ by gender and professional experience. Value perceptions differed more strongly by gender than by experience. The chi-square results revealed a "respect gap": female journalists were significantly more likely to identify respect as a personal value (34.7% vs. 20.2% for men), yet male journalists were significantly more likely to perceive respect (42.7% vs. 26.4%) and reliability/truthfulness (50.6% vs. 34.7%) as organizational values, sugges-

ting a disconnect between female journalists' own relational expectations and what they perceive their organizations to provide. Most notably, 44.4% of female journalists could not identify any organizational value at all, compared to 24.7% of male journalists, the largest gender gap observed in this study, pointing to a possible internal communication or cultural integration issue in which women feel comparatively more disconnected from their organization's institutional identity. This pattern is consistent with research describing journalism as historically shaped by male-dominated newsroom structures, in which women continually negotiate their position within an androcentric institutional culture (Alankuş, 2024), and with the reality that women occupy relatively few senior editorial positions in Turkish media despite constituting nearly half of the workforce (Sahinkaya & Yorur, 2024). The present finding, that women value respect more strongly themselves yet are less likely to perceive their organizations as embodying it, may thus reflect a structurally conditioned gap between women's expectations and their lived organizational experience rather than a difference in personal values.

Professional experience showed a different pattern. More experienced journalists placed significantly greater importance on honesty as a personal value, rising from 19.6% among those with 1 to 5 years of experience to 54.5% among those with more than 15 years, while less experienced journalists were significantly more likely to prioritize self-oriented values such as personal time and hobbies. Perceived organizational values, by contrast, showed no significant variation by experience level, except for a marginally significant, non-linear pattern for performance and success, suggesting that ethical development may proceed somewhat independently of how journalists perceive their organizations' priorities, with organizational value perceptions shaped more strongly by gender than by career stage. This strengthening of honesty with experience is consistent with the broader literature on journalistic professional socialization, which characterizes journalism as an occupation whose ethical sensibility is cultivated through sustained practice rather than acquired at career entry (Sanders, 2003; Deuze & Witschge, 2018), suggesting a gradual process of professional identity formation in which repeated exposure to ethical dilemmas progressively reinforces commitment to truthfulness as a core value.

Taken together, these findings highlight a complex relationship between journalists' personal values, work-related priorities, and perceived organizational structures in contemporary Turkish media. While journalists strongly emphasize ethical and relational values at the personal and work-related levels, these values do not always correspond, in descriptive terms, with the priorities they perceive within their organizations. Theoretically, the study contributes

by integrating personal, work, and organizational values within a single framework grounded in a concrete, Rokeach-derived approach (see Section 2.2) rather than direct application of Schwartz's ten predefined types, while showing that Schwartz's broader dimensional framework retains explanatory value in this more concrete operationalization. The results also reinforce research suggesting that journalistic practice is shaped not only by normative professional values but also by organizational structures and institutional priorities (Sjøvaag, 2013; Waldenström, Wiik, & Andersson, 2019; Mubarak, Sarwono, & Angeliqa, 2024).

Practically, media organizations should communicate organizational values more clearly and work to reduce perceived value gaps, particularly given that gender-based differences in this study indicate that value perceptions within newsrooms are not experienced equally by all journalists; creating more inclusive environments, especially for women journalists, and strengthening mentoring and ethics training for early-career journalists may help support the transition from individual-oriented to ethically grounded professional values over time. Future research may build on these findings by employing person-organization fit methodologies (e.g., O'Reilly, Chatman, & Caldwell, 1991) to formally test value congruence at the individual level and to examine how such alignment influences journalists' professional identity and long-term commitment to the profession. Complementing the present quantitative, categorical approach with qualitative or mixed-methods designs could further illuminate how journalists actively negotiate tensions among personal, work, and organizational values in daily practice, for instance through strategies such as deep acting, surface acting, reformulation, and the formulation of conditions, as identified in interview-based research on Austrian journalists (Leonhardt, 2025). Such designs could help clarify not only which values are prioritized, but how the descriptive discrepancies documented here across personal, work, and organizational levels (Tables 2–5) are reconciled, contested, or rationalized by journalists themselves.

## Financing

This research did or did not receive external funding.

## Acknowledgments

This research received no external funding.

## Conflict of interest

The author declares no conflict of interest.

## References

- Ak, S. (2022). Schwartz değerler ölçeği bağlamında Camdaki Kız dizisinin içerik analizi. *ODÜ Sosyal Bilimler Araştırmaları Dergisi*, 12(1), 339–356. <https://doi.org/10.48146/odusbadiad.1054713>
- Alankuş, S. (2024). "Bargaining with patriarchy": Newsroom experiences of women journalists in Turkey and Greece. *International Journal of Communication*, 18, 2780–2798.
- Bavardi, A. Q. (2025). Values-based leadership: The role of organizational culture in business success. *International Journal of Social Science Research and Review*, 1(2), 1–7. <https://doi.org/10.47814/ijssr.v8i7.2682>
- Bildirici, F. (2026, 16 Mart). Basın kartlı sayısındaki müthiş artış! 24 Saat Gazetesi. <https://www.24saatgazetesi.com/basin-kartli-sayisindaki-muthis-artis>
- Bilgin, N. (2003). Sosyal psikoloji sözlüğü: Kavramlar yaklaşımlar. İstanbul: Bağlam Yayınları.
- Blokhin, I. N. (2023). Parameters of identification and evaluation of the professional ideology of journalism. *Theoretical and Practical Issues of Journalism*, 12(2), 183–198. <https://doi.org/10.17150/2308-6203>
- Büyüköztürk, Ş., Çakmak, E. K., Akgün, Ö. E., Karadeniz, Ş., & Demirel, F. (2020). Eğitimde bilimsel araştırma yöntemleri (29. baskı). Ankara: Pegem Akademi.
- Cam, F., Pereira, F., & Ruellan, D. (2019). Professional identity of journalists. In *International Encyclopedia of Journalism Studies*, 1–7. <https://doi.org/10.1002/9781118841570.iej0241>
- Cameron, K. S., & Quinn, R. E. (1999). Diagnosing and changing organizational culture: Based on the competing values framework. Upper Saddle River, NJ: Prentice Hall Series.
- Cevizci, A. (2014). Etik: Ahlâk felsefesi. İstanbul: Say Yayınları.
- Cornia, A., Sehl, A., & Nielsen, R. K. (2018). "We no longer live in a time of separation": A comparative analysis of how editorial and commercial integration became a norm. *Journalism*, 21(2), 172–190. <https://doi.org/10.1177/1464884918779919>
- Demirutku, K., & Sümer, N. (2010). Temel değerlerin ölçümü: Portre değerler anketinin Türkçe uyarlaması. *Türk Psikoloji Yazıları*, 13(25), 17–25.
- Deuze, M., & Witschge, T. (2018). Beyond journalism: Theorizing the transformation of journalism. *Journalism*, 19(2), 165–181.
- Deuze, M. (2005). What is journalism? *Journalism*, 6(4), 442–464. <https://doi.org/10.1177/1464884905056815>
- Dönmezer, S. (1994). Toplumbilim. İstanbul: Beta Yayınları.
- Elizur, D. (1984). Facets of work values: A structural analysis of work outcomes. *Journal of Applied Psychology*, 69(3), 379–389. <https://doi.org/10.1037/0021-9010.69.3.379>
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62 (7), 673–679. <https://doi.org/10.1016/j.jbusres.2008.05.021>
- Grubert, T., Steuber, J., & Meynhardt, T. (2022). Engagement at a higher level: The effects of public value on employee engagement, the organization, and society. *Current Psychology*, 42, 20948–20966. <https://doi.org/10.1007/s12144-022-03076-0>
- Gülaç, M., & Camgöz, M. (2024). Schwartz değer kuramına göre kişilerin değer tipleri e-ticaret tüketici davranışlarını etkilemekte midir? *Ekonomi İşletme Maliye Araştırmaları Dergisi*, 6(1), 42–63. <https://doi.org/10.38009/ekimad.1403524>
- Güngör, E. (1998). Değerlerin psikolojisi üzerine araştırmalar. İstanbul: Ötüken Yayınları.
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The impact of organizational culture on job satisfaction, employees' commitment and turnover intention. *Advances in Economics and Business*, 2 (6), 215–222. <https://doi.org/10.13189/aeb.2014.020601>
- Hanitzsch, T., Hanusch, F., Mellado, C., Anikina, M., Berganza, R., Cangoz, I., et al. (2011). Mapping journalism cultures across nations. *Journalism Studies*, 12(3), 273–293. <https://doi.org/10.1080/1461670X.2010.512502>
- Herwanto, A., & Hakim, A. (2022). The effect of organizational justice and spiritual value on employee engagement and turnover intention. *e-Academia Journal*, 11(1), 91–104.
- Kim, B., & Buzzelli, N. R. (2026). "I feel burnout as a journalist": Testing two interaction models on burnout in a hyper-connected society. *Journalism Practice*, 20(3), 823–842. <https://doi.org/10.1080/17512786.2024.2393675>
- Kim, B., & Jin, B. (2022). Ideological and economic influences on journalistic autonomy and cynicism: A moderating role of digital adaptation of news organizations. *Journalism*, 24(9), 2076–2094. <https://doi.org/10.1177/14648849221095334>
- Kim, K.H. (2006). Obstacles to the success of female journalists in Korea. *Media, Culture & Society*, 28(1), 123–141. <https://doi.org/10.1177/0163443706059578>
- Kulakova, D., Oleinikov, S., Puyu, A., & Gromova, L. (2024). Axiological foundations of a journalist's professional activity. *Litera*, 6, 149–157. <https://doi.org/10.25136/2409-8698.2024.6.71023>
- Lauk, E., & Harro-Loi, H. (2017). Journalistic autonomy as a professional value and element of journalism culture: The European perspective. *International Journal of Communication*, 11, 1–19.
- Leonhardt, B. (2025). Between principle and practice: Value patterns and negotiation strategies among journalists. *Journalism & Mass Communication Quarterly*, 1–25. <https://doi.org/10.1177/10776990251369022>
- Metz, D., Ilieş, L., & Metz, M. (2018). The role of the organizational culture in ensuring the effectiveness of the management system. *International Management Conference*, 12(1), 748–754.
- Mubarak, M., Sarwono, B. K., & Angeliqa, F. (2023). Strengthening the ethics of the deontology of local media journalists in the disruption era. *Jurnal The Messenger*, 15(2), 84–102. <https://doi.org/10.26623/themessenger.v15i2.5204>
- Neuman, W. L. (2020). Toplumsal araştırma yöntemleri: Nicel ve nitel yaklaşımlar. İstanbul: Siyasal Kitabevi.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516.
- Plaisance, P. L., & Deppa, J. A. (2009). Perceptions and manifestations of autonomy, transparency and harm among U.S. newspaper journalists. *Journalism & Mass Communication Monographs*, 10(4), 327–386. <https://doi.org/10.1177/152263790901000402>
- Porcu, O., Hermans, L., & Broersma, M. (2025). Creative autonomy in the newsroom: How hierarchy impacts innovative behaviour. *Journalism Practice*, 19(11), 2634–2653. <https://doi.org/10.1080/17512786.2024.2310056>
- Reich, Z., & Hanitzsch, T. (2013). Determinants of journalists' professional autonomy: Individual and national level factors matter more than organizational ones. *Mass Communication and Society*, 16(1), 133–156. <https://doi.org/10.1080/15205436.2012.669002>
- Rokeach, M. (1973). The nature of human values. New York: Free Press.
- Ros, M., Schwartz, S. H., & Surkiss, S. (1999). Basic individual values, work values, and the meaning of work. *Applied Psychology: An International Review*, 48(1), 49–71.
- Sağnak, M. (2004). Kişi-örgüt değer uyumunu ölçme çalışmaları ve kullanılan yöntemlerin karşılaştırılması. *Değerler Eğitimi Dergisi*, 2(5), 101–124.
- Sanders, K. (2003). Ethics and journalism. London: Sage Publications.
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 25, pp. 1–65. Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60281-6](https://doi.org/10.1016/S0065-2601(08)60281-6)

- Schwartz, S. H. (1994). Are there universal aspects in the structure and contents of human values? *Journal of Social Issues*, 50(4), 19–45. <https://doi.org/10.1111/j.1540-4560.1994.tb01196.x>
- Schwartz, S. H. (2006). Les valeurs de base de la personne. *Revue Française de Sociologie*, 47(4), 929–968.
- Schwartz, S. H. (2016). Basic individual values: Sources and consequences. In T. Brosch & D. Sander (Eds.), *Handbook of value: Perspectives from economics, neuroscience, philosophy, psychology and sociology* (pp. 63–84). Oxford: Oxford University Press.
- Serik, N., Tatyana, L., Kazmukhanov, R., Maya, T., & Byerdimurat, D. (2023). The specifics of digitalization of traditional religions in modern Kazakhstan, *Pharos Journal of Theology*, 104(5). <https://doi.org/10.46222/pharosjot.104.516>
- Sjøvaag, H. (2013). Journalistic autonomy: Between structure, agency and institution. *Nordicom Review*, 34(s1), 155–166. <https://doi.org/10.2478/nor-2013-0111>
- Skovsgaard, M. (2014). Watchdogs on a leash? The impact of organisational constraints on journalists' perceived professional autonomy and their relationship with superiors. *Journalism*, 15(3), 344–363. <https://doi.org/10.1177/1464884913483494>
- Super, D. E. (1970). *Manual: Work Values Inventory*. Boston: Houghton Mifflin.
- Syahri, M. (2020). Journalism ethics in local newspaper. *Masyarakat, Kebudayaan dan Politik*, 33(1), 1–14. <https://doi.org/10.20473/mkp.v33i12020>.
- Şahin, M. (2022). Gündelik hayatın içinde değerler ve değerlerin toplumsal boyutları. *Düşünce Dünyasında Türkiz*, 13(63), 51–81.
- Sahinkaya, E., Yorum, F. VOA News. (2024). Research shows gender gap in Turkey's media management. Voice of America. <https://www.voanews.com/a/research-shows-gender-gap-in-turkey-s-media-management/7436443.html>
- Waldenström, A., Wiik, J., & Andersson, U. (2019). Conditional autonomy. *Journalism Practice*, 13(4), 493–508. <https://doi.org/10.1080/17512786.2018.1485510>
- Wu, J., Inoue, Y., Filo, K., & Sato, M. (2022). Creating shared value and sport employees' job performance: The mediating effect of work engagement. *European Sport Management Quarterly*, 22(2), 272–291. <https://doi.org/10.1080/16184742.2020.1779327>
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). New York: Harper and Row.
- Yapıcı, A., & Zengin, Z. S. (2003). İlahiyat fakültesi öğrencilerinin değer tercih sıralamaları üzerine psikolojik bir araştırma: Çukurova Üniversitesi örneği. *Değerler Eğitimi Dergisi*, 1(4), 173–206.
- Yeh, S., & Huang, K. (2025). The impact of organizational commitment and work motivation on retention intention. *Healthcare*, 13(22), 2832, 2–24. <https://doi.org/10.3390/healthcare13222832>