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THE ROLE OF LEADER, ORGANIZATIONAL STRUCTURE AND
CULTURE ON THE SUCCESS OF AGRICULTURAL DEVELOPMENT
COOPERATIVES: THE GROUNDED THEORY STUDY

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THE ROLE OF LEADER, ORGANIZATIONAL STRUCTURE AND CULTURE ON THE SUCCESS OF AGRICULTURAL DEVELOPMENT COOPERATIVES: THE GROUNDED THEORY STUDY

KOOPERATİF LİDERLERİNİN, ORGANİZASYON YAPISININ VE ÖRGÜT KÜLTÜRÜNÜN TARIMSAL KALKINMA KOOPERATİFLERİ ÜZERİNDEKİ ROLÜ: GÖMÜLÜ KURAM ÇALIŞMASI

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*To the farmers who produce while taking care of nature
& to the benevolent Mother Nature.*

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ABSTRACT

This study emphasizes the drivers behind the success of cooperatives under three dimensions: cooperative's president, organizational culture, and structure; considering the vital role of agricultural development cooperatives in the development of economies and sustainability issues, The study aims to compare cooperatives by concentrating on the president's role, organizational culture, and structure to create a new model for their success. A qualitative research method, Grounded Theory, has been applied to address the need for a model for the success of the cooperatives. In total, eighteen interviews were conducted, and ten cooperatives participated in the study. Participants' statements and comparative analysis revealed that the president has a crucial role in the cooperative's effectiveness. Both clan and hierarchy cultures were dominant in the successful and promising cooperatives, therefore in terms of the organizational culture model studied in this research, the relationship between the success and the type of organizational culture could not be observed. It was found that structural differences in cooperatives impact the members' commitment. In-depth analysis unveiled that for the cooperative's success; first, the cooperative president should have a vision, be well-recognized, and have a strong desire to serve. Secondly, since education levels are low in rural areas, president managerial skills should be supported by committees; audit committee, advisory council, and member council are recommended to be established. This structure will also enable members' participation and fulfill the need for professional support, which is identified as the key drawback. At the top of the recommended model, targeted policies are underlined for the support of the cooperative movement. Training programs to raise awareness, ensuring the independence of cooperatives, and increasing the economic scale of cooperatives by encouraging consolidation will be the key components. The application of this three-layered model will strengthen the cooperatives' presence in Turkey and will pave the way for cooperatives to have a meaningful contribution to economic development.

Keywords: cooperative, agriculture, leadership, culture, grounded theory

ÖZET

Tarımsal kalkınma kooperatiflerinin ekonomilerin gelişmesindeki ve sürdürülebilirlik konusundaki hayati rolü göz önüne alındığında, bu çalışmada kooperatiflerdeki başarının arkasındaki itici güçler üç boyutta ele alınmıştır: kooperatifin başkanı, organizasyon kültürü ve organizasyon yapısı. Bu çalışmanın amacı; kooperatiflerin başarısı için yeni bir model oluşturmak ve bunu yaparken başkanların rolü, organizasyon kültürü ve yapısı boyutları üzerine yoğunlaşarak, kooperatifleri karşılaştırmaktır. Çalışmada nitel bir araştırma yöntemi olan “Gömülü Kuram (Grounded Theory)” uygulanmıştır. Toplam on sekiz görüşme yapılmış ve çalışmaya on kooperatif katılmıştır. Katılımcıların açıklamalarının karşılaştırmalı analizi sonrası, kooperatiflerin etkin olmasında başkanın anahtar role sahip olduğu tespit edilmiştir. Başarılı ve umut vaat eden olarak tanımlanan kooperatiflerde hem klan hem de hiyerarşi kültürünün baskın olduğu görülmüş; bu nedenle bu çalışmada ele alınan kültür türü açısından başarı ile örgütsel kültür türü arasında önemli bir ilişki tespit edilememiştir. Kooperatiflerdeki yapısal farklılıkların üyelerin bağlılığını etkilediği görülmüştür. Yapılan analizde; kooperatifin başarısı için öncelikle kooperatif başkanının bir vizyonunun olması, iyi tanınması ve güçlü bir hizmet etme arzusuna sahip olma gerekliliği ortaya çıkmıştır. İkinci olarak, kırsal alanlarda eğitim seviyeleri düşük olduğu için başkanın yönetim becerileri komiteler tarafından desteklenmesi; bunun için de denetim komitesi, danışma konseyi ve üye konseyi yapılarının oluşturulması gerekliliği çıkmıştır. Bu yapı aynı zamanda üyelerin katılımını sağlayacak ve temel eksiklik olarak tespit edilen profesyonel destek ihtiyacını karşılayacaktır. Önerilen modelin en üstünde ise, kooperatif hareketinin hedefli politikalarla desteklenmesi belirtilmiştir. Eğitim ile farkındalık yaratmak, kooperatiflerin bağımsızlığını sağlamak ve kooperatifler arasında birleşmeyi teşvik ederek kooperatiflerin ölçek ekonomisini artırmak anahtar bileşenlerdir. Bu üç katmanlı modelin uygulanması, kooperatiflerin Türkiye'deki varlığını güçlendirecek ve kooperatiflerin ekonomik kalkınmaya anlamlı katkı sağlamalarının önünü açacaktır.

Anahtar Kelimeler: kooperatif, tarım, liderlik, örgüt kültürü, gömülü kuram

CHAPTER 1

INTRODUCTION

Agriculture is a strategic area for country's economic development (i.e. in managing food inflation, in increasing employment), food security and sovereignty (Aysu, 2019; Büyükakıllı, 2007; ILO, 2019; İnan, Direk, Başaran, Birinci, & Erkmen, 2005; Koroğlu, 2003). Organizations like agriculture cooperatives are bringing together the producers to support them in production, selling and marketing while protecting the environment they live in and raising the living standards.

There are more than 2.6 million cooperatives in the world with above a billion members. As per the International Labor Office's report (2019), more than 12.6 million people, at least 9.5% of the world's employed population, were employed in these cooperatives. Top 300 cooperatives' annual turnover of US\$ 2.0bn in 2017 (World Cooperative Monitor, 2019), was larger than Turkey's gross domestic product of US\$0.85bn (World Economic Outlook Database, 2019).

International Co-operative Alliance (ICA), which is a non-governmental organization founded in 1895 to bring together the cooperatives worldwide to be a "global voice" for them, defines Cooperative in its website as "an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise."

There are many different kinds of cooperatives around the world. However, they are all established for a common idea: to be able to change and develop joint work (ICA, 2019). Cooperatives' values are defined as "self-help, self-responsibility, democracy, equality, equity, and solidarity" (ICA, 2019). Briscoe and Ward (2006) describe a cooperative as "a self-help business, owned and democratically controlled by the people who use its services and share its benefits".

The cooperative organization is developed mainly in the insurance and agriculture industries. According to the World Co-operative Monitor (2019) report, agriculture cooperatives share within the world's top 300 cooperatives is 31.7%, second highest after insurance cooperatives (39%). There are 51,392 agricultural cooperative enterprises with more than 9.5 million members and 675 thousand employees (Europe COOP, 2016).

Agricultural cooperatives have a strong presence in the European market. In the Netherlands, agricultural cooperatives have an 83% market share in the agriculture industry. This figure is 79% in Finland, 55% in Italy, and 50% in France (European Parliamentary Research Service, 2019).

Based on the National Cooperative Union of Turkey's 2017 report, there were 30,659 active cooperatives with 5.8 million members (Table 1.1). There were 25 different types of cooperatives. Agricultural development cooperatives ranked first in terms of the number yet ranked third in the number of members.

In Europe, more than 17% of the population are the cooperative members (Europe COOP, 2016), whereas it is only 7% of Turkey's population. In terms of the number of cooperatives, Turkey ranks second in Europe after Italy, yet is not present in the top five in terms of the membership number, turnover, and employment (Europe COOP, 2016).

As stated by the Presidency's 2019 Annual Program, structural problems in organizations (namely cooperatives), farmers/producers lack of access to the markets due to inefficient organizations, abandoned agricultural lands due to increasing cost, and immigration from rural areas to cities can be attributable to this one million hectare loss in agricultural production. In the last five years, agriculture-related export stuck at 15-16 billion dollars versus the 2023 target of 40 billion dollars.

Existing studies mainly focus on the key bottlenecks and issues in the cooperatives. Some studies also compare Turkey's model with European peers with suggestions for improvements. Studies suggest that insufficient economies of scale and size, lack of member commitment (managerial problems), the absence of efficient cooperation with the cooperatives and industry as well as ineffective audit

(Bal & Ada, 2012; Demirci, Tanrıvermiş, & Özüdoğru, 2004) are the critical issues for cooperatives in Turkey.

Table 1. 1. Number of Active Cooperatives by Type and Members

Cooperative Name	Number of Active Cooperative	Number of Members
Agricultural Development Cooperatives	6.901	758.801
Irrigation Cooperative	2.453	301.927
Fisheries Cooperative	551	30.871
Beet Planting Cooperative	31	1.409.721
Agricultural Credit Cooperative	1.625	911.218
Agricultural Sales Cooperative	399	533.456
Tobacco Agriculture Sales Cooperative	12	4.519
Housing Building Cooperative	9.890	437.754
Consumption Cooperative	435	83.635
Motor Carriers Cooperative	4.899	153.527
Tradesmen and Craftsmen Bail Cooperative	963	642.345
Small Art Cooperative	37	2.512
Small Industrial Site Building Cooperative	700	92.805
Tourism Development Cooperative	181	13.792
Production and Marketing Cooperative	182	13.163
Insurance Cooperative	6	195.188
Collective Workplace Building Cooperative	659	50.940
Publishing Cooperative	6	180
Porters Transport Cooperative	2	204
Business Cooperative	534	99.770
Relief Cooperative	12	13.467
Education Cooperative	37	2.512
Independent Agricultural Sales Cooperative	4	1.484
Supply Distribution Cooperative	103	31.306
Fresh Fruit and Vegetable Marketing Cooperative	37	3.142
TOTAL	30.659	5.788.239

Source: National Cooperative Union of Turkey, 2017

Contrary to these studies, the current research pays attention to the cooperatives' successful performance instead of inefficiencies; cooperatives' president, culture, and structure on its success are the main focus. Comparative

analysis in three dimensions (leader, culture, and structure) is expected to build a theory to scrutinize the cooperatives' effectiveness. Key metrics that were used in the definition of success are (a) number of people employed equal to or more than 10; (b) having direct access to customers; (c) having a website (d) having an agreement with the municipality or any other state institution; and (e) cooperative member's positive perception about cooperatives' success.

In the data analysis, the grounded theory approach was conducted to identify the cooperative members' perception, values, and needs towards both cooperative and president.

As mentioned in the literature review, organizational structure (membership fee, exit barriers, pricing policy, and audit) and leadership styles are the determinants of the organizational culture (Bozkurt, 1997). Members' perception of the cooperative's role and importance also makes the difference (Demirci et al., 2004; Everest, 2015). In organizations, perceptions of managers and members define the climate and effectiveness of the organization. (O tara, 2011). Accordingly, this study will examine the existence of shared assumptions and perceptions in the cooperatives to understand the culture and make a comparative analysis to reveal the cooperatives' effectiveness.

On top of that, as institutionalization lacks agriculture-related cooperatives in Turkey, the president's actions and ideological stance have a vital role in reaching success. Therefore, in this study president's values and leadership styles are examined as well.

CHAPTER 2

LITERATURE REVIEW

There is numerous research on agriculture-related cooperatives in Turkey as the abandoned agricultural land, rural-urban migration urge to question agricultural cooperatives' effectiveness. The majority of published works was mainly focusing on the problems of the cooperatives in agriculture. While these studies provide valuable insight into agricultural development cooperatives' problems, none of the studies have provided a theoretical solution for agricultural development cooperatives' success by analyzing the culture, structure, and leadership. I have not encountered any study looking into the agricultural development cooperatives' culture and leadership style.

This chapter aims to summarize the agricultural development cooperatives' movement in Turkey, their roles and organizational structure, and draw attention to their effectiveness by reviewing the studies on this area. It also includes literature on organizational culture, structure, and leadership to provide backgroundh on their roles in the organizations' success, performance, and commitment.

2.1. Agricultural Development Cooperatives

2.1.1. The Brief History of the Cooperative Movement

The formation of the "Rochdale Pioneers" in England in 1844 is recognized as the beginning of the modern cooperative movement (Aksu, 2019; MacPherson, 2010; Shaffer, 1999). Twenty-eight weavers established a cooperative shop to sell their products. In 1847, the mayor of Weyerbush, Germany, Friedrich Wilhelm Raiffeisen, established the 'Bread Committee' to address the farmers' famine and poverty (Shaffer, 1999). In 1849, the formation of a credit association by Raiffeisen named "Mutual Aid Association of Flammersfeld" sowed the seeds of ideas for the credit cooperatives (Shaffer, 1999). The success of the joint act

inspired other countries and the formation of cooperative became widespread (Shaffer, 1999) in Brazil (1847), Belgium (1848), Denmark (1851), Norway (1851), Czech Republic (1852), and Austria (1859).

It is not a coincidence to see the growing interest in the cooperative movement in the mid-19th century. Mass production with industrialization made the employees' working conditions and livelihood harder. More than fourteen working hours, low wages, unhealthy working conditions (Wilhoit, 2005) urged laborers to act together to get through harsh conditions and search for their rights.

In 1895, International Cooperative Alliance (ICA) formed in London with the attendance of cooperative delegates from 13 countries, aiming to set and defend cooperatives' principles and develop international trade (ICA, 2019).

As per ICA's 2018 annual report, ICA unites 310 organizations from 109 countries, including Turkey. Turkey has a long history of agricultural cooperatives. The cooperative movement in Turkey takes its root from the pre-Republic and even pre-Ottoman era.

"Ahi" organization in the 12th century is considered as the first representative of the cooperative movement in Anatolia (later Turkey), given the organization's similar principles with today's cooperatives (Okan & Okan, 2013). Founded by a leather craftsman, Ahi Evran, the organization embraced "rich and the poor, the producer and consumer, the labor and capital, the nation and the state" with its fairness principle as stated in Ahi Culture Research and Education Foundation's webpage (2021). Freewill to join, providing training to the members, acquiring necessary bulky equipment for the members' usage, and distributing profit are the fundamental similarities between the "Ahi" organizations and today's cooperative.

During Ottoman Era, "Country Chests" (Memleket Sandıkları) formed the basis of the cooperative movement in Turkey (Okan & Okan, 2013). In 1863, the Governor of the Ottoman Empire of Southeastern Serbia established a fund named "Country Chests" to protect farmers against wealthy individuals' financial repressiveness on them and high-interest rates (Okan & Okan, 2013). Like today's credit cooperative model, Country Chests were financing the farmers in financial

need. The collected money was disbursed to the farmers, provided that in the harvest time, they repaid. Related works were administered by four persons, two Muslims and two Christian, who were selected by the participating villagers (Ziraat Bank, 2019). In 1888, for the need of contemporary organization, Ziraat Bank (“ziraat” means “agriculture”) has been established to undertake the role of these chests (Ziraat Bank, 2019). Funds or chests operating in the villages became the branches of the bank.

In 1912, three fig producers initiated the formation of agricultural marketing cooperative in Aydın (Okan & Okan, 2013; Tariş Pamuk, n.d.). In 1912, they organized “the Fig Producers Congress” to encourage other producers to collaborate against the market monopoly (Okan & Okan, 2013; Tariş Pamuk, n.d.). In 1914, a bank (Tarişbank) was established to meet producers' credit demand (Tariş Pamuk, n.d.). In 1915, they formed “Aydın Fig Producers Company”, bringing together all fig producers and adapted today's cooperative principles (Tariş, 2019).

Constitution of 1961 authorized government to take necessary actions for the development of cooperatives and assigned responsibility to the government for the support of the cooperative movement (Büyükakıllı, 2007). In 1969, “Cooperatives Law” (Kooperatifler Kanunu), numbered 1163 that includes special provisions on all cooperatives' formation, operations, and supervision, was enacted (Cooperatives General Directorate, 2019).

Today, cooperatives activities are carried out based on Article 171 of the Constitution of 1982, together with the Cooperatives Law No. 1163, provisions of Law No. 1581 on Agricultural Credit Cooperatives and Unions dated 18 April 1972, and Law No. 4572 on Agricultural Sales Cooperatives and Unions dated 01 June 2000 (Cooperatives General Directorate, 2016).

2.1.2. The Role and Purpose of the Cooperatives

Adopted by the general assembly of ICA, cooperatives have seven principles:

a) Cooperatives are open to every individual without social, racial, gender, political or religious favoritism.

b) Their members democratically control cooperatives. Every member has an equal vote.

c) Every member's contribution to the cooperative's capital is expected to be equal. Any capital surplus is either used to develop the cooperative or for supporting members in return for their transactions with the cooperatives or for supporting the activities approved by the members.

d) Cooperatives are independent and self-managed organizations. Cooperatives' can get support from any other organizations, institutions, or governments as long as they ensure the sustainability of the cooperative's autonomy.

e) For development, cooperatives provide training and education to the members. Cooperatives can also organize activities to increase public awareness about nature and the importance of cooperatives.

f) Cooperatives are expected to collaborate with other cooperatives locally, regionally, or internationally to work more effectively and strengthen the cooperative movement

g) Cooperatives seek for the development of their communities

The world's leading agricultural cooperatives underlines autonomy and joint work for development. For instance, Zen-noh from Japan, which was ranked #1 by turnover among agricultural cooperatives in ICA's World Co-operative Report 2019, has a below statement in its website (2020) for the definition of cooperatives "organizations that manage their operations in a long-term, multifaceted, and altruistic way, based on the principles of self-help and cooperation, to improve the livelihoods of their members." In the official website

of CHS Inc. from the United States of America (2020), which was ranked #3 by turnover among agricultural cooperatives in the ICA's World Co-operative Report (2019), it is stated that "Cooperatives are built on principles rooted in collaboration, democracy, economic participation, and social responsibility. They are owned and governed by members who use their products, supplies or services, and they exist to provide value for their members."

In today's world, discussion on a new economic model is more on "cooperation, mutualism and solidarity" (ILO, 2019). Search for sustainability in economic, environmental, and social issues necessitates finding a new or complementary paradigm. Social and Solidarity Economy (SSE) is proposed to address the re-balancing issues (ILO, 2019). ILO defines SSE as the organizations, including cooperatives pursuing specific social and environmental goals with an emphasis on solidarity. Cooperatives have a solid role in the SSE development model since they put the human first, rather than profit, unlike today's capitalist organizations.

Cooperatives' role in the sustainability outlined in the ICA's World Co-operative Report (2019, p.34) as follows:

"As value-based and principle-driven organizations, cooperative enterprises are by nature a sustainable and participatory form of business. They place emphasis on job security and improved working conditions, pay competitive wages, promote additional income through profit-sharing and distribution of dividends, and support community facilities and services such as health clinics and schools. Cooperatives foster democratic knowledge and practices and social inclusion. They have also shown resilience in the face of the economic and financial crises. Hence, cooperatives are well-placed to contribute to sustainable development's triple bottom line of economic, social and environmental objectives" (International Cooperative Alliance, 2019).

ILO's "Work for a brighter future" (2019) report sheds light on the cooperatives' value creation for the country, economy, environment, and human

life. Agricultural cooperatives play an essential role in global food security, from production to the distribution, rural development, economic growth, employment, and environment (Aysu, 2019; Büyükkakılı, 2007; ILO, 2019; İnan et al., 2005; Köroğlu, 2003).

Purpose and the power of cooperatives or joint power can be explained the best by the Mongols teachings in the story written in “The Secret History of the Mongols” (Aman, 2014). Alan Hoa’s, an ancestor of Genghis Khan, had five sons frequently debating amongst themselves. One day Hoa brought them together and gave each of them an arrow. She wanted them to break their arrows, and each of them broke quite easily. Then she took another five arrows and tied them up. Then she asked them to break. However, no one was able to break. Then she said: ‘Brothers, who work separately, like a single arrow shaft, can be easily broken, but brothers who stand together against the world, like a bundle of arrows, cannot be broken.’ (Aman, 2014; p.1)

This archaic teaching shows that humans always choose to cooperate in humankind’s history, help each other, and act together to overcome the difficulties and challenges that they cannot achieve individually (Aysu, 2019).

Individuals bring together their economic strength to form a cooperative to achieve the best and most efficient way for the works that cannot be done by individuals or that are beneficial for them to do together (Köroğlu, 2003).

Cooperatives bring together the small producers to protect and defend themselves economically against merchants, industries, and landlords and act as an alternative in production (Aysu, 2019). As cooperatives improve the living standards of villagers via improving earnings and relations among villagers, it supports the emergence of new family farmers (Aysu, 2019)

The cooperatives have universally accepted roles in food sovereignty, rural areas’ development, and economic growth (Demirci et al., 2004). According to the ILO’s “Work for a brighter future” report (2019), workers in the informal economy, namely rural workers, self-employed women, conditions have usually improved once they work together in cooperatives and community-based organizations.

However, in Turkey, agricultural cooperatives' contribution to economic production is significantly below European averages (İnan et al., 2005). Per the Turkish Statistical Institute's data (2020), the contribution of agriculture (including forestry and fishery) to gross domestic product decreased to 5.8% in 2018 from 9.0% in 2010. Agriculture contribution to employment also went down considerably since 2010. Per the Turkish Statistical Institute's data (2020), agriculture weight in employment declined to 18.4% in 2018 from 25.2% in 2010.

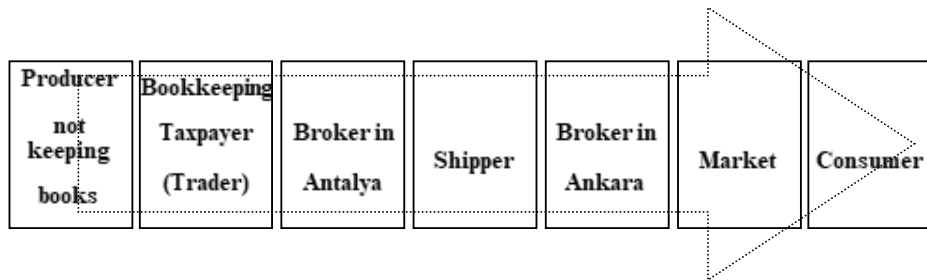
Over the years, Turkey has witnessed a meaningful decline in utilized agricultural land. Based on the 2019 Annual Program report, announced by the Presidency, Turkey's agricultural land also declined to 23.4 million hectares in 2017 from 24.4 million hectares in 2010. As stated by the Presidency's 2019 Annual Program, structural problems in organizations, farmers/producers' lack of access to markets due to inefficient organizations, abandoned agricultural lands due to increasing cost, and immigration from rural areas to cities can be attributable to this one million hectare loss in agricultural production. Between 2015 and 2019, agriculture and food-related export stuck at 16-17 billion dollars, making up 10-11% of total exports (Turkstat, 2020), versus the 2023 target of 40 billion dollars (Invest in Turkey, 2020).

Turkey has an agriculture-dependent economy. According to the Presidency's investment office data (2020), Turkey ranks top in Europe in the agricultural economy and ranks seventh globally as of 2018. The share of agriculture (including forestry and fishery) in total employment in 2016 was significantly higher relative to European countries and the United States (Eurostat, 2020). As mentioned above, agriculture's share in the gross domestic product was 6% in 2018, yet still above the international average of 3.5% (The Organization for Economic Co-operation and Development, 2019).

In Turkey, 85% of the total agricultural land is less than 10 hectares (Aysu, 2019), suggesting that family and small-scale farms dominate agricultural production in Turkey. Due to this fact, farmers in Turkey fail to sell their products at their value due to lower market accessibility and are positioned as a price taker instead of price maker (Aysu, 2019; Büyükakıllı, 2007; İnan et al., 2005).

Merchants buy the low-priced product from farmers; sell to the commission merchant, commission merchant sell products to a consignor, and consignor sell products to the commissioner in the wholesale market hall. The product goes to the market from the wholesale market hall, and the consumer buys the product from the market. As a result of this extended supply chain (as shown in Figure 1.1), while the farmer sells its product from 1.0 Turkish lira, the end consumer pays the 2.8TL to buy the same product.

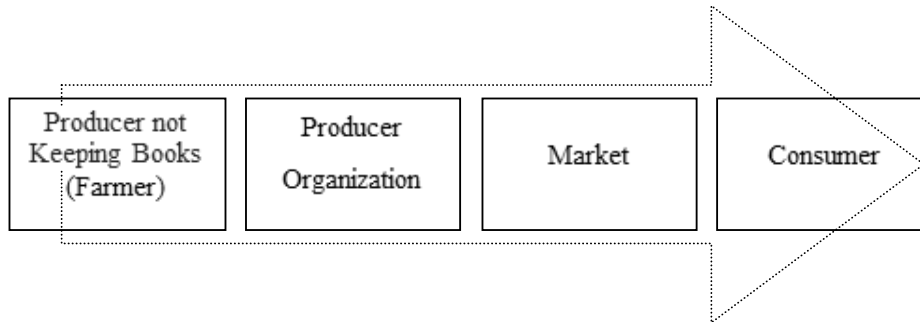
Figure 1.1. The Supply Chain of Fresh Fruits and Vegetables



Source: Songül, 2017

Moreover, Aysu (2019) stated that, in this long supply-chain, wastage might even reach more than 50% because there are so many intermediaries to transport, store and package the goods. Time passes in each intermediary, and this makes fresh products rot. However, cooperatives can eliminate the intermediaries and directly reach the market, as shown in Figure 1.2. Songül (2017) proposed the “ideal supply chain” to manage prices, thus inflation and economic growth. In the ideal model, Songül lowers the number of intermediaries and includes producer associations into the chain for selling and distribution. This analysis underlines the importance of “joint work” to manage food inflation in the economy and to ensure the economic development of farmers and consumers.

Figure 1.2. Ideal Supply Chain



Source: Songül, 2017

On the other hand, due to lack of capital, small-scaled farmers cannot invest in agricultural mechanization, thus having difficulty in managing their production cost. Agricultural cooperatives enable farmers to benefit from modern mechanizations jointly (Büyükakıllı, 2007). For instance, a corn producer does not have to own a corn harvester machine. Cooperatives can provide this machine to the producer at relatively affordable prices.

Cooperatives usually sell the products by adding value (Aysu, 2019; Kaymakçı, 2019). For instance, instead of selling wheat, cooperatives process the crop, package, and sell in flour or pasta. This “surplus” is expected to distribute to the farmers after deducting the cost of production. As a result, cooperatives give the value of farmers’ effort, address farmers' difficulties in the production and selling, and protect small-scale farmers.

On top of the economic development, cooperatives are also effective organizations to ensure food security and food sovereignty. Food security is defined as having physical, social, and economic access for all people to adequate, nutritious, and safe food to satisfy their basic needs and live a healthy life by the Food and Agriculture Organization of the United Nations (FAO,2014).

Food sovereignty, on the other hand, has a broader definition and embraces food security. FAO (2011) highlights that food sovereignty recognizes the accessibility and nutritive value of food and takes care of the ecosystem, cultural values, and local economies. The concept of food sovereignty emerged in the late

90s, with the growing dominance of industrials in agricultural production (FAO, 2011). To maximize their profit, corporations set their food security standards (Aysu, 2019) and use lands, natural sources, namely water, and people with impunity leading to the devastation of nature and biodiversity, decreasing the nutrition value of foods impacting rural economies and cultures negatively (AFSA, 2011; Aysu, 2019). In the international conference held in 1996, it was agreed that industrial food production recklessly destructing ecosystems and farming communities, causing an increase in hunger and poverty (FAO, 2011). As a result, in the same conference, the neo-liberal and holistic concept of “Food Sovereignty” to fight against hunger and poverty was recognized. In this respect, agricultural cooperatives act as a critical communal organization to accomplish nations’ ”food sovereignty” by ensuring that agricultural production is carried out in harmony with the ecosystem, culture, and local farmers.

To sum up; Turkey needs healthy and successful agricultural cooperative organizations to ensure;

- a) sustainable economic growth and manageable food inflation,
- b) social and economic development in rural areas via increasing employment, lower production cost, and providing access to end consumers,
- c) food security and food sovereignty.

2.1.3 Difference between Cooperatives and Companies

Every gathering cannot be considered a cooperative movement. For instance, people also work together in companies for a common goal. Can we name this a ‘cooperative movement’? The answer is no, due to the difference in the values and taking decisions. The purpose of the company is to generate maximum value for its shareholders. On the other hand, cooperatives seek to protect their producers from profit-oriented merchants and industrials (Aysu, 2019; ILO, 2019).

Secondly, there is a hierarchy within the companies, and significant shareholders take the final decision. Capital defines the decision-making power in

companies. However, in cooperatives, every member has equal voting rights, and decisions are taken jointly. What makes the cooperative's organizational structure unique is the principle of one member, one vote, as stated in Cooperatives Law Article 48. Regardless of members' capital contributions, cooperatives follow the "equal say" rule (Aysu, 2019).

2.1.4. Types of Agricultural Cooperatives in Turkey and their Organizational Structure

2.1.4.1 Agriculture Sales Cooperatives and Unions

Agricultural sales cooperatives aim to support farmers in selling and marketing their product, to find new resources, to regulate the market to ensure price stability for producers and consumers (Büyükkılı, 2007; Semerci, 2015). As mentioned earlier, cooperatives can help manage food prices, thus inflation, via reducing the intermediaries in the sales process, namely merchants and commissioners.

Beyond regulating food prices, sales cooperatives also play a crucial role in ensuring food security and food sovereignty. Ideally, sales cooperatives must pay attention to the quality of their products to not damage their reputation (Aysu, 2019). The sales cooperatives can provide the required types of machinery and training to the farmers to sustain the product's quality. Thus, sales cooperatives differentiate from merchants and contribute to the development of rural economies and product quality.

Agricultural sales cooperatives operate under the Ministry of Trade (2019). Today's agriculture sales cooperative's structure established in 1935 (Büyükkılı, 2007). In 1937, there were 19 sales cooperatives; 14 of them were located in the Aegean region (six for fig and eight for grapes); four of them were located in Iğdır for cotton and one of them was in Edirne for fruit (Aysu, 2019).

Also, in 1937, Tariş Grape Union (Tariş Üzüm Birliği) and Tariş Fig Union (Tariş İncir Birliği) were established (Cooperatives General Directorate,

2019). Over the years, producers established cooperative unions such as nuts, fig, olive, and grape under the government's guardianship. In 1972, the number of sales cooperatives increased to 635 and sales unions to 32 (Aysu, 2019). However, following the military coup in 1980, some cooperatives were closed; consequently, in 1993, 416 sales cooperatives and 13 unions survived. (Aysu, 2019). As of 2016, the number of sales cooperatives declined to 306 (Cooperatives General Directorate, 2019). As of 2019, there are 289 sales cooperatives in Turkey (Aysu, 2019).

2.1.4.2 Agriculture Credit Cooperatives and Unions

Agricultural credit cooperatives are established to meet producers' short-term or long-term financial requirements under favorable conditions, provide required production materials and tools, act as insurance agents, and educate farmers (Turkey Agricultural Credit Cooperatives, 2017).

The foundation of the agricultural credit cooperative dates back to 1863 when the Governor of the Ottoman Empire of Southeastern Serbia established a fund named "Country Chests" (Memleket Sandıkları) to defend farmers' economic conditions (Okan & Okan, 2013). Country Chests have been removed, yet its role and duties extended and delegated to Ziraat Bank (Agriculture Bank) (Aysu, 2019). Until 1929, Ziraat Bank met the financial requirements of farmers at reasonable costs. In 1929, credit cooperatives were established. However, until 1977, credit cooperatives operated under Ziraat Bank. On the 17th of May, 1977, with a central union's establishment, credit cooperatives had become independent institutions, and Ziraat Bank's administrative duties have been abolished.

In 1930, there were 191 credit cooperatives with 20,170 members (Everest, 2015). As of 2019, there are 16 region credit unions, 1625 credit cooperatives, and 1,054,636 members (Aysu, 2019).

In 1930, each credit cooperative had three villages on average under their coverage. However, as of 2014 data, credit cooperatives' coverage increased to 20 villages (Everest, 2015), against Raiffeisen's limited geographical area principle

(Aysu, 2019). Raiffeisen is known as the founder of agricultural credit cooperatives, and according to the principle mentioned above, cooperatives coverage should remain limited to be monitored whether the loan is used for its intended purpose.

Today, two institutions, namely Ziraat Bank (a state bank) and agricultural credit cooperatives, are the dominant players in financing the agricultural sector. However, what is the reason for having two institutions? As stated in the agricultural credit cooperatives' 2017 annual report, agricultural credit cooperatives are primarily active in small settlements such as villages and towns where there are no bank branches. Along with providing lending to the farmers, unlike banks, credit cooperatives finance farmers' input needs to be used in the production at a favorable price (Aysu, 2019).

According to the figures in Turkey's agricultural credit cooperative annual report 2017, agricultural credit cooperative provided TL7.6bn loan to its members as of 2017 year-end, representing only 9% of the total agriculture-related loans (Banking Regulation and Supervision Agency, 2019).

Agricultural credit cooperatives operate under the Ministry of Agriculture and Forestry (Ministry of Agriculture and Forestry 2018 annual report).

2.1.4.3. Agricultural Development Cooperatives and Unions

Previously known as "rural development cooperatives" (Köy Kalkınma Kooperatifleri) (Aysu, 2019), agricultural development cooperatives are multi-functioned cooperatives as their responsibilities range from economic development to marketing activities (Semerci, 2015).

Agricultural development cooperatives' key areas of responsibilities:

- a) to develop the production of its members in all kinds of crop production, animal husbandry, and forestry,
- b) to provide procurement, processing, marketing, evaluation activities related to their needs,
- c) to support its members' economic and social development,

- d) to utilize natural resources to increase the members' economic power,
- e) to take measures to ensure the development of handicrafts and home arts and agricultural industry (Aysu, 2019; Semerci, 2015;).

The key differentiating factor of rural development cooperatives from sales and credit cooperatives was their independence from the state (Aysu, 2019). The driving force behind the establishment of the rural development cooperatives was the project that prioritizing the cooperative founders in sending labor force to the foreign countries (Güven, 1982). There was a massive difference between the number of people willing to apply to work abroad and the requested labor force from foreign countries. The government benefited from people's motivation to go abroad and decided to allocate this motivation to rural development via cooperatives' establishment (Güven, 1982).

The villagers who were sent abroad as labor was obliged to put 8,000TL (based on the current value of TL, which corresponds to around 900 Euros based on the Central Bank of Turkey's EUR/TL sales rate as of 26 February 2021) capital to the cooperatives with this project introduced in 1965 (Aysu, 2019). The government was aiming to allocate this source for the social and economic development of the rural area. In 1965, there were only 58 rural development cooperatives. Between 1965 and 1976, the number of rural development cooperatives reached more than 6,000 with close to 750,000 members (Güven, 1982); however, only 3% of them worked with full-capacity and 15% of them working with idle capacity (Güven, 1982).

Although rural development cooperatives were aiming for the structural transformation in rural areas, results were not satisfactory (Güven, 1982). First of all, this movement's motivation was to prioritize people in sending the labor force abroad; therefore, this movement failed to instill collaborative work for development. Founders and critical members went abroad for work, and hence, many cooperatives remained inactive. In the process of time, inactive cooperatives' members also lost their trust in cooperatives (Güven, 1982). A notable increase in the number of cooperatives in ten years was, unfortunately, artificial and many of

them were far away from their fundamental objectives (Güven, 1982). Based on State Planning Organization (renamed as Ministry of Development in June 2011) report on these cooperatives' performance, cooperatives' projects and their applicability were controversial given lack of managerial support, technical ability economics of scale, and absence of proper upper organization (Güven, 1982).

Unfortunately, today's picture of cooperatives is not different, and the same reasons still lie at the heart of the problem. In 1989, rural development cooperatives were renamed agricultural development cooperatives (Aysu, 2019). Studies suggest that insufficient economies of scale and size, lack of member commitment (managerial problems), the absence of efficient cooperation with the cooperatives and industry as well as ineffective audit (Bal & Ada, 2012; Demirci et al., 2004) are the critical issues for agricultural cooperatives in Turkey.

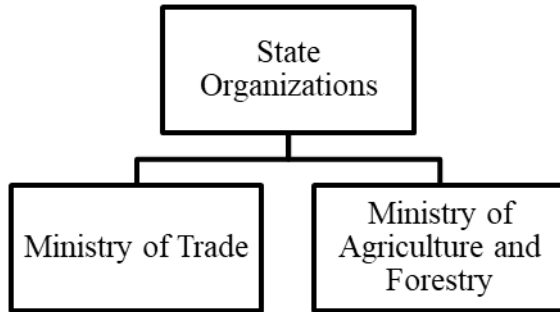
It was also noted that cooperatives were not collaborating, more importantly, compete with each other since they have not been successfully united under the upper organization (Güven, 1982). Today, the inefficient vertical and horizontal organizational structure was another drag on cooperative movement (Büyükkılıç, 2007; İnan et al., 2005).

The organizational structure of agricultural institutions is reviewed in the following section.

2.1.4.4. Agricultural Organization Structure in Turkey

The structure of agricultural organizations can be reviewed in two dimensions: State organizations and producer organizations in agriculture. State organizations refer to the government's organizational model in the agriculture industry (Yercan, 2007), as shown in Figure 2.1.

Figure 2.1. State Organizations in the Agriculture Industry in Turkey

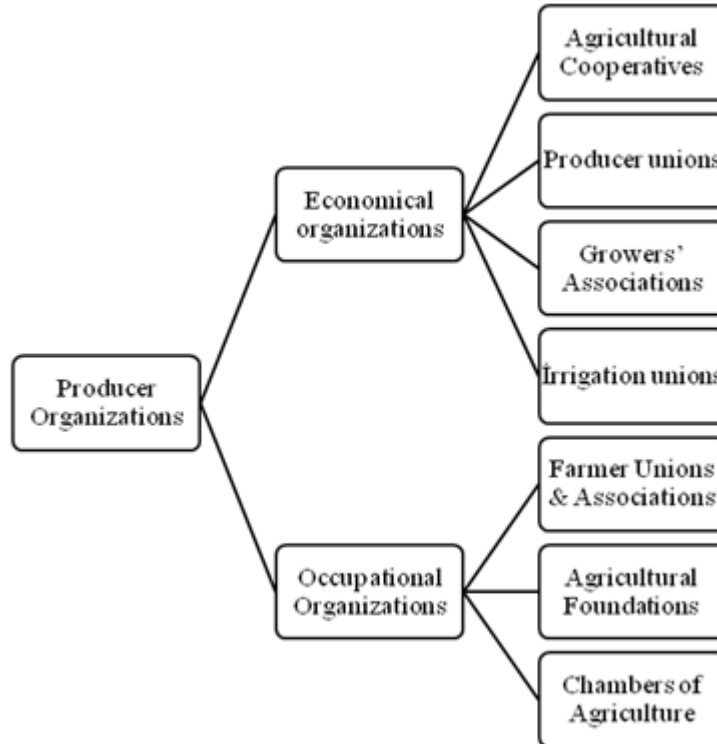


Source: Created by the Author

Currently, Agricultural Sales Cooperatives operate under the Ministry of Trade (Ministry of Trade, 2019), whereas Agricultural Credit Cooperatives and Agricultural Development Cooperatives operate under the Ministry of Agriculture and Forestry (Ministry of Agriculture and Forestry, 2018).

Producer organizations can be divided into two categories according to their purpose (Figure 2.2). Occupational organizations are composed of the agriculture chambers, farmers' unions and associations, and agricultural foundations, i.e., agricultural credit cooperatives and unions' employed social foundations. Economical organizations, on the other hand, are consisted of agricultural cooperatives (credit, sales, and development), producer unions, irrigation unions, and growers' associations (i.e., Cattle Breeders' Association) (Yercan, 2007).

Figure 2.2. Producer Organizations in the Agriculture Industry in Turkey



Source: Yercan, 2007

Looking at the organizational structure in Europe, cooperatives should represent an economic arm of the farmers, producer unions should represent policy, direction, and lobbying arm, and chambers of agriculture should act as a bridge between the government and the farmer (Demirci et al., 2004)

However, producer unions have a similar purpose with cooperatives, i.e., production planning based on demand, improving products' quality (Demirci et al., 2004; Rehber, 2007; Semerci, 2015). Founded in 2004 in compliance with the European Union harmonization process, producer unions act as a substitute for Turkey's cooperatives (Demirci et al., 2004). Of course, having different institutions for the same purpose restricts organizing farmers (Semerci, 2015). However, in European countries like Germany, producer unions channel the state support to the cooperatives (Demirci et al., 2004; Yercan, 2007). Therefore, unions and cooperatives are not competitors but supplementary to each other in the EU.

On top of that, unlike the agricultural development cooperatives, Ministries can decide which type of product, producer union should be established (Aysu, 2019). Without solving the issues in cooperatives and inefficiencies, producer unions cannot be developed and will only create confusion in the organization model (Yercan, 2007).

Another issue in the cooperatives is the upper organizations. In 1971, rural development cooperatives were united under KÖY-KOOP central union (Aysu, 2019), which was the first attempt to form cooperatives' upper organization. However, in 1980, following the military coup, KÖY-KOOP was closed down. Managers of KÖY-KOOP were jailed pending trial (Aysu, 2019). Some unions disappeared due to economic reasons, some unions' activities were banned, and some unions were forced to become inactive (Aysu, 2019).

The establishment of upper organizations such as Union and Central Union was ensured by Cooperatives Law No. 1163, and enacted in 1969 (Turkey COOP, 2020). National Cooperative Union of Turkey (Turkey COOP) was established on December 30, 1991, 22 years after Cooperatives Law No. 1163 (Turkey COOP, 2020).

Based on the National Cooperative Union of Turkey's 2017 annual report, there are 81 agricultural unions and five central agricultural cooperative unions (Table 2.1). The Ministry of Custom and Trade's 2016 Cooperatives report stated that 67% of agricultural cooperatives belong to unions.

Agricultural development cooperatives are organized according to service they provide: Turkey Village Development Cooperatives Central Union (VILLAGE-KOOP), Agricultural Cooperatives Central Union (T-KOOP), Livestock Cooperatives Central Union of (HAY-KOOP), Turkey Forestry Cooperatives Central Union (OR-KOOP), Tea Cooperative Unions (ÇAY-KOOP) (Turkey COOP, 2020).

Table 2.1. Central Unions and Unions by Service Types

Unions by Type	Number
Agricultural Development Cooperative Union	14
Village Cooperative	12
Agriculture	35
Farming(Animal)	18
Forestry	5
Tea	13
Irrigation Cooperative Union	17
Fisheries Cooperative Union	1
Beet Planters Cooperative Union	17
Agricultural Credit Cooperative Union	17
Agricultural Sales Cooperative Union	117
Building Cooperative Union	11
Consumption Cooperative Union	37
Motor Carriers Cooperative Union	32
Tradesmen and Craftsmen Cooperative Union	5
Small Industrial Site Building Cooperative Union	3
Tourism Development Cooperative Union	1
Production Marketing Cooperative Union	3
Collective Workplace Building Cooperative Union	
TOTAL	358

Source: National Cooperative Union of Turkey, 2017

2.1.5. Effectiveness of the Cooperative Movement in Turkey

As discussed in the sections above, agriculture is the crucial component of economic growth, rural development, food sovereignty, and food security. However, agriculture's contribution to economic growth and employment is on a downward trend in Turkey. Effective cooperative movement can positively reverse this trend (Aysu, 2019; Büyükakılı, 2007; ILO, 2019; İnan et al., 2005; Köroğlu, 2003). Nevertheless, Turkey's cooperatives are not full-fledged and fail to contribute the economic growth (Aysu, 2019; İnan et al., 2005).

Cooperatives General Directorate announced seven strategic priorities in its “Turkey’s Cooperative Strategy and Action Plan 2012-2016” report, according to the results of SWOT analysis:

- a) State organizations and services provided to cooperatives will be restructured.
- b) Education, consultancy, training, and research activities will be developed.
- c) Organization capacity and opportunities for cooperation among cooperatives will be increased.
- d) Access to credit and financing will be strengthened together with the capital structure.
- e) Internal and external audit systems will be completely revised.
- f) Institutional and professional management capacity will be increased.
- g) Legislation infrastructure will be developed according to international principles and needs.

These strategic priorities shed light on the problems of the cooperative movement in Turkey. Despite this detailed action plan, there has not been any concrete step towards improving cooperatives’ effectiveness. As per the Ministry of Trade's announcement, a workshop was organized in November 2018 to discuss the 2019-2023 Turkey’s Cooperative Strategy and Action Plan; however, issues were still the same.

Turkey ranks second in Europe in the number of cooperatives (Europe COOP, 2016); yet they are not successful at the desired level due to the problems in financing, upper organization (union/central union), education, and legislation and audit (Tan & Karaönder, 2013).

Studies mention the low education level of managers and members as the main weakness of Turkey's cooperatives (Bal & Ada, 2012; Inan et al., 2005; Rehber, 2006). Despite the fact, lack of support from professional experts (Inan et al., 2005; Şahin, Miran, Cankurt, Günden & Kaynakçı, 2015) on the decision of

tactical and operational issues lower the effectiveness of the cooperatives. Everest's study (2015) revealed that when members' educational level increases, their contribution to the decision-making process increases.

As discussed in agricultural cooperatives' organizational structure, there is more than one ministry responsible for cooperatives. There is a conflict of authority in cooperatives (İnan et al., 2005; Tan & Karaönder, 2013), which led to differences in audit and implementation (Tan & Karaönder, 2013).

As stated in the historical development of cooperatives in Turkey, the surge in the number of cooperatives in the 1970s was not driven by the farmers', producers', or villages' need for joint production. The development of the cooperative movement was top-down. Therefore, it failed to provide an answer to questions of why people should produce together and what their mission is. The cooperatives were founded via people who would like to unite their forces to accomplish something if we review the initial examples. In other words, cooperative ideology is driven by people who need and want it; however, it has been opposite in Turkey, as stated by Development Workshop Cooperative Founder Ertan Karabıyık in an interview in European Union supported initiative Civil Pages' website about the fundamental managerial and regulatory issues in cooperatives (Denli, 2019). This top-down approach resulted in the immature cooperative movement in Turkey (Denli, 2019). Since the demand for cooperation does not come from the bottom, it is perceived as the government's duty to support cooperatives in any conditions. As a result of this unhealthy relationship with the state, cooperative members' enthusiasm to create value fades away, and conflict begins, as stated by Karabıyık (Denli, 2019). Considering this fact, Karabıyık suggests cooperatives seek support from state institutions, namely, municipalities, once they establish and reach a certain level.

Article 171 in the Constitution of 1982 assigns responsibility to the government for the development of cooperatives by taking required measures to increase production and protect customers for the sake of the national economy (Tan & Karaönder, 2013). State institutions should provide the environment for cooperatives' establishment via legislation, training, consulting, and increasing

awareness for cooperation (Tan & Karaönder, 2013). However, as Karabıyık stated: There is no solidarity in the school, not in the family, in the neighborhood, in the apartment. In order to find a ground to establish a cooperative, first, the sense of cooperation and solidarity should be developed (Denli, 2019).

It is a fact that cooperatives are not encountered any obstacles during the establishment phase, and these results in an increase in the number of ineffective cooperatives (Tan & Karaönder, 2013). Therefore, vertical organization (namely, union, central union), professional management, educated membership should be encouraged in the cooperative organizations (Tan & Karaönder, 2013; Büyükakıllı, 2007; İnan et al., 2005).

The effectiveness of cooperatives can also be related to the culture, structure, and leadership styles. None of the studies have examined the role of leadership and organizational culture in cooperatives that are operated in a relatively effective way. In the section below, I will review the studies on the importance of culture, structure, and leadership in the organization's success.

2.2. Organizational Culture

There have been more than 150 definitions of the culture (Edel, 1954). On the other hand, organizational culture has mainly two roots: from an anthropological point of view, each organization is a culture itself; from a sociological point of view, organizations have a culture (Cameron & Quinn, 2017). Most of the studies on organizational culture (O'Reilly and Chatman, 1996; Schein, 2010) agree that culture acts like a social glue keeping the organization together (Cameron & Quinn, 2017). Organizational culture is unique and shows the organizational identity: "who you are, what you stand for and how you behave" (Wiefling, 2018). Organizational culture reflects the "shared assumptions" and "values" in the organization, thus help us to understand why some organizations are different or more successful or resisting to change (Schein, 2010). Organizational culture is a competitive advantage as it integrates values,

perceptions, understandings, and ways of doing business (Cameron & Quinn, 2017).

Organizational culture takes scholars' attention with Pettigrew's paper (1979) on organizational culture's concepts (Barbera & Schneider, 2014). It was followed by studies of Deal and Kennedy (1983) and Peters and Waterman (1982). The organizational culture has received considerable attention since then, as the culture helps managers distinguish the concepts impacting the organizational performance (Cameron & Quinn, 2017). In 1985, Schein emphasized the relationship between culture and leadership. Schein (2010) argued that the leader determines the culture, and then once culture exists, it determines the next leader.

Several debates continued around the relationship between culture and performance and the methods for studying organizational culture. There are mainly two approaches in studying the role of culture (a) insider's perspective, trying to explain things from the insiders' point of view (b) outsider's perspective, focusing on comparative, cross-cultural analysis in understanding the culture (Morris, Leung, Ames, & Lickel, 1999). Pike (1967) named these approaches as the "emic" and "etic" approaches, respectively.

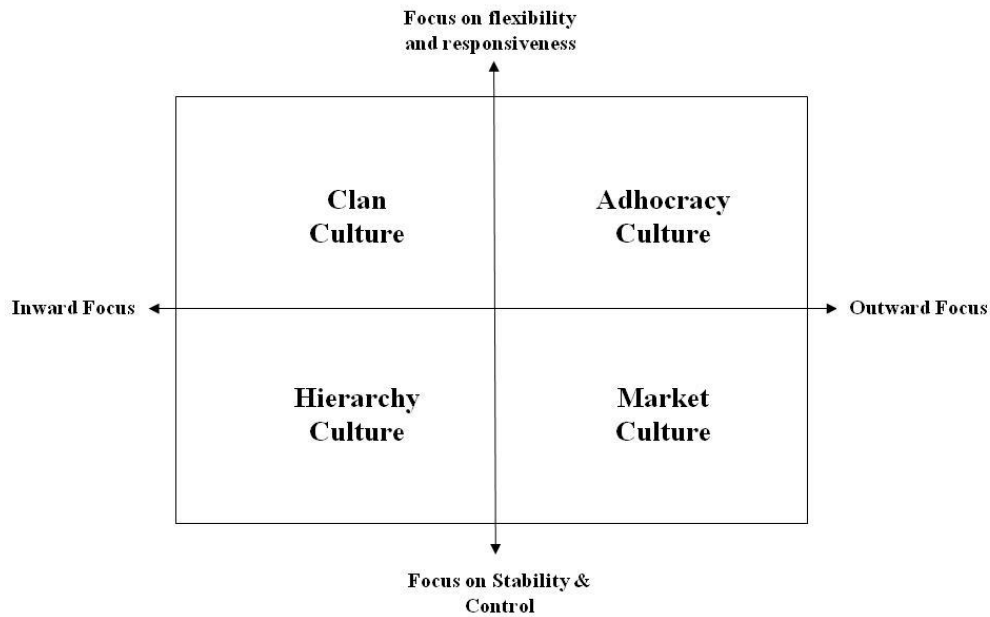
Emic perspective tries to understand the culture (Martin, 2002; Trice & Beyer, 1993) via focusing on cultural aspects within organizations, namely language, rituals, rules, norms, values, and conducting the in-depth analysis (Barbera & Schneider, 2014). Beyer and Trice (1993) suggested that there are observable forms of culture in organizations made up of symbols like the physical appearance of members/employees, physical objects in the workplace, body language, stories, practices, and language jargon, mottos. On the other hand, on the etic approach, the researcher focuses on external factors that might be invisible or not observable for the insiders (Morris et al., 1999). This perspective corresponds to comparatives and cross-cultural approaches (Morris et al., 1999). For the latter perspective, Cameron and Quinn's "Competing Values Framework" (2011) and Schein's "Multi-Layered Organizational Culture Model" (2004) can be given as an example.

Schein (2004) argues that culture has three levels where it is becoming visible to the researchers. There are visible cultural products, named “artifacts”, like organizational structure, language, and outfits (Schein, 2004), which is the outer layer. The second layer is the “values” that compose strategies, goals, ideologies, and knowledge, to mention a few. These cultural products are not explicit but can be comprehended from people’s expressions and point of view (Morente, Ferràs, & Žižlavský, 2018). Third and the inner layer is the “assumptions”; perceptions, beliefs, and feelings that are not salient to the researcher but represent the organization's DNA.

Cameron and Quinn (2017) argue that people are unaware of their own culture until they fall into conflict or encounter a new culture. Culture has four different levels, including invisible elements and visible elements. At its core, culture represents how things are getting done. It shows the indirect assumptions that define human nature and regulate the relationship with the environment.

Cameron and Quinn offered a scale in 1999 to understand the organizational culture, one of the most frequently used models (Morente et al., 2018). Accordingly, there are four types of culture under two dimensions (Cameron & Quinn, 2011). The first dimension is looking at the flexibility, initiative, and dynamism against stability, order, and control. The second dimension is to distinguish organizational culture emphasizing inward focus, integrity, and solidarity from outward focus, differentiation, and competition. According to the degree and the weight of these dimensions in the organizations, four cultural types are defined, as shown in Figure 2.3.

Figure 2.3. Cameron & Quinn's Competing Values Framework (2011)



Source: Cameron & Quinn, 2011; 2017.

Hierarchy culture is identified by having rules, regulations, and procedures. The most essential and key values are observed as productivity, trustworthiness, hassle-free, and fast production. Rules and regulations are comprehensive; therefore, control, strict rules, and process are the main pillars of this culture. Hierarchy culture takes its root from Weber's bureaucracy (1967), which was deemed critical, especially in the 1960s, as the focus was more on steady, efficient, and consistent production. Back then, the economic environment was relatively stable, which allowed organizations to control production via rules and regulations (Cameron & Quinn, 2011; 2017).

Market culture started to emerge towards the end of 1960 when companies encountered new competition challenges (Cameron & Quinn, 2011; 2017). This culture's orientation is to have a competitive advantage. Therefore, emphasize is managing relations with the external groups, such as consumers, suppliers, unions,

regulators. Key values are identified as competitiveness and production performance to generate high profitability.

In clan culture, a sense of 'we' is dominant. The leading indicators of this culture are teamwork, high employee commitment, and organizational structure that encourage employees' participation. This culture has started to be observed in the 1970s and 1980s, especially in Japanese companies, as volatility and rapid changes have become predominant (Cameron & Quinn, 2011; 2017). This environment rarified the decision-making process. In that respect, it was believed that the most effective way to coordinate people to make them believe in the same values and results by increasing their contribution in the decision-making process (Cameron & Quinn, 2011; 2017). In this culture, the working environment is typically defined as friendly, and the organization tends to be viewed as 'family' (Cameron & Quinn, 2011; 2017).

Adhocracy culture has emerged when the industrial age has replaced by the information age. This culture has been adopted to respond to the 21st century's conditions defined by high volatility and rapid market dynamics changes (Cameron & Quinn, 2011; 2017). The life span of products and services has decreased rapidly, and this has ignited companies to adopt an organizational culture encouraging creativity, entrepreneurship, and technological advancements. The origin of the word 'adhocracy' comes from "ad hoc" representing spontaneity and dynamism. This culture gives utmost importance to individualism, risk-taking, and proactive actions by foreseeing the future.

2.3. Organizational Structure

Mintzberg (1979), who is well-recognized with his organizational structure models, defines it as a design of systems, job descriptions, processes, and relationships form within people or groups to enable the organization to reach its purposes. The separation and coordination assure the organizational structure's rationality of organizational members' individual and group actions (Janićjević, 2013). Processes and responsibilities are coordinated with the introduction of layers

in managerial and operational activities (Janićijević, 2013). The level of hierarchy and authority address the managerial differences. Divisions, job descriptions, on the other hand, represent operational differentiation. These differentiations and integrations in activities, responsibilities enable an organization to achieve its objectives (Janićijević, 2013).

Key features associated with the organizational structure are rules, responsibilities, hierarchy, and authority assignments (Schulman, 2020). As structure regulates the way of doing business in the organization, the organizational structure is one of the organizational culture's key components. Brooks (2009) suggests that organizational structure affects people's behavior in the organization. Organizational structure is also part of the culture, according to Schein's culture model (2010). Organizational structure is considered within the 'artifacts' as the structure helps achieve an organizations' goal.

There is a two-sided relationship between organizational culture and organizational structure (Janićijević, 2013). Organizational culture impacts the organizational structure, decision-making processes, and hierarchical structure via norms, values, perceptions. On the other side of the coin, organizational structure mirrors the attitudes and perception but, more importantly, will lead the change by the deindustrialization of culture (Janićijević, 2013).

2.4. Leadership Traits

Leading can be viewed as an art of inspiring, directing, and empowering employees to achieve the organizational target (Maamari & Saheb, 2018). Leadership trait is one of the most studied research topics. There is a wide range of theories and thoughts on what makes a good leader. Yukl (2002) categorized leadership theories in the empirical studies under five approaches: trait, behavioral, power-influence, situational, and the integrative approach.

2.4.1. Gardner's Trait Approach

The trait approach is one of the earliest explanations for leadership behavior (Fleenor, 2006). This approach emphasizes individual attributes, such as personality, competencies, skills, and values (Yukl, 2002). It considers that leader is born with these skills; it is not something learned over time (Fleenor, 2006). Among trait approach, Gardner's study (1989) is the most recognized one. In 1989, Gardner conducted a study with many leaders and revealed that specific skills lead to success. These traits are identified as follows (Fleenor, 2006; Gardner, 1989): Physical vitality and stamina, intelligence and action-oriented judgment, eagerness to accept responsibility, task competence, understanding of followers and their needs, skill in dealing with people, need for achievement, capacity to motivate people, courage and resolution, trustworthiness, decisiveness, self-confidence, assertiveness, and adaptability.

Over time, in a more dynamic and complex environment, the leadership concept has also evolved like we are living today. Ongoing developments and enhancements in the technology have resulted in higher complexity, and thus individual-based traits fell short of dealing with the volatility. Therefore, leadership approach theories have shifted from an individual-oriented approach to a more integrated approach, taking into account the situational factors, power variables, and behavioral aspects (Yukl, 2009). Below, I will explain servant leadership, which portrays the interaction between the team and leader, as well as, leader's behaviors towards the members.

2.4.2. Servant Leadership

Throughout the leadership theory developments, scholars have started to put less emphasis on the traditional observable facts of personal characters, behaviors, and situations (Fairholm, 2002). Researchers also looked into the relationship among people to see the complete picture, referring to a more holistic

approach, focusing on the values, culture, morals, influence, and desires of leaders and their communities (Fairholm, 2002). This philosophy has taken its root from Greenleaf's (1977) servant leadership study (Fairholm, 2002). Greenleaf argued that this cautious choice inspires the person to lead if one wants to serve. Desire and want to serve gives meaning to work, paves the way for followers to trust, and consequently, enables an organization to fulfill its purposes (Fairholm, 2002; Greenleaf, 1977).

Since introducing the servant leadership concept, researchers developed a model and key traits for servant leaders, although it was not proposed by Greenleaf (Rachmawati & Lantu, 2014). The latest study on servant leadership's key attributes was developed by Van Dierendonck and Nuijten (2010). Dierendonck (2010) developed six attributes of servant leaders: (a) empowering and developing people, (b) humility, (c) authenticity, (d) interpersonal acceptance, (e) providing direction, and (f) stewardship.

As one of the critical factors in servant leadership is a desire to serve, it is inevitably positively impacting the integrity (Bobbio, Dierendonck, & Manganelli, 2012) and trust (Schaubroeck, Lam, & Pengwithin, 2011) in the organizations. There is also a positive relationship between servant leadership and an organization's performance as it building trust and service climate at the organizational level (Huang, Li, Qiu, Yim, & Wan, 2016).

2.5. Objective of the Study

Following the background mentioned so far, the current study aimed to introduce a theoretical framework on the cooperatives' success by looking into it in three dimensions: the role of leaders, organizational structure well as the impact of organizational culture.

This study focuses on the managerial differences in the agricultural cooperatives and will compare the successful and weak performing cooperatives to come up with the model for success.

There have been studies focusing on the reasons for Turkey's inefficient cooperatives (Demirci et al., 2004; İnan et al., 2005; Rehber, 2007); however, none of the studies have examined the role of leadership and organizational culture in the cooperatives and made comparative analysis.

As a first dimension, this study focuses on understanding the organizational culture of cooperatives as it impacts performance and organizational commitment (Cameron & Quinn, 2017; Schein, 2010). Accordingly, this study looked into the existence of shared assumptions and perceptions in the cooperatives to understand the culture and made a comparative analysis to reveal the cooperatives' effectiveness.

As the organizational structure is one of the critical components of organizational culture, I also look into the differences in the cooperatives' structure in this study. The traditional organizational model of agricultural development cooperatives has three principles: free entry and exit, democratic control (equal voting rights), and uniform pricing policy (Benos, Kalogeras, Verhees, Sergaki, & Pennings, 2015). There could be different agricultural development cooperatives practices, free exit, and uniform pricing policy rules to increase members' commitment to the cooperative. Differences in implementing these principles' impact on the cooperative's performance and its reflection on culture are also discussed in this study. Benos et al.'s (2015) study on Greek cooperatives suggested that obligatory sales agreement between cooperatives and members and differential pricing (pricing based on quality and volume) enhance the organization's market orientation. Market orientation reflects the organization's ability to create superior value for its customers (Benos et al., 2015).

Şahin et al.'s (2015) study with agricultural development cooperative presidents revealed that 39% of the presidents attributed the cooperative's success to the effective collaboration between the members and the president. As Schein (2010) argued, the leader is also shaping the culture in the organization. In this regard, members' perceptions about the cooperative president and presidents' feelings on being a leader are studied to understand the role of the president in the cooperatives' success.

All in all, with this study, I would like to point out (a) the possible reasons behind the failure of cooperatives, (b) managerial and structural differences impact on the cooperative performance, and (c) drivers supporting the success of the cooperatives.

2.6. Importance of the Study

Agriculture-related cooperatives have a universal role in economic development, food sovereignty, and security. The cooperative movement has a long history in Turkey, which is amongst the top-10 in the world in terms of the number of cooperatives. However, the economic contribution of agriculture-related cooperatives in Turkey is negligible. Due to climate change and the rise of sustainability issues, the cooperative movement has been re-taking attention. Although many government packages and incentives have been announcing, it would be fair to say that cooperatives are still inefficient in Turkey.

Agricultural production also needs attention as the number of utilized agricultural lands has been declining and urban-rural immigration. Rural areas should be the center of attention for farmers, and in that respect, cooperatives have a crucial role. Agricultural Development Cooperatives protects farmer against merchants, improves social life, raise living standard in the region. Therefore, models and strategies for the success of the cooperative are vital. What makes this study significant is that, instead of emphasizing the reasons for being unsuccessful, this study is proposing a model for success. More importantly, data analysis concentrates on three dimensions in the cooperatives' success, to develop a more comprehensive model. President's role, organizational structure role, and culture role are taken into consideration to identify the success in cooperatives.

CHAPTER 3

METHODOLOGY

This chapter aims to explain the methodology used in this study to make cooperatives successful in terms of their leadership, organizational structure, and culture dimensions. In this study, the qualitative methodology and the grounded theory approach were used to understand the drivers behind cooperatives' success.

This chapter presents reasons for selecting the grounded theory approach, its constructivist approach, participants, interview protocols, procedure, and data analysis.

3.1. Research Questions

This study's objective is to develop a model for the success of the cooperatives. Three main questions guided this study:

- a) What are the drivers of success in the agricultural cooperatives in Turkey?
- b) What is the role of leaders, organizational structure, and culture on agricultural development cooperatives' success?
- c) What are the reasons behind the failure of cooperatives?

3.2. Methodology

The qualitative research methodology of Grounded Theory has been used in this study. Qualitative research is appropriate to interpret, understand, or develop a theory (Taylor, Bogdan, & DeVault, 2016). Qualitative Research takes "human" into the focus and analyzes the research questions holistically – incorporates past, situations, intangible factors such as norms, gender roles, settings, and experiences (Taylor et al., 2016).

I have found the use of grounded theory appropriate since the cooperative's leadership style, organizational culture, and structure are

underdeveloped. There is no theory for agricultural cooperatives' success that underlines critical dimensions: organizational structure, culture, and leadership trait. As argued by Goulding (2002), the Grounded Theory fits with the study when “the topic of interest has been relatively ignored in the literature or has been given only superficial attention” (Goulding, 2002; p.55). Coding all pieces of data, incorporating the participants' views and perspectives allow for creativity in data analysis (Charmaz, 2016), and this further reinforces the originality of the study.

3.2.1. Grounded Theory

Among qualitative research methods, Grounded Theory, developed by Glaser and Strauss (1967), is one of the most frequently used methods in contemporary psychology (Ruppel & Mey, 2015). The grounded theory refers to the inductive process of qualitative research, and the goal is to build a theory based on the collected and analyzed data (Cepellos & Tonelli, 2020; Taylor et al., 2016). Grounded theory is based on developing a theory to identify and describe social phenomena and behavior (Glaser & Strauss, 1967). Grounded theory differentiates from other qualitative research methods with its studying process and theory construction tools (Charmaz, 2016).

Grounded theory asks for “why” questions (Charmaz, 2016) and allows the researcher to build theory by allocating answers with systematic coding and categorization of data (Fusco, O’Riordan, & Palmer, 2015). As per Glaser and Strauss (1967), it is a “discovery” of relationships from the systematically reviewed data. Since its inception, grounded theory has been marked by different ontological and epistemological perspectives and modifications (Ruppel & Mey, 2015). There are three approaches: (a) classical approach (Glaser & Strauss, 1967), (b) interpretative approach (Strauss & Corbin, 1994), and (c) constructivist approach (Charmaz, 2016).

The classical grounded theory approach follows positivist epistemology and considers the data itself is true (Fusco et al., 2015). Therefore, the researcher is passive in ensuring objectivity (Cepellos & Tonelli, 2020). Classical grounded

theory suggests that the researcher should do the literature review after data collection to prevent existing studies' influence (Walls, Parahoo, & Fleming, 2010).

In the interpretative approach (or Straussian Grounded Theory), on the other hand, researchers are recommended to review literature preliminary to identify a research question and investigate the data accordingly (Thai, Chong, & Agrawal, 2012). Compared to the Glaserian method, in the Straussian theory, the researcher is more active in interpreting the data and emphasizes more systematic coding and comparative analysis (Sebastian, 2019).

Charmaz, on the other hand, adopts relativist epistemology and permits researchers' participation, contrary to the classical approach (Charmaz, 2016; Sebastian, 2019). It focuses on “constructing” data rather than “discovering” as proposed by the classical approach (Sebastian, 2019). There is no prescribed time for the literature review. Instead of having strict rules in coding observed in the Straussian approach, the constructivist approach offers a flexible approach in coding: everything is coded at the first stage and then grouped around predominant codes (Sebastian, 2019).

3.3. The Researcher

The researcher has been working as an Investor Relations Manager and holds a Bachelor's degree in Business Administration. The researcher has been visiting farmers voluntarily for the last five years and is keen on healthy and environment-friendly agriculture production. The researcher's family has also recently migrated from Turkey's one of the big cities to a western cost village. Together with her family, the researcher is also active in farming and has a constant dialog with farmers about their problems and concerns. Active communication with farmers via visiting farmers also enables the researcher to understand farmers' points of view and agricultural development cooperatives' roles. This provides a necessary strength to the researcher in carrying out the designed study. The constructivist approach used in this study also acknowledges the researcher's

experience in the studied area and incorporates the researcher and participants' values and background.

3.4. Cooperatives Participated in the Study

Ten agricultural cooperatives participated in the study. The researcher anticipated eight to fifteen cooperatives to participate in this study; names of cooperatives and their demographics are provided in Table 3.1.

The sample was drawn from a list of cooperatives included in the Istanbul-based consumer cooperatives or have a store in big cities or do not have direct access to the end-consumer. In that respect, Boğaziçi Members' Consumer Cooperative, Kadıköy Consumer Cooperative, and Beşiktaş Consumer Cooperatives' producer lists are referred. These consumer cooperatives aim to liaise small producers with consumers and deliver healthy, fair food at affordable prices; they have their shops in Istanbul, and the agricultural cooperatives' products are sold.

Some cooperatives, namely Cooperative 01 and Cooperative 03, serve as a model in Turkey. Cooperative 03 was named as the World's Best Rural Development Model in 2012 by the Food and Agriculture Organization of the United Nations. On the other hand, Cooperative 01, which has stores in the three largest cities, offers online shopping.

Cooperative 09 agricultural development cooperative is famous for its brand, Cooperative 09, in the Izmir region.

Cooperative 10 agricultural development cooperative is recognized with its 'natural life village', located in İzmir.

Cooperative 06, Cooperative 07, and Cooperative 02 agricultural development cooperatives do not directly access end-consumers. Cooperative 06 and Cooperative 07 are located in Çanakkale. Although each cooperative has its olive oil factories, cooperatives do not have direct access to consumers, members should sell their products on their own, and these cooperatives do not have a

website. As these cooperatives are performing relatively inefficiently, for comparability purposes, they were included in the research.

Cooperatives were invited to the research via telephone or instant messaging. The researcher is not a member of nor actively involved in any of these cooperatives.

For comparability purposes, both successful and unsuccessful cooperatives were targeted. Key metrics used in the definition of success and participated cooperatives' success category are provided in Table 3.2.

To understand and compare the role of leader and organizational culture, both cooperative president and the cooperative member from each cooperative were targeted. This objective has been met except for Cooperative 08, Cooperative 09, and Cooperative 10. At Cooperative 08, the president was unwilling to direct me to any member; therefore, although I visited the cooperative's village, I did not meet with members or non-member. At Cooperative 10, I have not had a chance to make an interview with any cooperative member due to time constraints. At Cooperative 09, the president was not available on that respective day for the interview. Therefore, I interviewed the factory manager. Due to transportation problems, I could not make an interview with a cooperative member.

Table 3.1. Participated Cooperatives and their Demographics

Name of the Cooperative	Ovacık	Foça	Tire Süt	Devrek Güneşi	Hopa Çay	Pıtırelı	Ahmetçeli	Gödence	Bağarası & Yeni Bağarası	Bademler
Established Year	2017	2017	1967	2010	1959	1972	1972	1972	1968	1962
Location / City	Tunceli	İzmir	İzmir	Zonguldak	Artvin	Çanakkale	Çanakkale	İzmir	İzmir	İzmir
Cooperative's Website	ovacikdogal.com	n/a	tiresutkoop.org	devrekgunesi.com.tr	hopacay.org	canakkalezeytinyagi.com	n/a	godence.org.tr	focayogurdu.com	bademlerkoop.com.tr
Number of members	Close to 1,000	110	More than 2,000	53 (active:40)	Close to 1,000 (active)	210	70-75	150	173	252 (active producer: 20-25)
President's tenure	15 months	1.5 years	18 years	10 years	8 years	7 years	Less than a year	27 years	23 years	11 years
President's education	Secondary Education	University graduate	Dropped out of Industrial Engineering department	Two-year university graduate	Dropped out of open education department	Secondary Education	Primary School	Two-year university graduate	University graduate	Education College graduate
Employment opportunity	10 (excludes representatives in sales offices)	No (voluntary based)	450	Yes, 7 employees with employment insurance (15-25 employees together with daily workers)	Yes, 30 employees in the factory on average, during production time	Yes, less than 5 employees in the factory. During times of olive oil harvest, it increases	No, seasonally employees	4 (during olive oil times, increases to 9)	37	49
Number of products sold	More than 20	Close to 10	Close to 10	Close to 10	1 (Tea)	1 (Olive Oil)	1 (Olive Oil)	Close to 10	2 (Yogurt and Ayran)	More than 20
Cooperative own shops/online shopping	Online Shopping availability and physical stores in 10 cities	No	Online Shopping availability, products are sold in key supermarket chain in big cities	Product are shown in the website, order is via telephone	Yes, via physical sales points	No	No	Product are shown in the website, order is via telephone	Yes, via physical sales points	Product are shown in the website, order is via telephone
Active usage of social media	Yes, with 8.6k followers on Instagram	Yes, with 0.7k, followers on Instagram	Yes, with 13.4k followers on Instagram	Yes, with 3.4k followers on Instagram	Yes, with 1.6k followers on Instagram	No, 0.4k followers on Instagram	No	No, 0.9k followers on Instagram	No	Yes, with 1.8k followers on Instagram

Table 3.2. Participated Cooperatives' Success Category

Name of the cooperative	Ovacık Koop	Foça	Tire Süt	Devrek Güneşi	Hopa Çay	Pıtırelî	Ahmetçeli	Gödence	Bağarası & Yeni Bağarası	Bademler
Success Category	Successful	Promising	Successful	Successful	Promising	Weak Performer	Weak Performer	Promising	Successful	Successful
1. Number of people employed > = 10*	Yes	No	Yes	Yes	Yes	No	No	No	Yes	Yes
2. Having a store in a city or being placed in the stores/consumer cooperatives' list or online shopping*	Yes	No	Yes	Yes	Yes	No	No	Yes	Yes	Yes
3. Having a cooperative web page*	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
4. Having an agreement with municipality or any other state institution*	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes
5. Member perception on cooperative success.*	Successful	Needs for improvement	Successful	Successful	Needs for improvement	Needs for improvement	Unsuccessful	N/A	Successful	N/A
6. Having an collaboration with other cooperatives in terms of marketing & sales	Yes	Yes	No	No	Yes	No	No	No	No	Yes
7. Providing additional benefits to the members	Yes	No	Yes	No	No	Yes	No	No	No	No

**These criteria are identified as 'must' for being considered as successful. If the cooperative has an access to market ('yes' answer for either the second or fourth question), it is classified as 'Promising'. If not, it is classified as 'Weak Performer'*

3.5. Participants

Including participated cooperatives' president and members, 19 interviews were conducted in total. Seven out of nineteen participants were female. Demographics and membership status of participants are provided in Table 3.3.

Among ten cooperatives participated the study, the number of a female president was only two. Education level is generally below undergraduate degree. Among participated presidents, only one president has an undergraduate degree. Successful cooperatives' presidents' education level is comparatively higher than the remaining. Unless they are employed in the cooperative, members' education level is also relatively low. The average age is 55 for presidents.

Table 3.3. Demographics of Cooperative Members Participated the Study

Cooperative Name	Membership Status	Age	Gender	Education level
Cooperative01	Member and Producer	26	Male	University Student
	President	34	Male	Secondary Education
Cooperative02	Member	missing	Male	High-school graduate
	Member and Former President	33	Female	University Graduate
Cooperative03	President	60	Female	University Graduate
	Member and Producer	47	Male	Primary School Graduate
Cooperative04	Agricultural Engineer	40	Male	University Graduate
	President	61	Male	Dropped out of University
Cooperative05	Member and Cooperative Employee	missing	Female	High-school graduate
	President	55	Female	Two-year university graduate
Cooperative06	Cooperative Employee	32	Female	University Graduate
	President	58	Male	Dropped out of open education system
Cooperative07	Member and Producer	52	Male	Primary School Graduate
	President	44	Male	Secondary Education
Cooperative08	Non-member	54	Female	High-school graduate
	President	60	Male	Primary School
Cooperative09	President	60	Male	Two-year university graduate
Cooperative10	Factory Manager	44	Female	University Graduate
Cooperative10	President	62	Male	Education College graduate

3.5. Interview Protocols

In the in-depth interviews, thirty-three semi-structured questions were asked to the cooperative presidents (Appendix A), and another 27 semi-structured questions were asked to the farmers (cooperative members and non-members) (Appendix B). In the question set directed to the president (Appendix A), I focused on understanding the culture and organizational structure. For that reason, questions to understand the cooperative's objectives, its success definition, history, key responsibilities, and the board of directors' structure were asked. On the other hand, in the question set directed to the cooperative members (Appendix B), I aimed to understand their perception of the cooperative, their key motives for being a member, and their management perceptions.

In-depth interviews were conducted face to face, and the dialog was not limited to the specified questions in the interview protocol. Depending on the answers, I changed the sequence, added new questions, or skip some of the questions. The study's objective and the general content of the questions were informed to prevent any stress. Before the interview starts, a detailed informed consent form was presented to each participant.

3.6. Procedure

The cooperative's social media accounts were used in order to reach the representatives. I tried to schedule interviews with the cooperatives located in the same cities on the same days/travel. The first interview was conducted with Gödence cooperative on March 25, 2019, and the last interview was conducted with Bademler cooperative on September 03, 2020. Face-to-face interviews were conducted in the cooperative building for the participant's convenience. It also allowed me to see the atmosphere, the president's room, and cooperative buildings to understand the culture via visual codes. The interviews were conducted in Turkish (Appendix C for cooperative president and Appendix D for the farmers), and Turkish transcriptions were used in coding.

Voice recording was done for all participants, except for one president, in which detailed notes were taken. Voice-recording was started after the introduction. The interviews were recorded electronically on the mobile phone's recorder application.

Interviews were face-to-face for seven cooperatives. Due to global corona pandemic-related lockdowns and restrictions, interviews were done over the telephone for the rest of the three cooperatives. Interviews took 44 minutes on average. In terms of the interviews' duration, the shortest one took 10 minutes, and it was with a member in Pıtırelı cooperative. The longest one was with Tire Süt, cooperative president, and it took 95 minutes.

3.6. Data Analysis

In data analysis, Charmaz's (2010) Constructivist Grounded Theory (CGT) has been applied. In data coding, CGT has mainly two phases: first, the researcher should code every piece of data from the interviews, and secondly, commonly repeated codes should be grouped (Sebastian, 2019). While doing this, it is expected to incorporate the researcher's memos, notes, historical conditions, participants' actions into the coding process (Charmaz, 2017; Sebastian, 2019).

In-line with this approach, voice recordings were transcribed. Qualitative data analysis was conducted on each transcript via the MAXQDA software program. The complete transcription of each interview is analyzed line-by-line. In-line with the constructivist approach, data has been coded, the most used codes were categorized, and then a general theme has been developed. Field notes and observations were also taken into account via writing memos. One thousand one hundred sixty-eight codes were grouped under eighteen different segments. Codes and voice records were frequently revisited to find the best possible answers to the research questions and create theory. During the data collection process, I reviewed the literature about the cooperative movement in Turkey. This helped to identify the key and significant concepts that are commonly mentioned in the literature. To

develop a theory, focus codes have been identified. Focus codes were used as the main pillars in developing theory.

CHAPTER 4

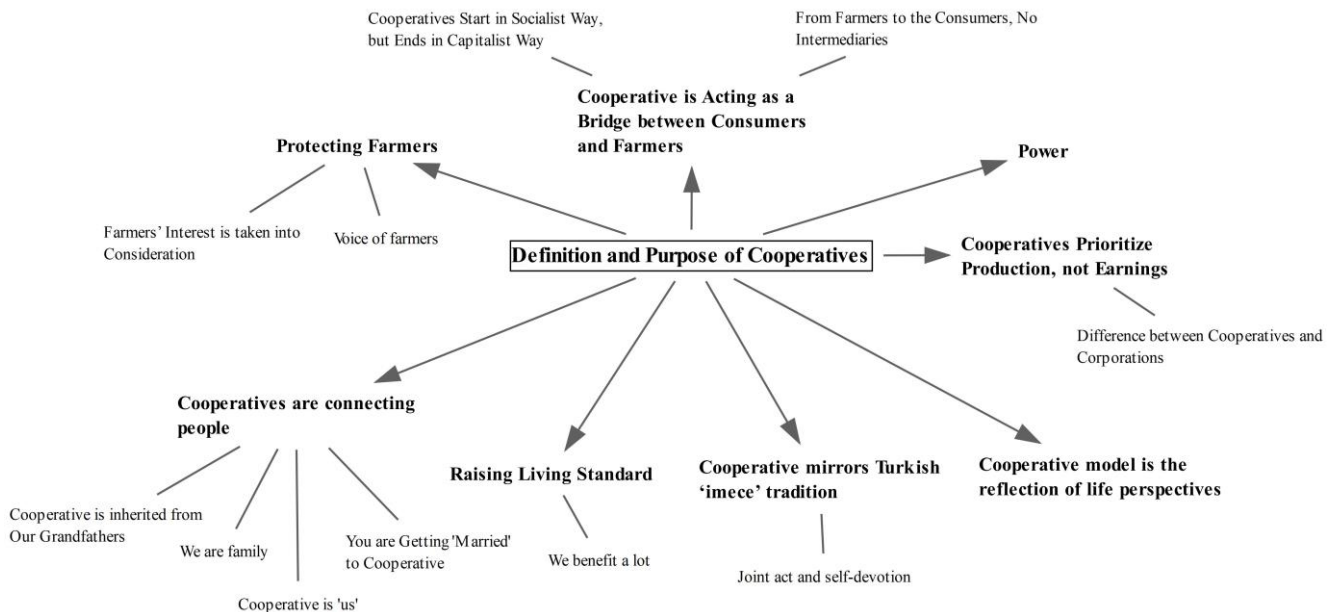
RESULTS

4.1. Definition and Purpose of Cooperative

During the interviews, I asked participants: “What is the first thing that comes to your mind about cooperative?”, “Do you think cooperatives are important?” and “What is the purpose of your cooperative?”

The coding process of participants’ answers brought eight themes with eleven sub-codes, as given in Figure 4.1.

Figure 4.1. Code Map of Definition and Purpose of Cooperative



4.1.1. Power

“Power” was a commonly mentioned word among participants when defining cooperative. Participants associated cooperative with power and strength, as a widely known proverb states: “There is safety in numbers.”

(Researcher): “What comes to your mind when you think of cooperative?”

“Power...” (Cooperative 03–Producer)

“How much voice can one person make? My one hand cannot make any noise. But two hands can. We need to get stronger and unite. If we unite, we can be powerful. If not, there will be no power.” (Cooperative 03-Producer)

“... I witnessed how men make pressure on women. Maybe I do repeat a lot, but women needed to be powerful. Cooperative represents good power.” (Cooperative 02 -Founder, former president)

“I think that people who have stayed at home before and who have never experienced a working environment gain strength there both financially and morally. (...) These people have made progress in many ways, like self-confidence, financial capacity. (...) Thanks to our cooperatives, many homemakers became business owners, had jobs, and these women gained their economic freedom. As long as there are such places, I say that no woman should be a victim and stay at home, and they should work, in my opinion. These kinds of places provide that.” (Cooperative 04-Partner, cooperative employee)

4.1.2. Cooperative Model is Reflecting Life Perspective

How life is perceived, or participant’s worldview is affecting the way the cooperative is perceived.

“There is no loneliness in human nature, or I am not like this. (...) If I have money or bread to eat and my friend does not have, it is not acceptable. If we can make progress altogether, it is better. (...)

Selfishness is not good for human nature. That's why the cooperative is there. (...) Establishing cooperative is not a game. It reflects the life perspectives. It is a management style.” (Cooperative 02-President)

“I am the cooperative person because I am a human.” (Cooperative 03-President)

“The higher the gender equality in local parliaments, the more successful cooperatives that country has. Like in Holland, Sweden and, France.” (Cooperative 02-President)

4.1.3. Cooperatives Prioritize Production, not Earnings

Cooperatives' focus should not be on earning money, but rewarding the farmers and their efforts. This is also one of the key areas that differentiate cooperatives from corporate.

“I struggle for a country (Turkey) where labor and production get rewarded, not properties and money.” (Cooperative 03-President)

“Cooperatives are places for supporting production. Cooperatives do not prioritize earning money” (Cooperative 04-President)

“I think, cooperative's profit margin is so low, I guess only one Lira left as a profit for each product. And this is used for cooperatives' fixed costs” (Cooperative 01-Producer)

“Cooperatives do not have a commercial purpose. They are social entrepreneurship.” (Cooperative 02-Producer)

“We are cooperative; earning money is not our main goal.” (Cooperative 05-Producer, cooperative employee)

“The price we apply to Anatolia is different; because we want Anatolia to consume olive oil. This is a thought beyond gaining money.” (Cooperative 08-President)

4.1.3.1. Difference between Cooperatives and Corporations

Cooperatives may resemble to corporate structures in administrative terms, namely auditing, marketing, and budgeting; however, the purpose must be different. Corporations aim to maximize profit; however, cooperatives seek to meet their members' needs economically and socially. Otherwise, cooperatives become agriculture companies and impose on farmers' efforts.

(Researcher): “What is the difference between cooperative and company?”
-“Cooperative is a social project; company is a profit-oriented organization.” (Cooperative 02-Producer)

“Companies are profit-oriented; they aim to get the product at the lowest price, but sell expensive. But we do not try to buy the product at a low price because as a cooperative we have responsibilities to the producers.”
(Cooperative 09-Factory Manager)

“There is a clear difference; companies' basic principles are trading and earning money. Cooperatives comprise human values, solidarity, and cooperation. Companies do not have a solidarity culture. (...) We are not managed like companies, but we may accept some rules of companies. We want all members to think about how they can add value to the cooperative.” (Cooperative 08-President)

“The knowledge, corporate structure, and experiences are so important, but the biggest danger is prioritizing earning money on top of cooperative principles. Notice that, currently it is being done. ‘Agriculture Credit’ cooperatives have been corporatized, and producers will continue to be exploited through these companies.” (Cooperative 10-President)

(Researcher): “What distinguishes the cooperatives from the companies?”
“I think there should not be such distinction. Cooperatives must know about math as companies do; companies must know taking a joint decision as cooperatives do.” (Cooperative 02-President)

4.1.4. Protecting Farmers

In line with cooperatives priority, cooperatives are formed against the capitalist orientation; hence protecting farmers from large corporations is the core objective. In other words, cooperatives are aiming to reward farmers’ efforts.

“Agricultural development cooperatives are an act formed against small and medium-sized farmers' exploitation in this capitalist production relations. And believe me, they have the authority and ability to do everything from planning to the final stage of marketing.” (Cooperative 10-President)

“Industrial farming and companies do not save farmers, agriculture, nature, and human health; they only think about their profit.” (Cooperative 10-President)

“Our village was famous for its beans in the past too. But the production ended over time because of merchants. Producers used to think that they don’t get a necessary return for their efforts. Therefore, production level was close to zero.” (Cooperative 01 -President)

“Following the formation of a cooperative, we have returned to production.” (Cooperative 01-Producer)

(Researcher): Can cooperatives save farmers?

Yes, they will save. Indeed, I said this many years ago. There used to be a tomato paste factory. Many people planted tomatoes in their fields for this factory, but they didn't get their money from the factory. If they hired a lawyer and consulted with him/her, they would get their money on time. Because the lawyer could prepare the contracts, follow the procedures and get the money. Indeed, that is the definition of being cooperative.” (Cooperative 03-Producer and agricultural engineer)

“We protect the producers from the merchants. (...) If you get together and form a cooperative, you can earn money. Otherwise, others will make money from your production.” (Cooperative 03-President)

“We cannot protect consumers without protecting producers.” (Cooperative 03-President)

“Aim of the cooperative is to protect producers. It means, cooperative should be able to give producers' deserved money on time. Still it is working with the same aim.” (Cooperative 09-Factory manager)

4.1.4.1. Farmers' Interests to be considered in Identifying Purchasing Price.

What differentiates cooperatives from merchants is that cooperatives are there for the sake of farmers and their needs. Therefore, while purchasing farmers' goods, they offer the price by considering farmers' costs and labor.

“Before there was no cooperative, merchants would come here; they were setting a certain price and negotiating. Finally, each producer got different prices, and they were not receiving the money on the same day. Merchants were giving a certain date for payment, but sometimes producers could not get money on time. Alternatively, they never got the money. We know a lot of people around us who encountered these problems.” (Cooperative 01-Producer)

“Cooperative created some added values for us like we have increased our production and our products have a certain value.” (Cooperative 01 - Producer)

“During the year we have never been lower than the market average, concerning the price offered to the producer,. When we divide the total money we give to the producer into 12 months, we offered nearly the same prices with merchants for five months. I paid more than traders for five months, only for two months I paid under the traders’ prices.” (Cooperative 03-President)

“For example, the price is 2 Liras in the market now. We buy the milk for 2.40 Liras. Even in the worst times, we can pay 15% higher than market prices to our partners. In other times we pay 30% or 40% more than market prices.” (Cooperative 09-Factory manager)

“If I am not wrong, it was in 2008, a markdown/reduction happened in the prices of milk till 0.40 Liras. In that period, we have bought milk with 0.80 Liras to support our members. When people saw this, they were surprised about how we did it. We continued our production. That is why our members have been survived in this crisis environment with no harm. They even grew in this period.” (Cooperative 09-Factory manager)

4.1.4.2. Voice of Farmers

Cooperatives bring farmers together, and this unity paves the way for finding a solution for their problems, mainly for their sales and marketing problems.

“Cooperative is the voice of producer; the place where we market our products altogether.” (Cooperative 06-Member)

“I think cooperatives are the places where people gather to look for solutions for their problems collectively.” (Cooperative 04-President)

“We work for solutions of the farmer's problems in the market and increase their visibility.” (Cooperative 04-President)

“...There is no reason for cooperatives not to be a solution. (...) Under today's conditions, we have no chance to return to commercial business. Because, in that condition, we have to deal with large corporates... (Cooperative 02-Producer)

4.1.5. Cooperative as a Bridge between Consumers and Farmers

On the one hand, cooperatives support farmers against merchants by purchasing farmers' products, packaging, and selling them. On the other hand, they protect consumers by delivering healthy products at a low price. As mentioned in the introduction part, cooperatives' food sovereignty role has been universally accepted (Demirci, Tanrıvermiş & Özüdoğru, 2004), and cooperatives ensure food security (Aysu, 2019) as well as food sovereignty.

“The consumer also works with the minimum wage. Unfortunately, the minimum wage is meager. We are selling it at a certain price because we

consider both sides. The cooperative acts like a bridge. We buy from the producer with one hand and give it to the consumer with the other.” (Cooperative 01-President)

“The cooperative continued its production. It also provided the awareness that the closest way to reach secure and healthy food is to organize in all agricultural areas.” (Cooperative 10-President)

“We can deliver secure food to consumers much cheaper. Also, our cooperative producers can earn much more.” (Cooperative 10-President)

“Cooperatives is to protect their producers, to market their producers’ goods better, to provide a good price to the producers; also to sell at a reasonable price level to the consumers.” (Cooperative 09-Factory manager)

“Balance is important; to provide a good price to the producer and a quality product to the consumer. Cooperative is the bridge between producer and consumer.” (Cooperative 09-Factory manager)

“This cooperative made a lot of positive additives for both consumers and producers. On the one hand, consumers can buy our products from all around the country, and on the other hand, the producers can do natural farming. We have never used artificial fertilizer. We only use animal manure for our lands.” (Cooperative 04-President)

“We are trying to do something not only for ourselves, for others too.” (Cooperative 04-President)

“We are trying to touch both nature and people.”(Cooperative 04-President)

“It is possible to create a system whereas villagers earn more, consumers buy cheaper, more reliable, and healthier food. But in this system, it is challenging because we are not well organized.” (Cooperative 10-President)

4.1.5.1. Cooperatives Start in Socialist Way, but Ends in Capitalist Way

If cooperative solely focuses on protecting farmers and disregard end-users, its difference between capitalist organizations gets blurred, as one participant highlighted during our interview. As discussed in section 2.1.2, cooperatives are considered key organizations for food sovereignty and security (Aysu, 2019; ILO, 2019). Agriculture-related cooperatives are not solely addressing producers’ needs but also consumer, environmental, and local economics-related issues. Therefore, cooperatives should pay attention to producers’ and consumers’ needs and interests from production to packaging and selling. As mentioned by one cooperative member below, if the cooperative is selling their products at a relatively expensive level, it will be positive for the cooperative’s financials (which is viewed as a capitalist move by the participant); however, unfavorable for the accessibility of these healthy products.

(Researcher): “You said: ‘Cooperatives start like socialists, but ends as capitalist.’ Could you open this statement up?

-“Socialist first: The cooperative has been established, buying the milk from the farmer, processing and selling this milk. It is protecting farmers – so this can be deemed as a socialist movement. However, I am a consumer, and I have no interest in the cooperative. I go to the market. Cooperative’s yogurt product is sold for eight Liras, but the same yogurt is at five Liras at another private company. I tend to buy cooperative products to support farmers, but they are selling at a higher price. So then, don’t you think that cooperative is using me with its brand?” (Cooperative 02-producer)

4.1.5.2. From Farmers to the Consumers, No Intermediaries

Cooperatives provide a direct relationship between producers and consumers. This enables setting prices affordable for consumers. As stated in the introduction section, there are many intermediaries in the food supply chain in the current model, which results in food inflation in the country (Aysu, 2019; Songül, 2017). For instance, farmers sell their product from 1 TL; it becomes 2.8 TL for end-user due to intermediaries (Songül, 2017). Cooperatives eliminate these intermediaries and support the economic development of both farmers and consumers as stated by our participants:

“Our cooperative aims to grow and deliver the products from the producers to consumers directly without intermediaries. So, both producers and consumers do not make a loss.” (Cooperative 01-Producer)

“In metropolitans, at the organic food shops- if they are organic- very high level of prices are applied. Ours is not like that.” (Cooperative 01-Producer)

“The beans which were grown with natural manure are sold with the same price of beans which were grown with fertilizer; because there is no intermediary.” (Cooperative 01-Producer)

“..... the merchants are out. Merchants are cruel; they buy and sell with the prices as they wish.” (Cooperative 01-Producer)

“Our cooperative was established 10 years ago to deliver our healthy products from producers directly to consumers with no intermediaries.” (Cooperative 04-President)

4.1.6. Raising Living Standard

Cooperatives motivate farmers to produce, which inevitably increases the living standard of the farmers and the village.

“As a cooperative, you will earn money, but more importantly, cooperatives must raise the living standards of the partners. Quality of life is not just about money.” (Cooperative 08-President)

“The cooperative effects village life. Many positive things are done by the cooperative.” (Cooperative 08 President)

“It is not just to process the crop, but to market it. Cooperative should bring people together. This is what it means. It should socially present something, should open a new door for villagers. Then I can say it will be successful.” (Cooperative 07-Producer, non-member)

“There is a serious change in agricultural production, both the economic income has changed and the level.” (Cooperative 10-President)

“We have a chance to reduce the cost by %30 if we make common use of production tools. Can you imagine? Only by using production tools jointly... I mean, if three tractors will be enough for one village, then why we have one tractor in each house? Of course, it increases the cost. Of course, it increases the cost. (...) Nowadays everybody in the village makes *tarhana* (traditional soup). We also are making in our atelier too. (...) If we produce here altogether, we can decrease the manufacturing cost and also we can produce with standards, use the machines too and so that we can save from labor cost and time.” (Cooperative 10-President)

Some participants highlighted that cooperatives represent their future. Once cooperative is supported, maybe not in the short-run, but in the mid-to-long term, it has a solid potential to provide a wide range of benefits to the people: from employment to sustainability.

“(Researcher): You, as a producer, give your product at a lower price to the cooperative. Why do you still give it to the cooperative?”

“For development... Our factory was established there, and people are working in. Your brother, my brother, our villagers... Many people work there.” (Cooperative 05-Producer)

“It will be so valuable, especially if cooperative comprises agriculture, soil, culture and people of the region.” (Cooperative 02-Founder and former president)

4.1.6.1. We Benefit a Lot

Cooperatives are not only protecting but also providing benefit in many different areas:

“We benefit from lots of things. For example, I buy diesel oil for my vehicle. I do not ask for the price anywhere outside because I buy it from the cooperative’s account. Say; for 5 Liras, I get it from 4.5 Liras at the cooperative’s market. So I take advantage of it there. Also, I buy the feed for my animals from the cooperative at a more advantageous price, which is another advantage.” (Cooperative 03-Producer)

“For example, they work in the cooperative, and this contributes to their household budget. I can say that it has been an employment opportunity and the bread door for many people in our village.” (Cooperative 04-Partner, cooperative employee)

“Solar panels have been made. As soon as those panels are operational, our villagers will benefit from the electricity there. For example, we built a mill. They will come and grind their flour, corn, and bulgur.”
(Cooperative 04-President)

“Cooperative means helping the village with all its work; from its farming to its animals to its land works.” (Cooperative 07-President)

(Researcher): “What is your target as a cooperative?”

-“To meet all the needs of the villager.” (Cooperative 07-President)

4.1.7. Cooperatives are Connecting People

Cooperatives are not solely supporting farmers economically but also socially, as stated by participants:

“I know most of the people there. I know them thanks to cooperative otherwise, I may not know.” (Cooperative 03-Producer)

“A social structure has been formed, and it is good. People are socializing here.” (Cooperative 03- Agricultural engineer)

“We know the names of all of us. Is it easy to remember 30 people? We know what they do; which abilities they have, etc.” (Cooperative 02-President)

“If I do something alone, it does not mean so much. But when we do something together, then we become partners, and I can feel sad for you, or I can feel happy for you.” (Cooperative 02-President)

“I think cooperative is a social project too. People who establish the cooperative are social people too.” (Cooperative 02 -Producer)

“I think it is connecting people. Do you know why? No interest, no ambition to earn money. I do not have any interest. Because I may collect my tea leaves and sell them to the government. I do not have any profit and interest, but I like it.” (Cooperative 05-Producer, member)

4.1.7.1. We are Family

Cooperatives are viewed as a family, and this perception also underpins the social role of cooperatives.

“Cooperative is like a family. You may see us as a family consists of 2000 people.” (Cooperative 03-Producer)

“If we are together at good times, why do not do anything at bad times? We are a family.” (Cooperative 03-Producer and agricultural engineer)

“This is a family. I see it as we are sitting around a table, the members are family members, and you share a bowl of soup. You eat from there altogether. When I hear cooperative, I imagine something like this.” (Cooperative 07-Producer)

“Also producing together, sharing everything and you become a family there.” (Cooperative 04-Partner, cooperative employee)

“Cooperatives, which are the organizations of small and medium-sized families, were the least affected in this period. The family continued its existence somehow.” (Cooperative 10-President)

4.1.7.2. Cooperative is ‘Us.’

Cooperatives represent “us,” as stated by participants:

“Cooperative is ours now, we are partners of this cooperative. It is ours. Owner is not the president; he is just one of the partner like us.”
(Cooperative 03-Agricultural engineer)

“This cooperative is our asset; everyone has equal shares.” (Cooperative 05-President)

“Look, we need to improve the cooperative, why we need to do so: for us.”
(Cooperative 05-Member)

4.1.7.3. You are getting “married” to Cooperative

Since a cooperative member is treated as a family member, this also brings some responsibility to the member, as stated by one cooperative president:

“We are all partners of this place. I said that being a partner is to be married. Just as you sign “I will live with my wife” in marriage, there is no difference in being a partner in your cooperative.” (Cooperative 03-President)

4.1.7.4. Cooperative is inherited from Our Grandfathers

Some participants underlined that a cooperative is a family-owned organization, an inheritance from grandparents. This perception further strengthens the members’ attitude towards cooperative:

“This place was founded by our grandparents.” (Cooperative 05-President)

“I said how you could give it to the district governor? Do not the bones of the grandfather who founded the cooperative hurt? Uuuu, applause ... (at the plenary session during the general meeting) the sense of belonging is high in the cooperative...” (Cooperative 08-President)

4.1.8. Cooperative Mirrors Turkish ‘*Imece*’ Tradition

Collective work (*imece*) tradition is one of the well-known examples of social solidarity and cooperation in Turkish culture. In the imece tradition, widely seen in rural areas, the aim is to fulfill the village affairs, villagers’ individual needs, and the collective needs with a joint effort (Karabatak, 2018). According to some researchers, “imece” word was derived from “üme, ümeci”, which are in the old and some modern dialects of Turkish (Karabatak, 2018). “Üme” and “Üme+ci” mean help and helper. Considering these definitions, collective work, helping, and sharing in imece tradition correspond with cooperatives' definition.

“We have an “imece” culture, and I find “imece” culture similar to the cooperative idea.” (Cooperative 04-President)

“When I hear the word “cooperative”, I think about unity and solidarity, working together and sharing something with some people” (Cooperative 07-Producer)

“It is like as Mr. Ecevit stated: “sharing with people, bringing something to the table together with the public.” So many people bring it to the table. This is cooperative.” (Cooperative 03-Producer, agricultural engineer)

“... We also must think of acting together and sharing the information, as the definition of the cooperative. We look from this side to cooperative as we have a joint action. We say “imece” to this. In imece culture people put

forth their labor instead of their money and they are acting together to reach a target.” (Cooperative 02-Producer)

4.1.8.1. Joint Act and Self-devotion

In-line with the meaning of ‘imece’ culture, joint act without seeking for any individual/selfish interest is also stated by the participants:

“Our common concern was: co-production. What can we do for each other? Enriching each other together... We define the cooperative within this framework” (Cooperative 02-President)

“Today, we are making pomegranate syrup. Indeed, you see our togetherness. We spent all day together, and we enjoyed it. We got tired, but nobody leaves the work without finishing. It can last until late at night, and we all stay here. It is not an easy; that is a soul of doing something together.” (Cooperative 02-President)

During the interview, the researcher’s question of “What comes to your mind first when I say cooperative?” brought following answers:

“Joint action...” (Cooperative 02-Producer)

“Helping each other, solidarity... That is why I am trying to enter into management. You do not expect anything, but you do your best. For example, we are at a festival desk now; I came here at 10.00 am and will be working until 11.00 pm. I don’t complain because I know that I do help and touch something.” (Cooperative 05-Producer, member)”

“Acting together” (Cooperative 06-Member)

“Cooperative is a bit of volunteering, self-devotion. I have started working in a cooperative; I had not been paid any wages for 5 months. Of course, we bought it later, but during those 5 months, I did not demand any money from the cooperative.” (Cooperative 04-Partner, cooperative employee)

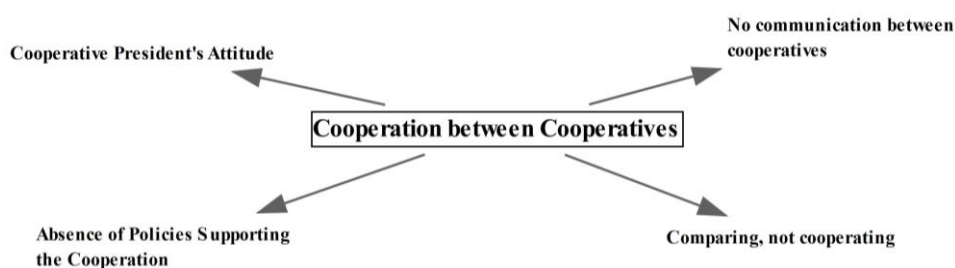
4.2. Cooperation between Cooperatives

As stated in the introduction section, agricultural development cooperative has been established almost in every village due to the government’s project introduced in 1985. Farmers’ need was not the main driver of cooperative movement; hence it failed to operate effectively and efficiently. Turkey has one of the highest numbers of cooperatives; however, it lags in size (Europe COOP, 2016). This fact suggests the need for consolidation among cooperatives, as stated by one cooperative president:

“Let us be each other’s market, not a competitor. We talked with a friend yesterday about one cooperative which produces the string bags. I can buy these bags from them and tomato sauces from another cooperative. Even a group meeting about this topic will be held on tomorrow evening. There should be cooperation between the cooperatives; otherwise, we will be a competitor of each other, and we will eat each other.” (Cooperative 04-President)

The coding process brought four themes, as given in Figure 4.2.

Figure 4.2. Code Map of Cooperation between Cooperatives



4.2.1. Cooperative President's Attitude

However, some obstacles are preventing such relations among cooperatives. A cooperative president's desire of having that title is mentioned as one reason; therefore cooperative president's attitude underpins the level of cooperation:

“The presidents have a significant impact on cooperation between the cooperatives. Nobody wants to leave their title.” (Cooperative 04-President)

“We have been talking about this union in our region for 15 years. Why we have not set up? The problem is stemming from the presidents.” (Cooperative 08-President)

“We can initiate a cooperative friendship. We can talk about it, and it can be a network. I suggested it to the Ministry. I focus on that problem nowadays.” (Cooperative 02-President)

4.2.2. No Communication between Cooperatives

Another barrier in cooperation is the absence of communication between cooperatives:

“For example, let us say there is a cooperative in Urfa, in Doğubeyazıt or Kars. If we could communicate with each other, we would have talked about what we can do for each-others too.” (Cooperative 02-President)

“If we communize the problems, it may mean a lot: like human rights, democracy, gender issues, women's rights. Cooperatives cannot find any

authority to talk about the problems in Turkey. Even they are not talking about problems amongst themselves.” (Cooperative 02-President)

4.2.3. Comparing, not Cooperating

Cooperatives are tending to see each other as a competitor, and this keeps them away for building relationship:

“They do not unite because everyone envies their works. That is why we cannot move forward. The purpose is not to reach common power. It is not. I can see that there is envy a bit. I congratulate Cooperative 06 because they work a lot, but I also feel a bit jealous as we dropped behind them.” (Cooperative 07-President)

“(Researcher): Cooperatives in each village (which are close to you) are working separately, why don’t you work together and unite?”

“I do not know. All these cooperatives were established in the past. Each village has its cooperative. They started to serve, but improving your service is the key. Each cooperative has its olive oil factory too, but we have added value, as you see. These things strengthen our cooperative. If we had only olive oil factory, we would barely pay our loan.”

(Cooperative 06-President)

4.2.4. Absence of Policies Supporting the Relations between Cooperatives

As mentioned in the introduction part, Turkey ranks top in the number of cooperatives; however, it ranks at the bottom in cooperatives' efficiency. During my visits, I noticed that there is one cooperative in almost every village, and most of them are agricultural development cooperatives. However, they are small in size. Since their size is small, they fail to motivate their members due to limited production capability. Consolidation of these cooperatives could be one solution to

this issue. However, in the absence of necessary policies for the consolidation, cooperative presidents do not have an appetite to get together.

“Cooperatives can become powerful if they merge into one. I asked a president how much milk they receive from producers. He said six tons. I told him he could not hire an agricultural engineer with six tons of milk. The cooperatives aim to protect producers, but they cannot protect themselves like that. All they should do is consolidation and establishing a new agricultural development cooperative. I mean, they can unite under one roof on the district level. Establish one cooperative having a capacity to process 200 tons of milk, not three or five tons... I said that they did not accept it because ‘president’ is written on their business cards. If the government policies support it, then it can be possible. For example, the government can say, ‘I will only support the cooperatives on the district basis.’ So everything is connected with governmental policies.” (Cooperative 03-President)

4.3. Mission, Goal, and Success Definition of the Cooperatives Covered in the Current Research

Participants’ statements and expressions are classified based on Cameron and Quinn’s (2011; 2017) Competitive Values Culture Model. This enables us to identify organizational culture types in the cooperative based on their mission, vision, and success definition.

4.3.1. Cooperative 01

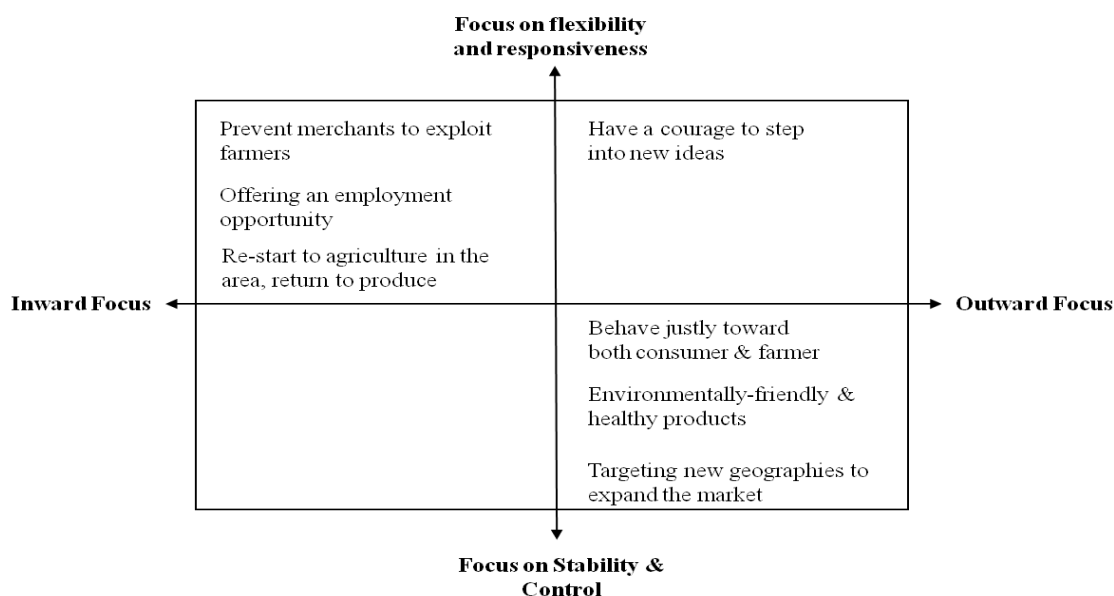
Cooperative’s mission, goal, and success perception as is shown in Figure 4.3, it highlights offering products according to the customer’s needs and wants and supporting producer via offering employment and purchase guarantee is stated under mission, goal, and success.

Cooperative members matched success with the courage to try new ideas. The former president of the cooperative pioneered the movement by giving a start

to the production in the area when every farmer lost their hope from agriculture. The cooperative management team's courage to try new things and lead villagers are deemed a success by the participant, although the president does not mention it. As an answer to the question of "What do you think should the cooperative go further", cooperative member underlined that he expects the management team to focus on the new production opportunities.

The Cooperative's flexibility and 'human relation' based culture are also validated by the cooperative's presidency term and many partners in the management team. On the board, there are 28 partners. Each year, the cooperative re-elects the president among these partners, and it is on a volunteer basis. Their mission does not comprise the "hierarchy" segment. Rules and regulations, structure, control, or efficiency are not included in their values.

Figure 4.3. Cooperative 01: Categorization of the Cooperative's Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

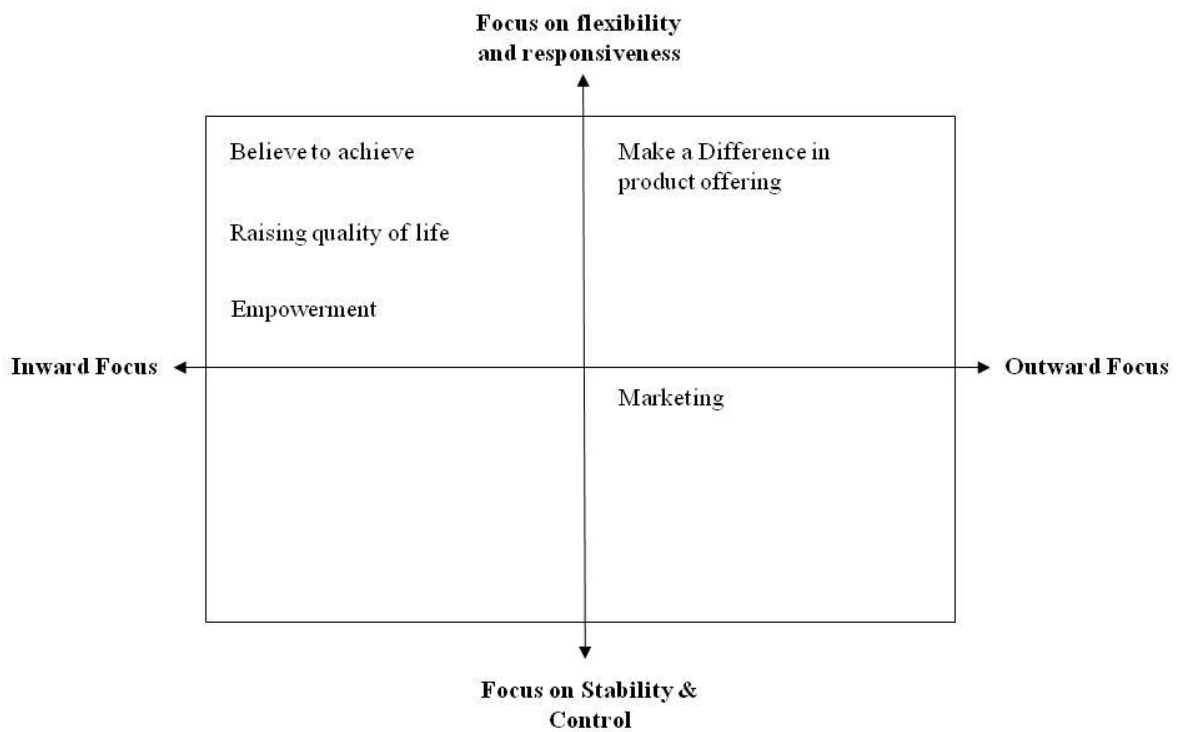
Table 4.1. Cooperative 01 President and Members Statement on the Cooperative’s Mission, Goal, and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Targeting new geographies and expand the market	Market	We are doing well with marketing so far. Alone it even wider, not only to Turkey, it would be better to further been made in marketing in other countries.	President
	Offering an employment opportunity	Clan	The working class has formed there (in the outlets), working cyclically.	Member
	Have the courage to step into new ideas	Adhocracy	The way to achieve this success is to dare and step into something. These people did it, thank you.	Member
	Prevent merchants from exploiting farmers	Clan	The biggest most significant advantage of having a cooperative has been as follows: we increased our production and has a particular current value. (...) When determining this current value, producers are also informed. The meeting is going on. People tell about their expenses, telling about the upcoming hikes, telling the price that can be saved, there is a bypass; It is not entirely up to them, including the manufacturer in the business.	Member
	Have the courage to step into new ideas	Adhocracy	Our people only practice what they see from their ancestors. Here, they can make an extensive soil analysis, make a very large-scale soil analysis, and pull the production to different dimensions; Not only with beans...	Member
Mission, Goal	Behave justly toward both consumer & farmer	Market	Our biggest goal is to buy and sell products in a balanced way, considering the producer and the consumer.	President
	Environmentally-friendly & healthy products	Market	What is the purpose of this cooperative, the vision it wants to achieve? Healthy food first. (...) So when we say healthy food, not using fertilizer drugs. So not to sell these products.	President
	Re-start to agriculture in the area, return to produce	Clan	O partners' general opinion is as follows: opening Cooperative 01 to agriculture again, selling the products they planted at the price they want. It is again an agricultural plain. Everyone met in this view.	President

4.3.2. Cooperative 02

Both cooperative president and member highlighted the importance of creating a difference in product offering and establishing a business model in-line with this. Rule, control, or hierarchies were not mentioned in the definition of “success, mission and goals”. Although the president emphasized the importance of togetherness, it was not identified in the member’s statement to define success, mission, and goal.

Figure 4.4. Cooperative 02: Categorization of the Cooperative’s Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

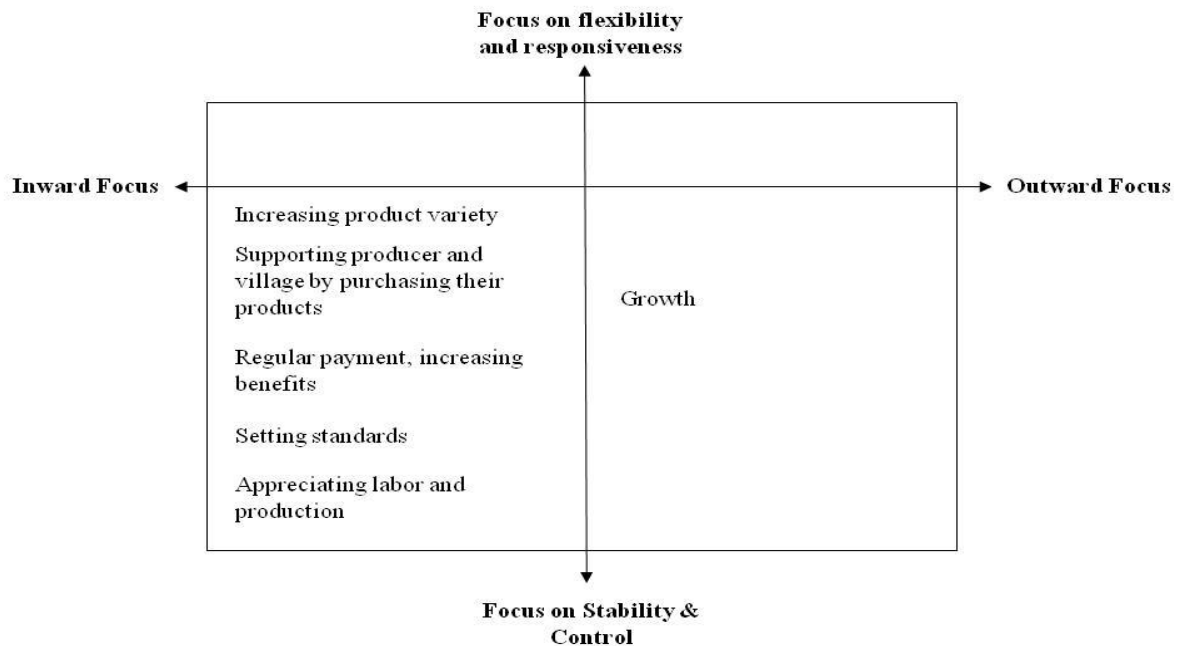
Table 4.2. Cooperative 02: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Believe to achieve	Clan	Trusting to do is as valuable as doing. Now, we can do everything.	President
	Marketing	Market	After the production, if we can do the packaging as a third step, as a cooperative, we can stand on our own feet.	Member
Mission, Goal	Raising the quality of life	Clan	Forming a comfortable living environment in our affected areas	President
	Empowerment	Clan	Our common concern was producing together and what we can do for each other...Enriching each other together.	President
	Marketing	Market	What is our goal? We want a compost facility for mushrooms. We want to market the end product.	Member
	Make a difference in product offering	Adhocracy	A business model may come out of us. What is this business model? Mushroom production cooperative. There are protein deficiency and hunger problems in the world. The consumption of this mushroom is 60 kg per person in Europe and 1.5 gr per person in Turkey. So there is a market deficit also.	President
	Make a difference in product offering	Adhocracy	What is the target? Being a region which is known for its oyster mushroom production in Turkey by this project. And also we would like to have a geographical indication.	Member
	Make a difference in product offering	Adhocracy	Everybody makes tomato sauce and pickle. Is there anything different? You need to do different things to compete with them. Otherwise, cooperatives are just spending time.	Member

4.3.3. Cooperative 03

Standards and rules are the key concepts mentioned by both president and members. The level of the hierarchy can also be seen in the cooperative’s working environment. During my visit for the interview, I had a chance to see the cooperative’s main building and administrative offices. Cooperative President has a separate and large office room with a bureaucratic-style door. Other managers’ room (from the administrative team) is separated with glass-wall. There are few “quotes” on the walls and in front of the building about the importance of agriculture and being a farmer.

Figure 4.5. Cooperative 03: Categorization of the Cooperative’s Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

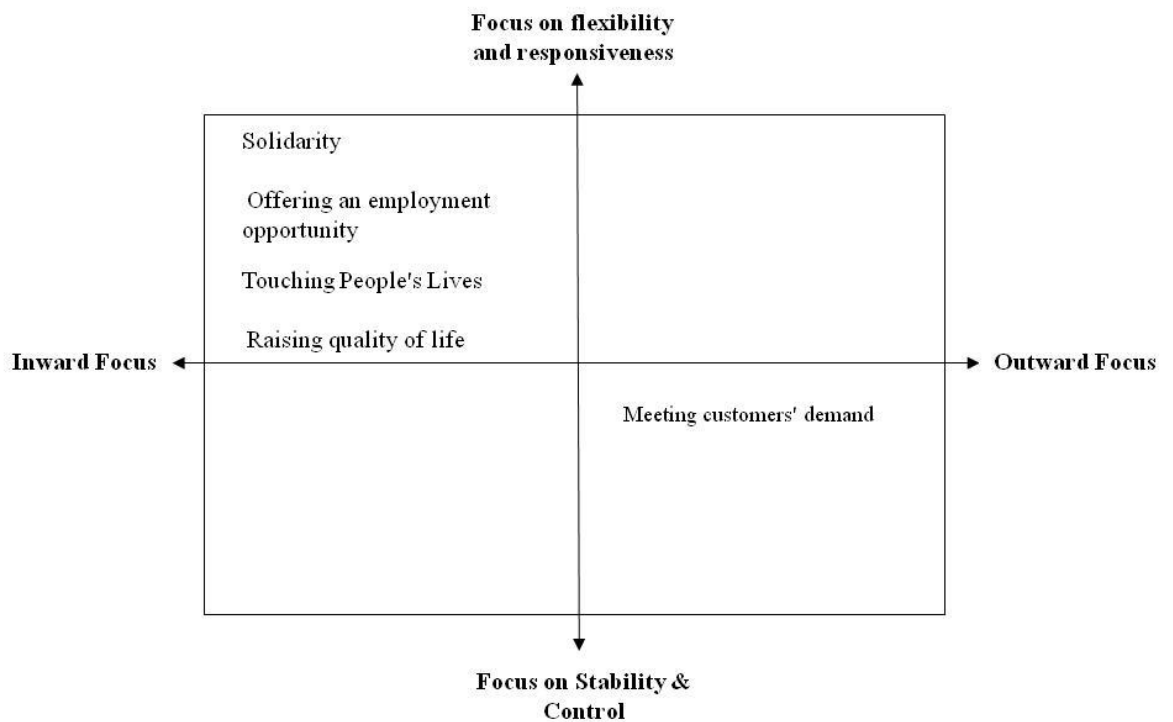
Table 4.3. Cooperative 03: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Increasing product variety	Hierarchy	We should not buy milk; also, we should transform it a product. We should employ more workers.	Member
	Regular payment, increasing benefits	Hierarchy	Our market is opened. My friend, who is not a cooperative member, said: “Do you think that opening a market or having a gas station are jobs of a cooperative?” I said: “Don’t say like that. You had been the member of this many cooperative years ago, and during the times of earlier management, many people came back moneyless.”	Member
	Growth	Market	Cooperative The cooperative was established in 1967. There were 400 partners. I took the duty in 2001, and the number of partners increased to 2,120. The amount of milk increased from 28 tons to 320 tons. The number of employees was 11, and now we have 380 workers. The number of vehicles increased from 8 to 180.	President
	Setting standards	Hierarchy	I do not treat anyone exclusively. Everyone here knows that there is no difference in my attitude towards my best friend or any members who even do not know their names. I set up the system, and it is working. I do not exist.	President
Mission, Goal	Purchasing guarantee	Hierarchy	The primary purpose is to buy milk from producers so that it can be helpful to farmers. (...) it has many benefits for the villagers.	Member
			The Cooperative’s main job is to support the producers by buying their milk.	Agricultural Engineer
	Appreciating labor and production	Hierarchy	I struggle for a Turkey where labor and production get rewarded, not properties and money.	President

4.3.4. Cooperative 04

As it is shown in Table 4.4., offering products according to the customer's needs and wants and supporting members both economically and morally are stated under mission, goal, and success. Involvement, teamwork, and togetherness are the common expressions used by the president and the member. The Cooperative's mission, goal, and success perception do not comprise "Hierarchy" and "Adhocracy" segments. Rules & regulations, efficiency gains or innovation, creativity are not included in their values

Figure 4.6. Cooperative 04: Categorization of the Cooperative's Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

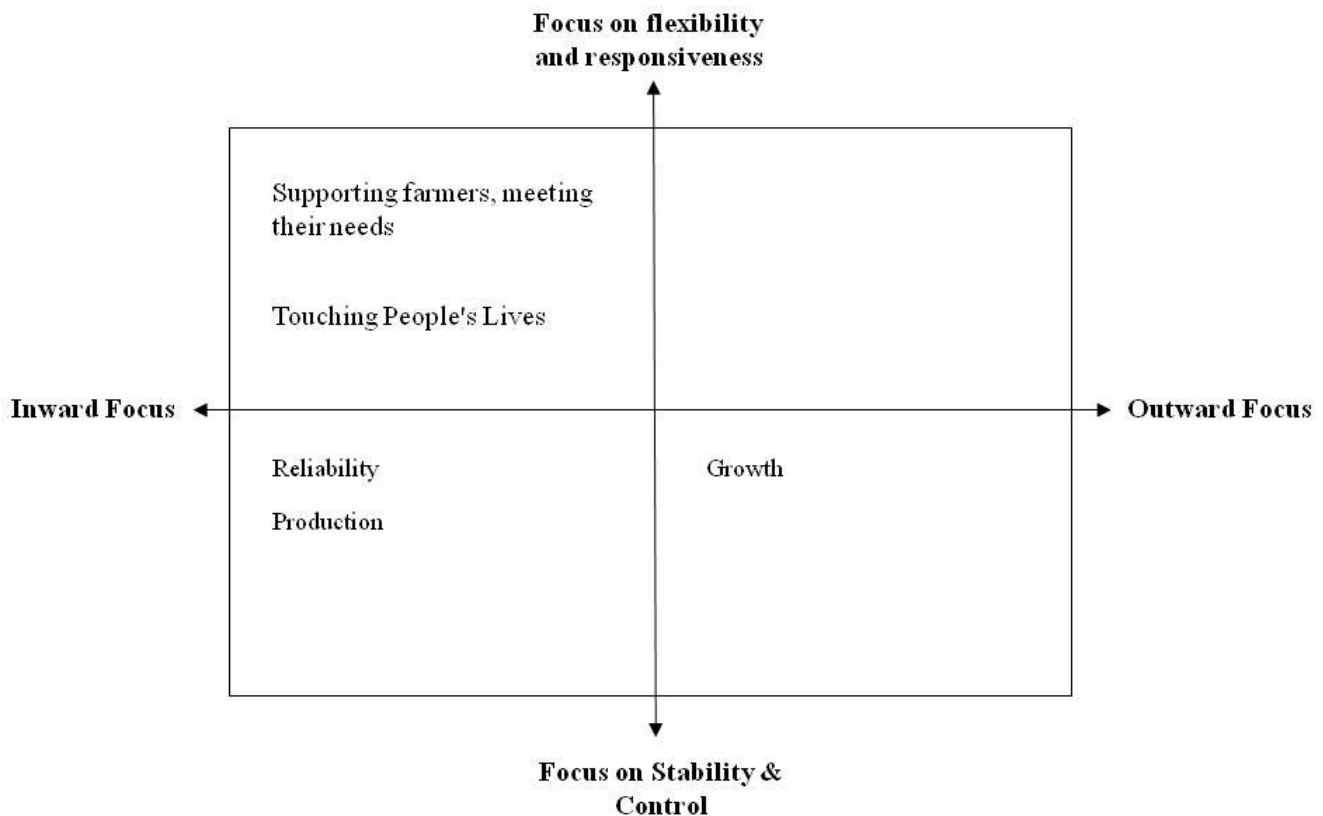
Table 4.4. Cooperative 04: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Solidarity	Clan	I think we have opened up a new perspective here. Even two people were not used to become together quickly now we are together here for 10 years although everybody is against us. (...) We have succeeded in being together. We have provided confidence.	President
	Offering an employment opportunity	Clan	We have provided employment and positive investments, although we have started with minus cases.	President
	Touching People's Lives	Clan	The most beautiful thing is to touch people.	President
Mission, Goal	Raising the quality of life	Clan	For example, we have a friend, we can give him an example, he was living in a far village, and he has never come to the district. She was not talking and socializing with people. She came to cooperate and developed herself a lot by working here. She says that he bought a tin of oil for his home for the first time. She says that he cried because of happiness. Cooperative gives a lot to people economically, morally, and socially.	Member
	Meeting customers' demand	Market	We established our cooperative ten years ago with the aims like; finding solutions for farmers in the market, increasing the visibility of farmers, sending our healthy products to consumers without an intermediary. These were our aims, but then our flour products became very popular, and demand increased. People started to ask for them.	President

4.3.5. Cooperative 05

As the new management took over a cooperative with a vast debt, their priority has been to re-run the factory. Therefore ability to produce was their key word in defining a cooperative's goal and success. To produce, they need to increase the number of farmers, and thus they need to build trust among farmers. Higher production means higher sales, higher revenue, and in return increase in farmers' welfare. Cooperative member did not mention innovation or creativity wordings Cooperative member and president did not mention innovation or creativity wordings.

Figure 4.7. Cooperative 05: Categorization of the Cooperative's Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

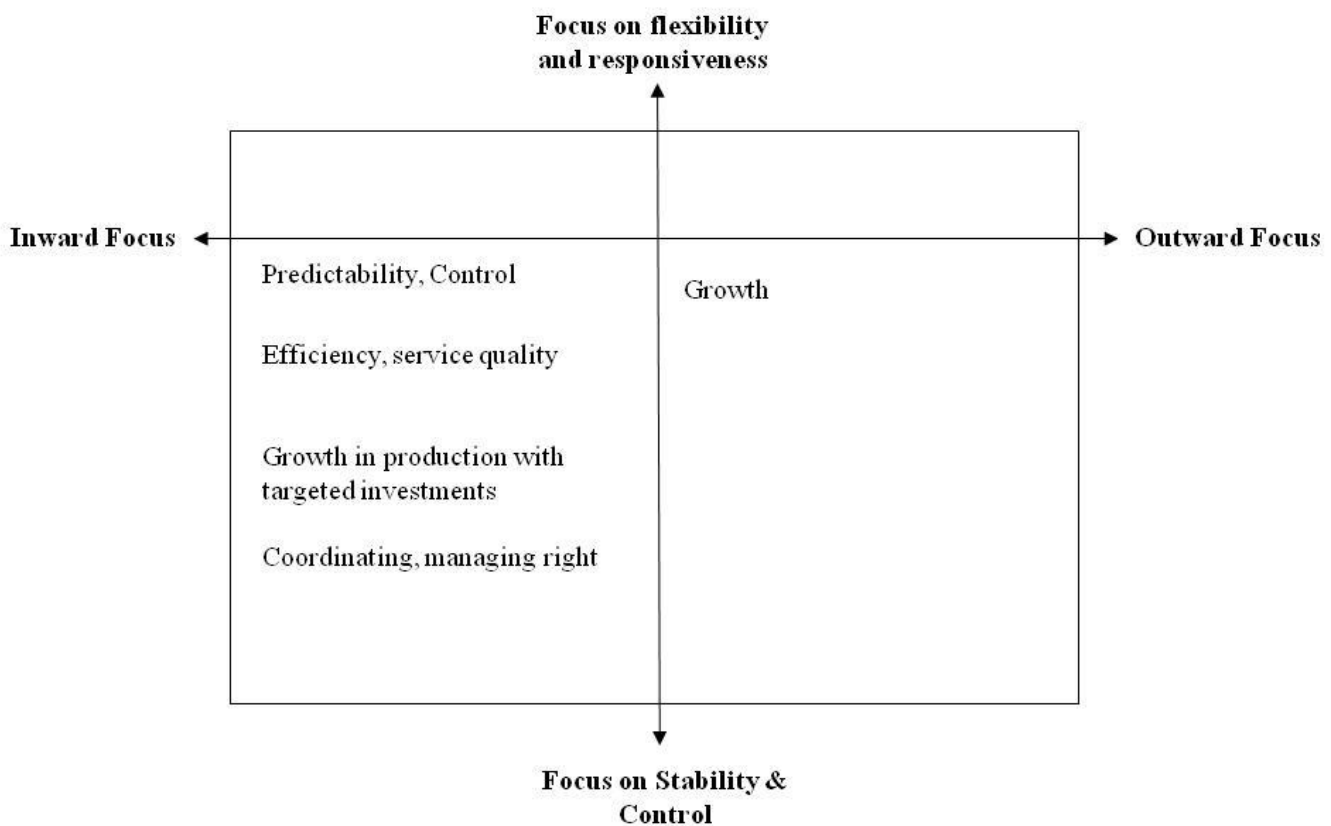
Table 4.5. Cooperative 05: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Mission, Goal	Production	Hierarchy	If there is no production, then everything is over. The main thing is the production.	President
	Supporting farmers, meeting their needs	Clan	We would like to provide manure and the producers’ primary need for food . We aim to set up a system which provides service to our producers without pursuing a profit. If there is production, then added value would be created. Whose money is this? It belongs to workers and producers.	President
	Reliability	Hierarchy	Trust is very important. We need to give confidence to people who give effort and live off with tea production. We harvest teas for three seasons in summer too. During winter, we live with its revenue. There are many people like this. That is why trust is so important. We have started to build it, and we will continue.	Member
	Growth	Market	I think the purpose of the cooperative is to grow and reach large masses. We can say that it is to bring people together.	Member
Definition of Success	Touching People's Lives	Clan	I do not think success is about the money you make. You sell five tea, earn 10 lira, you earn 15 lira. I do not think this is it. The more people your success has affected, the more people you have touched.	Member
	Production	Hierarchy	We made the factory to start production, which used to be not working.	President

4.3.6. Cooperative 06

Predictability, planning, and budgeting were the essential wordings in the cooperative's success and goal definitions. Teamwork, involvement, innovation, or being pioneer are not included in their values, as shown in Figure 4.8. Production, marketing, meeting farmer's economic needs to continue to produce were underlined.

Figure 4.8. Cooperative 06: Categorization of the Cooperative's Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

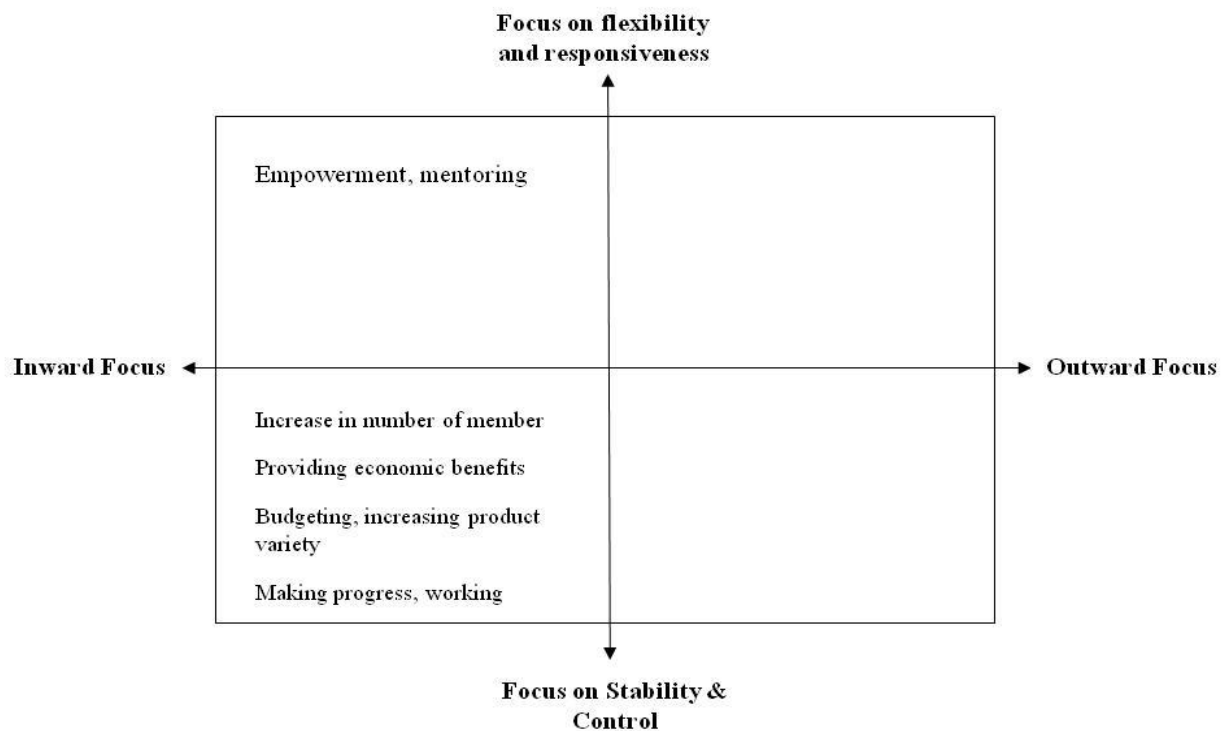
Table 4.6. Cooperative 06: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Mission, Goal	Predictability, Control	Hierarchy	We are always trying to take our step by seeing ahead of us. If we spend savings irresponsibly, then we cannot pay our loans. We are trying to take more confident steps forward.	President
	Growth	Market	Market ... Market to grow... To place the end product on the market, to a market wide range of products, not just olive oil. That is the purpose of the cooperative.	Member
Definition of Success	Efficiency, service quality	Hierarchy	The cooperative meets all the needs, the producer does not need to go outside. With each passing year, we are trying to provide better service with the equipment cooperative has acquired.	President
	Growth in production with targeted investments	Hierarchy	Our cooperative is growing slowly, with solid steps, by foreseeing the future...with investments with better targets.	President
	Coordinating, managing right	Hierarchy	Success is, of course, related to well-management. You will achieve success if you manage the cooperative well. The cooperative will continue to be stronger. Nevertheless, if the cooperative is not managed well, it will fade away.	President

4.3.7. Cooperative 07

Like Cooperative 05, new management took over an inefficient cooperative. Therefore, their first goal is to increase production and number of member . New management took over an inefficient cooperative. Therefore, their first goal is to increase production and number of members via proper budgeting and working. President stated that, he is priotizing making progress in the internal systems; namely renewal of machineries in the cooperative and budgeting. On the other hand, non-member highlighted the cooperative’s role of empowering, mentoring its members. Customer or marketing approaches were not included either in the president’s or non-member’s speeches.

Figure 4.9. Cooperative 07: Categorization of the Cooperative’s Mission, Goal and Success Definition according to the Competitive ValuesCulture Model



Source: Created by the Author

Table 4.7. Cooperative 07: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Mission, Goal	Increase in the number of members	Hierarchy	To increase the number of our members. You cannot do anything without increasing the number of members.	President
	Providing economic benefits	Hierarchy	Its purpose is to move forward. There is nothing else. In other words, to make the villagers comfortable.	President
	Budgeting, increasing product variety	Hierarchy	It never went forward, it did not open new chapters for villagers. Looking at other cooperatives; there is milk, there is a brand, but former management was not concerned about these issues. As a new management, we will consider these issues and set our budget.	President
Definition of Success	Making progress, working	Hierarchy	What should the cooperative do better? - Work. Necessary machinery work, budgeting, etc.	President

4.3.8. Cooperative 08

Cooperative President's statements on defining mission and goal comprise 'human relations' and morally raise the quality of the living environment. For the interview, I also visited the cooperative's factory. There has been no separate administrative building; it was in the olive oil factory building. In front of the factory, there is a memorial showing the founders of the cooperative. Furthermore, there were some visuals in the cooperative referring to the cultural heritage of the region. The cooperative has a publishing house (which is the only example in Turkey) and the cooperative president has two published books. His first book was on the social fact-events of the 70s and second book on his region's rural life.

Apart from the president's comments, statements on the main page of the cooperative website pointing out 'market model':

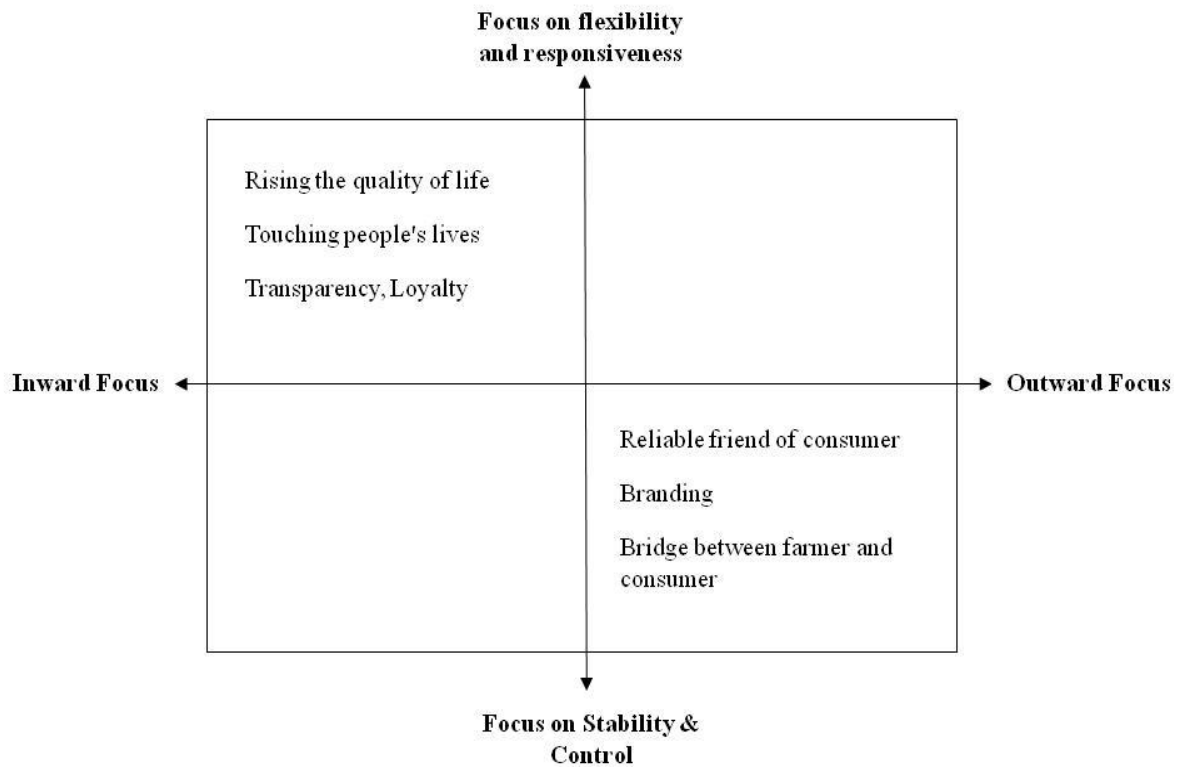
"Safe and solid bridge between the consumer and farmer."

"The most reliable friend of the consumer."

"50 years from rural society to the brand."

I did not conduct an official interview with any cooperative member; therefore, there is no evidence of whether this human-oriented culture has impacted members' perception.

Figure 4.10. Cooperative 08: Categorization of the Cooperative’s Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

Table 4.8. Cooperative 08: President and Members Statement on the Cooperative’s Mission, Goal and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Mission, Goal	Rising the quality of life	Clan	To raise the quality of life. Quality of life is not just about money. It is the protection of cultural values – this is one of the things we express most as a cooperative. Human values, cooperation, solidarity, Cooperative comprises them.	President
	Touching people's lives	Clan	You must set a purpose to protect the labor, to make the people, your region, and country pleased. If you can reach that point, then you will leave your mark.	President
	Transparency, Loyalty	Clan	We also have unwritten rules: first, openness; secondly, preserving cultural values; fidelity.	President

4.3.9. Cooperative 09

I made an interview with the cooperative's factory manager. During the interviews, the emphasis was more on quality, rights, and efficient production. They are fully utilizing capacity and intentionally keeping it under control to not deteriorate quality.

"Controlling our costs, doing our job right, following our work, and not growing the structure too much..."

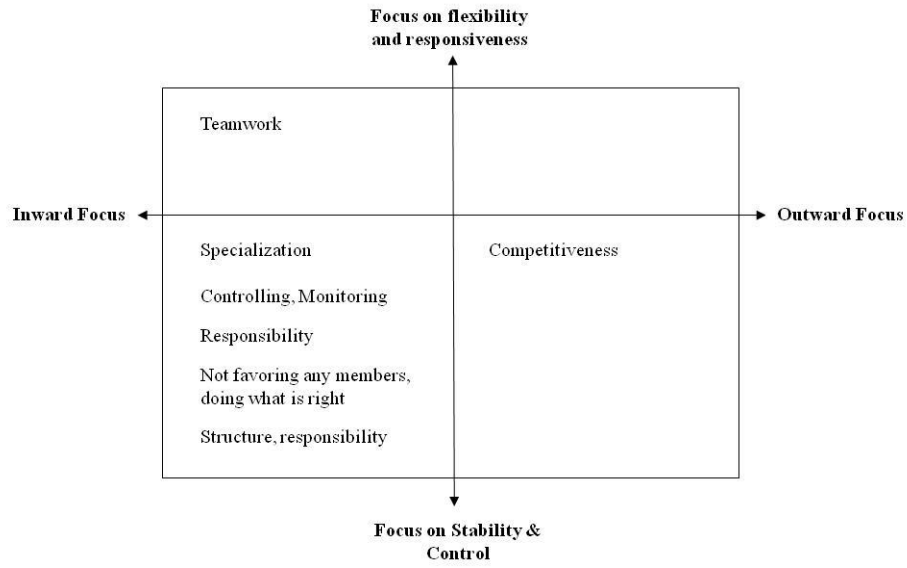
Cooperative is also creating a competitive advantage with the quality. Cooperative has a powerful brand in one specific product, and intentionally keeps the product distribution limited.

"All you have to do is know your responsibility, make your production properly, and not cheating the consumer. As long as this is the case, the consumer does not give up on you anyway."

Quality and production-oriented mission can be linked with the hierarchy culture under Cameron & Quinn's model (2011; 2017). During the interview, I also had a chance to observe the working environment of the cooperative. The factory manager's office in the main building of the cooperative was furnished with old, bureaucratic style, which also is consistent with the mapping shown in Figure 4.11.

I did not have an opportunity to conduct an official interview with any of cooperative members, therefore hierarchy culture's implication on member's perception was not studied for that respective cooperative.

Figure 4.11. Cooperative 09: Categorization of the cooperative’s mission, goal and success definition according to the Competitive Values Culture Model



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Source: Created by the Author

Table 4.9. Cooperative 09: President and Members Statement on the Cooperative’s Mission, Goal, and Success

Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Specialization	Hierarchy	A cooperative should not do everything. Cooperatives offer diversified products and services, but every cooperative should have expertise. If cooperative progresses in its specialties, cooperative will be more successful.	Factory Manager
	Controlling, Monitoring	Hierarchy	To control our costs, do our job right, follow our work, not do our job right, follow our work, and not grow the structure too much...	Factory Manager
	Determining Sales Conditions	Market	The more you expand your capacity, the more trouble you will have with sales. Now we can sell all of our products. This gives us comfort. How: you can determine the sales conditions in the market. For example, we work without any complaint.	Factory Manager
	High-Quality Standards	Market	Customers know what they buy, no surprises will occur. This is a solid brand, so people are looking for it.	Factory Manager
	Customer Satisfaction	Market	The best advertisement is customer satisfaction. In other words, our product is advertised by our consumers. We have no advertising expenses. We do not advertise on television, nor in the newspaper. We do not even have a sign.	Factory Manager
	Teamwork	Clan	The person at the top is “the right guy”. With that right person, people at the bottom are acting right. So, no matter how truthful you, if your subordinates do not work correctly, you may change them, but time will be wasted. It cannot be progressed very much. This is teamwork, formed with people sharing similar thoughts.	Factory Manager
	Not favoring any members	Hierarchy	Doing the job right, being at an equal distance to everyone, and not favoring anyone. If you can do these, it is not too much trouble.	Factory Manager
	Structure, responsibility	Hierarchy	After all, the perspective of the chairman and the board determines how that cooperative will proceed. They make the decisions and set the responsibilities.	Factory Manager

4.3.10. Cooperative 10

Cooperative President's statements on defining success were linked to governance and preserving the cooperative's ideological stance. The ideological stance is defined as:

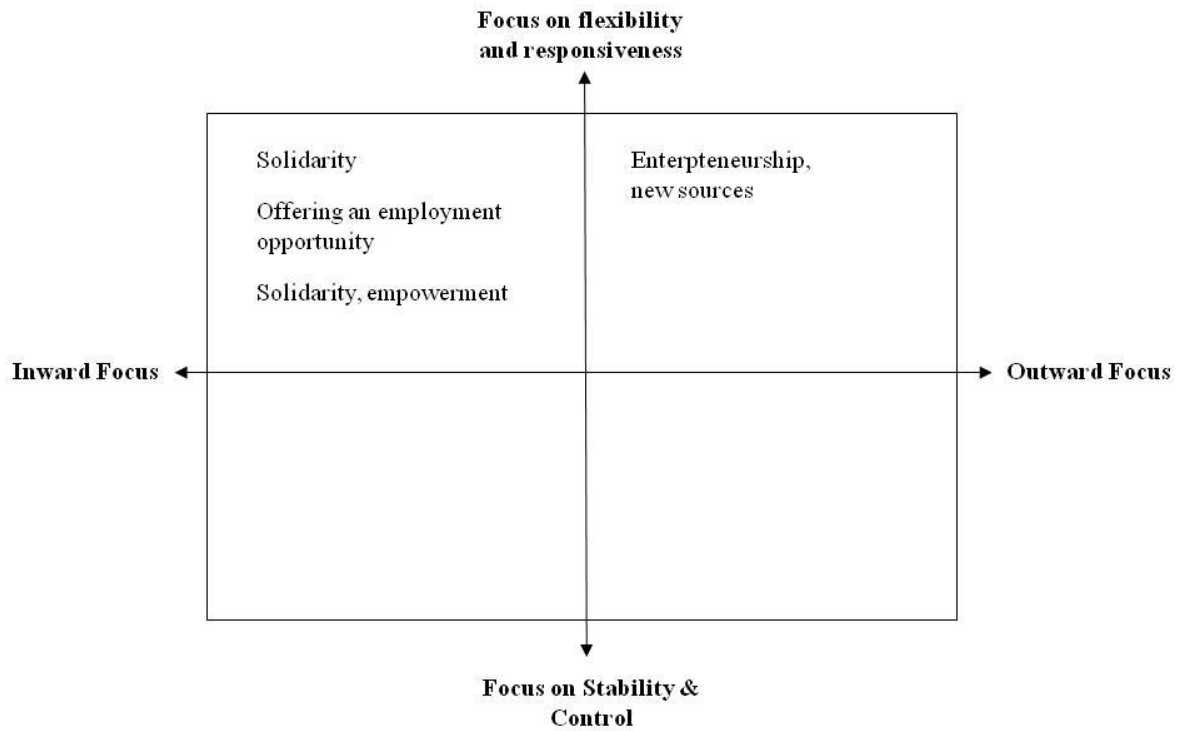
"Cooperatives act against the companies' profit-oriented view in the capitalist production-distribution relationship through agricultural production. The biggest danger is the formation of this profit-oriented perception against the cooperative's ideological stance. Notice that it is currently happening. Agricultural credit cooperatives have been incorporated, and these cooperatives have been abusing producers. In our agricultural development cooperatives, this trend has occurred, as well. It is said that: 'Okay, although the cooperative provides the production, they cannot market it, let the companies do the marketing.' It is such a big mistake; Farmers will produce with the cooperative, but the added value will be given to the company. There is such a danger. Therefore, the method and ideological stance are critical."

"For example, for the sake of making more profit, as a cooperative, we can buy a much cheaper product from outside to sell, which is not reliable in terms of food security, right? We do not even think of such a thing."

Therefore, cooperative prioritizes the unity of producer to protect them against the capitalist organization and pay the deserved labor to the farmers.

Unlike others, Cooperative 10 has a 'natural life village, which was established in 2018 in collaboration with the Municipality. Village exemplifies creativity in utilizing the cooperative's sources. This project's main intention is also in-line with the president's 'ideological stance' as shown in Table 4.10.

Figure 4.12. Cooperative 10: Categorization of the Cooperative’s Mission, Goal and Success Definition according to the Competitive Values Culture Model



Source: Created by the Author

Table 4. 10. Cooperative 10 President and Members Statement on the Cooperative’s Mission, Goal, and Success

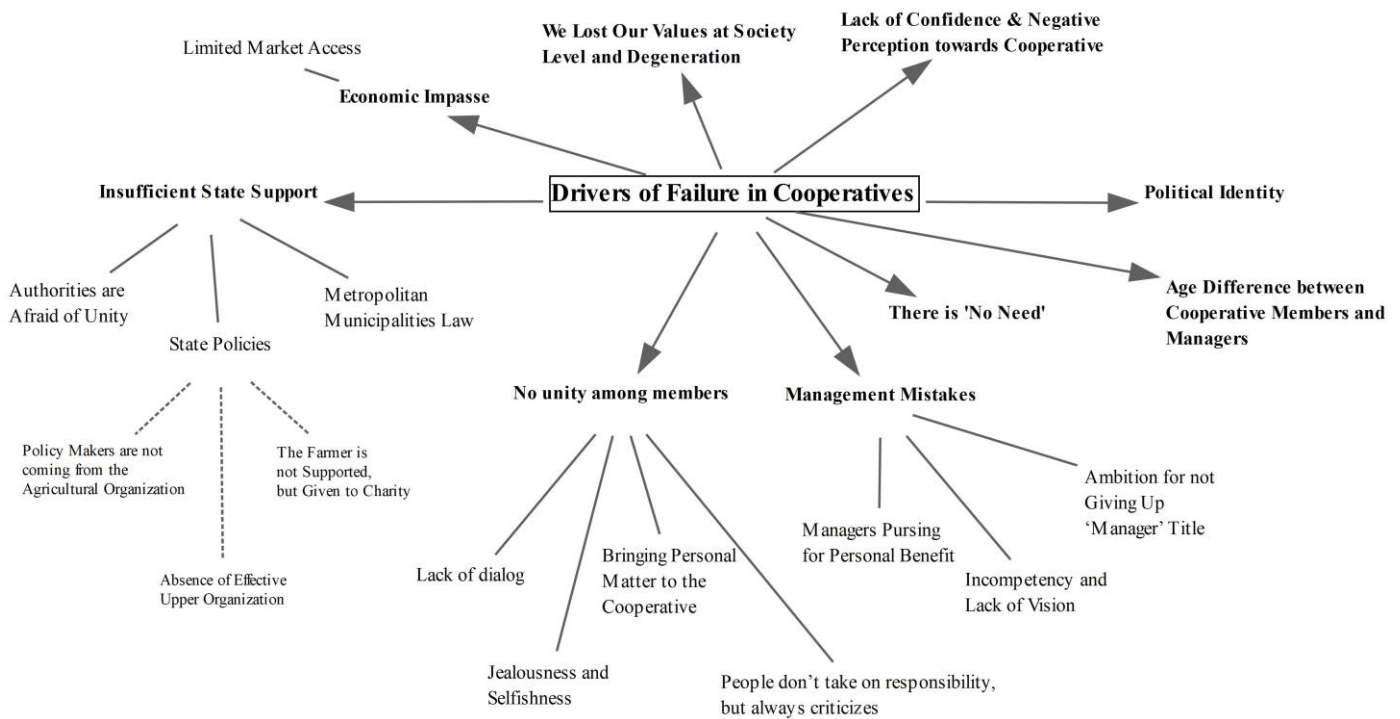
Segment	Sub-segment	Organizational Culture Type based on the Model	Statement	Role in the cooperative
Definition of Success	Governance	Clan	We have a particular governance structure.	President
	Solidarity, empowerment	Clan	I think our most tremendous success is our ability to maintain the ideological stance of being cooperative.	President
Mission, Goal	Entrepreneurship, new sources	Adhocracy	A rural tourism activity under the name of a ‘natural life village’. It was our thought, our dream. There was an idle area of over 200 declares. We were thinking about bringing this area into production and at the same time moving it into the future.	President

4.4. Drivers of Failure in Cooperatives

Success comes after we learn from our mistakes. For that reason, as a first step, we need to see our mistakes and benefit from these experiences. During the interviews, I also focused on the reasons behind the failures in cooperatives in Turkey.

The coding process of participants' answers brought nine themes with fourteen sub-codes, as given in Figure 4.14.

Figure 4.13. Code Map of Drivers of Failure in Cooperatives



4.4.1. Political Identity

Cooperatives' first principle states that "Cooperatives are open to every individual without social, racial, gender, political or religious favoritism." (ICA, 2019). People with different backgrounds come together for a purpose: to earn money from their production or to strengthen and develop their village

economically and socially. Discussions around politics will hinder this synergy, and thus, cooperatives cannot have a political identity, as the cooperatives' chairman and members have also emphasized:

“You serve to a person who had brought you there. If you are there thanks to politics, then you will serve politics. Everything has a price, so you have to pay it.” (Cooperative 03-President)

“Not only corruption and stealing destroys the cooperatives; but also political pressure.” (Cooperative 03- Producer and agricultural engineer)

“It is pretty wrong to be the backyard of a political party. You may vote for any political party and support their agricultural policies, but being backyard is so wrong.” (Cooperative 08-President)

Having a political identity also keeps people away from cooperatives as it results in bias among people.

“Our family has a political view. People can be prejudiced because they knew our view. These prejudices should be cleaned.” (Cooperative 02- Founder, former president)

“They still share information on WhatsApp groups, for example, about one political party or another. (...) This information is not suitable for this group; you can share information about tomatoes, but there are still messages about politics, although we have warned them. That is why people are prejudiced.” (Cooperative 02- Founder, former president)

Some participants also referred to a well-established agricultural sales cooperative and its history to give an example for the necessity of political independencies.

“Tariş used to be good at institutionalization, but it collapsed because of bad management, and it became a haven of politics.” (Cooperative 03-President)”

Tariş cooperative foundation has been dating back to 1912 (Tariş Pamuk, n.d.). In 1915, “Aydın Fig Producers Company (Kooperatif Aydın İncir Müstahsilleri A.Ş) has been established under Tariş Bank (Tariş Zeytinyağı, n.d.). In 1935, "Tariş Olive and Olive Oil Union, Tariş Cotton Union, Tariş Fig Union and Tariş Grape Union" were established under the roof of Tariş (Tariş Zeytinyağı, n.d.). In 2000, Tariş gained its autonomy together with other unions with the law enacted on June 16 (Yıldırımođlu, 2001). In 2001, Tariş general manager commented on this development in an interview with Murat Yıldırımođlu (Yıldırımođlu, 2001):

“Even though the associations had their decision-making process and their boards of directors, everything was subject to the permission of the ministry. Investment permit, travel permit... Let me give a very striking example; when I needed to go to Ankara for a business meeting with the ministry or another association, I had to get permission from the ministry! I will invest, establish a spinning mill or buy a vehicle; everything you can think of was subject to the ministry's permission.”

“Every expenditure, every saving was subject to ministerial permission. The ministry had the right to employ staff here as they wish. All these things could be done with a signature or instruction.”

In 2005, four unions; Grape, Fig, Cotton, Olive and Olive oil, separated and since then this four union has a separate legal entity.

During my interview, a board member in one cooperative, who worked in Tariş previously, commented on the history of Tariş and highlighted the need for separation between cooperative and state:

“At the head of the management, there is a general manager, used to be not very authorized as today. General Manager did not support the management. He said that ‘I get the instructions from the Ministry which assigned me.’”

“Our four unions had one general manager; after arrangements, each union hired their general manager. Separations started, and cotton, which used to be the largest establishment, was about to sink. The cotton cooperative was on the list of the largest 500 companies in Turkey. (...) They presented the firms as a stated-own institution to the producers, so they sold their cheap products at high prices. The producers sold good cotton to traders, bad cotton to a cooperative. There was no enforcement, and the producers did not take any responsibility. They always assumed that they could cheat the union. I think that is why it sank. (...)”

4.4.2. There is ‘No Need’

As stated by Cooperative 04 president, there must be a need to form a cooperative, and this need is mainly to be able to sell their product. However, if farmers have access to the sales point, motivation to form a cooperative did not emerge.

“Our village is so close to the district that is why everyone can raise their products and sell them easily. (...) Maybe that is why they are not open up to the idea of a cooperative. Maybe they have prejudices too.” (Cooperative 04-Partner, cooperative employee)

Declining production level in the village also results in a lack of motivation to form a cooperative. Production level is directly linked with the number of people living in the village. Increasing migration from villages to the cities inevitably

lowers the production capacity. Small-scaled and low production further motivates and calls for getting together.

“In the region, there are not many producers/farmers anymore; this is our disadvantage. It is a general problem, especially for the agricultural lands close to the cities. (...) However, we encourage them to produce constantly. We invite people every week to our food workshops. However, the participation is not satisfying. Of course, the living standards of our society effects this situation.” (Cooperative 10 -President)

The main reason for migration was stated as “to avoid being a farmer” since there is no stable or sustainable revenue stream in farming. There is a cause-effect relation: Farmers do not form a cooperative; thus, they are not able to create sustainable or predictable revenue sources. Therefore, they discourage their children; they exit from the village to find a regular and standard job. During my visit, I noticed that the young population in the villages is so low. There are almost no children in the village. Unfortunately, it becomes a tradition to move away from the village, especially soon after getting married.

“Rural families send their children to school not to be educated farmers, but to avoid them from being farmers. They say: “Go to school, my daughter, save yourself. Go to school, my son; you may enter the bank, you may enter the municipality, but you should have a guaranteed job”. Since farming is not providing a guarantee, they encourage their children to be educated for this purpose.” (Cooperative 03-President)

The young population will stay in their village as long as there is a revenue generation potential from their production. For instance, one farmer was relatively younger; his age was 26 (Table 3.3.). He is a member of one of the most successful cooperative. Since he can earn money from his production via cooperative movement, he considers being a farmer as his future job.

“I am a university student, but I had a break, I am not going for now. I am interested in farming, I do some extra works too, yet farming is on the agenda” (Cooperative 01-Producer).

4.4.3. Insufficient State Support

The state’s support plays a crucial role in cooperatives' success and development; considering the lack of capital and market access, Support can be provided via municipalities, provincial agriculture directorate, or district directorate of agriculture.

“The most important thing is that there should be a support of municipality in the cooperative. The municipality and also the provincial directorate of agriculture should support us. They are a bit lazy, drink tea all day. I can honestly say that system is not working.” (Cooperative 02-Founder, former president)

“Ministry has announced some new projects recently; they are trying to concentrate on women more. They should be honest and sincere. I think there is a problem with sincerity; they are not sincere. (...) They must be more serious. They say, “We support producers.” Indeed, they just eliminated the producers.” (Cooperative 02 - President)

“The cooperative should work together with metropolitan municipality, municipality, and district governor to develop itself. Also, it should cooperate with universities, tourism companies, entrepreneurs, volunteers, and chambers of commerce and industry. Have you heard any cooperative which works with all these?” (Cooperative 02 -Producer)

“The cooperative should provide a place, kitchen, land, or what they need according to what they produce. They need to do this. If they keep this balance, I see cooperative as a successful organization.” (Cooperative 02-Founder, former president)

“We have requested to examine of the cooperative’s ten years retroactive by applying with two separate petitions to Ministry of Agriculture. However, we had no response from the ministry. When we talked on the phone with a person in charge of rural development, he said: ‘There are 36.000 cooperatives in Turkey, and each has thousands of problems. I have around 3000 files piled up in front of me. The team is insufficient. When we sent our representatives to investigate the issue, they do not come back for three months. I put every problem in the queue whenever your turn comes.’ Officially we could not get the examination.” (Cooperative 05-President)

4.4.3.1. Metropolitan Municipalities Law

Law on Metropolitan Municipalities numbered 5216, which was enacted in 2014, had certain drawbacks on the farmers living in the vicinity of a metropolitan city. The purpose of this law is to provide the centralization of services for effective use of sources, easing the management of public services like irrigation systems, electricity, transportation, etc. With this law, municipalities and villages on the edge of the metropolitan municipality’s borders have been merged under the metropolitan municipality. Because of this merge, these villages lost their legal personalities. However, it had some cost on rural living (Oğuz, 2019). Firstly, the law restricted the livestock facilities’ site selection (Oğuz, 2019). Secondly, the cost of agricultural production increased. Irrigation usage cost implied to the people in the metropolitan cities is higher than cost applied in villages. Problems were also highlighted by the one cooperative’s president who used to be the mayor at the district:

“There was a women’s workshop. A woman was complaining about how expensive the water use costs. All villages turned into neighborhoods because of the metropolis act. They cannot feed animals, pastures disappeared, and they cannot do farming anymore because they transformed villages into neighborhoods. Before the cost of water usage was low in the villages, it is now the same as the city center. It means that people cannot feed animals and grow tomatoes in their gardens anymore. The production is stopped. All these happened because of the metropolis act; I know it from my experiences, but the cooperative presidents here did not know about it.” (Cooperative 02 - President)

“You cannot breed livestock in this village. If you do, your neighbor will complain. They are right because it is a city anymore.” (Cooperative 02 - President)

4.4.3.2. State Policies

Cooperative members complain about inefficient agriculture policies and the wrong implementation of agricultural policies. Although many incentives have been announced for farmers, agricultural developments, and cooperative development, some participants do not find these actions targeted (As it changes with each government) and ‘sincere’. One cooperative president views ‘export policies’ as the most considerable risk for the cooperative movement.

“It is all about politics, whatever you do. Turkey’s agriculture has no policy right now. Wrong policies mean no policies. Agriculture and food are the top industries of the world. We do not have policies, and each government and minister come with new implementations according to their minds.” (Cooperative 03-President)

“(Researcher): So where do you think the risk is?

The wrong policies... The most dangerous one is the country’s import policy. (...) I told Agriculture Minister that ‘stop importing and do not buy imported goods. We may eat less or eat something else. If dried beans are missing, do not buy dried beans. We may eat chickpeas. If a lentil is missing, we cover it with tarhana (traditional soup). We should spend our money to increase our production, not to send them to foreign farmers.’”

(Cooperative 03-President)

“We have done 40% of what we thought. But the reason for not achieving the 60% is related to macro policies of the country. We are carving the granite stone” (Cooperative 08-President)

“We had agricultural products in Turkey before 1995, and everyone can sustain their life with these products. (...) When the wheat season opens in Turkey in June, 70,000 tons of wheat was coming to the country from foreign countries. Because they bought this wheat and sold the factories to decrease the price of villagers’ wheat. They also did the same during the cotton season; sunflower pulp was brought to İzmir port; because, raw materials of forage factories are cotton pulp. Sunflower pulp is the alternative to cotton pulp. When sunflower pulp is cheap, also cotton pulp’s prices go down; so that factories are trying to get cotton cheaper from the local producers.” (Cooperative 02-Producer)

“Tariş used to be the largest cooperative; there was no one bigger than Tariş, and it is over. Now we are talking about how we can revive the cooperatives. There is no one talking about mistakes.” (Cooperative 02 Producer)

4.4.3.2.1 Policy Makers are not coming from the Agricultural Organizations

Inefficient policies were attributed to incompetent authorized officers. Participants highlighted that policymakers in agriculture and cooperative should have experience in agriculture.

“Mastic is an endemic plant of this region, and it is precious. However, the Ministry of Agriculture does not accept it as agricultural production.”

(Researcher): “Why?”

“They do not believe. I am one of the most important mastic producers of the region, but still, they do not believe because they are not coming from this organization. (...) We have decided to talk about agricultural issues in a city in Turkey every month. I do not talk a lot; I took some notes. Everybody asks for money and loan. I asked for three things; first, I want to reach them when I call. Secondly, there should provide an advisory service. The third one is that the managers and heads of departments should be from the organization. If you assigned your cousin from, say the coal enterprises, as deputy of general manager, then we cannot tell anything to him.” (Cooperative 08-President)

“This decision was made by bureaucrats who have no idea about agriculture. They never ask us because they think that they know. (...) They suppose that they know better than me, but these bureaucrats who manage the country had seen milk in the supermarket, vegetables at the greengrocer, cotton at the pharmacy. This is the main issue. Turkey's problem is not ignorance; it is that ignorant people presume themselves as wise men. They have never asked my idea when they publish new regulations.” (Cooperative 03-President)

4.4.3.2.2. Absence of Effective Upper Organization Affecting Policy Makers

Participants also highlighted the necessity of an upper organization to have an impact on policies. On paper, there are unions to represent cooperatives; however, they are not effectively working since there are many unions for each branch of agriculture; namely Turkey Village Development Cooperatives Central Union (KÖY-KOOP), Agricultural Cooperatives Central Union (T-KOOP), Livestock Cooperatives Central Union of (HAY-KOOP), Turkey Forestry Cooperatives Central Union (OR-KOOP), Tea Cooperative Unions (ÇAY-KOOP)

“There is no agricultural organization which can talk about agricultural problems in Turkey. Why; because there are many organizations. (...) How it is like in a hospital, there is a chief doctor on the top. It should be like this in agriculture too. We should have only one agricultural organizations’ general president who can be more powerful and effective on the decision-makers.”

4.4.3.2.3. The Farmer is not Supported but given to Charity

As mentioned above, cooperative success also depends on the farmers’ ability to produce. Therefore, state policies supporting the farmers’ production capacity are gaining importance. However, Cooperative 03 emphasized that sources are channeled and used unconsciously.

“They do not support the farmers; they only help as a charity. (...) For example, if I were an agriculture minister, I would not give money to farmers. All that money was given was used unconsciously to solve problems of Turkey agriculture.” (Cooperative 03-President)

“I would encourage them to become a cooperative by saying that I will subsidize farmers who sell their products to cooperatives only.”
(Cooperative 03-President)

4.4.3.3. Authorities are Afraid of Unity

Some participants stated that there is insufficient and inefficient support because, in reality, they do not want people to get together as they will get power.

“They do not want producers to get together as our president says well; because producers will be more powerful when they get together.”
(Cooperative 03-Agricultural Engineer)

“We are afraid of each other.” (Cooperative 02-President)

“They are (Government institutions) afraid of being organized; being empowered” (Cooperative 02 Agricultural Development-Founder, former president)

“Think about it, you do not do a strange thing, but they do not let you do. You are trying something for yourself and the people of your village. However, they allocated huge spaces in a central place for private tea companies. They did not give a place to the cooperative. (...)They are afraid of togetherness and wise people. Now, management of the municipality changed, and they have provided a place to work.”
(Cooperative 05-Producer and cooperative employee)

4.4.4. Lack of Confidence and Negative Perception towards Cooperative

“Trust” forms the basis of the cooperative movement. “Trust” was frequently stated by the participants, as mentioned in section 4.5.1.; especially by

the ones that belong to successful cooperatives. Lack of confidence inevitably destroys cooperatives to act in harmony. Distrust can be linked to negative perceptions towards the managers of the cooperative. Cooperative awareness is lacking, which can be related to insufficient state support and its cooperative movement history. Nevertheless, non-cooperative members tend to link cooperation with irregularity mainly due to their experience.

“When I was candidate for the presidency in the cooperative, there were rumors in the market about the indebtedness of the cooperative among the partners and members. It was talked about that the cooperatives’ debt was around 3 billion, the cooperative’s 3050 square meter land was sold, managers did irregularities and used cooperative’s money unresponsively.” (Cooperative 05-President)

“The rumors about the cooperative and distrust in the management have a significant impact” (Cooperative 05-President)

“They cannot think that everybody working here has the same rights. (...) They think that all of the cooperative’s assets belong to the president. They presume the cooperative like a company.” (Cooperative 04-Partner, Cooperative employee)

“I see cooperative as a family, you are at a table, members are like the family members who sit around the table, and there is a bowl of soup, and we all share it. I imagine like this when I think about the cooperative. Does this understanding exist? No. The cooperative always was used for different purposes.” (Cooperative 07-Producer, non-member)

“We cannot get full support from our all members. They still do not have the required cooperative awareness; they see it as a daily thing. They do

not have long-term plans. The more we tell them and make them conscious, the brighter future we will have.” (Cooperative 05-President)

(Researcher): “Do you think that are cooperatives important for Turkey?”
“Absolutely, not only for Turkey but for the world... It is important for all producers.”

(Researcher): “What is missing then?”
“I think people do not feel confident towards cooperatives. Otherwise, cooperatives may become more efficient and supportive. The producers and the partners should approach with a slightly different approach and protect these institutions.” (Cooperative 06-Member)

4.4.5. We Lost Our Values at Society Level and Degeneration

As stated in the cooperative definition, the main cooperative pillars are solidarity, sharing, and joint movement. However, participants stated that we lost the value of thinking others and the power of being together as a society. People run after short-term personal benefits to save the date or to save their position, as one participant stated: “Whatever happens after me”. In this study, I did not take a deeper look at the reasons behind this issue. Nevertheless, during my visits, I observed that harsh living conditions stemming from economic problems are the main reason for the deterioration in solidarity, sharing, and joint movement. Unfortunately, loss of these values jeopardize cooperative movement as stated by the participants:

“I find “imece” and cooperative movement similar. We have lost this culture so fast and have degenerated, which is our problem. (...) All these consumption and exploiter systems destroyed us. As Nasreddin Hoca said, he loses his donkey first, then searches. Now we are searching our donkey too.” (Cooperative 04-President)

“We have terrible cultural erosion around the country. (...) people live with an understanding of ‘Whatever happens after me’. (...) We have a splendid cultural heritage, but now it is different. In the village, we used to have neither a lock on the door nor dealt with any theft. Unfortunately, now there is every unpleasantness. Even drug use is widespread. I feel sad. (...) People are living around without working and producing. If they can find the money for their alcohol and drug, they are okay with it. We are upset, but we cannot do much. It is a societal problem and also sociological. Now, when there is such a cultural degeneration, of course, this directly affects the cooperatives.” (Cooperative 10-President)

“... Indeed, we realized that we are striving for the knowledge and production. I mean; doing something together, “imece”, correct information and culture... These are our needs for being human that we forgot.” (Cooperative 02-President)

“Today, when we sit in public parks, we do not want to look at each other’s faces. We call neighbor, but we do not stand with them on a bad day. When there is a need, no neighbor lefts.” (Cooperative 02-producer)

During the interview, the Cooperative 03 President complained about farmers who are less willing to work with the cooperative for the sake of short-term profit.

(Researcher): “Do you think that lack of cooperative awareness affecting farmers’ willingness to work with the cooperative?”

“People are seeking for short-term benefits; they are focusing on saving today” (Cooperative 03-President)

4.4.6. Economic Impasse due to Lack of Capital and Limited Market Access

Lack of capital and lack of access to sales channels also put cooperatives into an economic bottleneck and prevent them from moving forward and motivating their farmers.

“We have taken over a cooperative with debts. This is our disadvantage. That is why we have problems to revive it.” (Cooperative 05-President)

“If there is no capital, then cooperatives cannot move forward”. (Cooperative 02 - Founder, former president)

“Nobody comes up with a new idea to move forward. When I look at other cooperatives; they have a brand for example. We stayed behind because nobody worked on these issues.” (Cooperative 07-President)

“The major shortcoming of the cooperative is not buying products of the region in bulk, not packing them in the best way and not marketing them.” (Cooperative 06- President)

The cooperative’s economic status is also impacting farmers’ perception of cooperatives negatively.

“They (former management) entered into an economic depression, the cooperative’s supermarkets are being closed. Cooperative could not meet the producers’ needs like manure. As a result of these, the members started to feel distrust. (...) In 2015, we also came to a deadlock. Because the producers' expectation was great, they thought that new management arrived and with this new management, cooperative would provide manure to us, and cooperative’s supermarket would be revitalized. We could not meet these in those economic conditions, which led to a lack of confidence

among farmers. Consequently, back then, we started to stumble.”
(Cooperative 05-President)

Increasing product variety or offering diversified services could be a solution to strengthen the cooperative's economic status; however, again, lack of capital issue prevents this investment, i.e., new machine, required equipment.

“If the cooperative can market their producers’ product, but not only olive oil also other products, then it will be more positive for us.” (Cooperative 06-Member)

“When we recover the cooperative’s budget, we will look at how other cooperatives are working, and then we will do our job like them. For example, one village nearby is so successful. They provide many services; they get producers’ milk, provide forage and seeds, support members’ farming activity, etc. Why do we not meet all these needs?”

(Researcher): “So how will you recover the budget?”

“We will work.”

(Researcher): “But, as cooperative, you are only capable of producing olive oil?”

“For now, we will only produce olive oil. There is nothing else we can do.” (Cooperative 07-President)

The main reason for the economic bottleneck in cooperatives is limited access to the market. Marketing and sales problem pressures cooperatives' revenue.

“Our capacity is so high, as long as there is demand. We have created everything in terms of infrastructure.” (Cooperative 04-President)

“The biggest shortcoming of the cooperative is not buying products of the region in bulk, not packing them in the best way and not marketing them.”
(Cooperative 06-President)

“...It is not easy to enter a market today.” (Cooperative 06-President)

“The cooperative should process my products cheap and help me in marketing my product. I should not deal with merchants. They should not say that ‘okay, I took out your product, and it is done.’ I mean they should also support us with marketing. Our cooperative processes only olives, nothing else.” (Cooperative 07-Producer, non-member)

Since the young and educated population is lower in rural areas, getting professional support could strengthen the cooperative’s marketing activity; however, ‘lack of capital’ once again comes out as a problem.

“Marketing is the main problem of the cooperatives (in Turkey)... Of course we have many deficiencies; we have a little difficulty keeping up with the modern age (in terms of marketing).” (Cooperative 04-President)

“We want new people to join our organization who can help us about marketing and bring a new vision to us.” (Cooperative 04-President)

“We need a marketing network. For example, if we could hire two salesmen in our cooperative, it would be better. But we need money to do this.” (Cooperative 06-President)

“For example, we do not have people who know about finance. Our age average is 45. However, we need to cover these deficiencies. I think we should accept new members who have these qualifications. Everybody

does not need to make bread; we also need a white-collar team.”
(Cooperative 04-President)

(Researcher): “How will you market your products?”

“Via bid.”

(Researcher): “You mean that you will sell to merchants?”

“Whoever gives more we sell through advertisements, auction or sealed tender.” (Cooperative 07-President)

“We sell the most of our product to Çaykur, and then we have to sell the remaining part to private companies which offer relatively lower prices compare to Çaykur. The government pays more, but we have to sell our products; otherwise, they will dry and be useless.” (Cooperative 05-Producer, cooperative employee)

“This year cooperative offered the same price as the government offered, but the cooperative extended the payment dates. For example, we harvested teas in May, and cooperative management told us that they could give our money in December. We thought that it is more logical to sell to the government and get money. In the private sector, they offer really cheaper than the government, yet they say that they can pay in a few months.” (Cooperative 05-Producer, cooperative employee)

“We pay to producers’ with three to four months lagged; however, Çaykur pays with a month lagged. Producers need money; that is why after selling to the Çaykur, they sell the remaining teas to private companies at a lower price (Çaykur announces a certain purchasing amount) Çaykur defined the base price as 2.90 TL. Producers sold their product 2.20TL to private companies. This is because of need. If they were economically comfortable, they would give us; but they are trying to save the day.”
(Cooperative 05-President)

(Researcher): “Who do you sell to your olive oil, except to cooperative?”

“To merchants.”

(Researcher): “What do you mean by merchants?”

“We sell the olive oil to three to four companies via bid. Also, we sell the product to large companies by giving offers.”

(Cooperative 06-President)

“We sell our wheat to flour factories according to the market price. Our vegetables and fruits are sold on local markets. We sell our olive oil to Tariş or private companies by doing market research.” (Cooperative 06-Member)

4.4.7. Management Mistakes

The administrative staff is inevitably playing a prominent role in cooperatives’ success and thus in the failure. Three concepts have been identified under management mistakes.

4.4.7.1. Managers Pursing for Personal Benefit

The cooperative president should pursue joint movement, solidarity for the development, in line with the cooperatives’ generally accepted roles. If a cooperative is used for personal interests or viewed as a place to be utilized, it inevitably damages the cooperative’s success and villagers’ perception. Thus the purpose of managers is to play a crucial role to prevent any abusiveness and irregularity.

“There was nothing left from the former management, the olive factory was there only, but it was on hire and old-fashioned. The building was in ruins; everything, even the buttons of lamps, was stolen. We did not find

anything that can be used; no water, no electricity.” (Cooperative 10-President)

“Farmers will produce with the cooperative, but the added value of this will be given to the company... There is such a danger. Therefore, management style and ideological stance are essential. (...) Even our revolutionist friends may defend the idea of corporatization because of the cultural and ideological problems today. When they say “cooperative should produce, and companies can do marketing for them”, it means that the wheel of exploitation will keep turning around.” (Cooperative 10-President)

“Cooperative was managed so badly, everybody had started to utilize cooperative for their personal benefit. Cooperative was in the terrible situation and partners started to see it.” (Cooperative 03-President)

“If the manager of the cooperative puts personal benefits of manager ahead of social interests, then cooperative does not work.” (Cooperative 08-President)

“Every person who comes to a managerial position cannot achieve. The bad intention, thoughtless investments and works, difficulties in the sales of dried teas and could not get payments for sold products negatively affected the cooperative and cooperative came to a deadlock in 2010.” (Cooperative 05-President)

4.4.7.2. Incompetency and Lack of Vision

Apart from the president’s education level, lack of vision and incompetency are considered the drivers of failure in the cooperative movement.

Participants stated that cooperative managers' attitudes and vision make the difference and may take the organization one step ahead.

“Education does not only relate with a diploma; people need to develop themselves, their thoughts and attitudes. I think improving the way of thinking is important. (Cooperative 04-Partner, cooperative employee)

“Everybody took their olive oils and factory was closed. Cooperative will work on next season. That is all. There is no one doing something.”
(Cooperative 07-President)

(Researcher): “Could you please tell me what do you see when you think of five years later?”

“I came into power for two years; in these two years, I can only recover the cooperative. Then we will start to serve the villagers. That is why I cannot say anything for the five years later.”

(Cooperative 07-President)

(Researcher): “Can you see the new president as a leader? Do you think he will bring villagers together?”

“He cannot do it. I do not see that capability in him. He is better than the previous one, at least. Nevertheless, he cannot do these.”

(Researcher): “Should there be a different soul to make them happen?”

“Yes. To be a leader, you should have a vision; you need to look into the situations from a wider point of view. (...) When you asked the president why he becomes president, I heard his answer. He said that it is just for pleasure. If he does this duty for pleasure, it will not take so long. I expect from him to say: ‘I would like to serve to my village. I was not too fond of the former management, and I criticized them, but I will not do what they did. I want to bring the young population to the village back. I can improve

what we have; I have plans...’ If he said these, he would be a leader. However, he did not say these.”

(Cooperative 07-Producer, non-member)

“Being a leader to society in rural areas and leading products can be gained by practice. I mean many people can have information about life. Having that information is easy but taking action with that information is a bit different.” (Cooperative 10-President)

4.4.7.3. Ambition for not Giving up Title: “The Manager.”

Some managers have a solid ambition to keep their title or position; therefore, they tend to pass over some procedures in some cases, which leads to failure. This concept can also be evaluated as a corporate governance issue for cooperatives.

“When the president solely thinks about his title, then that cooperative fails. Because of the fear of not getting votes, the president turned a blind eye when cooperative members did something wrong.” (Cooperative 03-President)

“I told the president (of a different cooperative) to control milk when buying from farmers. For instance, I impose a fine if there are antibiotics inside the milk. The president (of a different cooperative) said that he could do it. I asked why. He said that he would lose the elections if he does it. The guy who said this is a teacher. Do you know what happened? They had to work with dairy farms and went bankrupt finally.” (Cooperative 03-President)

“There was a mistake in the way of managing. I wish we were wrong. We were warning them, and we told them that the cooperative would go bankrupt if he continues like that.”

(Researcher): “What was that mistake?”

“It requires time to discuss, but I may say that they did not adopt a corporate governance structure. They did not stay away from the feudal structure.” (Cooperative 10-President)

“In the cooperatives, when you are a leader and if there are some parts that you are not enough to manage, you should be able to pass on your responsibility to someone who can manage it.” (Cooperative 02 –Founder and former president)

4.4.8. No Unity among Members

Member relations are also impacting people’s perception of the cooperative.

“We put lots of efforts there; we enthusiastically worked for this village for 13 years. Convincing the people of our village is extremely difficult. Because there is grouping among people and we have not achieved to overcome this. For example, assuming that I am the candidate for cooperative management and put a stick there to represent the other candidate, they will vote for this stick. Because if I am selected as a cooperative manager and successfully perform this duty, they cannot criticize me.” (Cooperative 07-Producer, non-member)

“Look at the cooperatives that are not successful; there is grouping among villagers. Thankfully, we do not have grouping. We have overcome it, and now we are getting stronger because there are unity and solidarity.”
(Cooperative 06-President)

“Our friends who are housewives used to bring their home-made cakes and pastries... But somebody’s products were sold more, somebody’s products less. And this caused problems.” (Cooperative 04-President)

(Researcher): “What do you think the common feature of these villagers, or is there any?”

“There is no.” (Cooperative 07-President)

“There is no consensus and mutual idea.”

(Researcher): “Is this because of people looking to protect their interest?”

“Exactly.” (Cooperative 02 –Founder and former president)

4.4.8.1. Lack of Dialog

Lack of communication was viewed as the main obstacle to solidarity.

“We have a problem about miscommunication in Turkey. I mean, people tend to marginalize each other. We need to resolve this issue.”
(Cooperative 02 President)

“There are five to six people. They want that everybody to get advice from them so that they can manage people around them. (...) I am producing and selling my own products. I am part of the volunteer farming program and accept young people who want to experience rural areas. However, nobody in my village has asked me what you are doing and what is happening there. They only calculate how many people come in here and out from here.” (Cooperative 07-Producer, non-member)

4.4.8.2. People do not Take on Responsibility, but Always Criticizes

Although cooperative is a buzzword, people tend to keep their heads down when forming a unity.

“They are not happy with this cooperative, but they only talk. There is no action. When they talk, they say: “Cooperative does not work well”. Let us get together; it is in our hands. Then nobody wants to take responsibility. They do not want to conflict with anyone. (...) That is only discussed in society. They do not take it seriously; that is why it does not turn into action.” (Cooperative 07-Producer, non-member)

“It is not about education level because there are a lot of educated people in my village. Even there are teachers and no one has said that ‘what are you doing? We appreciated you. Is there anything we can help with? Can we involve? There is constant criticism.” (Cooperative 07-Producer, non-member)

4.4.8.3. Bringing Personal Matter to the Cooperative

Another obstacle to forming unity is personal matters among people. This leads to polarization and grouping among people.

“The problem is that they bring personal issues to the cooperative.”
(Cooperative 02-Founder, former president)

“Cooperatives fails when people tend to bring their personal issues to the cooperative. If you have any problem with me, you should solve with me. You should not bring it here.” (Cooperative 06-President)

4.4.8.4. Jealousness and Selfishness

Jealousness and considering solely his interests underpin the grouping among people and nevertheless prevent collaboration.

“People have an ‘ego’. They always want to be the winner. For example, there are some people selling bread. When the potential customers ask the location of the cooperative’s shop, these people are not telling our place. (...) Selfishness is too much. Here, many women get together by overcoming some difficulties and are doing something. I think everybody should support this. (Cooperative 04-Partner, cooperative employee)

(Researcher): “Is there any person who is not a member of the cooperative?”

“There are.”

(Researcher) “Why do you think they are not a member?”

“Because they have olive oil factory” (Cooperative 08-President)

(Researcher) “Why haven’t you united under cooperative?”

“Because of their philosophy and jealousy. I cannot understand. They do not want to, and I do not know the reason. Maybe they think that they can process more olives. (...) A traditional and feudal family established the first factory of the village. (...) You come and establish a new factory as a cooperative. It was not acceptable for them. When I told them to join the cooperative, they made this issue a matter of honor.” (Cooperative 08-President)

“Imagine that I go to the coffee house of the village and I invite people to do something for the village. Assume that I say: “I do not want to see my village like this, let us do something together”. They will not come after me and they will ask what my benefit from this? I cannot define this

psychology, please define it if you can.” (Cooperative 07-Producer, non-member)

“They do not appreciate when you are very successful. They cannot say ‘well-done’. I do not know if they feel humiliated by telling this. They do not have the ability to appreciate.” (Cooperative 07-Producer, non-member)

One cooperative president stated that selfishness leads to grouping in the villages, and this prevents forming unity. As a result, it hinders the cooperative's success.

“If you look at the unsuccessful cooperatives, you will notice the grouping among villagers. There is no unity in those villages; there is polarization among villagers.”

(Researcher): “Why do all these groupings happen?”

“It is because of selfishness, and also because of considering personal interest solely. For example, in this region, we know that so many people from the management team at one cooperative are put in prison as they used the cooperative for their personal interests.”

And also jealousy. For instance, you are jealous of me and angry with me and I am the president. Then you establish a new group. It will be pretty harmful to the cooperative and the village as it leads to grouping among villagers. ” (Cooperative 06-President)

4.4.9. Age Difference between Cooperative Members and Managers

During the interviews, all participants complained about the low level of the young population in rural areas. Unfortunately, there are no current statistics that show the share of the young population in the villages, yet I noticed this fact during my visit. In the absence of a young population in the villages, as expected, the share of young people among cooperative members is low. However, among the cooperatives, one cooperative former president's age was 29 when she first established the cooperative. During the conversation, she underlined that the age difference between a manager and members is a drawback. It was not highlighted by the other cooperatives, as 'age difference' between cooperative members and managers is not a familiar concept.

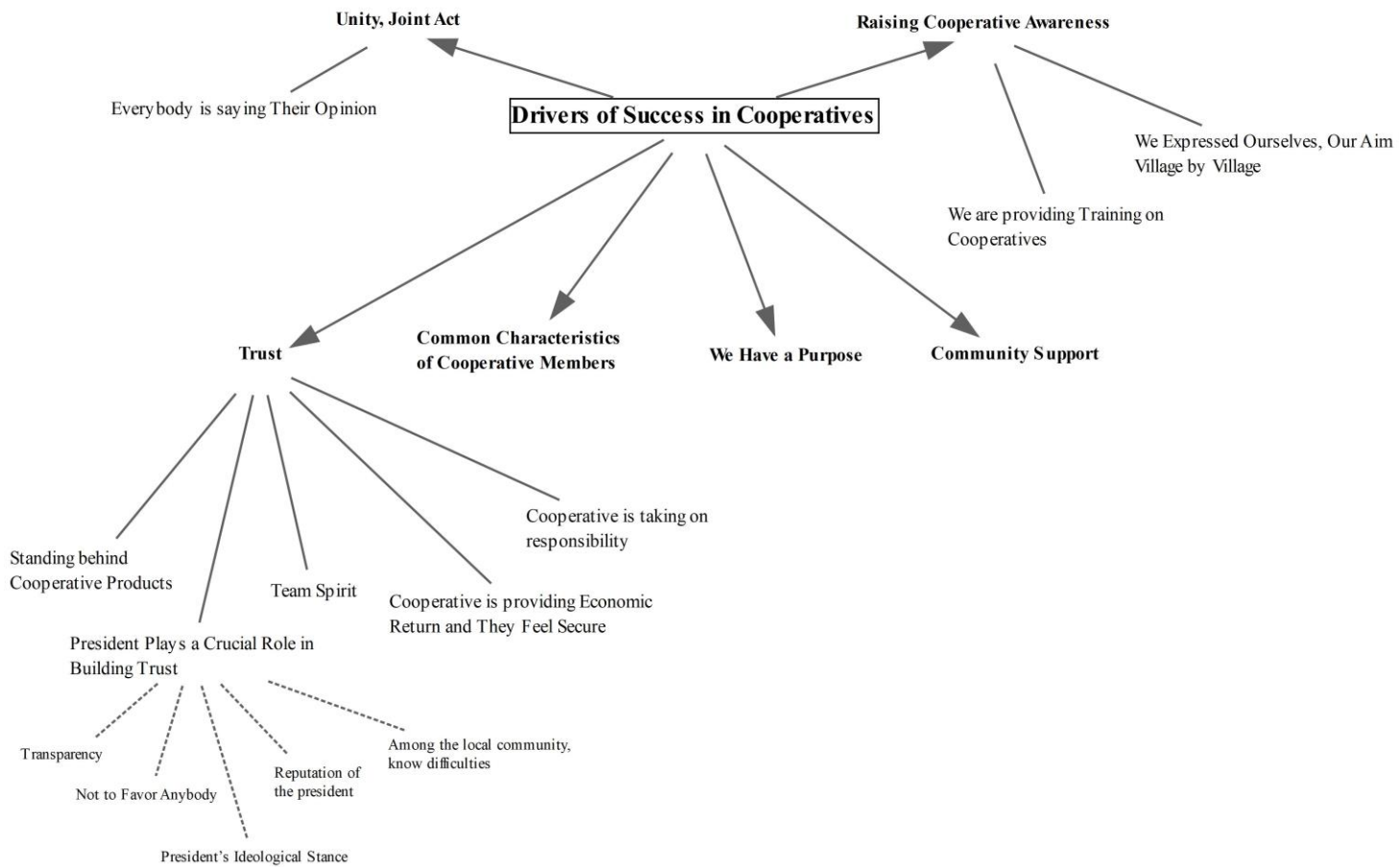
“I was younger than others. All members were older than me. There was no peer of me. (...) The older ones do not listen to you even you are more educated than others. Because you are young, they do not listen to.”
(Cooperative 02-Founder, former president)

4.5. Drivers of Success in Cooperatives

Data analysis conveyed factors that lie at the heart of the cooperatives' success.

The coding process of participants' answers brought six themes with thirteen sub-codes, as given in Figure 4.15.

Figure 4.14. Code Map of Drivers of Success in Cooperatives



4.5.1. Trust

Trust was one of the most stressed words among participants. There is no doubt that trust is fundamental in establishing a healthy relationship. At cooperatives, it is even more critical as they are bringing together people from a different background as stated by the Cooperative 03 president:

“This is a union of people with different backgrounds. There is only one thing keeping it together: Trust. Maybe if you sit down and do a survey right now, I do not know, but 30% of them do not like me, maybe 40% , but they all trust me. Consider a family; the husband and wife argue against

them, but marriage continues, they do not want the divorce, there is trust. However, even if they get along well, the family collapses and gets divorced when they lose confidence. So the most important thing that keeps the family together is trust. Here also, there is a trust.” (Cooperative 03-President)

“If there were not a community that supports, choose and trust us continuously for 11 years, we would not do our duty anyway.” (Cooperative 10-President)

However, the critical question is how cooperative can build up confidence? In the sections below, I tried to explain the answers to these questions.

4.5.1.1. President Plays a Crucial Role in Building Trust

Building trust is in the hands of the president and his team, according to some participants’ statements. Presidents’ stance, attitude towards others, principles, and implementation inevitably impact the people’s perspective, hence their confidence.

“It is in the president’s hands. After all, the chairman and the board of directors' perspective determines how that cooperative will proceed. They make the decisions, and they determine the responsibilities. The president is crucial in the cooperative... If there were not a president like ours, we would be like other cooperatives.” (Cooperative 09-Factory Manager)

“So people had the a priori belief on me and said that we trust you and we will come after you. As this formed the basis, it was comfortable to build on top of it” (Cooperative 04-President)

“He said I was astounded. I said; why? He said: “everybody out of the eighty people who joined there said they are trying to do something with all their positive attitudes. No one has a negative feeling, and this is the most interesting thing. It is because of you. You are listening to people, it affects.” I attend all courses and sitting there together with all members. Because I realize that there will be a distraction, I turn it into another subject. Again, I keep the attention there.” (Cooperative 02-President)

4.5.1.1.1. President’s Ideological Stance

President’s stance and purpose form the basis of the cooperative direction and relationship between members and the president.

“Cooperatives act against the companies' profit-oriented view in the capitalist production-distribution relationship through agricultural production. The biggest danger is the formation of this profit-oriented perception against the cooperative's ideological stance. Therefore, Ideological stance and managerial approach are fundamental in cooperatives. One of the subjects we studied was this ideological stance. Our cooperative would end badly if we had not shown this ideological stance. For example, for the sake of making more profit, cooperatives can buy a much cheaper product from outside that does not have reliability and food security, right? As a principle, we do not think of such a thing.” (Cooperative 10-President)

“This is a lifestyle... So you have a concern, right? You have concerns about the future, and you want to live healthily. You do not want to be ripped off; you want to trust. It embraces many things; it is a way of living this life. (...) Now I have no economic concerns. Nevertheless, I have another concern; I have to lead people here with their product, or with a

value to be created by themselves, in their local area.” (Cooperative 02-President)

“I realized that someone was earning money over me unfairly. I realized that I was not getting any reward for my effort. I could not sleep for this. I was unhappy. Well, what was I supposed to do to protect myself? I researched this. I learned that this is achieved through Cooperatives in the world. I believed strongly.” (Cooperative 03-President)

4.5.1.1.2. Transparency

President’s openness and accountability impact the people’s point of view on cooperatives as stated by the participants below:

“I think the trust and transparency which is built via your behaviors both inside and outside the cooperative. (...) The main feature of our cooperative is transparency; everything is clear, the notebooks are there, everyone can open and look.” (Cooperative 04 - President)

“As a president, a differentiated approach I adopted: Honesty, openness.” (Cooperative 08-President)

4.5.1.1.3. Not to Favor Anybody

Fairness and equal approach towards everybody are the main pillars in cooperative management in building trust, as proved by the participants’ statements, and the president plays a critical role in the adaptation of this:

“People first loved me. Then trust was built by not discriminating anyone.” (Cooperative 03-President)

“When people trust you, they come after you; they support the operations you make. Since the president has a clear and solid stance, he has the same attitude towards everyone, has certain limits, and does not make a show.”
(Cooperative 09-Factory Manager)

“Nobody exploits anyone here. We try not to violate the rights of any of our friends as much as we can.” (Cooperative 04-President)

“This cooperative does not progress because there is a mindset that ‘if I do not act like this, that man will be offended with me, he will not talk.’”(Cooperative 07-Producer, Non-member)

“Cooperative principle should be placed at the top, and this should not be violated with any feudal relationship” (Cooperative 10-President)

4.5.1.1.3.1. System has been Established

The structure is also essential to avoid any unfair implementation in managing the cooperative. As Turkey’s one of the largest and successful cooperative presidents mentioned, ‘there is a system’ cooperative. This ‘system’ can be viewed as having “corporate governance” in cooperatives that builds trust.

“I do not treat anyone exclusively. Everyone here knows that there is no difference in my attitude towards my best friend or any members who even do not know their names. I set up the system, and it is working. I do not exist. (...) Since we have not implemented any unusual application, trust was built over me. There is tremendous confidence. (...) Absolutely nobody has the initiative. No board of directors can interfere with the administrative work here. I provided that discipline.” (Cooperative 03-President)

4.5.1.1.3.2. President does not Reign

As per Cooperatives Law Article 57, the cooperative board is elected a maximum of four years. Among cooperatives that joined the study, one cooperative elects president each year. This rotation prevents management from being cast in cement and thus does not allow management to act for their interest as per the cooperative member statement. This implementation is also the reflection of attributing ‘nothing’ to be the president. During the interview, this cooperative’s president highlighted that presidency has no function.

“This organization does not hang on one person's lips. Here, balances are constantly changing. (...) Since no one is permanent there, no one dares to make a mistake. Alternatively, they do not dare to act for their interests. Everyone does the best they can during the presidency process and make decisions that will not harm the public and other people around them. Nobody dares to do anything else.” (Cooperative 01-Producer)

“We are elected for four years, but we change the president once a year. (...) There are 28 partners in total. Once there is a candidate among us on the board of directors, we will get together and determine the new management there. We talk among us in this way, such as whether anyone wants to be a president. If there are two candidates, we will vote on the day of the Board.” (Cooperative 01-President)

4.5.1.1.4. Reputation of the President

Recognition and reputation of the cooperative president are also impacting the confidence towards cooperative:

“There is also recognition and reputation from the past. Everyone knew how we take our steps. (...) When we start with eight female farmers to

get a farmer certificate, the biggest factor here was my recognition and reputation in that village and that district.” (Cooperative 04-President)

“People look at cooperative founders with their past. For example, I am very well-recognized; this is also true for co-president. They thought for me that this girl that is for me works hard, does not know how to steal, gets what she wants, has a capability... they believe in me. For example, I say that I will create our own ‘Toscana’, they say yes, they come after me without hesitation. In other words, people are looking at who founded the cooperative; the perception is shaped there.” (Cooperative 02-President)

4.5.1.1.5. Among the local community, know difficulties

President should come from the local community in order to be able to understand the difficulties that producers are facing, local problems, and needs:

“Local, local! President must be among the local community. If you assign a person outside, he cannot manage.” (Cooperative 02-President)

“For success in the cooperative, you have to have a strong belief. For that belief, you have to know agriculture. If I had not lived the difficulties of being a farmer, I would not have been that sensitive. I am one of these producers. Since I know the challenges of being farmers, I can understand and act accordingly.” (Cooperative 03-President)

4.5.1.2. Team Spirit

President gains meaning with the team. Therefore, the ‘right’ team and the president develop trust towards cooperative, as emphasized by the participants. Here, the definition of ‘right’ is matched up with knowledge, experience, and having a shared vision:

“The person at the top is right. With that right person, people at the bottom are acting right. So, no matter how truthful you, if your subordinates do not work properly, you may change them, but time will be wasted. It cannot be progressed very much. It is teamwork, formed with people sharing the similar thoughts” (Cooperative 09, Factory manager)

“Leaders who cannot establish their team well cannot survive. (...) All of the board members are farmers; all of them are also successful in their own business. I formed a board of directors from young people who were successful in their own business, took their responsibility, and expanded their business.” (Cooperative 03-President)

“We, as a good team, have formed from the people who studied their lessons well. Our team is composed of an agricultural engineer, experienced accountant. We took over (cooperative) in a terrible situation. Nevertheless, as I said, we are a good team. We studied well.” (Cooperative 10-President)

“My experiences pave the way for someone here, or our co-president's experiences shed light for one of us. So there are many people like me with different characteristics. We need to channel them here to cooperatives. (...) We wanted to create our joint ‘Toscana’. Here we have formed this team together with the wise people. (...) If everybody gives their expertise to the cooperative correctly, the cooperative will be stronger. Everyone

needs to know his/her responsibility. After that, it is a great feeling to make a product and share it with a team spirit.” (Cooperative 02-President)

“What has changed? Management has changed. There is an election in every two years. Perspective has changed, interaction has changed.” (Cooperative 05-Producer)

“There is also confidence because we have been newly elected.” (Cooperative 05-President)

“There will be people with the same mind, if there are people who are opposite to you, you cannot work. Your decisions will not be right.” (Cooperative 06-President)

4.5.1.3. Cooperative is taking on Responsibility

Especially at the early stage of the cooperative movement, cooperative management shows that they can achieve production and sales, which can be done if the cooperative takes responsibility and gives a start to production, which Turkey implemented as one of the largest and prosperous cooperatives. This practice, on the one hand, indicates that cooperative is capable of doing so; and on the other hand, creates a perception that cooperative itself is taking on responsibility first, if it is needed:

“At first, they started production themselves. Because most people were not planting beans, they were not producing. Most people used to give up, and we had also reached that point. They started production themselves but also bought some products from the farmers who were in production. Moreover, they paid their money in a short time. They had bought it at a nice price. That is why there has been a development here again.”

(Researcher): “What I understand is that as they first set up the system, proved that they could do it, the trust has been built, everyone else won?”
“Of course, since this is a small place when something like this happens, it spreads very fast. Production increased in the second year, and people started to cultivate more. The cooperative had also planted. In the third year, it has increased more. In the fourth year, the cooperative has stopped planting; because the produces have expanded their production. No space left. If they are going to do something, they do it themselves, and first, they shoulder the responsibility. They are approaching the situation with the logic that if something bad happens, cooperative should deal with it, and they do not let producers get harm.” (Cooperative 01-Producer)

4.5.1.4. Standing behind Cooperative Products

Trust is built not only “by people” but also “by products”. When members believe in what they are producing and selling, their confidence towards the cooperative further strengthens. It is a fact that high-quality products also pave the way for higher sales activity and revenue for the cooperative.

“I drink our cooperative’s tea; there are no dyes and no additives. That is why there is trust in the cooperative.” (Cooperative 05-Producer)

“Marketing can be well-done with our products because we know that the product of our region will not disappoint us. The most assertive olive oil...”
(Cooperative 06-President)

“I trust (our products). If I did not trust anyway, I would not work here, and I would not give milk to the cooperative. As producers, we are obliged to align with the standards, and we are fully aligned. Our products do not defame the cooperative’s name. For example, our yogurt is delicious;

‘*ayran*’ is very nice. Our products are delightful. Our meat and sausage are quite nice.” (Cooperative 03-Producer)

The discussion and criticism about climate change have also created awareness among consumers. Considering the cooperatives' role in food security and sovereignty, consumers have started to support cooperatives' products. Consumers' preference towards cooperative products is a significant opportunity for cooperatives.

“There is a serious awareness and activation in the society. It is essential to have secure and healthy food. A perception started to emerge that the most reliable organizations of this are the cooperatives. Especially among the conscious community members...” (Cooperative 10-President)

“There has been consumer awareness recently. Now, conscious people started looking for secure food, and when it was said ‘reliable’, there was tremendous confidence towards cooperative products; it is valid for every cooperative. At that moment, I state to all cooperatives: ‘Do not be afraid to produce; it could be chickpeas, lentils or meat’; As long as the package has a cooperative brand, without a doubt, it will be sold” (Cooperative 03-President)

“I am not cheating because money does not get into my pocket. Not just because of business ethics, but it is the fact that the private sector can attempt to cheat to earn more.” (Cooperative 03-President)

“Trust is side by side with the cooperative, one should not break it. It is a serious brand value. It is a plus in itself.” (Cooperative 02-President)

“Since it is a cooperative, it is necessary to provide products with a more reliable structure.” (Cooperative 02-Former President)

Consumers' strong belief towards cooperative products necessitates the production of high-quality products. Farmers believe in the end product of the cooperative also bolsters the bond with the cooperative. It is a fact that high-quality product ensures sales and thus means for a higher return for the farmer. Quality does its marketing, as one participant stated.

“The best advertisement is a satisfied consumer. In other words, our product is advertised by our consumers. We have no advertising expenses. We do not advertise on television, nor do we advertise in the newspaper. We do not even have a sign. (...) All you have to do is to know your responsibility, produce properly, and do not deceive the consumer, so the consumer does not give up anyway.” (Cooperative 09-Factory Manager)

“Do you believe it; I hear so many times that most of the pediatricians in Izmir say to their patients, your child... not to drink milk other than the cooperative...” (Cooperative 03-President)

“We claim that everything we will do is one hundred percent itself. Tomatoes, one hundred percent itself, no contribution... Soap, one hundred percent soap. Now pomegranate sauce, one hundred percent pomegranate sauce... (...) Our job must be the best thing to do. We are not under the stairs. We will take responsibility with everything; we will be us with everything...” (Cooperative 02-President)

Cooperative members suggest the “single product” or “specific product” perspective to ensure regional production quality.

“For example, we make yogurt, we do not even make cheese. A cooperative should not do everything; our product is the Yogurt only.” (Cooperative 09-Factory Manager)

“I think you can be successful if you create a specific product, do it very right, and move forward. (...) For example, soap. If you are making soap, care should be given to make it organic, the materials to be put into it should be selected from the flora of that region, it should not contain chemicals.” (Cooperative 02- Founder, former president)

“Everyone is doing what you do. Everybody makes tomato sauce and pickle. Is there anything different? It would be best if you do different things in order to compete with them. Otherwise, cooperatives are just spending time.” (Cooperative 02-Producer)

The cooperative should also ensure quality via auditing the production.

“They take samples from us then send them for testing. Trust is also formed, people now know how to produce, and people are becoming conscious. So this was done in the first processes.” (Cooperative 01-Producer)

“The main audit is the quality of products. We are controlling this very seriously.” (Cooperative 08-President)

“Now everyone knows the milk of our region. In other words, it is high-quality milk, good fat content, and fair. Nothing happens in it. That is because we have always looked at them; our producers are very experienced and knowledgeable on this subject.” (Cooperative 09-Factory Manager)

At the end of the audit, necessary enforcements or rewards are implemented to sustain the quality.

“Especially among beekeepers, there are producers who give sugar on certain dates. The names of these friends are not noted, so that products are not bought from these people.” (Cooperative 01-President)

“We do not get milk with an antibiotic. If we catch an antibiotic, we impose a penalty. (...) If there is no punishment, there will be no deterrence. (...) Now, these enforcements neither defame your name nor the cooperative’s name. Cooperative is us now; we are partners of these cooperatives.” (Cooperative 03-Producer)

“We impose necessary enforcements on our partner when he does any irregularity. (Cooperative 09- Factory Manager)

“We made the partners' milk quality. In other words, the milk is constantly analyzed, we determine milk pricing accordingly.” (Cooperative 09-Factory Manager)

On top of the quality, for success, adding value to the product is required. For instance, instead of purchasing tomato and selling it, cooperatives should purchase tomato, make tomato sauce, prepare to package and sell it.

“Tomatoes and raw materials are entering the cooperative now, and we are converting it to the end product. So people started to work. People feel strong when they start working when they put in some effort. Good motivation.” (Cooperative 02-Founder, first president)

“Cooperative buys milk from us. Cooperatives produces cheddar cheese, normal cheese, and dairy products from that milk and sell them.” (Cooperative 01-Producer)

“This is not just how we buy the milk, but turn it into a finished product and sell.” (Cooperative 03-Producer)

4.5.1.5. Cooperative is providing Economic Return, and They Feel Secure

A solid management team, production, communication, awareness have a vital role in building trust towards the cooperative; nevertheless, not enough for people to enter through the door. As long as the cooperative puts money into its member’s pocket, members feel safe and secure and continue to support the cooperative.

The cooperative should attract new members; this can be done via offering the above-market price for their products or providing all necessary services for their needs.

“Once cooperative enables farmers to earn money, reputation increases more.” (Cooperative 08-President)

“First of all, trust. No one has ever experienced anything materially, especially about the money, since they formed it. That is why the cooperative has gained so much trust right now.” (Cooperative 01-Producer)

“Cooperative has given the farmers' money in time. It built the trust.” (Cooperative 05-Producer)

“The most distinctive feature of my partners is that they feel safe. Being a cooperative member, they think that I have a cooperative behind me if I am in trouble. Indeed, love is not enough here. Trust is also not enough. Interest is above everything. (...) So we are giving something. Our main thing is to earn money from outside and to enable farmers to earn money. I am paving the way for them to earn money.” (Cooperative 03-President)

“This business model generates money that many people will earn to maintain their own lives in their localities.” (Cooperative 02-President)

“Assurance is significant. Feeling safe and secure.” (Cooperative 02-Former President)

“The issue here is whether people are thinking of earning money or thinking about development.”

(Researcher): “What do they think?”

“Earnings money is the first... The development comes after that.”

(Cooperative 02-Producer)

“People started to make more money; because people have increased production again. Therefore, the more money is earned, the happier person is.” (Cooperative 01-Producer)

“I am glad that I get my money on the day.” (Cooperative 03-Producer)

The financial support could be offering the above-market price for their products. This serves the purpose of protecting farmers against the merchant and makes the cooperative quite attractive.

(Researcher): “Is the price quoted by the cooperative below or above the market price in general?”

“It is above the market. We get the price together with the producer.”

(Cooperative 01 President)

“What is the meaning to become a cooperative when private companies and I offer the producer at the same price? I have to have a difference for my member to choose me. (...) Price always comes first. People produce

a product, and everyone tries to sell their product at a good price, no matter what. Whether you are selling yogurt or machines, after all, you are trying to get the best value of your effort.” (Cooperative 09-Factory Manager)

Financial support could also be in the form of paying a dividend to the producer. Not only among participated cooperatives but also in Turkey, only one cooperative is distributing profit. Other successful cooperatives are utilizing the profit to invest more. However, on top of earning money from the sales, getting dividends makes the cooperative attractive.

(Researcher): “I have heard that you have been distributed dividend?”
“Sure. ...This makes the cooperative attractive for the producer”
(Cooperative 09-Factory manager)

Also, cooperative is expected to meet the villagers’ other production-related needs as mentioned in the definition of cooperative (section 4.1.6.1)

“We generally provided diesel oil support to our producers. We gave scholarships to students, we still continue.” (Cooperative 01-President)

“Cooperative produces packs and markets all of its partners' goods.”
(Cooperative 08-President)

“Members get diesel oil, machinery support at the half of the price offered in the market. All kinds of needs, even the bread of their house, they get them written into a common account.” (Cooperative 03-President)

4.5.2. Raising Cooperative Awareness

Participants also underlined the importance of promoting cooperative awareness. Due to earlier experiences, wrong perceptions, or lack of information on the cooperative's identity, people may hesitate to cooperate. Accordingly, for success, expressing the cooperative's target openly to everyone and training them to raise awareness are valuable per participants.

“There should be this awareness: coming to the cooperative is more advantageous for the union and him/her.” (Cooperative 08-President)

“When I meet with the producers or when I have a conversation with them, I realize that they care about the cooperative. They are stating that: “Let us support, let us give our tea to the cooperative”. They come with suggestions. They say let us rescue this place. There are insensitive partners who do not attach any importance to these.” (Cooperative 05-President)

4.5.2.1. We Expressed Ourselves, Our Aim Village by Village

Although the cooperative movement has a long history in Turkey, negative experiences, inefficient state policies, and immigration from the villages hinder successful cooperative action.

“Nobody foresees, as they are ignorant. (...) The villagers do not know anything. Producers in the village harvest their olives once a year and take them to the cooperative to get the oil. That is it.” (Cooperative 07-President)

To raise awareness, cooperative presidents and members should explicitly share their intention, vision, and goal, as mentioned by participants. Visits,

meetings in the village, spending time together, or organizing activity to show their intention could promote awareness.

“Today, at this point, we explained why we had to intervene here. We held village meetings and met with the village producers; we told them that we were candidates. This cooperative is our asset; everyone has equal shares. We said, let us look at the current situation of the cooperative and detect irregularities. After taking the management responsibility, we will notify you, share and evaluate where we are. We will get together and discuss. (...) Now, in our agenda, we put the village meetings in front of us again. We will conduct visits to a village by village, tell them about ourselves. The more we can persuade, the more we can progress. (...) There are no producers left that we have not reached. We visited 36 villages in two months.” (Cooperative 05-President)

“How management won me; I joined a few of their meetings with my friends who have been already members” (Cooperative 05-Producer)

“We organized the ‘iftar’ meal in the village in the month of Ramadan for two years or so. For example, we distributed the leftover food to the public, gave the leftover bread to the people. People's attitudes towards the cooperative changed a little more; their minds have changed. They thanked us, they said: For the first time, we ate good food. We have to do more of these things. It is necessary to serve a village little more.” (Cooperative 04-Partner)

“We have been trying to give more to the cooperative for the last two years; because we are aware of it now. This is how we communicate and warn the people around us. There is something among villagers anyway: Whatever one does and the other does it. They say: If that person did this, it must be good; I will also do it” (Cooperative 05-Producer)

“When I hear something negative around, I immediately tell the truth, I can immediately silence it, I immediately start to protect the cooperative. After that, people are relatively quiet; at least, their opinions have changed.” (Cooperative 04-Partner)

These meetings, conversations are critical also to convey the truth, as stated by one cooperative member.

“After I became a member, I was sure that I would persuade three people of five people for the membership there; because they do not actually know the truth, maybe they do not have the right information, the right things are not conveyed. (...)I did not know much before I started this job. I started this business, I saw that process, and I said there is something. One should not make any comment without knowledge... Now, I know, and I can talk about our cooperative.” (Cooperative 05-Producer, cooperative employee)

Negative experiences also set a barrier against appreciating cooperative movement. This also shows the importance of effective communication:

“For a while, cooperative collapsed, it could not make money, they could not make payment to the tea producers, and it was always remembered. However, that does not mean it cannot be cured. It is excellent now. (...) Nevertheless, among older adults, for example, there is an understanding of it was ever so. It is probably due to their life experience, but we are trying to break it.” (Cooperative 05-Producer, cooperative employee)

4.5.2.2. We are providing Training on Cooperatives

Communication is a tool to convey the message to the people. On top of that, for cooperative members, in order to promote awareness on the critical principles of cooperatives, it is essential to give them training as stated by the cooperative presidents:

“There is no logic in just getting a partner in a cooperative; the partners must first go through a cooperative training.” (Cooperative 04-President)

“There is a need for training, awareness training in cooperatives, in-house. Communication is needed to reach a common goal together. So let us just make pomegranate syrup in the cooperative, no! So it does not work like that. From our examples, we see that it is not happening.” (Cooperative 02-President)

“We have to go through a serious training process, as in many other issues...” (Cooperative 10-President)

4.5.3. Common Characteristics of Cooperative Members

Solidarity, sharing, caring for the environment and people are the fundamental principles of cooperatives. Therefore, for cooperatives to progress successfully, members are expected to embrace these values. On the other hand, selfishness and greediness are impacting the cooperative environment negatively.

“A person who does not share his bite will not become a cooperative member. People should be sharer. For example, very selfish and ambitious people do much damage to cooperatives. These formations have nothing to do with money; they have a lot to do with the personality.” (Cooperative 04-President)

“Let a good person come to us; we will shape her; it does not matter. Let her know something like a pin, but one should be good. You realize the importance of this over time. Lots of people come and want to work here. After a month, we realize that she does not fit in well, and we take her out. We do not take anyone as a partner, at first.” (Cooperative 04-President)

“Of course, earning money is among the cooperative’s goals, but making money should not be the priority in the cooperative. I started working in the cooperative; I had not paid any wages for five months. We bought it later, but I did not demand any money from the cooperative during those five months. Such people need to be in the cooperative.” (Cooperative 04-Partner, cooperative employee)

“Within the cooperative, there is a community of people who are devoted to that work, trying to do something for the people here.” (Cooperative 01-Producer)

“They are sensitive about the cooperative. They are all producers. They are just reputable and stand out in the society.” (Cooperative 05-President)

“One needs to be honest and fair. Those who work hard understand this, and it is necessary to give his due. (...) it is crucial to help, to give effort.” (Cooperative 02-Former president)

“Everyone compromises something, puts something out, but a little patience is required.” (Cooperative 02-Former president)

“The people you see here are our members, our participants, who are freed from certain economic concerns, who are healthy and have respect and feel

responsible for this country or his/her living area” (Cooperative 02-President)

“People came to this course (organized by the cooperative) between 1 and 5 o'clock, in July, August, and September. They left the sea, they left the sun, and they came to the course. If there is this self-devotion, everything will happen.” (Cooperative 02-Producer)

“There must be honesty and openness inside of the people.” (Cooperative 08-President)

“The greatness is that you can go and open the door of someone else's, enter that house, people in that house look at you with a smiling face. She should say hello; she should say welcome. I think this represents greatness. Now, I think we got that. The human factor is also significant in our success. (...) We feel the pain of others.” (Cooperative 08-President)

Cooperative 07 president's comment (which is categorized as 'weak performer') on the question for the 'common characteristics of cooperative members' proves the importance of human nature;

(Researcher): “What is the common feature of farmers who are members of this cooperative? What do you think is the common feature of these village people?”

“Nothing...” (Cooperative 07-President)

Cooperative members who have a sense of belongingness to their region or cooperative also contribute to cooperative movement development.

“We also have unwritten rules: honesty first, openness.

Two: preserving cultural values; loyalty. (...) Your background is also very important. I mean, I have a miserable love for my region.”
(Cooperative 08-President)

“This place was founded by our grandparents. (...) Our grandfathers founded it. We have an endeavor.” (Cooperative 05-President)

“I said how do you give the cooperative right to the district governor. Do not the bones of the grandfather who founded the cooperative hurt?”
(Cooperative 08-President)

“We see it as our property. We see it as our part. That is why we own it, the cooperative would not have reached that point if we did not adopt it.”
(Cooperative 06-Member)

4.5.4. We Have a Purpose

There must be a need and thus a purpose for establishing cooperative as underlined by the participants. The cooperative's purposes should go beyond ‘processing members’ product; more forward-looking and visionary goals are needed. Hence, this purpose gives cooperative members the power to fight for their ambition; success comes after that.

“It is necessary not to form the cooperative just to be established it. It needs to be fulfilled. Demands should come from the bottom, not from the top.”
(Cooperative 04-President)

“I want to underline this. People have set up a cooperative aimlessly and said, ‘let us do this’... No! That is the missing part. (...) So cooperatives should be in good hands. Aimlessly saying that "let us establish a cooperative", "let us get seven people together", especially at the women's

cooperative ... Did you put two knits and a thing in it, like homemade pasta and tarhana, then it is ok. Not like that. It should not be like that. It is a lifestyle. So you have a concern, right? You have concerns about the future, and you want a healthy life. You do not want to be ripped off; you want to trust. It embraces many things; it is a way of living this life. Now the municipality will establish a cooperative, but what is their aim? It is not clear; therefore, people do not give any meaning to it.” (Cooperative 02-President)

“What I heard the most is: ‘Mind your own business. Will you save this cooperative?’ So our generation is a different generation, so different.” (Cooperative 08-President)

“It has been stated that revolutionaries and socialists have established cooperatives; they have been producing their tea and delivering it directly to consumers. That is why they magnify us in their eyes. But the truth is, it is not that easy. Our grandfathers founded it. We have an endeavor.” (Cooperative 05-President)

“There is an ambition to work in the cooperative ... We need to develop this place, why we need to develop: for ourselves.” (Cooperative 05-Producer)

“The biggest danger is the formation of this profit-oriented perception against cooperative’s ideological stance. Notice that it is currently happening. (...) It is said that: ‘Okay, although the cooperative provides the production, they cannot market it, let the companies do the marketing.’ This is such a big mistake; Farmers will produce with the cooperative, but the added value of this will be given to the company... There is such a danger.” (Cooperative 10-President)

“We are trying to touch both people and nature. At this point, the biggest cause of this disaster, this corona disaster, is the damage to the environment. It is because of people's individuality, selfishness, and greed. It seems that we managed to break it in this Cooperative.” (Cooperative 04 - President)

(Researcher): “Unity, you said the unity of this place is different. Why is it different?”

“Because the people in this cooperative know what the goal is.”

(Researcher): “What is the goal?”

“Being a region around Turkey with oyster mushrooms project, taking geographical indication.” (Cooperative 02-Producer)

4.5.4.1. Strong Belief

Belief is also a vital motivator to accomplish the purpose.

“Although the number of farmers and our partners decreased, we believed that agricultural development cooperatives could be sustainable with a conscious production. So we did not invent a new idea. We have put forward a will to implement the cooperative principle. However, while doing so, we were aware that a cooperative could not succeed if it does not follow governance principles. (...) While we were trying to bring this cooperative back to its deserved place, we held large meetings with our friends, as I said, with an experienced staff. (...) While doing all these, we have also watched the successful cooperatives, visited them, followed them... So we went through good research. We already knew some of our past; we comprehensively investigated.” (Cooperative 10-President)

“I realized that someone was earning money over me unfairly. I realized that I was not getting any reward for my effort. I could not sleep for this; I

was unhappy. Well, what was I supposed to do to protect myself? I researched this. I learned that this is achieved through Cooperatives in the world. I believed strongly. I started in 1992. One: To be successful in cooperatives, you have to believe. For you to believe, you have to come from within that world of agriculture.” (Cooperative 03-President)

“We claim that everything we will do is one hundred percent itself. Tomatoes, one hundred percent itself, no additives... Soap, one hundred percent soap. This is what should happen in cooperatives anyway; we have internalized this very much. We are very aware of this, and we believe it so much. This is pleasant...” (Cooperative 02-President)

4.5.6. Unity, Joint Act

The sense of togetherness is also another element for the success of the cooperative. Considering a cooperative with olive oil production focus, a member does not have a cooperative spirit by bringing the olive. It is necessary to be with him/her and give training about olive growing, how to produce quality olive oil. Because in these kinds of events, people spend time with each other, get to know each other, and prevent any polarization is less.

“The difference is; true information, no gossip, and right production. Moreover, co-production ... so we spend our days together. And we enjoy it. We are tired, but still, nobody leaves before we finish it. It can take until midnight; we all stand by here. This is not something that can be done easily. That spirit is the spirit of doing something together. (...) These five-hours of work together made us trust each other and know each other more.” (Cooperative 02-President)

“Zero capital. But the capital is our human and our brain right now. So if we do not believe that we can do it together, money will not solve us either. Now we know how to use money.” (Cooperative 02-President)

“We are working together, gathering around and completing each other's shortcomings. Not everyone is successful at all, not super. If I do one job well, my other friend does the other job well.” (Cooperative 04-Partner, cooperative employee)

4.5.6.1. Everybody is saying Their Opinion

Member's involvement in the decision-making process also strengthens the collectiveness.

“Everyone is expressing their opinion openly, we are discussing, and there is a flow of information. There is a cultural density there.” (Cooperative 05-Producer, member)

“We have meetings once a month, our ideas are asked. Management criticizes us even more if we do not give our opinion.” (Cooperative 04-Partner, cooperative employee)

“Cooperatives have more democratic environments. Everyone's opinions are taken. Last night, we talked about what we can do to get through this difficult period by getting ideas from everyone, and excellent ideas came out. Talking about problems and solutions collectively...” (Cooperative 04-President)

“In certain villages, at a certain time -every 3 months- before there is a certain production, that is, we get together with the producers in certain

months and conduct a meeting. At the meetings, we evaluate their needs and thoughts once they share.” (Cooperative 01-President)

“We are all acting together right now.” (Cooperative 02-Producer)

“It is imperative to listen to each other in the cooperative.” (Cooperative 02-Founder, president)

Having a representative from the farmers or producers in cooperative management is also the most convenient way to embrace different thoughts and opinions. None of the cooperatives that joined this study has a formal and separate 'member council' which can be formed to provide the communication link between members or producers with the management. However, statements of participants from successfully defined and promising cooperatives point out that, in different formats, they incorporate their members' and or producers' thoughts in the decision-making process.

“There are people from the village in the administration. There is a manager from every village. This enables us to get the opinions of people from the villages.” (Cooperative 05-Producer, member)

“Including the president in the board of directors, there are seven people. Actually, they are all producers, so it also represents producers.” (Cooperative 03-Producer)

“The person who works there will not solely do the task itself. She/he will add something of itself. How can we do it, what we can produce, what we can do differently? We need to improve itself and progress, thereby adding something to the cooperative.” (Cooperative 04-Partner, cooperative employee)

Open communication is also the easiest way to find a resolution.

“It is necessary to speak frankly. Rather than talking among ourselves and enlarging the problems, we should talk at meetings and solve problems, problems do not grow, and they are solved more.” (Cooperative 04-Partner, cooperative employee)

The human-oriented approach in the working environment also reinforces solidarity.

“There are days when we are exhausted; there are days when we overwork. For example, they can give a voluntary day off him. I think this is to look after our interests, to protect and watch over us.” (Cooperative 04-Partner, cooperative employee)

4.5.7. Political Independence

Having a political identity is the main drag on cooperatives operations, as discussed in section 4.4.1. Contrary to that, political independence further boosts the relations among cooperative members, facilitates communication, and supports building trust.

“Look, among all those working people, I do not know the political thought of A. I do not know the president’s political thoughts. Why is that? Because our job is not about politics.” (Cooperative 03-Producer, agricultural engineer)

“I do not know which political party my employees are supporting; I am not curious at all; because the management stands with a non-party

understanding. One of the reasons why this cooperative is so healthy ...”
(Cooperative 03-President)

“You will prefer the one who is in favor of the cooperative without any judgment.” (Cooperative 08-President)

(Researcher): “Are there different political identities in your cooperative?”
“Of course, there are. However, these differences not visible in the cooperative. Because we focus on what we are doing, not people’s political views.”(Cooperative 02-President)

4.5.8. Community Support

Any support from municipalities, communities, associations, or even from families paves the way for cooperatives to succeed.

“We issued a help card. It is like a pre-sale... People who bought this help card paid some money and contributed to the production. At the end of the production, tea packages are delivered to those people. This idea started in Istanbul. It was organized by friends who were concerned about cooperatives. This idea started in Istanbul. It was organized by friends who were concerned about cooperatives.” (Cooperative 05- President)

“We have consumer cooperatives; we sell through consumer cooperatives.” (Cooperative 01- President)

“When our Municipality won the election, not only in Turkey but in the world, It too serious attention. This was also a good advertisement. We could easily find a marketplace.” (Cooperative 01-President)

“Family support is also vital. If the family spouses do not look positively, these things will not work.” (Cooperative 04-President)

“Collaboration with Kadıköy Municipality, consumer cooperatives, other large cooperatives...” (Cooperative 05-President)

“‘Another school is possible’ cooperative exists. They provide education for children at schools adopted ‘village institutes’ model. They buy olive oil from us, for children.” (Cooperative 08-President)

“The cooperative has much skill in expressing itself and using the media. (...) Here, my relationship with the press, my relationship with the university, are supporting” (Cooperative 08-President)

“Izmir Metropolitan Municipality organized meetings in line with the strategic development plan at the local level. Maybe after going through many stages, the natural life village project was implemented with the great contributions of the Izmir Metropolitan Municipality.” (Cooperative 10-President)

4.6. Leadership Traits for Cooperatives

In order to understand the role of leaders in the cooperatives, leadership traits have been analyzed via two questions:

“What characteristics would you like the next president of the cooperative to have; what would you pay attention to?”

“What do you think the cooperative president/leader mean?”

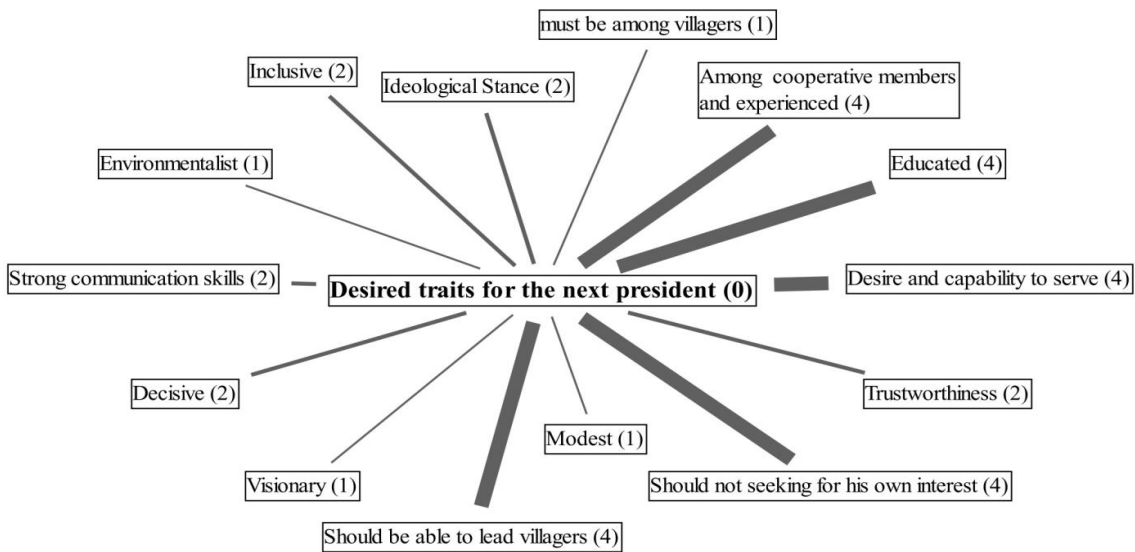
4.6.1. Desired Traits for the Next President

Participants’ answers to the first question have been illustrated in Figure 4.16. Accordingly, common concepts have been identified as:

- a) Commitment to cooperative’s interest
- b) Educated
- c) Desire and capability to serve
- d) Ability to lead villagers
- e) Among cooperative members and experienced.

Some differences and similarities are also unveiled between successful cooperatives and others. Less successful cooperatives prioritized “educated” and “experienced” leaders. It is understandable when these cooperatives’ current president’s educational background is considered, as shown in Table 3.3.

Figure 4.15. Participants’ Statements for the Next President’s Desired Traits



Source: Created by the Author

Among ten cooperatives that joined this study, five cooperatives have been categorized as relatively less successful, as illustrated in Table 3.2. Two

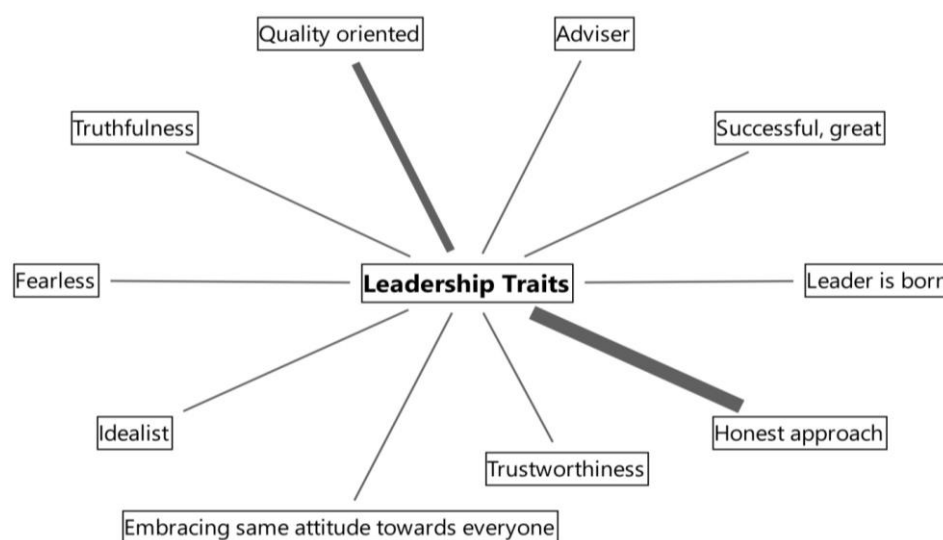
cooperatives' performance is not satisfactory within these five cooperatives, and these cooperatives' presidents are high-school graduates or lower.

On the other hand, both categories' participants are looking for three traits: (a) desire and capability to serve, (b) commitment to consider community first, (c) ability to lead people (which can match up with natural-born leader).

4.6.2. Leadership Traits

Participants' answers to the question of "What do you think the cooperative president/leader mean?" were scattered, as shown in Figure 4.17. "Honest approach" is the frequently mentioned concept among participants (mentioned by three different participants), and it is followed by "quality-oriented" (two different participants).

Figure 4.16. Leadership Traits highlighted by the Participants



Source: Created by the Author

“Trustworthiness, quality, honest approach... All of these are bringing the cooperative here. There is not much, actually. Doing your job right, being the right person.” (Cooperative 09-Factory Manager)

“As a president, a differentiated approach I adopted: Honesty, openness.”
(Cooperative 08-President)

“I said it is an honor to lose, rather than winning the election with wrongdoing. I was not afraid. I imposed a fine for him. I do not make a compromise to anyone, to sit on that seat...” (Cooperative 03-President)

"Quality is a must to make a difference". (Cooperative 08-President)

The leadership characteristics, emerging from the analysis, align with Gardner's study (1989) on the critical attributes of successful leadership. In Tables 4.11, 4.12, and 4.13, Gardner's identified attributes are matched with the concepts revealed in this study. It depicts that nine traits out of 14 overlapped with the concepts unveiled from this study.

Table 4.11. Mapping Gardner's Key Leadership Traits with the Concepts Revealed from the Statements

Gardner's key leadership traits	Sub-codes	Statement
Eagerness to accept responsibility	Desire and capability to serve	<p>If you do not have a desire to work, perform your duty, and serve, there will be nothing.</p> <p>If the president cannot spend his time here, it won't be easy to run this cooperative properly.</p> <p>The critical thing is that if you have the capacity to perform this duty or not? What have you done for this factory or for this cooperative until now? Have you worked voluntarily without waiting for any benefit?</p> <p>President is so hardworking person. I mean he serves very well. He works there like this is his own business and he does not favor anyone.</p>
Task competence	Should be among cooperative members and experienced	<p>There needs to be a person who knows how to do it.</p> <p>We want him (potential candidate) to have experience here. We can provide all kinds of opportunities. We were discussing whether theory or practice improves leadership, but we found that leadership occurs in actions, it occurs in practice.</p> <p>What have you done for this factory or this cooperative until now?</p> <p>If you enter there top-down, you will falter in managing this cooperative because you do not know. I gained an experience day by day and got matured. Then former management gave me the presidency.</p>
	Educated	<p>We plan to assign friends for the management and supervisory board who are high school or university graduate.</p> <p>Cooperative is a good thing, but when you establish a cooperative in the village, how villagers, whose education level is not high, will manage it?</p> <p>You should be knowledgeable.</p> <p>Marketing is another issue for cooperatives. There needs to someone who graduated from university or is experienced in marketing.</p>
Courage and resolution	Courageous, Fearless	<p>The leader must be courageous, the leader should be fearless, and the leader should be a person who does not make a compromise, who is a sharer. The leader is not afraid of sharing his ideas with someone.</p>
Understanding of followers and their needs	Must be among villagers	<p>We will never give the presidency role to a person outside.</p>

Table 4.12. Mapping Gardner's Key Leadership Traits with the Concepts Revealed from the Statements (continued)

Gardner's key leadership traits	Sub-codes	Statement
Skill in dealing with people	Should be able to lead villagers	<p>Villagers are tending to believe what the cooperative president, teacher, midwife, and imam says. This is true not only for my village; it is true for every village. Even if they say something wrong, it is deemed as true for villagers. Villagers ignore them, even if they know that these people do wrong things. Therefore, having a leading role, should be open to inform and show what is wrong and what is right to villagers.</p> <p>I was not able to voice over.</p> <p>Managerial qualifications are different things. When you graduated from school, you may not be able to lead. These are different things.</p> <p>He/she does not need to know about milk. I had no idea about milk; important thing is to know how to manage. For example I do manage this cooperative very well.</p>
	Should have strong communication skills	<p>Your communication with people, even the way you speak, is essential. Style is very important. I pay attention to it. Even the gestures of a person tell what kind of person that person is.</p> <p>The person who is in charge should communicate well with other people. He/she should be in contact with producers. They should see each other not only in the meetings. He/she should ask members/producers if everything is ok or not; if they have any problems.</p>
Need for achievement	Idealist	Idealist, so this is not something that relates with money. If it was so, he would have established a company.
	Quality-oriented	<p>Quality is a must.</p> <p>President's this approach (quality-oriented production) impressed all of us, employees and producers. In other words, president's stance is very important in such structures.</p>
	Ideological Stance	<p>First of all, I expect the president to have an ideological stance</p> <p>He/she must have a stance. Can you take this responsibility?</p>
Trustworthiness	Trustworthiness	As long as people trust you, they follow you. It is essential to be reliable.
	Honest approach	<p>First of all, transparency and honesty are essential. As a president, a differentiated approach I adopted: Honesty, openness.</p> <p>I said it is an honor to lose, rather than winning the election with wrongdoing. I was not afraid. I imposed a fine for him. I do not make a compromise to anyone to sit on that seat.</p> <p>Trustworthiness, honest approach...</p>
	Truthfulness	Doing your job right, being the right person
	Decisive	Decisiveness is crucial

Table 4.13. Mapping Gardner's Key Leadership Traits with the Concepts Revealed from the Statements (continued)

Gardner's key leadership traits	Sub-codes	Statement
Decisiveness	Decisive	President should be decisive.
	Successful, great	Leader means great, successful.
Intelligence and action-oriented judgment	Successful, great	Leader means great, successful.
	N/A	N/A
Physical vitality and stamina	N/A	N/A
Capacity to motivate people	N/A	N/A
Self-confidence	N/A	N/A
Assertiveness	N/A	N/A
Adaptability/Flexibility	N/A	N/A

On the other hand, some attributes are not matching Gardner’s study, as illustrated in Table 4.14. It is also worth noting that these traits are the ones that participants from “successful” cooperatives are looking for.

Table 4.14. Concepts not matched with Gardner’s Traits for Leaders

Concepts revealed from the statements that are not matched with Gardner's traits	Statement
Inclusive / Embracing same attitude towards everyone	<p>A leader adopts the same attitude towards everyone, who has the same stance, who has a specific limit, and who does not make a show.</p> <p>He/she should not favor anyone. If any case happens like this, there will be no harmony and no such thing as a cooperative.</p> <p>You should be able to knock on the door, enter his office directly and tell your problem.</p>
Adviser	<p>Adviser. The president who works with us whenever necessary truly devotes her more than we do. She works physically as well as in advising. I think no president would do that.</p>
Modest	<p>One teacher said once; empty spike stands upright, filled spike bows down. For me, humility is so important. Firstly, I look for it.</p>
Should not seeking for his personal interests	<p>I will look into his/her inner person. I will not assign this responsibility to anyone who cannot share her bread when needed.</p> <p>He/she must not steal and get any benefits. He/she should prioritize the interest of the cooperative.</p> <p>I pay attention to how much he/she gives effort and what he/she does without receiving any benefit.</p> <p>He/she must adopt moral values, should not attempt to steal.</p>

Considering the definition of cooperatives – serving the community for development, for the environment, and food security, in this research, I also compared ‘servant leadership’ characteristics with the factors derived from the study. Not surprisingly, all concepts matched out with Dierendonck’s (2011) suggested six factors as demonstrated in Table 4.15.

Table 4.15. Mapping Dierendonck’s Servant Leadership Traits with the Concepts Revealed from the Statements

Traits of servant leadership suggested by Dierendonck	Sub-codes
Humility	Modest
Authenticity	Trustworthiness Honest approach Truthfulness
Interpersonal acceptance	Inclusive / Embracing same attitude towards everyone
Providing Direction	Should be able to lead villagers Adviser must be among villagers Educated Successful, great Courageous, Fearless Decisive Should be among cooperative members and experienced Idealist Quality-oriented
Stewardship	Should not seeking for his interest Desire and capability to serve Ideological Stance

4.6.3. Perception of being a ‘Cooperative President’

Participants were asked: “How does it feel to be the president of the cooperative?” As illustrated in Table 4.16., answers were mainly stressing “responsibility” and “self-devotion”. On the other hand, some defined being a cooperative president as “meaningless” and “nothing”.

This conceptualization is also matching up with the servant leaders’ suggested characteristics. Servant leaders put the community interest first, and serving is the source of their motivation (Luthan & Avolio, 2003). Power, authority, or expertise to lead people, as stated by Greenleaf (1977).

Among successful cooperatives, “being part of the team” and “responsibility” are the common expressions. Cooperative Presidents at ‘weak performer’ cooperatives did not stress ‘team’. The presidents in cooperatives are aware of their responsibility and desire to serve regardless of their success level.

Table 4.16. Perception of being a ‘Cooperative President’

Sub-code	Statement	Cooperative	Success Category
So hard, but also delightful	It is so hard but also delightful.	Cooperative04	Successful
	Ah ... just like that... Ah! Of course, I am honored, proud, but I feel bored and tired.	Cooperative 10	Successful
Gratification	It is a different pleasure.	Cooperative07	Unsuccessful
Part of the team	I do not see myself as a leader; I am part of a team!	Cooperative05	Successful
	The president is just a title; everyone here actually does everything. (...) I do not think being president has many functions.	Cooperative01	Successful
	We even have a seat in the cooperative; we do not even have a table. We are sitting on stools. When the cooperative was established, I did not know how to roll dough nor know how to knead. All together with the friends in the cooperative, we are taking part in every work.	Cooperative04	Successful
It's nothing	Nothing! Nothing! (...) It makes no sense; what does it mean to be the head of the cooperative? It does not mean anything. A person who does not care about this title should become a cooperative president. A new model should be like this.	Cooperative02	Promising
High responsibility	It is a heavy responsibility. I do not feel or think because of having this title. We have a debt. The producer is demanding. So it is a heavy responsibility.	Cooperative05	Successful
	We are aware that we are trying to fulfill a very important task. Moreover, we are aware that we have some responsibilities for the future. I am both happy and proud, and how can I say? I started to feel exhausted.	Cooperative 10	Successful
Self-devotion	Just self-devotion! We are putting our own business to second place right now. We view this cooperative as of our own business.	Cooperative06	Weak Performer
	You put your own interests ahead of social interests.	Cooperative08	Promising
	We brought the cooperative to that point by carrying wood and coal from the houses; nevertheless, you cannot achieve something if you don't devote yourselves.	Cooperative04	Successful
	First, the community. You cannot progress if you think about yourselves.	Cooperative06	Weak Performer

4.7. Comparative Analysis of Organizational Structure and Culture

Participant's statements pointing out organizational structure have been categorized according to Cameron and Quinn's Competing Values Framework (2011), as illustrated in Table 4.17.

During the study, "free entry/exit", "membership fee", "Pricing applied to the members", "election of the cooperative president", and "prioritizing members in services according to their commitment" are identified as sub-codes of organizational structure.

There is no free exit to increase members' commitment at Cooperative 03 & Cooperative 09, which are defined as successful, and their culture is categorized under "Hierarchy" culture in this study. However, at the remaining three successful cooperatives, there is a free exit. In-line with this approach, their organizational culture is categorized as "Clan".

Moreover, at Cooperative 03, there is a difference in services offered, according to members' support to the cooperative. For instance, there is no difference in service offered to the members and non-members in Cooperative 06. The President of Cooperative 06 stated that this approach is adopted to prevent polarization, yet it seems that such differentiation acts as a catalyzer to be a member.

Unlike other successful cooperatives, Cooperative 09 applies a high membership fee and differentiates the pricing for the members' products according to quality. "Hierarchy" was a dominant culture at Cooperative 09, and they were prioritizing quality, specialization, and standards, as shown in Table 4.9.

Table 4.17. Comparative Analysis of Organizational Structure and Culture (Master Code: Organizational Structure)

Sub-code	Statement	Cooperative Code	Success Category	Organizational Culture Type based on the CVP
Prioritizing members who are committed to the Cooperative	Currently, 65% of the cooperative members buy feed from the cooperative, and 35% buy it from outside. So why do they buy it from the outside. Is it cheaper? No. We have a month of maturity, but merchants can offer four months of maturity for their feed payment. Farmers who need money at that moment to save the day get the feed outside. Do you think it is correct or not? You are my partner; I give you all kinds of support. There is no marketing issue for your milk; I have secured it; I provide a very affordable and wide range of services. Thus, you should not buy from outside, if you are a suitable partner. From my perspective, you cannot be equal with the right partner. What do I have to do? I give priority in services to the "right partner". If time remains, I think of you.	Cooperative 03	Successful	Hierarchy
No difference in service quality between member and non-members	There is no difference in offered service quality between members and non-members. Because we do not want this to lead any dissociation or a separation. The members should have a plus compare to non-members. As a member, we treat ourselves too negatively. We let them benefit from.	Cooperative 06	Weak Performer	Hierarchy
Difference in pricing based on product quality	I reward the high quality milk by paying a high price.	Cooperative 09	Successful	Hierarchy
There is a high membership fee	People are now paying a fee to become member. They pay 250 thousand liras. He also takes a return. For a person who give 700-800 liters of milk a day to the cooperative, it is something that pays off within a year.	Cooperative 09	Successful	Hierarchy
There is no membership fee	There is no donation. Also, as management team, we don't receive any money from our members.	Cooperative 01	Successful	Clan & Market
There is no free exit	I offer 1.65 liras, whereas the merchant offers 1.75 liras. In that case, the farmer exits from membership prefers to the merchant. I cut off this tendency. How? By not accepting this farmer to the membership once again. When my offer remains below the market price for two months, farmers who left the cooperative regret it, three months later and call me, but I do not accept. Those who left the cooperative are more distressed now. The merchant knows that if the farmer exits from the membership, the cooperative will not take him/her back, and therefore merchants offer a lower price for this farmer's products.	Cooperative 03	Successful	Hierarchy
	We did not offer an above-market price back then. Nowadays we are offering. Previously, they were not bringing their milk to the cooperative. We used to say that you will be removed from the membership if you do not bring it here. There are also such articles in the cooperative charter. After that, they started to give us.	Cooperative 09	Successful	Hierarchy
Rotation of Cooperative President role	All our members take care of our cooperative and assist in voluntarily packaging our products; they follow tasks. We meet regularly once a month and discuss what we should do; We take a joint decision. A change in a president is not a problem because it is managed in this way.	Cooperative 01	Successful	Clan
Flat Organization	(Researcher): There is a president, and a vice president, the board of directors. Do you feel a hierarchy there? No, everything is equal.	Cooperative 04	Successful	Clan
	Everyone is voluntarily running this cooperative with me.	Cooperative 01	Successful	Clan
	Yes, there is a president, but the president is not alone. There are members; there are people in charge. In other words, the decision is not taken alone.	Cooperative 05	Successful	Clan
I have a father role	I am the father of the family, something like that. How does a father instinctively protect his child? We protect farmers/producers from the merchants. I say I must protect them. Father.	Cooperative 03	Successful	Hierarchy

CHAPTER 5

DISCUSSION

In this study, from the participants' statements and on-site observations, I tried to identify external and internal factors impacting agricultural development cooperatives' success to develop a model for their success. In this section, external factors (Figure 5.1) and internal factors (Figure 5.2) are discussed. Moreover, based on these findings, a model for success in agricultural development cooperatives is developed (Figure 5.3) and discussed in this section.

5.1. External Factors affecting the Success of Agricultural Cooperatives

Agriculture, food, and water are the 21st century's critical challenges due to population growth, climate changes, and scarcity of natural resources. According to the United Nations' World Population Prospects report (2019), the world population is expected to be 9.7 billion in 2050, suggesting around a two billion increase in the next 30 years. The rise in population means that global food production needs to increase by 60-70% (100% for developing countries), according to FAO (2009). Therefore, the agricultural sector is the key – although not enough alone- to ensure accessing food. Nevertheless, in the world, agricultural production is dominated by family farmers. Close to 500 million family farms in developing and developed countries supply 80% of foods (FAO, 2014). To ensure sustainability in food production and accessibility, joint and more structured organizations are required, namely cooperatives.

Agricultural cooperatives are key organizations for economic development, food security & sovereignty, and protecting the environment against scarce sources such as water. Cooperatives are member-owned entrepreneurial and social organizations that are formed against industrials. Cooperatives enable

farmers to collaborate and allow individuals to perform things that he/she cannot succeed alone.

As the world's trend, in Turkey, agriculture production is in the hands of family or small-scale farms. Therefore, it is inevitable and vital for the farmers to act together in today's world, where competition is fierce and international, and public support is insufficient.

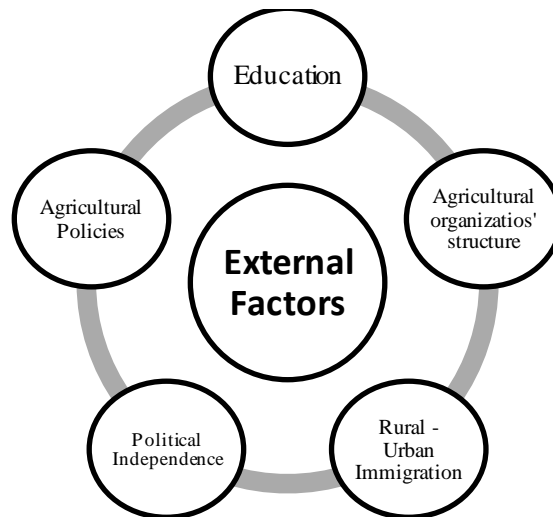
During the preparation of this thesis, I visited many villages. In the villages that do not have a powerful cooperative, farmers are working so hard all day long, but they complained about being a farmer in Turkey and the low quality of their life. As they are striving alone, they are open to external vulnerabilities; it can be low production due to climate change, natural disasters, or economic reasons. On the other hand, in the villages where cooperative has a strong presence, farmers positively talked about their villages and other villagers. They talked about the economic difficulties they have been living through, yet, they did not complain about being a farmer.

On top of that, agricultural land-use has been decreasing over the years. According to the Presidency's 2019 Annual report, agricultural land declined by one million hectares between 2017 and 2010. This fact also underlines the critical role of farmer organizations to increase food supply sustainably.

On paper, there are nearly seven thousand cooperatives in Turkey; however, they cannot go beyond being just a number. Turkey has one of the highest numbers of cooperatives globally, but cooperatives' contribution to Turkey's economic growth is negligible.

Participants' statements and on-site observations revealed that both external and internal factors impact agricultural development cooperatives' success. External factors are illustrated in Figure 5.1.

Figure 5.1. External Factors Affecting the Success of Agricultural Development Cooperatives



Source: Created by the Author

To begin with, the history of the cooperative movement in Turkey partially explains the inefficiency in cooperatives. The purpose of establishing cooperatives in the 1970s did not conform to the cooperative's principle. Nearly 6,000 cooperatives established over the eleven years from 1965 to 1976, and the driving force of that surge was not stemming from farmers' production and rural development needs. It was due to a project introduced in 1965 that was prioritizing cooperative founders in labor force immigration. Therefore, villagers competed to form cooperatives. However, most of the founders and members went abroad, and the cooperative's budget dissipated. The cooperatives working ineffectively in the absence of solid goals lead to deterioration in villagers' confidence and thwarting them from joining the cooperative movement.

“The cooperative collapsed in the past for a while. They could not make money and refund people's money, and people always remembered it. (...) Those who are not members of the cooperative have been negatively affected by previous experiences, and because they think that it will be the

same, therefore they shy away.” (Cooperative 05-Producer, cooperative employee)

Secondly, cooperatives are also having difficulty maintaining their active membership base due to the declining population in rural areas. This fact can also explain the drop in utilized agricultural land. According to Turkstat Population statistics (2021), the village population's share was 7.0% in 2020. It was 7.2% in 2019, 7.9% in 2015, and 29.5% in 2007. During my visits to the villages, I also noticed that the young population is visibly low. Villagers also stated that it is getting lower every year. Unfortunately, there are no published statistics available that show the age group in villages. However, based on my observations and conversations with the villagers, it is apparent that people living in the village aim to move from the village to the district centers or the city centers. Peasant women's prerequisite for marriage is to own a house in the district centers or city centers. As soon as they get married, they leave the village.

“One of our disadvantages is that there are not many producers staying in this region. We are close to the city. Agricultural land areas are not used much, which is a general problem in agriculture. We used to send two trucks of flowers from here every day, now once a week, two trucks either go or not.” (Cooperative 10-President)

“As it is today - it was the same in our time, it was the same today - rural families send their children to school not to be educated farmers, but to avoid them from being farmers. They say: “Go to school and save yourself. Go to school, my son; you may enter the bank, you may enter the municipality, but you should have a guaranteed job”. Since farming is not providing a guarantee, they encourage their children to be educated for this purpose.” (Cooperative 03-President)

“When our children said they would be farmers when they grow up, Turkish agriculture will recover.” (Cooperative 03-President)

Finding spirit to ignite cooperative movement among the elderly population with a bad cooperative experience is quite tricky. The young and educated generation with purpose could ignite that movement. Therefore, it is also crucial to have a young population in villages.

The decline in the young population mainly stems from the instability of farmers' revenue, as stated by the president of Cooperative 03. Nevertheless, on the other hand, the absence of social life is also making a living in rural areas less attractive for the young generation (Güreşçi, 2010). However, there is a sign of reverse migration, especially after the global pandemic. During my visits, I noticed an increasing number of people decided to leave big cities. These people used to be white-collar employees and left the cities overwhelmed by city life's complexity and stress. Many videos have been published on online social media channels broadcasting the new lives and ex-urbane experiences in the villages. According to my observations, in Çanakkale province, following the Canadian gold mining companies' destruction on Mount Ida, there has been a visible increase among environmentalists and activists moving to the Çanakkale's villages or district centers, and they have started agricultural activities. I also notice that demand for agricultural land from urbane increased notably, especially after the pandemic, based on my conversation with real estate agents in district centers. There are also government incentives and support packages for young people that desire to migrate from cities to rural areas (Ministry of Agriculture and Forestry, 2019). All of this points out that the village population will increase in coming years with relatively younger, educated, and environmentalist people, who could be the opportunity to revive the cooperative movement in rural areas. They may bring a new vision and set the purpose of rising living standards via protecting the environment. The participants also underline this fact. They mentioned the importance of pursuing cooperative movement with young people.

“In last year's election, I brought the board members together and said: My friends, now I will find young farmers instead of all of you, I will thank you now, and I will change all of you. I said I would regenerate team with young people; I will train up these people.” (Cooperative 03-President)

“We are trying to ensure that people within our environment, who is not only young in terms of age but also interested in cooperatives, can practically learn the principle of the cooperative as much as possible” (Cooperative 10-President)

“The next generation knows better the importance of cooperatives; they are aware. Therefore, in the cooperative, there should be more people from the new generation” (Cooperative 05-Producer)

The country's agricultural policies also directly impact urban-rural immigration and the cooperative movement. However, participants' criticized the government's policies during the interviews, as mentioned in section 4.4.3.2.

Responsible authorities in managing agriculture and cooperatives in the country lack experience (a) in agriculture, (b) being a farmer, and (c) managing cooperatives. The participants also highlighted this fact. For instance, the current minister of agriculture was graduated from the business administration department and had managerial positions in the private sector. Former minister of agriculture (2017-2018) was graduated from medical school. The older one (2015-2017) had a bachelor's degree in business administration. One may argue that to manage the organization, and executives do not have to have experience. However, the executive team should be fed off by team members or managers. On that front, the absence of effectively working upper organizations, namely cooperative unions, prevents channel cooperatives' problems to the relevant authorities.

The sector of agriculture in Turkey is quite complex in terms of structures. The unions of cooperatives, producers, rural development cooperatives, milk producers, and centers exist. All have the same mission. More importantly, there is

a conflict of interest between producer unions and cooperatives (Demirci et al., 2004). For effective lobby activity, organizations' vertical consolidation is necessary (İnan et al., 2005).

“They all do the same job; there is village-coop, there is Hay-Koop. There is a milk producers association. There is Tar-Koop. They are ineffective because there are lots of organizations.” (Cooperative 03-President)

The intervention of politicians in cooperatives' management is the most significant risk for the cooperatives and contradicts the cooperative principle of “autonomy and independence”. One of the well-known examples of the damage that political relations could do to cooperatives is TARİŞ. Political relations inevitably prevent the collaboration among members and democracy in management. Governments should support cooperatives via enforcing protective laws and regulations, establishing the right and lean organizational structure with experienced and educated staff, and providing necessary training and education.

Wrong policies, unfavorable experiences due to cooperatives' failure, and declining village population were the barriers against raising cooperative awareness. In order to reconstitute that awareness, authorities should also promote necessary training and education. According to 2020 Student Selection and Placement Center (ÖSYM) data, in six universities, cooperative education has been provided under two-year license programs. However, in developed countries, cooperative education is provided at the undergraduate level (Semerci, 2015). On the one hand, undergraduate level education should be provided to ensure the economic contribution of cooperatives. At the cooperative level, necessary training should be provided for the cooperative members.

“There is a need for training, a cooperative awareness training within the institution.” (Cooperative 02-President)

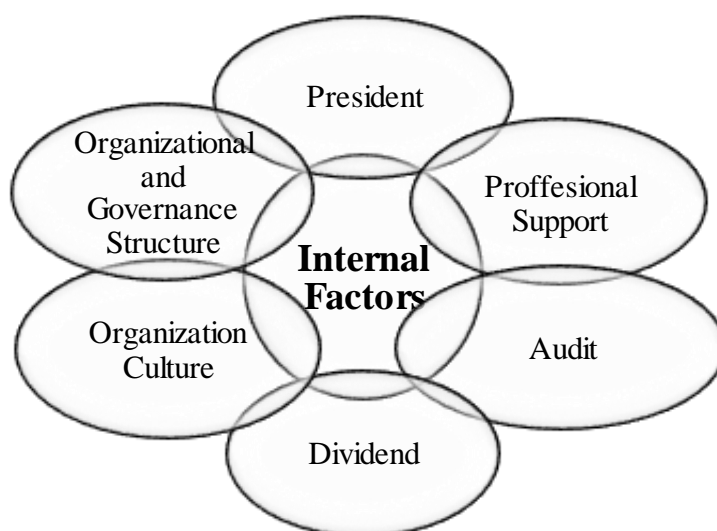
“There is no logic in getting a partner in a cooperative; those who can become partners must first get a cooperative education.” (Cooperative 04-President)

The responsible authorities, mainly the Minister of Agriculture and Minister of Education, should implement the right policies and necessary training.

5.2. Internal Factors affecting the Success of Cooperatives

External factors shape cooperatives’ destiny, yet, there are also identified internal factors underpinning cooperatives' success, as illustrated in Figure 5.2.

Figure 5.2. Internal Factors Affecting the Success of Agricultural Development Cooperatives



Source: Created by the Author

5.2.1. The President

In line with the commonly used Turkish proverb “a fish rots from the head down”, the president is the main factor in determining the cooperative’s way in cooperatives.

President's reputation is critical in building trust among villagers and determines the cooperative's success. Villagers and potential members are sensitive to presidents' experience; therefore, being honest, truthful, hardworking, idealist will be an asset. Here, it is also vital for presidents to have no link with any political party in his past to ensure to cooperative's independence. When I was preparing this report, I heard that one municipality established a cooperative. However, a president with a political party background was appointed. It created some noise among residents and eventually damaged the cooperative's credibility as soon as it was established.

The cooperative president should also have a solid purpose and vision that members will go after. President should be able to build shared values and goals. For instance, in recent years, cooperative is a buzzword, especially among politicians. Support packages have been announcing by the state authorities, especially women cooperatives supported by the municipalities. However, the presidents of these supported cooperatives either have relations with political parties, or the community does not embrace presidents due to negative perceptions. The cooperative's vision is not well-defined and understood since the initiation is top-down. There must be a need for cooperation, and requests should come from the bottom. The cooperative's goal should be well-defined and should not be profit-oriented. However, the development and the protection of farmers and the environment have to be the priority.

Moreover, the purpose should go beyond production. Cooperatives should also care and give importance to meet producers' needs and raise living standards. As stated in section 4.1.6., this is also the critical criteria for defining the cooperative as a successful one.

“It should not be just olives because this is an agricultural development cooperative. There is also animal breeding in our village. There is also vegetable farming. If it collects all of these productions under its roof and defends its producer against the merchants, I would say it is successful.”
(Cooperative 07-Producer, non-member)

The purpose should be communicated well with the villagers. Perception towards cooperatives has deteriorated mainly due to political identity, unethical management, and failure to meet members' needs, as shown in Section 4.4.4. On top of that, the identity and definition of cooperative are also not well-understood by the public and villagers, considering the history of Turkey's cooperative movement. For that reason, to revitalize cooperatives in the village, the president and members should communicate their intention, purpose, and the need for this cooperative movement openly, consistently, and transparently. Note that 'need' was underlined by the participants (Section 4.4.2.) to motivate people to come together. People may not be aware of this need or hesitate to cooperate due to their unpleasant past experiences.

Another issue for a cooperative president was whether he or she should be within cooperative or not. The consensus is that the president should be brought up in the cooperative to comprehend the cooperative goal and gain daily routines.

Team spirit is also a solid facilitator to reach the goal timely and effectively. The management team should also embrace the same purpose and ideological stance.

In building team members, the president should pay attention to the people's values. Management team members are expected to be open to share and honest, as shown in section 4.5.3. According to some participants, we lost our values as a society; therefore, the revival of cooperative movement depends on the human factor, inner personality.

“The human factor is also crucial in the success. Human nature, an inner person, is undeniably important.” (Cooperative 08-President)

5.2.2. Leadership Trait

Cooperative, by definition, is to support farmers and the environment with no expectation of personal benefit. In-line with this, when we analyze participant's answers on the perception of being a leader (section 4.6.2), they stressed:

“So hard, but delightful.”

“Heavy Responsibility”

“Truly selfless act.”

These expressions are also in-line with their statements on the question of “desired leadership traits for next presidents” (section 4.6.1). Common desired traits for the next president in both successful and weak performing cooperatives are identified as below;

“Have a desire and capability to serve.”

“Seek for community's interest.”

“Having an ability to lead villagers.”

“Being educated.”

“Being among cooperative members and experienced.”

During the interviews, ‘honest approach’ and ‘truthfulness’ were also frequently mentioned by the participants in defining leadership attributes. These expressions are also matched with Dierendonck's servant leadership traits. Looking at the successfully-defined & promising cooperatives, presidents' traits derived from cooperative members' statements match the servant leadership characteristics. Weak performer cooperatives' presidents are seemed to fail to provide direction. It can be attributable to a lack of vision, and ideological stance since their purpose does not go beyond production.

Weak performer cooperatives' presidents' education level is also relatively lower. One is a middle school graduate, and the other one is a high school graduate.

This could also explain having a lack of vision and idealism to move people forward. Low education level is also impacting cooperatives' marketing & sales activity. In today's world, practical social media usage, establishing a network, and proper packaging requires vision and capability, thus education. Therefore, weak performer cooperatives are complaining about difficulty in accessing consumer markets.

5.2.3. Professional Support

Cooperative education to raise awareness could not be sufficient alone. The level of education is low in the rural areas because of rural-urban migration. For budgeting, planning, marketing, and sales activities, professional support is required. Even for effective cultivation methods and farming, professional advice will add value to the cooperative. However, among cooperatives participated this study, none of the cooperative is receiving professional support. The absence of supportive policies is one reason, but also cooperatives should demand that service.

The main reason behind the cooperative failure is the economic impasse derived from the inability to access consumer markets. In these areas, for example, employees having experience in this area will make a difference. However, as stated by Cooperative 06, cooperatives' budget is not enough to cover this expense. Here comes the importance of right government policies; government should not donate money to the cooperatives, but more targeted actions for their improvements are needed. For instance, if the cooperative wants to get consulting on marketing and decide to progress in this area, that cost should be covered by the authorities. Or cooperative markets should be established for them to access the consumer directly. It is also a fact that agricultural engineers are working at the district directorate of agriculture. However, they are not actively visiting farmers or cooperatives to support their activities or improve cultivation activities. This is also the result of not having sufficient incentive regulations and the right policies.

Two out of ten cooperatives that participated in this study are providing training on cultivation and farming. For instance, Cooperative 03 has employed

agricultural engineers to address their producers' problems. Cooperative 04 is also providing education to their members to increase their production quality.

5.2.4. Lack of Cooperation between Cooperatives

There are many agricultural development cooperatives; however, their economic size is small. Since their capacity is low, they do not find a ground to access the market. On that front, small cooperatives' consolidation to increase effectiveness is a fundamental necessity; yet, each cooperative's presidents do not want to give up on the title (section 4.4.7.3).

Building an effective communication channel could be another solution, yet it is also not working well. Cooperation could be in the form of providing market access, trade of products, or even sharing experience. The absence of collaboration is also impacting the upper organizations, thus lobby activity.

In addition to that, there is no policy encouraging cooperatives to collaborate or consolidate.

5.2.5. Organizational Culture

To identify the organizational culture of cooperatives, I categorized each participant's statements for the 'mission, goals and definition of successes based on Cameron & Quinn's Competing Values Framework (2011). This analysis shows that:

- a) No relationship has been identified between success and the organizational culture model studied in this research. Among successfully defined cooperatives, Cooperative 01, Cooperative 04, and Cooperative 10's dominant culture was "Clan"; however, hierarchy culture was dominant at Cooperative 03, and Cooperative 09 cooperatives. This finding contradicts McCormick's argument (2008) that culture influences the likelihood of success.

b) Two dominant culture types have emerged in this study: Clan and Hierarchy. Clan culture is appropriate for cooperatives' nature as it focuses on human development, participation, commitment. On the other hand, hierarchy culture does not seem suitable as it is more linked with producing effectively, timely, and consistently. Quality and efficiency-oriented production should be the target for cooperatives to build trust among consumers and control budget; nevertheless, human factors should come first when cooperative principles are considered. According to Hofstede's (1980, 2001) model, Turkey has been described as a collectivist culture, but the power distance value dimension points out hierarchy and inequality within organizations, revealing that Turkish institutions' organizational cultures are hierarchical and collaborative (clan) relationships. The "Market" culture was relatively less dominant, which can be attributable to having a lack of educated members on cooperatives and/or having no sufficient budget for taking professional support. Adhocracy culture was almost non-existent; three out of ten cooperatives' statements were presented in that culture type, which can be attributable to no need for differentiation. Cooperatives are starting the race one step ahead in the market due to consumers' trust in cooperative products. Therefore, there is less appetite for them to come up with new and innovative ideas.

c) Having a hierarchical culture can be exemplified by organizational age. The dominant culture at Cooperative 03, and Cooperative 09 is identified as "hierarchy," and these cooperatives' president's tenure is more than fifteen years. As the organization ages and grows, in line with Greiner's findings (1997), more hierarchical structures are being established to manage relatively complex systems.

d) Servant leadership style was the key theme in participants' definition and perception of the leader, which is in-line with the "Clan" culture.

e) Organizational size is not associated with the hierarchical structure in our findings. For instance, Cooperative 01 is a large one, considering its number of producers, sales points, employees; however, clan and market culture is dominated.

5.2.6. Organizational and Governance Structure of Cooperatives

5.2.6.1 Presidency Duration and Board Structure

Among cooperatives, there is a difference in the presidency period. At successfully defined Cooperative 03 and Cooperative 09, presidents have been serving for 18 years and 23 years, respectively. Whereas, at Cooperative 01 (defined as successful) and Cooperative 05 (defined as promising), presidency time is limited by one and two years, respectively. President's preferred tenure is associated with the organizational culture. As Cooperative 01's president mentioned, everyone is empowered and actively joining the decision-making process.

On the one hand, this fact prevents the president from conducting any unethical behavior since he or she cannot reign; on the other hand, it paves the way for the suitability of the organization's success. However, there are also some drawbacks of the rotation system in the presidency. Karunakaran & Huka's study (2018) shows a significant positive relationship between leadership duration and skills. As presidents get to experience over the years, they can easily handle members' requests, build a strong communication channel, and vision the cooperative.

On this topic, I talked with the two respectful names; Professor Doctor Mustafa Kaymakçı and Abdullah Aysu. Mustafa Kaymakçı is the chairman of Mahmut Türkmenoğlu Cooperative Foundation and he has plenty of articles on agricultural issues and cooperatives. I contacted with him via emails and discussed the success factor of cooperatives, as well as presidency duration and governance issues in cooperatives. Abdullah Aysu is the founder and president of Farmers'

Union Confederation. He has ten books on agriculture, food and cooperatives. He has been involved in agriculture for 37 years, including five years of agricultural education. In order to understand the cooperative movement in Turkey, I referred to his book 'Cooperatives' many times in this study, therefore I contacted with him to hear his thought on the presidents and governance structure in cooperatives. I talked with him via telephone.

During our conversations, Mustafa Kaymakçı underlined that, in Turkey, due to lack of corporate governance practices in Turkey, cooperatives' success depends on the president, in-line with my findings in section 4.5.1.1. Therefore, the president should not rotate often. However, there could be a limitation for the presidency duration (i.e., serving a maximum of five terms) in order not to cast a shadow on the cooperative's 'democracy' principle and prevent any intervention of personal interests. On the other hand, Abdullah Aysu supported the president's rotation, as he argued that there should not be any leader; every member should participate in decision-making. This view was also stated by participants whose cooperatives adopted 'Clan' culture.

The critical issue is the decision-making process, considering both views of presidency time. Cooperative is the voice of producers and farmers. For that reason, every member should be active in the decision-making process. However, as mentioned earlier, the education level is relatively low, which is the critical barrier in marketing and sales. More importantly, due to negative perceptions and unpleasant past experiences, nobody is willing to develop cooperatives in villages. In the currency population of villages, nobody has a spirit to take the lead on cooperative movement. Therefore, taking a joint decision will not be efficient and timely in my view.

Nevertheless, according to the cooperative's "democracy principle", every member's participation is crucial, but expertise and knowledge are necessary. Both of them can be harmonized in the cooperative via establishing separate bodies within the cooperative's organizational structure, i.e., a member council (advisory committee), a committee of experts, audit committee.

During our interview, Kaymakçı suggested that a committee of experts could be formed from reliable and experienced people. The board of directors can receive opinions from this board. Additionally, a member council can be established among the active members for better communication with all other members.

On top of these, effectively working audit committees must clean up the unfavorable experience. Currently, none of the cooperative is audited by an independent third party. The audit is conducted by a selected cooperative member who reduces accountability. Lack of audit mechanism, coupled with the absence of a solid purpose, results in raising doubts about the cooperative, brings failure of the movement.

ICA (2017) reviewed the world's top ten agricultures and food cooperative's organizational structure and revealed that among the top ten cooperatives, seven of them are having a member council, and they are electing the board member via this member council. According to the ICA's report, the member council will address the 'collective action problem'. Member council acts as a bridge between the board and the members and reports the board's performance from its perspective. On the other hand, in five cooperatives' boards, external experts support the board members' skills (ICA, 2017).

This structure is also similar and mostly in-line with Kaymakçı's suggestions. ICA's examples are from the large cooperatives worldwide; nevertheless, implementing this structure via establishing small committees to supplement the board's skills could be a game-changer in Turkey's cooperatives.

5.2.6.2. Exit from Membership

In hierarchy-culture dominant cooperatives, members should consistently work with the cooperative; otherwise, the board has a right to exit him/her from membership. Legally, cooperatives have that disclosure in their code of conduct. However, some cooperatives, mainly clan-culture dominant cooperatives, do not apply this enforcement, not to harm the harmony and relations with the members.

However, at the early stage of cooperatives, to ensure the sustainability of production, this enforcement could work well, as described by the Cooperative 09 cooperative in Table 4.17.

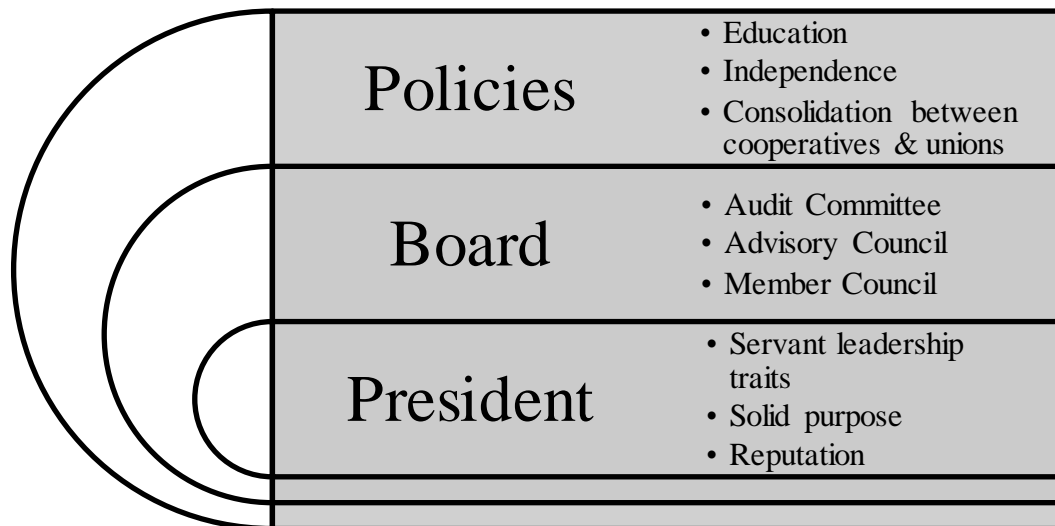
5.2.6.3. Dividend

One of the key determinants in establishing trust is providing an economic return to the member. An economic return could be named purchasing guarantee at above-market price and offering some services to meet production needs. However, it is the fact that members should also have a right to the cooperative's profit. Only one cooperative out of ten cooperatives participated in this study distributes dividends from the cooperative's profit. Other profitable cooperatives are using earnings for further investments.

5.3. A Need for a Model that is Emerging from the Data

Interviews with cooperative presidents and members revealed a more comprehensive and integrated approach is needed for cooperatives to succeed. Cooperatives' problems will not only be dissolved by state policies or the president's achievement spirit. Interviews pointed out that, like in every relationship, cooperative must be built on trust. At first, trust is built by providing an economic return to the cooperative members. It is the fact that, due to immigration and the low economic profit of villagers, they first prioritize receiving a financial gain. For economic profit, cooperatives should have the capability to access the consumer market directly. This requires a well-established structure from bottom to top. Figure 5.3 illustrates the relations.

Figure 5.3. Model for the Success of Agricultural Development Cooperatives



Source: Created by the Author

At the bottom, there is the president. As stated many times by the participants, the president takes the lead on the way to success. Cooperative formation need should come from the bottom, not from the top. The cooperative founder or president should have a vision, purpose concerning the community, agricultural development, and environment. Secondly, the reputation of the cooperative president is determinant for followers. As stated in the interviews, grouping among people in rural areas is the main drawback to the cooperative movement's solidarity. However, an individual can touch every group and give confidence with their works and accomplishment. The villagers' shared feeling about the presidents should be "if they are doing something, it is probably correct, and we should pay attention". Thirdly, desired skills for presidents are; (a) pursuing community's interest, (b) striving to serve, (c) experience and knowledge in agriculture and in managing cooperatives, (d) ability to lead, which will be backed by the reputation of presidents. These attributes can be classified under servant leadership skills, which are consistent with the cooperatives' social principles as well.

President's skills and idealist approach will not be sufficient. It should be backed by board members and committees to address all needs of cooperatives. In order to feed trust, a cooperative should prove its accountability. For this, an audit committee should be formed from independent third parties. Moreover, cooperative is defined as 'farmers' voice; therefore, all members' participation in decision-making is necessary to fulfill the cooperative principle. One successful cooperative stated that they regularly visit their producer to understand their needs and act accordingly. This can be deemed as an informal member council. More formally, the member council can be established, and representatives will share the board's demands and needs. On top of the member council and audit committee, advisory or expertise council will also be valuable for the best governance practice. President does not supposed to be a component in marketing or sales. In fact, the education level is relatively low in rural areas, coupled with young population immigration. Therefore, the advisory council formed with educated or experienced people in marketing, sales, or other technical skills will strengthen the movement's base. On that front, cooperatives should take support from universities and the chamber of agriculture as it could be challenging to find competent people in rural areas.

5.4. Limitations of the Study

This study is significant as it offers a model for the success of the agricultural development cooperatives and their sustainability. Existing studies mainly concentrated on the reasons behind cooperatives' inefficiencies, and I have not encountered any comparative analysis among agricultural development cooperatives. Moreover, this study takes its strength from incorporating participants' feelings and values directly and uninterruptedly in developing a new model for success. However, there are also certain limitations.

The sample size for the cooperative members can be presented as a potential limitation. During the study, I had a chance to interview only one cooperative member in each cooperative. Three out of ten participated cooperatives' members are not participating in the study. It is also suspected that

the president may recommend the member/producer who may be close to the cooperative's management. Since not much cooperative members' data collected, it is suspected that this may impact the perception of the president and organizational culture.

On the other hand, there could also be regional differences in the culture and values. Thus, the suggested model in the study may not be applicable for some regions. For instance, no data has been collected from the cooperatives in eastern and central Anatolia regions. From my personal experiences, I realized that each farmer's agricultural land size in the eastern region is significantly more extensive than in the western region. Thus, the hegemony regime is more dominant. This may put pressure on implementing the model, especially for the "president" segment.

Thirdly, based on the Competing Values Framework, no relationship has been identified between organizational culture and success. However, cooperative size, production capacity, and president's tenure could impact culture, and these potential moderating factors are analyzed separately in this research.

5.5. Future Studies

This study underlined the importance of governance structure for trust and financially strong organizations. Future studies may focus on the most effective structure for the governance of cooperatives in Turkey. Required support and structure from state institutions should be identified accordingly. In this study, I made some assumptions, but more clear guidance is needed. Cooperatives differ from corporations with their social mission; however, in terms of management, they are alike. Therefore, further studies to identify the model for board structures, councils, and the required state support will contribute to the literature.

An appropriate model is needed to be studied to address the lack of integration between cooperative unions, which will pave the way for cooperative effectiveness.

Thirdly, reverse migration has accelerated after the global pandemic. This could be an opportunity for rural areas to protect farmers and raise living standards

if these educated people get together. Therefore the question that could be analyzed is whether new-age farmers will speed up the cooperative movement.

5.6. Conclusion

Cooperatives are a necessity for rural development, food security, and food sovereignty. Although the cooperative movement has a long history, structural problems, farmers/producers' lack of access to the markets, abandoned agricultural lands, insufficient economies of scale, lack of member commitment due to managerial problems cast a shadow on cooperatives' developments.

This study focuses on the managerial differences in the agricultural development cooperatives and compares the successful and inefficient cooperatives to examine the role of presidents, organizational structure, and organizational culture. It is revealed that the president's stance and leadership traits lie at the cooperative movement's heart. Organizational structure also supports cooperatives' accountability and growth if the board structure incorporates advisory, member, and independent audit committees. There is no meaningful relationship between the organizational culture and the success of cooperatives.

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APPENDICES

APPENDIX A

Interview Questions

Questions for the Manager of the Cooperative

Introduction

1. Can you tell us about yourself? (Age, Education, Marital status, Number of children, farming experience)
2. Do you have any income other than farming? Do you receive payments from the cooperative income?
3. How long have you been the president of the cooperative?
4. Do you attend meetings and trainings to increase your professional knowledge?

Questions to Understand Organizational Culture

5. What is the purpose and mission of your cooperative? What is the goal you want to achieve in this cooperative? What do you think of your most important responsibility in the cooperative?
6. What do you think of the cooperative perception of members and non-members? What kind of co-operative do you stand out from outside?
7. Are there rules and behaviors that must be followed in the cooperative?
8. Can you describe a situation where you face challenges on your way to your ambition? How did you manage?
9. How this cooperative has evolved into today's? What were the stories about the past?
10. Why do the members of the cooperative choose to join here? Which reason motivates the person to join the cooperative?
11. How does it feel to be the president/manager of this cooperative?

12. How would you evaluate yourself as a president/manager? How would you describe yourself as a leader?
13. Do you think that your cooperative comply with all the cooperative principles accepted by National Cooperative Union of Turkey? How many points do you give to your cooperative for each policy? (1: we need to work more on the implementation , 2: Just in the beginning of the implementation, 3: Not bad 4: Comply with most of the principles 5: Successful in implementing all the principles)
14. What do you think the cooperative is doing well, and what are the things to improve? / Are there any distinguishing features from other cooperatives?
15. What do you think are the opportunities / risks ahead?
16. In the cooperative meetings, to what extent are the feelings and thoughts of the members handled?
17. What do you do to ensure cooperation between cooperative members?
18. How do you distribute the cooperative's work, what are things to consider in work distribution?
19. How do you define the agenda items of the General Assembly? What is the contribution of the members? Is there a platform in which members express their needs?
20. Do you think that members are actively involved in decision-making processes? What do you think are the things to be improved here?
21. Do you organize any activity with the members after harvest or sales?
22. What do you think of the common characteristics of farmers who are members of this cooperative? Can we talk about such homogeneity?

Organizational Structure

23. What are your number of members and number of non-active associate members? What is the active participation of the cooperative members?
24. Who is the auditor? Do you receive an independent audit?
25. Do you distribute the revenue in the cooperative?
26. How much attention is given to budgeting and financial analysis?

27. Voting right - does everyone have equal voting rights, or is the voting right linked to production capacity?
28. Do you get any professional support for administrative decisions? Is there any support from the government?
29. What are the conditions to exit from membership? Are there any obstacles?
30. What kind of a method does the cooperative apply if the member fails to produce the promised production?
31. Since the production of each member will not be of the same quality, is the same price applied to the producers' products, or are they differentiated?
32. Do you cooperate with the universities and institutions you are in?
33. How do you market the product?

APPENDIX B

Interview Questions

Questions for the Member of the Cooperative

Introduction

1. Could you tell us about yourself? (Age, Education, Marital status, Number of children, farming experience)
2. What do you produce? Herbal / Animal Production? How much land do you use for the agricultural production? Do you own the land or rent?
3. How satisfied are you with your current circumstances?
4. How are your relations with other farmers in the village?
5. Do you attend meetings and trainings to increase your professional knowledge? Do you use the internet to access agricultural information?
6. How do you do the marketing of your products? (Delivery to the merchant, contracted production, delivery to the agricultural credit cooperative, delivery to the agricultural sales cooperative, delivery to the agricultural development cooperative, delivery to the producer association)

Cooperative Perception

7. Are you a member of the cooperative in your village? (What are the reasons if you are not a member?)
8. What is the first thing that comes to your mind about cooperative?
9. Do you think cooperatives are important? Is there a difference between cooperative member farmer and non-member farmer?
10. Which of the expenses do you provide from cooperatives?
11. Which service you are most satisfied that the cooperative provides you?
Which service are you most dissatisfied with?
12. What is the main purpose of cooperative?
13. Do you know the principles of cooperatives which are accepted by National Cooperative Union of Turkey?

14. How often do you visit the cooperative?
15. Do you think the cooperative works successfully? What are the factors behind that success or failure?
16. What do you think should be done for the cooperative to go further? Do you think there are opportunities to go further?

Cooperative Organization Structure and Management

17. Do you participate in the Cooperative General Assembly? What is the reason for not participating? How do you follow the decisions taken in General Assembly?
18. Do you contribute to the determination of the agenda topics in the General Assembly Meetings? Are you aware of the issues to be discussed in advance?
19. Do you think the cooperative is managed democratically by its partners? Why?
20. How is the decision taken in the cooperative? How do you see the success of implementation of decisions taken?
21. Do you think there is a state effect in the cooperative decisions?
22. Do you think that the audits are conducted in a proper and fair manner?
23. Do you feel that your interests are being considered in the management of the cooperative? What are the reasons that make you feel like that?
24. How do you evaluate the Board-Partner Relations?
25. What do you pay attention to the candidate in the selection of cooperative managers? Do you think that in the management of co-operatives should be a professional, for example, the universities' cooperative graduates or agricultural engineers should be involved? Or should the chairman and members of the board be the people from the village?
26. Do you earn income from the cooperative, or do they all invest in cooperative? Would it increase your satisfaction if you earned income?
27. Do you want your child to become a member of this cooperative? Why is that?

APPENDIX C

Mülakat Soruları

Kooperatif Başkanına Yönelik Sorular

Tanışma Soruları

1. Kendinizden bahseder misiniz? (Yaş, Eğitim durumu, Medeni hal, Çocuk sayısı, çiftçilik deneyimi)
2. Çiftçilik dışında başka geliriniz var mı? Kooperatif gelirden ödeme alıyor musunuz?
3. Kooperatifte ne üretimi yapıyorsunuz? Bitkisel / Hayvansal üretim? Ne zamandır Kooperatifin başkanlığını yürütüyorsunuz?
4. Mesleki bilginizi artırmak için toplantılara, eğitimlere katılıyor musunuz?

Örgüt Kültürü ile ilgili Sorular

5. Kooperatifinizin amacı nedir? Bu kooperatifte başarmak istediğiniz amaç nedir? Kooperatifteki en önemli sorumluluğunuzu ne olarak görüyorsunuz?
6. Üyeler ve üye olamayanların kooperatif algısının ne olduğunu düşünüyorsunuz? Dışarıdan nasıl bir kooperatif olarak duruyorsunuz sizce?
7. Kooperatifte uyulması gereken kurallar ve davranışlar nelerdir?
8. Hedefinize giden yolda engellerle karşılaştığınız bir durumu anlatır mısınız? Nasıl yönettiniz?
9. Kooperatifin bugünlere gelmesinin arkasında ne var? Geçmişe dair ne tür hikâyeler yaşandı?
10. Sizce kooperatif üyeleri buraya neden üye olmayı seçiyorlar? Kişiyi hangi neden kooperatife üye yapmak için motive eder?
11. Bu Kooperatifin başkanı olmak size ne hissettiriyor?
12. Sizce nasıl bir başkansınız? Kendinizi nasıl bir lider olarak tanımlarsınız?
13. Türkiye Milli Kooperatifler Birliği tarafından kabul edilen Kooperatifçilik ilkelerinin tamamına uyduğunuzu düşünüyor musunuz? Yedi ilkeden her biri için kooperatifinize 5 üzerinden kaç puan verirsiniz? (1:daha çok yol alınması lazım, 2:

Yolun başındayız, 3: Fena sayılmaz 4: Çoğunu uyguluyoruz, 5: Tamamını başarılı şekilde uyguluyoruz)

14. Kooperatif sizce neyi iyi yapıyor, neyi daha iyi yapmalı? / Sizi diğer kooperatiflerden ayırıcı özellik var mı?
15. Önünüzdeki fırsatlar / riskler nelerdir sizce?
16. Kooperatif toplantılarında, üyelerin duygu ve düşünceleri ne derecede ele alınıyor?
17. Kooperatif üyeleri arasında işbirliğini sağlamak için neler yapıyorsunuz?
18. Kooperatif içinde ne tür iş dağılımı var, bunların değişkenleri neler?
19. Genel kurul gündem maddeleri neye göre belirleniyor? Üyelerin katkısı ne oluyor? Üyelerin ihtiyaçlarını dile getirdiği bir platform var mı?
20. Üyelerin karar verme süreçlerine katılımını nasıl sağlıyorsunuz? Burada iyileştirilmesi gereken yönler sizce nelerdir?
21. Üyelerle birlikte hasat sonrası, satışlar sonrası bir etkinlik vs. düzenliyorsunuz? Ne gibi?
22. Bu kooperatife üye olan çiftçilerin ortak özelliği sizce ne?

Kooperatif Yapısı ile ilgili Bilgiler

23. Üye sayınız nedir? Faal olmayan ortak üye sayısı? Kooperatif üyeleri arasında ne kadarı aktif katılım gösteriyor?
24. Denetim kimlerce yapılıyor? Bağımsız denetim alıyor musunuz?
25. Kooperatifte risturn dağıtımı yapılıyor mu?
26. Bütçeleme ve finansal analize ne kadar önem veriliyor?
27. Oy hakkı – herkesin eşit oy hakkı mı var, yoksa üretim kapasitesine göre oy hakkı değişiyor mu?
28. Yönetimsel kararların alınmasında profesyonel destek alınıyor mu? Bu konuda hükümet tarafından/dış kurumlardan gelen bir destek var mı?
29. Üyelikten çıkma şartları neler? Engelleyici unsurlar var mı?
30. Üyenin söz verdiği üretimi yapamaması halinde, kooperatif nasıl bir yöntem uyguluyor?

31. Her bir üyenin üretimi aynı kalitede olmayacağına göre, üreticilerin ürünlerini alırken, aynı fiyat mı uygulanıyor, yoksa farklılaşmalar yapılıyor mu?
32. İçinde bulunduğunuz çevre üniversiteler ve kurumlar ile işbirliği yapıyor musunuz?
33. Ürün pazarlamasını nasıl yapıyorsunuz?

APPENDIX D

Mülakat Soruları

Çiftçilere Yönelik Sorular

Tanışma Soruları

1. Kendinizden bahseder misiniz? (Yaş, Eğitim durumu, Medeni hal, Çocuk sayısı, çiftçilik deneyimi)
2. Ne üretimi yapıyorsunuz? Bitkisel / Hayvansal üretim? Ne kadarlık bir alanda üretim yapıyorsunuz? Araziler kendinize mi ait, kiralyor musunuz?
3. Mevcut koşullarınızdan ne kadar memnunsunuz?
4. Köydeki diğer çiftçilerle ilişkileriniz nasıl?
5. Mesleki bilginizi artırmak için toplantılara, eğitimlere katılıyor musunuz? Tarımsal bilgiye ulaşmak için internetten faydalanyor musunuz?
6. Ürünlerin pazarlamasını nasıl yapıyorsunuz? (Tüccara teslim, sözleşmeli üretim, tarım kredi kooperatifine teslim, tarım satış kooperatifine teslim, tarımsal kalkınma kooperatifine teslim, üretici birliğine teslim)

Kooperatif Algısı

7. Yaşadığımız köyde bulunan kooperatife üye misiniz?(Üye değilse nedenleri nedir?)
8. Kooperatif dendiği zaman aklınıza ilk gelen kavram nedir?
9. Kooperatifçiliğin önemli olduğunu düşünüyor musunuz? Kooperatife üye olan bir çiftçi ile olamayan çiftçiler arasındaki fark nedir?
10. İhtiyaç duyduğunuz giderlerden hangilerini kooperatiflerden sağlamaktasınız?
11. Kooperatifin size sağladığı hizmetler arasında en memnun olduğunuz hizmet hangisi? En memnun olmadığımız hizmet hangisi?
12. Sizce kooperatifinizin esas amacı nedir?

13. Türkiye Milli Kooperatifler Birliđi tarafından kabul edilen Kooperatifçilik ilkelerini biliyor musunuz?
14. Kooperatifi hangi sıklıkta ziyaret ediyorsunuz?
15. Kooperatifinizin başarılı şekilde çalıştığını düşünüyor musunuz? Başarılı bulmanızı / bulmamanızı sağlayan etkenler nelerdir?
16. Kooperatifin daha ileri gitmesi/büyümesi için sizce neler yapmalı? Önünde değerlendirebileceđi fırsatlar olduğunu düşünüyor musunuz?

Kooperatifin Organizasyon Yapısı ve Yönetimi ile ilgili Sorular

17. Kooperatif Genel Kurul Toplantısına katılıyor musunuz? Katılıyorsanız neden? Katılmıyorsanız neden? Katılmama durumunda alınan kararları nasıl takip ediyorsunuz?
18. Kooperatif Genel Kurul Toplantılarında gündem konularının belirlenmesinde katkıda bulunuyor musunuz? Konuşulacak konular ile ilgili önceden bilgi sahibi oluyor musunuz? Nasıl?
19. Kooperatifin ortakları tarafından demokratik bir şekilde yönetildiğini düşünüyor musunuz? Neden?
20. Kooperatifte karar nasıl alınıyor? Alınan kararların uygulanma başarısını nasıl görüyorsunuz?
21. Kooperatif kararlarında devlet etkisi olduğunu düşünüyor musunuz?
22. Denetimlerin usulüne uygun ve adaletli yapıldığını düşünüyor musunuz?
23. Kooperatifin yönetiminde sizin çıkarlarınızın düşünüldüğünü hissediyor musunuz? Bunu hissettiren ya da ettirmeyen nedenler nedir?
24. Yönetim Kurulu-ortak ilişkilerini nasıl değerlendirirsiniz?
25. Kooperatif yöneticilerinin seçiminde aday ile ilgili neye dikkat edersiniz? Kooperatif yönetiminde profesyonel, örneğin üniversitelerin kooperatifçilik mezunu öğrencilerinin ya da ziraat mühendisinin yer alması gerektiğini düşünür müsünüz? Yoksa başkan ve yönetim kurulu üyeleri köyün içinden mi çıkmalıdır?
26. Kooperatiften bir gelir kazanıyor musunuz yoksa hepsi kooperatif yatırımına mı gidiyor? Eğer gelir kazansaydınız memnuniyetiniz nasıl etkilenirdi?
27. İleride çocuğunuz da bu kooperatife üye olmasını ister misiniz? Neden?

APPENDIX E

ETİK KURUL DEĞERLENDİRME SONUCU / RESULT OF EVALUATION BY THE ETHICS COMMITTEE

Covid-19 salgını nedeniyle İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurulu, 2020-2021 Güz döneminde teslim edilecek lisansüstü tezlerin onay yetkisini ilgili etik kurul alt komitelerine devretmiştir. / Due to the Covid-19 outbreak, Istanbul Bilgi University Human Research Ethics Committee has transferred its approval authority to the Ethics Board Sub-Committees organized within each graduate program. Thus, the graduate theses to be submitted in the fall semester of 2020-2021 should/must get the approval of the Ethics Board Sub-Committee within their own graduate program.

ETİK KURUL ALT KOMİTESİ DEĞERLENDİRME SONUCU / ETHICS BOARD SUB-COMMITTEE EVALUATION RESULT

Bu bölüm lisansüstü tez araştırmaları için ilgili Etik Kurul alt komitesince doldurulacaktır. / This part to be completed by the Ethics Board sub-committee responsible for graduate dissertation studies.

Başvuru Sahibi / Applicant: Ceyda Akınç

Proje Başlığı / Project Title: The Role of Leader, Organizational Structure and Culture on the Success of Agricultural Development Cooperatives

Değerlendirme Sonucu/ Result of Evaluation

1. Herhangi bir değişikliğe gerek yoktur. Veri toplama/uygulama başlatılabilir. / There is no need for revision. Data collection/application may commence : _____

2. Ret / Application Rejected : _____

Reddin gerekçesi / Reason of Rejection : _____

Değerlendirme Tarihi / Date of Evaluation:

Dr. Ümit Akırmak

Unvanı, Adı, Soyadı / Title, Name, Surname: Dr. Gergely Czukor

İmza / Signature:

