



T.C.

ANKARA YILDIRIM BEYAZIT UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES

**THE EFFECT OF PERSONALITY AND
ORGANIZATIONAL CLIMATE ON GROUP DYNAMICS: A
RESEARCH IN THE SERVICE SECTOR**

MASTER'S THESIS

Naringul MAMMADOVA

MANAGEMENT AND ORGANIZATION

ANKARA, 2022

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APPROVAL PAGE

The thesis study named “THE EFFECT OF PERSONALITY AND ORGANIZATIONAL CLIMATE ON GROUP DYNAMICS: A RESEARCH IN THE SERVICE SECTOR” prepared by Naringul MAMMADOVA was accepted as a Master's thesis in Ankara Yıldırım Beyazıt University Social Sciences Institute, in the program of Management and Organization.

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DECLARATION

I declare that this thesis is my own work, that I have not had any unethical behavior violating patents and copyrights at all stages from the planning to writing of the thesis, that I have obtained all the information in this thesis within academic and ethical rules, and that I have cited all the information and comments used in this thesis.

Naringul MAMMADOVA



ACKNOWLEDGMENTS

First and foremost, I would like to express my gratitude to my supervisor, Assist. Prof. Dr. Murat ULUBAY, for his consistent support and inspiration during my studies. His extensive knowledge and invaluable advice served as the milestones of the study. His supervision was invaluable throughout my research and thesis writing.

I would like to thank my mother Metanet MAMEDOVA and my father Tofik MAMEDOV for their encouragement and, endless supports me in my most special moments.

I'd also want to thank my dear friends Berkay EMİNOĞLU, Betül KÖSE, Neşem BAHÇECİ and, Şüheda CENGİZ for their help during this difficult journey.



ABSTRACT

THE EFFECT OF PERSONALITY AND ORGANIZATIONAL CLIMATE ON GROUP DYNAMICS: A RESEARCH IN THE SERVICE SECTOR

Considering that the human is a social being, exists and lives in a group is an indispensable fact in real life, and rapid changes and increasing competition in the internal and external environment, we see that organizations prioritize group success rather than individual success. Ensuring the effectiveness of groups and analyzing group dynamics correctly has become a necessity for organizations to be successful and to ensure business continuity. This study aims to reveal how therapeutic effects of group dynamics are affected by organizational climate and personality types. These therapeutic effects were used to assess the limitations and strengths of groups by experts (Yalom I. D., 1995). These factors had been studied commonly in the context of group therapy studies in the field of clinical psychology (Yalom I. D., 2018). By adapting this study in the field of organizational behaviour, we will be able to see the interaction of personality types and psychological climate of the organization with these factors. It is expected that this study will serve as a guide for organizations in providing effectiveness, continuity and efficiency. As part of the research the therapeutic factors scale (group dynamics inventory) (Phan, 2004), was introduced into Turkish context and the necessary validity analyses were carried out.

The study was conducted within a sample of service sector employees working as a group (team) in Ankara. The research results indicate that group dynamics had a positive and significant link with personality types and organizational climate. As a result, a positive relation was discovered between extraversion, agreeableness, and stability, which are personality traits of Big Five Model (Costa, 1992), and altruism, which is a group dynamics inventory sub-dimension. When the link between organizational environment and group dynamics was explored, a positive and substantial association was discovered. As a result of the analysis, a positive relationship was found between reward, standards and structure, which are sub-dimensions of organizational climate, and altruism and cohesiveness, which are sub-dimension of group dynamics.

Keywords: Personality, organizational climate, group dynamics, therapeutic factors,

ÖZET

KİŞİLİK VE ÖRGÜT İKLİMİNİN GRUP DİNAMİKLERİ ÜZERİNDEKİ ETKİSİ: HİZMET SEKTÖRÜNDE BİR ARAŞTIRMA

İnsanın sosyal bir varlık olduğu göz önüne alındığında bir grup içinde bulunmak, grup içinde yaşamak kaçınılmaz bir gerçektir. Bir grup içerisinde bulunmak ve gruba ait hissetmek insanların hem sosyal hem de fiziksel ihtiyaçlarını karşılayabilmektedir. İç ve dış çevredeki hızlı değişimler ve artan rekabetle örgütlerin bireysel başarılarından çok grup başarılarını daha ön planda tuttuğunu görmekteyiz. Grupların etkinliğinin sağlanabilmesi ve grup dinamiklerinin doğru analiz edilebilmesi örgütlerin başarılı olması ve süreklilik sağlayabilmesi için gereklilik haline gelmiştir.

Bu çalışmada grup dinamiklerinin terapötik etkisinin örgüt iklimi ve kişilik tiplerinden nasıl etkilendiğini ortaya çıkarmak amaçlanmıştır. Araştırma örneklemini hizmet sektöründe grup (takım) olarak çalışan kişiler oluşturmaktadır. Terapötik faktörler grupların sınırlılıklarını ve güçlerini değerlendirmek için uzmanların değerlendirmeler yaparken kullandığı bir modeldir (Yalom I. D., 1995). Bu faktörler klinik grup çalışmalarında da yaygın olup klinik psikoloji alanında çalışılmaktadır (Yalom I. D., 2018). Bu faktörleri örgütsel davranış alanına uyarlayan bu çalışma, grup dinamiklerini terapötik faktörler bakımından inceleyerek ve kişilik tiplerinin ve örgütsel psikolojik iklim bileşenlerinin bu faktörlerle ne şekilde ilişkide olduğunu görmeyi amaçlamaktadır. Çalışmanın bağlamı olan hizmet sektöründe çalışan kişilerin kişilik tiplerinin ve içinde bulundukları örgüt ikliminin ölçümü sonucu grup dinamiklerinin bu iki kavram tarafından nasıl etkilendiğini görebilme fırsatı elde edilmiştir. Bu çalışma örgütler için etkinlik, süreklilik ve verimlilik sağlamada bir kılavuz niteliğini göreceği beklenmektedir.

Yapılan çalışma sonucunda terapötik faktörler ölçeği (grup dinamiği ölçeği) Türkçe'ye kazandırılmış ve gerekli geçerlilik analizleri yapılmıştır. Yapılan doğrulayıcı faktör analizi ve korelasyon ilişkileri incelendiğinde terapötik faktörler ile kişilik tipleri ve örgüt iklimi bileşenleri arasında pozitif yönde bir ilişki bulunmuştur. Buna göre kişilik tiplerinin alt boyutlarından dışadönüklük, uyum ve duygusal istikrar ile grup dinamiğinin alt boyutu olan özgecilik ile arasında pozitif yönde bir ilişki bulunmuştur. Araştırmanın bir diğer üstünde durduğu konu olan örgüt iklimi ve grup dinamiği ilişkisi incelendiğinde de pozitif yönde ve anlamlı bir ilişki bulunmuştur. Analizler sonucunda örgüt ikliminin boyutları olan ödül, standartlar ve yapı ile grup dinamiği kavramının alt başlıkları olan özgecilik ve bağlılık arasında pozitif yönde bir ilişki saptanmıştır.

Anahtar Kelimeler: Kişilik tipleri, örgüt iklimi, grup dinamiği, terapötik faktörler

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1. INTRODUCTION

1.1. Subject and Problem of Research

Environmental factors are changing and developing rapidly. Organizations need to be able to continuously develop their strategies to accomplish their goals, ensure efficiency and continuity, and adapt quickly to the changing environment. In this change, a business must be flexible, agile, open to innovation, and entrepreneurial (Korkmaz H., 2012). We see the importance of the individual human being, who constitutes the organization, as the most basic unit. Each person working in an organization, reveals their personality and skills. Recognizing each person's working style, ability level, and personality types that create and influence them is important for organizations. As a result of the harmony between the abilities of the individual and the needs of the environment, organizations can follow a logical path in their personnel selection decisions (Paul M Muchinsky, 1987). It is more crucial to employ the correct people and take action before running into other issues because there is little to be gained from trying to train people who are not suitable for work or lack to ability to learn (Schneider B. B., 1968). For example, Pervin (1968), suggested that good matches between people and environments contribute to high performance, high satisfaction, and low levels of stress.

Not only choosing the right people important for an organization but also the concept of organizational climate is important, which is perceived by the employees in the organization and gives an identity to the organization by distinguishing it from other organizations. The psychological environment of the organization is designated by the term organizational climate. While the organizational climate enables the dimensions of human behavior to be considered under a general heading, it leads in determining which behaviors are effective in the organization and which elements need to be changed (Karcioğlu, 2010). Different workplaces, industries, and environments differ in employee behavior. In line with these differences and definitions, the climate will also change according to the aims, environments, and working areas of the organizations (Davidson M. M., 2001). The ability

of organizations to create a healthy and positive organizational climate also affects the organizational performance of their members. If the employees adopt the goals and objectives of the business and act accordingly, it can be said that there is a positive climate in this organization (Korkmaz H., 2012).

The concept of a group emerges over time as a result of repetitive interactions of common goals, thoughts, and personal similarities (Çiçek I., 2018). Considering that a human is a social being, exists in a group, and living in a group is an inevitable fact in real life. With the rapid changes and increasing competition in the internal and external environment, we see that organizations prioritize group success rather than individual success. Because often the best way to overcome some problems is to work as a group. It is possible to increase productivity in production by working as a group (Dereli B., 2012). The compatibility of the people forming the group and the new member of the group is also important. While groups help validate members' values and identities, individuals will gain a sense of trust and support from their group in the face of problems (Forsyth D. R., 2010). As a result of not forming groups by choosing the right people, the trust of the individual in the group will decrease and will avoid communication (Büyükgebiz O., 2000). Ensuring the effectiveness of groups and analyzing group dynamics correctly has become a necessity for organizations to be successful and to ensure continuity.

In this study, our main aim is to reveal how group dynamics are affected by organizational climate and personality types. Yalom (1985), believes that people's perceptions change depending on the type of group they belong to, the stage of development, and individual differences. Our research question is “How the organizational climate and personality types separately and all together effect the therapeutic aspects of group dynamics?” The research sample consists of people working as a group in the service sector. Group dynamics will be discussed in terms of, and with a specific focus on therapeutic factors. Therapeutic factors consisting of 11 factors in the theory and literature will be analyzed in terms of the factors of altruism, cohesiveness, and universality, will be examined based on the group level of analysis of (Phan, 2004). The organizational climate construct/variable is specified to be at the organizational level of analysis. Through the measurement of therapeutic factors, it is possible to detect which factor is seen more prevalently within the group of each individual depending on organizational climate and personality type factors. Therapeutic factors are also common parameters in clinical group

studies and are used in the field of psychology. By adapting this study to the field of business, we will be able to see which personality type is associated with these therapeutic factors while analyzing group dynamics in terms of therapeutic factors.

In line with this study, it will be possible to see how group dynamics are affected by these two concepts as a result of measuring the personality types of people working in the service sector and the organizational climate they are in. While we have the opportunity to measure and interpret the personality types of people working in the service sector, we will be able to explain the human behaviors in the organization together with the concept of organizational climate, which is perceived by the members of the organization and gives the organization an identity. Also, this study shows a more comprehensive picture of organizational and group healing processes will be offered as a result of the interaction between organizational climate and therapeutic elements (Johnson, 2006). Furthermore, therapeutic aspects help firms to comprehend employee behavior, disclose personal information and sentiments, and address tough challenges (Ogrodniczuk, 2003). In this scenario, it creates a healthy atmosphere while influencing the organizational climate. We will also have the chance to determine the relationships between personality and organizational climate. It is expected that this research will act as a guide for organizations in providing effectiveness, continuity, and efficiency.

One of the other aims of our work is to ensure that people who spend most of their lives in the workplace are in a group that encourages change and improvement in the face of the problems they encounter, and to create this healthy group environment. The groups in which the therapeutic environment is created become more compatible over time (Forsyth D. R., 2010). It is proposed that in addition to acting as a guide for companies, creating a pleasant and healthy workplace and group for individuals will produce favorable scenarios not only in their workplace but also in their personal life, and individuals will be positively influenced personally.

1.2. Plan of the Study

This research is divided into seven sections. The introduction, which is the first section, offers an overview of the research. A second section is about personality and personality types. In this section, we briefly explain person and personality types. Also, this section mentions the historical development of personalities and personality theories. Each

researcher in studies on personality emphasizes and gives weight to distinct aspects of the factors that contribute to and shape personality. These theories and studies will be thoroughly addressed and compared in this section.

In the third section of the study, conceptual explanations about the organizational climate will be given and we also mention some factors which are affecting the organizational climate. In this section, the types and dimensions of organizational climate will also be examined. The significance of organizational climate as well as organizational climate and personality research in this area are discussed at the end of this section

Later section of our study, the concept of group dynamics will be discussed and explained. The emergence of this concept and its importance for organizations will be examined. In this section, the therapeutic concept, which forms the basis of our study, is explained. This chapter explains the concept of “therapeutic”, which is the core of our study. The literature is used to provide a brief explanation of the connections between group dynamics and therapeutic elements, as well as the connections between these aspects and organizational climate and personality.

The methods part is found in the fifth section. The study's model, hypotheses, significance, and research limitations are all discussed in this section. Furthermore, the scales utilized in this part and their reliability analyses are given. Data analyses were carried out in another part. Sample distributions and their associations with personality type, organizational climate, and group dynamics are also included. Correlation analysis and structural equation modeling were used to test the research's hypotheses.

In the conclusion section, results, the research findings about how personality types of the people in the service sector and how the organizational climate of the organizations affects the group dynamic, will be discussed and explained according to existing literature, and novel perspectives will be offered.

2. PERSONALITY AND PERSONALITY TRAITS

Every person has a unique personality. Our personalities have an impact on how we live our daily lives and also affect our business life. In this part of the study, historical development and general definition of the concept will be examined. In addition to this, we will be examined how the concepts of personality relate to group dynamics. Also, we mention how different personality types influence the organizations and perception of organizational climate.

2.1. Definition of Personality

The concept of personality has emerged to understand person's characteristics; discover what makes him special, in short, to define the person within certain patterns. When the definitions are examined in the field studies on the concept of personality, which is the subject of research in many fields, there isn't a scarcity; on the contrary, there is a lot of explanation and research. According to research and explanations, there is no universal definition of the concept of personality (Fazeli, 2012). This situation creates difficulties in explaining the concept of personality.

The concept of personality and its elements spread over a wide area (Emmons, 1995). For this reason, advancing by organizing the concept of personality will facilitate the emergence of new results and inventions in this field (Emmons, 1995).

The idea of personality dates back to the early ancient period. Since ancient Greek times, personality has been explained through spiritual beliefs, philosophy, and psychology. (Davidson R. J., 2006). The term comes from the Greek root "persona" and primarily emphasizes the role of the actor. Ancient Greek theater uses masks, and the sound comes from the mask. The term "personality" describes the masks used by actors in classical Greek plays (Kelland, 2015). "Sona" indicates sound, while "per" means inside the mask. When we consider the concept of personality today, personality is the features that distinguish an individual from others. Personality is formed when these features come together to form a whole. The entirety of a person's responses to or with other people is referred to as their personality (Robbins & Judge, 2013). Personality is a structure and unique to each individual. In this way, we distinguish the person from others. The characteristics that make up the personality are in a whole and show continuity and are in development and are formed

gradually in the course of life. As a result of this situation, the concept of personality is rigid and not easily changed. It establishes the starting points of people's behavior and focuses on these differences, which is how individuals think, act, and process information. (Ellis, 2009). Personality traits influence people's career decisions, communication preferences, worldviews, and responses to specific situations (Gulay Tasdemi, 2016).

A combination of feelings, ideas, and actions that interact with a person's inherited, environmental, physical, and mental qualities to some extent make up their personality (Emrah Özsoy, 2013).

The internal physiological and genetic variables that influence personality are highlighted by the biological concept of personality (Khormaei, 2016). With heredity, not only physical characteristics but also behaviors and habits are passed on to the next generation. Additionally, some physiological processes like hormone production have an impact on personality (Khormaei, 2016). For example, testosterone has a crucial role in sociability, affectivity, aggression, and sexuality (Funder, 2001).

It is well known that part of the human personality is shaped by genetic factors. But genetic factors are just tendencies. The impact of these tendencies on personality is determined by an individual's environment and external factors. Individual differences may occur due to different environmental influences (M.Buss, 1997). The individual's family constitutes the first environment in which he is affected and his personality is formed. Individuals and groups with whom an individual interacts and communicates at the stage of mental and physical development can have different effects on influencing an individual's personality. For example, cultural and educational activities in which an individual participates can change an individual's behavior and habits over time (Emrah Özsoy, 2013).

2.2. Historical Development of Personality

Understanding someone's perceptions, feelings, ideas, and behaviors is crucial to daily life and has been one of the most popular social science research areas. The concept of personality, which provides hints about how to live a life, dates back to ancient times.

The ancient Greek philosopher Empedocles was one of the first thinkers to offer a theory of the basic fundamental components of personality. Earth, air, fire, and water are the four elements that make up the entire universe, according to Empedocles, and their

characteristics are similar to those of the Big Five Patterns (Jan Cieciuch, 2012). Along with this explanation, he suggested that everything we see in this universe is made up of four elements. He argued that our bones and flesh come from soil; our breath is air and our blood is water, and lastly, fire creates body temperature. He also claimed that changes in these four elements—either for the worse or for the better—cause our sicknesses. In short, Empedocles with these explanations established a connection between the primary elements of the human body and their corresponding substances. (Robert M.Stelmack, 1990). The ancient Greek philosopher Empedocles was not typically considered a personality psychologist but was among the first to offer a theory of the fundamental components of the personality (Emmons, 1995). There are also studies that claim the opposite of these studies. For example, Jouanna (2012) emphasized that the four theories of humor are not connected with the four elements of the universe (fire, air, water, earth) and there is no trace of its transformation into a theory.

Hippocrates is considered the father of medicine. Apart from his contributions to the world of medicine, Hippocrates also examined the human personality. The classical theory of humor was first introduced by Hippocrates (460 BC) in his of the nature of man (1978). According to Hippocrates, the human body consists of four fluids (blood, phlegm, black, and yellow bile). His theory's foundation is Empedocles' idea. Which is about everything in the universe is consisting of the four elements of fire, water, earth, and air (Robert M.Stelmack, 1990). The proportions of these fluids in the human body regulate one's temperament and behavior, and a balanced presence of these fluids defines 'health'. (Konstantinos Kalachanis, 2015). There is more than one element in each person. According to this situation, people's body structures and personalities depend on these elements. For example, since the rate of blood element is high in people with a warm temperament, warm-blooded people tend to be fat and cheerful; nervous people are quick to anger because there is a lot of yellow bile; Pessimistic have more black bile, while makes them melancholy, mad, and introverted. Sluggish persons are lazy and avoid movement because they produce more phlegm. Hippocrates suggested that diseases occur when these body temperaments are not balanced, and this triggers both physical and psychological disorders of the person, making the person vulnerable (Kavirayani, 2018). Moreover, Hippocrates supported the view that the personality factor can directly affect human temperament not only by temperament effects but also by environmental factors In this case, he also touched on the relationship of personality and environmental factors (Konstantinos Kalachanis, 2015).

After Hippocrates, we see that Plato is the leader in the definition of the concept of personality. Plato's studies on personality provide insight into the idea of the soul. According to Plato, a person's soul determines their behavior and is the essence of their identity. Plato divides the human soul into three parts. These are the rational (logic), spirit (emotion), and appetitive (desire) parts (Ellis, 2009). The rational part gives people the ability to reason, while the spirit part is the passion part that will continue throughout one's life and help one survive. The rational part is the highest part of one's soul and includes the sense of wonder. The spirit part of people has characteristic features such as determination and willingness. Finally, the appetitive part of the soul includes the basic desires of people such as reproduction and nutrition. It can be said that there is harmony between the rational and spiritual parts of the soul in the direction of controlling the appetitive part.

Galen of Pergamum developed humor theory to describe how people differ in character (Robert M. Stelmack, 1990). One of the key historical actors that influenced the fate of Hippocrates and the four theories of humor was Galen (Jouanna, 2012). Galen agrees with Hippocrates' taxonomy of four diseases based on body fluids. Primarily refers to the sanguine type, who is cheerful and lively because of the abundance of blood. Then the phlegmatic type, is affected by excess phlegm and is calm, relaxed, and optimistic. There comes the melancholic type, who is affected by excess bile fluids and is sad. Next comes the energetic choleric type (Hazar, 2006).

2.3. Personality Theories

2.3.1. Psychoanalytic Approach

Psychoanalytic theory is the first theory that focuses on the unconscious mind and systematically examines the personality. In this theory, behavioral differences explain through unconscious processes (Kılıçlar, 2018). According to psychoanalytic theory, individuals are born with certain instincts and impulses and focus on satisfying their wishes as soon as possible. This theory is about the unconscious mind, the interactions between the elements of the mind, early childhood experiences, developmental stages, and defense mechanisms (Kelland, 2015).

According to Freud, who is the representative of psychoanalytic theory, personality is an inherited trait. In other words, Freud argued that external factors have little impact on

their personality. According to Freudian theory, the essence of man is unconscious. In order to find out the cause of the events in human life, it is necessary to go down to the subconscious. There are two hypotheses of Freud that relate to the idea of personality. The topographic theory is one of them. According to the topographical model, personality has got three components which are conscious, unconscious (preconscious), and unconscious mind (Ellis, 2009; Saavedra, 1980). When we examine these three dimensions; Consciousness includes our experiences and emotions that we are aware of. However, this layer says nothing about who we are. Preconsciousness is information that we remember with a little effort and bring to the level of consciousness. In short, it is about our memories and our knowledge base. Finally, when we examine the unconscious, it is the largest and most inaccessible part of the personality, according to Freud. It includes obsessions, fears, fantasies, and defense mechanisms. This section explains the motivations behind our actions.

The second personality theory; Freud put forward three basic concepts that balance the behaviors that make up the human personality. These are the "Id, Ego, and Superego" (Kelland, 2015). The id contains the grossest, most primitive inherited impulses and desires of the personality (Eren, 2001). In this part, which constitutes the primitive self, some wishes and desires exist. The individual does not want to be under any pressure this desire and consists of biological tendencies (Eren, 2001). The Ego tries to keep the id under control. The ego focuses on truth principles and serves as a bridge between the outside world and the id. Undoubtedly, these feelings, which cannot be satisfied and in a way will not be welcomed by society, will be suppressed and remain hidden in the primitive self (Eren, 2001). Superego is the source of right and wrong decisions. Superego, also called conscience, filters the behavior of the individual and gives compliments or criticism to the individual. In short, our biological aspects are represented by the Id; our psychological aspects by the ego, and our social aspects by the Superego (Kavirayani, 2018).

According to Freudian philosophy, every person has an inner core, or id, which is the most primal aspect of the mind and is driven by a need for pleasure. At the next level is the ego, whose goal is to find practical ways to satisfy the needs of the Id. Finally, the superego adapts social standards and directs our goal-seeking activities toward socially acceptable goals. The superego is conceptually comparable to the conscience but also has an unconscious component (Howard S. Friedman, 2015).

2.3.2. Neo-Analytic Approach: Carl Gustav Jung, Alfred Adler, Karen Horney

The neo-analytic-psychoanalytic method holds that the unconscious and conscious minds connect with one another. It's crucial to consider protective mechanisms and early childhood experiences. This method postulates that our personalities are shaped by the dynamic interaction of conscious and unconscious drives and conflicts. Carl Jung and Alfred Adler are the most important representatives of the Neo-Analytic approach, who are followers of Freud. But they argued that the role of sexuality is lower than what Freud expressed.

As a result of various observations and experiences, Carl Jung proposed that introversion and extroversion were the two fundamental personality types. Today, these phrases are frequently employed, but they are not viewed as two distinct and opposing structures as Jung believed, but rather as the two poles of the same dimension (Howard S. Friedman, 2015). Each person possesses both of these tendencies, but only one of them is dominant, according to Jung, introverted people receive stimuli from within themselves, and extroverts take from the environment (Soyuçok, 2007).

While explaining these two concepts, he defined people with introverted behavior as shy, withdrawn, and insecure. On the other hand, the extrovert personality type easily adapts to the current environment, and quickly builds relationships. The thoughts and interests of the introvert are focused on their inner world; they interact with others rarely. At the same time, the extrovert wants to be with others all the time and never wants to be alone. In a sense, introversion is the tendency to focus on oneself and investigate one's thoughts and experiences, whereas extroversion is the orientation toward things outside of oneself (Howard S. Friedman, 2015).

Alfred Adler believed that there was no difference between the conscious and unconscious parts of the personality. They are cohesive units. According to Adler, a person's opinions about the environment, other people, and himself shape his personality (Soyuçok, 2007). In contrast to Freud, Adler argued that an individual's pursuit of feelings of social competence is the driving force in life and that repressed sexual desires are not the primary determinant of personality (Ellis, 2009).

Like many psychologists, Karen Horney was influenced by Freud's idea of psychoanalysis, although Horney mainly focused on interpersonal relationships rather than

analytical psychology research. In contrast to Freud, Karen Horney opposed the emphasis on sexuality and attempted to demonstrate how social and cultural factors affect personality (Howard S. Friedman, 2015). According to Karen Horney, the fundamental components of personality are fear and anxiety, and people prefer to live in safety and away from danger. The behavior patterns of people who want to overcome their fears reflect their personalities. (Güney, 2012). In addition, Karen Horney points out that people can sacrifice many needs such as food, clothing, money, and sexuality for safety and satisfaction (Soyuçok, 2007).

2.3.3. Biological Approach: Ernst Kretschmer, Hans Jürgen Eysenck

According to the biological perspective, personality differences are caused by physiologic differences. This method does not disregard the environment, but genetic characteristics (such as intrinsic qualities and temperament) might allow people to experience one environmental impact similarly to another; or conversely, people can experience the same environmental influence in different ways (Kelland, 2015).

Hans Jürgen Eysenck is considered one of the pioneers of this theory. Eysenck, argues that personality is related to intelligence and, like many other contemporary researchers, distinguishes personality types from introverted to extrovert. According to Eysenck, extroverts who tend to the outside world tend to be social, assertive, dominant, and risky, while introverts are the opposite. Eysenck suggested that extroverts experience less cerebral stimulation than introverts (Schultz and Schultz 1998:269). Depending on the structure and functioning of our brain, changes occur in the sensitivity of the sense organs and in the production of hormones in the body, from person to person, from the environment to environment, and even over time. Therefore, depending on these changes, factors such as perception, attention, importance, and reaction severity may change in the face of any event.

Extroverts try to find a cortical balance by seeking excitement and stimuli. Conversely, introverts avoid excitement and stimuli due to their excessive cortical stimuli, and they need a balance in this direction. Thus, introverts who are more reactive to emotional stimuli from the outside world because they have a low tolerance for exposure can be influenced by a small stimulus, while extroverts need a greater effort to have a similar effect (Hazar, 2006).

Ernst Kretschmer's theory focuses on constitutional body types and character (Hafner, 1990). Ernst Kretschmer's theory is based on the concepts of temperament and character and

classified humans into four groups. These are picnic type, asthenic type, athletic type, and dysplastic type. People with the picnic type tend to have a fat belly and their bodies are hairy and their muscles are loose. People of this types are friendly, and understanding (Ellis, 2009). People with the asthenic type are thin and tall. He claimed that these types of people were cold, conservative, distant and suspicious (Ellis, 2009). People with athletic type have strong muscles; they are molded people with broad shoulders. They are the type of personality that can be courageous, reckless, and aggressive. Finally, the dysplastic type refers to people who do not fit these three types listed. In addition, Ernest Kretschmer suggested that athletic and asthenic types are predisposed to schizoid disorders, and finally, picnic types are predisposed to diseases such as manic-depressive disorder (Zampieri, 2009).

2.3.4. Behavioral Approach: Ivan Petrovic Pavlov

The behavioral approach is a theory that examines the transformation of knowledge into behavior as a result of learning and repetition. It refers to a process that produces a permanent change in behavior as a result of experience (Reimann, 2018). This method is used in shaping human behaviors. Ivan Pavlov is the first person who comes to mind when discussing the behaviorist method. Pavlov revealed the basic principles of the behavioral approach with some experiments. Pavlov rings the bell before giving food to the dogs in his experiment, and then he gives the food. The sound of the bell does not typically cause the dog to salivate, but after a certain experience, the dog starts to do so immediately following the sound of the bell. Thus, the dog learns that the ringing of the bell means food.

2.3.5. Social-Cognitive Theory: Albert Bandura

According to Albert Bandura, the individual learns most of his behavior through modeling. A person observes the environment, takes note of how the behavior is carried out, stores it in his mental schemas, then engages in the behavior. If the behavior has produced the intended outcome, it is then reinforced, and motivation occurs. This is best proven by the fact that young children use their parents as role models.

According to social-cognitive theorists like Bandura, children engage with their surroundings, decide in part what is rewarding or punishing, and then react to the world in their-own particular way (Kelland, 2015).

2.3.6. Trait Approach: Allport Murray and McDougall

Trait theory states that differences exist among people because individuals have different levels of personality traits (Kılıçlar, 2018). By knowing these characteristics, the personality of the individual will also be learned. Thus, a certain number of characteristics that can be measured by personality tests and rating scales must be brought together. These features are mostly expressed as opposite adjectives such as good, bad, tense-comfortable, cute-unpleasant, etc.

Gordon Allport is considered the founder of trait theory (Kelland, 2015). Allport, is one of the important figures of the trait approach and played an important role in the formation of modern personality theories in the 1930s. He argues that human behavior is determined according to the unchanging, subjective, and singular personality traits, by considering the personality as a whole consisting of individual and singular traits.

McDougall, on the other hand, sees personality as a set of hereditary (primary) and learned (secondary) characteristics (AnaBritannica 1989:363).

2.3.7. Humanist Approach: Eric From, Carl Ransom Rogers and Abraham Harold Maslow

The humanist perspective, like existentialism, emphasizes individual and moral values and argues that the world cannot be without humans and humans cannot be worldless.

Fromm, is one of the leaders of the humanistic approach. He argues that the basic structure of the character is not formed by the effect of libido; on the contrary, it arises from the individual's special relations with the world. In short, personality is formed by social influences and life experiences (Soyuçok, 2007).

According to Rogers, human personality is formed by subjective experiences, and each individual seeks innate happiness and wants to develop their potential. It is a part of our being. According to Rogers, personality is shaped by the desire to realize himself and the opinions of others around him (Hazar, 2006).

Abraham Maslow claimed that a person's personality controls his or her behavior. A person's identity is formed at an early age and is shaped by the behavior and attitude of the

environment toward the individual. According to Abraham Maslow, the primary needs bring people together. This thought has in common with Plato. Plato gives the information that the first need is food and also states that life and existence are impossible without food. The second and third needs will be shelter and clothing (State 369). According to Maslow's hierarchy of needs theory, people first want to meet their basic needs. Lower needs must be met before an individual can focus on higher needs (Kelland, 2015). After satisfying the lowest need, the person moves on to the next level of need. According to Maslow, a person's motivation for the earlier need declines when the demands in these steps are met in order.

2.4. Big-Five and Personality Traits

A psychological model that combines the concept of personality with five different dimensions. This big five personality model outlines the five primary characteristics that combine to create a human personality (Costa, 1992). This model is based on the "trait approach" and the "adjectives" that individuals use to describe themselves and others are used to measure personality (Kılıçlar, 2018). These groups were expressed as extraversion, emotional stability/neuroticism, agreeableness, openness to experience, and conscientiousness.

Before it was developed, the Big Five Model went through several stages. There are several variations. When we look at the historical review of the model, we first see Gordon Allport. Gordon Allport developed his own personality theory by researching the words expressing personality traits through a dictionary. As a result of this research, he created a list of 4500 words that defines personality (Kavirayani, 2018).

Later, we see Raymond Cattell's 16 personality factors and Hans Eysenck's three-factor theory. Based on Allport's famous list of adjectives, Cattell edited Allport's list, coming up with 171 personality descriptors to describe personality in empirical studies involving factor analysis (Ricardo Primi, 2014; Cattell, 1943). Cattell then conducted a survey using these characteristics. As a result of this study, which he applied over a large sample, Cattell developed the 16 personality factor (Tuley, 2010).

Like Cattell, Eysenck also used factor analysis in his work (Ellis, 2009). Hans Eysenck believed that all traits were due to three biological systems that produce the three factors of extroversion, neuroticism and psychoticism (Howard S. Friedman, 2015). Eysenck first used

extraversion and neuroticism with factor analysis to examine personality, but then put forward the three-factor model by adding the dimension of openness to experience.

Costa and McCrae are among the modern-day theorists who bring a dimensional approach to the concept of personality (Soyuçok, 2007). McCrae and Costa explain that it is not enough to clarify the question of what constitutes personality structure, and extend Eysenck's theory to propose top factors: Extraversion, neuroticism, openness to experience, agreeableness, conscientiousness (Kelland, 2015).

These five personality types, which are one of the main topics of our study, can be defined as follows:

Extraversion: The inclination to be gregarious and assertive, happy, energetic, optimistic, cheery, dynamic, and possessing positive emotionality is known as extraversion (Fazeli, 2012). This personality type manifests itself in talkative, energetic behavior (Soyuçok, 2007). These people who need the outside world have an emotional structure and high social abilities. In general, extroverts like to be with others and have a high sense of self-confidence.

Agreeableness: Individuals with this personality type tend to be caring, well-mannered, and cooperative (Akma, 2015). Conversely, individuals with a low agreeableness score are cynical, callous, and hostile (Costa, 1992). Additionally, people with this personality type exhibit behavioral traits that are viewed as empathetic, kind, considerate, and benevolent (Soyuçok, 2007). Such individuals describe themselves as more helpful and cooperative than others (Bekkers, 2006). They care more about being compatible than competitive.

Neuroticism: It displays a person's propensity for psychological stress (Costa, 1992). Individuals tend to experience insecurity, anxiety, and are not emotionally stable (Akma, 2015). High neurotic people are more prone than usual to be pessimistic, feel unhappy and lonely, and experience negative emotions including anxiety, fear, wrath, and irritation (Soyuçok, 2007). As a result of the fact that people with this personality type are fragile and sensitive, their reactions to a mixture of events are immeasurable. Since there are people who drown in details and are selective in perception, they focus more on the worrying elements.

Conscientiousness: Individuals with this personality type are self-disciplined and responsible. They work with determination to achieve success and act in accordance with certain plans. They may also be "workaholic, perfectionist, and obsessive in their conduct" if carried to the extreme. Low scorers have a tendency to be more reclusive, less success-driven, and less goal-oriented, as well as to be more inclined to antisocial and criminal activity (Soyuçok, 2007).

Openness to Experience: It stands for the propensity to be inventive, creative, and intellectually interested. Numerous psychometric investigations have demonstrated a strong correlation between these characteristics or attributes. Consequently, openness to experience may be viewed as a personality feature made up of a collection of traits, tendencies, and habits (Soyuçok, 2007). People with this personality type like differences and being different.

3. ORGANIZATIONAL CLIMATE

If we can make an analogy with individual human beings, every organization can be set to have its own personality. Organizational climate may be considered as the psychological atmosphere and personality of the organizations. This aspect of the organization expresses the psychological climate of the group and is a consequence of interpersonal and intergroup interactions. In this section, conceptual explanations about organizational climate will be given. The dimensions and classifications of the organizational climate will be explained, and then the issues affecting the organizational climate will be emphasized.

3.1. Organizational Climate Definition

Climate as an organizational attribute was investigated to see if it differed by organization (Drexler, 1977). Every organization has its own specific climate. This psychological atmosphere of an organization is generally called organizational climate. (Pritchard, 1973). Organizational climate is the collection of individual, organizational, and environmental traits that distinguish an organization apart from others, and give it a particular identity. Organizational climate gives it a distinct character, is perceived by employees, and influences their behavior. Each organization's identity is formed and completed by its beliefs, objectives, and attitudes. In short, these structures that make up the climate of the organization offer a useful way to explain human behavior in the organization.

The concept of organizational climate was first researched around the end of the 1930s. Following the human relations approach pioneered by Hawthorne research, researchers turned their attention from the physical environment of the organization to its psychological environment and thus the concept of organizational climate was born (Bülbul, 2018). The concept of organizational climate was developed by a social scientist, Kurt Lewin. (Shin, 2013). Research on the subject is based on the "Field Theory" of K. Lewin (1939), which defines behavior as a function of humans and environment. This theory focuses on explaining environmental variables from a social psychology perspective (Hündür, 2019.).

The divergent viewpoints among management science authors on what constitutes organizational climate. Argyris (1958), provided the first comprehensive definition of organizational climate and introduced the term "organizational climate" to refer to

psychological structure of the organization psychological structure of the organization (Argyris, 1958).

According to Litwin and Stringer (1964), who made the greatest contributions to this field, defined organizational climate as a collection of measurable traits that are perceived, either directly or indirectly, by the environment and the individuals who live and work there. Also, organizational climate affects their motivations and behaviors.

Andrew Halpin and Don Croft's study is about the organizational climate with schools, and Halpin said that the schools he visited had different personalities. He stated that, just as the idea of personality is unique to the individual, the organizational climate varies according to each school, implying that each has its own character.

According to Schneider's research, he defined organizational climate as the atmosphere that staff members perceive is produced by practices, processes, and rewards in their workplaces. Fatih (2006), idea, the organizational climate is a framework that generates the personality of the organization and defines it by distinguishing it from other organizations. Furthermore, he defined it as a psychological construct that can be felt and perceived by individuals inside the business and incorporates all of these characteristics.

Drexler (1977), identified organizational climate as an aspect of organizational settings and stated that it is a structure that differs across organizations and should vary per organization.

While defining the organizational climate, the most striking concept is individual perception. This concept brought with it many questions. According to this, Do the individual perceptions of the employees affect the organization climate in this way? Or is it a concept that belongs to the organization and is formed over time?

The perspective that people have of their working environment is crucial. Individuals' attitudes and behavior are influenced by their perceptions. Positive perceptions of the working environment and conditions affect the individual's behavior in a positive way. In the opposite case, negative attitudes and behaviors can be observed (Hulusi Doğan, 2009).

Waters (1974), based on individual perception, defines organizational climate as the set of characteristics that are effective in determining the organizational behaviors that employees perceive individually while doing their jobs and that they show while performing

their duties. In his study, Johnston (1976) divided his participants into two groups to better understand the idea of individual perception. He divided these groups according to their working time in the organization. As a basis of the research, it was observed that organizational climate perceptions of the people in the group changed according to the time they worked. While mentioning the importance of individual perception, Johnston (1976) emphasizes that organizational climate is a concept that depends on both the perception of the employee and a series of organizational characteristics.

Schneider (1972), acknowledges the existence of organizational climate in individuals' perceptions of the organizational environment and how these impressions are generated as a result of the perceiver's attributes (for example, values and needs). According to Inkeles (1954), the interaction of organizational and individual traits generates a climate. The organizational climate approach, which is made only according to organizational characteristics, seems to be overly organizationally oriented (Inkeles, 1954).

3.2. Organizational Climate Types

The organizational climate of each organization varies from each other. Consequently, we can classify organizations according to their specific characteristics and their organizational climates. Two outstanding studies are discussed in this section.

3.2.1. Climate Types according to Halpin and Croft

When Halpin and Croft's studies are examined, organizational climate is investigated in six distinct types. These are described briefly below.

Open Climate: The open climate indicates that members are extremely esprit (Hayes, 1973). In an open climate, managers and staff get along well. Employee morale is high. As a result, employees perform their duties with great enthusiasm and pleasure. It is described as a dynamic organization that achieves its objectives. Here is a humanistic attitude throughout the organization and managers who care about their staff. Individuals who perceive an open and compassionate organizational climate are more happy with their bosses and compensation (Ahmad K., 2018).

Autonomous Climate: In this climate type, it is seen that the morale levels of employees and managers are high. Pressures within the organization do not affect productivity. Autonomous climate and open climate are basically the same species. However, in the autonomous climate, unlike the open climate, the managers keep a certain distance between them and the employees.

Controlled Climate: A controlled climate is a type of climate that focuses on successful decision-making and ignores social needs and satisfactions (Hayes, 1973). Generally, task-oriented and the primary tendency of groups is task completion rather than social needs. Compared to the open climate, morale levels are lower. According to what we mentioned above, the manager is distant.

Familiar Climate: In this type of climate, relationships are prioritized and employees feel like a family. Organization members can express their opinions on how to do things.

Paternal Climate: The manager sees himself as a family head and acts accordingly. The manager has a constantly controlling structure. In this climate type, sincerity is low and it is closer to the closed climate type. Employees are not comfortable because they feel within certain limits and their happiness levels are low.

Closed Climate: We see many rules in the management layer and managers are distant. In addition, in this type of climate, managers are not effective in guiding their employees and are not interested in the positive personal characteristics of the employees. The workload and job descriptions are high and the employees are not cared for. He expressed it as a climate type where job satisfaction is low and organizational regression is seen.

3.2.2. Climate Types according to Litwin and Stringer

Authoritarian Climate: In businesses where this type of climate is dominant, authority is dominant. Status is important and job descriptions of employees are drawn with definite limits (Hündür, 2019.). In the case of going out of work, the employee is penalized. Since communication is provided vertically, no employee can communicate with a manager other than the manager to whom he/she is directly reporting. In this type of climate where job satisfaction and motivation are low, a traditional approach is dominant.

Democratic Structured Climate: The manager values his employees more than work and makes him feel this. There is equality among individuals and employees have the right to participate in decisions. In this climate type, organizations focus on providing a sense of unity, and helping employees rather than planning ahead.

Climate for Success: This climate type is based on success and motivation. Intra-organizational competition is supported. Creativity of the team is considered important. Every idea put forward is considered valuable. The feeling of trust and togetherness is high in the success-based duality, and the employees are supported by the organization. The organization is highly accepted by the employees. As a result of this situation, the sense of commitment is high.

3.3. Organizational Climate Dimensions

The term organizational climate dimension refers to the variables that contribute to the development of organizational climate. Organizational climate depends on many factors. The value of the climate concept is that it enables researchers to examine multiple dimensions of organizational behavior under the "umbrella" of a single global concept. (Schneider B. &, 1972).

The organizational climate, which is effective on the organizational behaviors of the individuals in the organization, is determined according to the individual characteristics of the employees, the structure of the organization they work for, and the environmental factors in which the organization is involved.

Dimensions of organizational climate created by Litwin and Stringer will be briefly discussed in this section of our study. It is not possible to look at every aspect of organizational climate.

Organizational Structure: The rules, official procedures and regulations constitute the organizational structure. This dimension expresses how employees feel related to the management style, the boundaries of the organization, and the operating style. The more strict the rules are cause the more frustrated employees when they attempt to do the job efficiently (Ahmad K., 2018).

Responsibility: The concept of personal responsibility expresses the degree of obligation employees feel while doing their jobs. This dimension also brings the following questions; Do the employees of the organization only follow the orders and instructions given to them? Or are they allowed to take priority? (Hulusi Doğan, 2009). Encourage employees to behave autonomously while holding them responsible for their decisions and actions to increase work satisfaction and decrease stress (Ahmad K., 2018).

Support: Support climate is formed when the feeling of trust and mutual support relationship is dominant in the organization (Ahmet Mumcu, 2021). It expresses the team spirit in the organization. An organizational climate that gives importance to solidarity and friendship stimulates more "attachment motivation" on employees. Employees who work in pleasant and supportive environments are more likely to be happy with all elements of their careers (Ahmad K., 2018). Support climate is formed when the feeling of trust and mutual support relationship is felt dominantly in the organization.

Rewards and Penalties: The rewards and penalties dimension is concerned with the bonuses and raises that staff members expect as a result of their performance on the job. Reward climate creates more "achievement" and "attachment motivation" than punishing climate.

Standards: Standards put pressure on employees to perform their jobs better. To make the employee proud when he/she accomplishes a job with a high standard.

Organizational Commitment: It reflects the degree of commitment that the employee feels towards the goals of the organization with the pride of being connected to the organization (Mumcu A., 2021).

Risk Taking: It refers to the degree to which employees are encouraged to take risks and innovate in the organization. Employees' willingness to take risks in the proper conditions, along with the company's support, will have a significant beneficial influence on the organization.

Organization Adoption: The dimension of adopting the organization is similar to the dimension of commitment to the organization (Akpulat, 2019). In this dimension, issues such as value to the organization, belief, willingness to work, and willingness to continue work are important (Çise, 2009).

Conflict: Conflict can also be defined as disagreements between people arising from various sources. Disagreement, hostility, and interpersonal incompatibility all occur in a conflict context. Conflicts are likely to lead to withdrawal and angry outbursts, and can interfere with group work (Ogrodniczuk, 2003). Conflicts provide positive and negative contributions to organizations. Conflicts allow for the clarification of issues through reciprocal dialogue and the introduction of fresh perspectives inside the organization. In addition, conflicts reduce morale and cause distances between people to increase. Additionally, it raises the rate of staff turnover.

3.4. The Importance of Organizational Climate

Organizational climate; It is critical to an organization's capacity to adapt to a rapidly changing external environment, gain a competitive edge, and long-term survival (Akpulat, 2019). In today's very competitive climate, firms' efforts, to maintain their existence and gain competitive advantage, in order to create a positive organizational climate are among the basic requirements for the continuity of the organization. (Davidson M. C., 2003). Organizational climate is one of the key characteristics that influence an organization's ability to fulfill its business objectives. Organizations must have a healthy and good organizational environment, since this is one of the cornerstones to organizational success. Conflicts, issues, and tensions are eliminated when there is a healthy climate in the workplace (Mumcu A., 2021). In circumstances where there is an unfavorable and unhealthy organizational climate, organizational success cannot be discussed.

Organizations must take into account the environment for their employees' wellbeing. Employee behavior is influenced by the environment, as is their commitment to the service ethic (Davidson M. C., 2003). The climate that arouses positive emotions in the employees expresses a positive organizational climate. Employees' morale and satisfaction levels are high in businesses with this type of climate. Organizations have high efficiency. Negative organizational climate also exhibits the exact opposite of what we have mentioned. In this type of organizational climate, the feeling of trust, communication and participation among employees is low.

When we touch on the importance of organizational climate for organizations, we see its relationship with many concepts. Positive or negative organizational climate affects employee productivity as well as the feeling of satisfaction. In addition, a positive or

negative organizational climate has a significant impact on performance and profitability (Davidson M. C., 2003). Unpleasant working conditions can have a detrimental impact on employees' physical and emotional health, as well as consequences such as absenteeism and quitting. In addition, while the organizational climate affects the sense of commitment of the employees to the organization, its positive aspect increases the morale and motivation levels of the employees.

3.5. Organizational Climate and Personality

There are several characteristics that may be cited to describe the idea of organizational climate. In this section, we will examine studies on the relationship between organizational climate and personality. So we will have touched on personal parameters. Personal parameters; express the characteristics, approaches, and specific qualities of its members (Korkmaz H., 2012).

Choosing the right people is important to the success of organizations. Every person working in an organization reveals his own personality and skills. Recognizing each person's working style, ability level and personality types that create and influence them is important for organizations and also affects organizations. In addition to the choices of the right people, the concept of organizational climate, in which the organization has and forms its identity in a way, is as important as the person choices for organizations and expresses the psychological environment of the organization. This section of our study examines, using literature reviews as a foundation, how organizational climate and the concept of personality are related.

Employee personality traits are one of the most prominent internal elements influencing organizational climate (Roohollah Askari, 2017). Since each member of the organization will have different personality traits, this mixed combination has an important effect on the formation and shaping of the climate (Korkmaz H., 2012). Having the appropriate workers will considerably boost an organization's success (Davidson M. C., 2003). In his research, Robert D. Pritchard (1973), made the assumption that individual differences and organizational climate interacted. According to Pritchard, the harmony between individual needs and institutional values is important and organizations should develop strategies with this in mind. First, he suggested that individuals whose needs are most compatible with those of the organization should be selected. Additionally, Pritchard

stated that firms' organizational principles might be adjusted in an attempt to use of their employees' potential. Finally, he mentioned that incentives can be made to suit individual needs and task requirements of organizations. Managers with a high need for autonomy can be rewarded for more fluid decision making and innovative and independent action (Pritchard, 1973).

According to L.K. Waters (1974), the traits of the individual who is evaluating the job and work environment, namely climate factors, might influence the judgment. According to this viewpoint, measurements of causative factors are done based on the perception of the individual whose behavior is being researched (Frank Friedlander, 2006). In other words, perceptions are the result of the interaction between personality and organizational climate elements. (Likert, 1961).

Roohollah Askari (2017), in his study conducted with hospital employees, suggested that employee personality traits and establishing a positive climate in hospitals are important and thus productivity and effectiveness will be ensured. However, there was no significant link found between organizational climate and personality variables in this study. In this study, as a result of examining only the organizational climate dimensions, a significant statistical relationship was observed between personality traits and their relationship only in the dimension of agreement on procedures.

Kamarul Zaman Bin Ahmad (2018), in his study, argued that organizations with a highly structured environment and formality should not look for social workers. If they want to have more social employees, organizations should loosen their structure and be more flexible (Ahmad K., 2018). In a way, we see that social workers belong to flexible and supportive work environments.

Friedman and Rosenman (1974), In their research on type A and type B personalities, it is seen that people prefer organizational climates that are proportional to their personality characteristics. It has been observed that people with type A personality traits prefer organizations with high performance standards, harsh and hostility preferential (Kristof, 1996).

4. GROUP DYNAMICS AND THERAPEUTIC FACTORS

The idea of group dynamics and therapeutic elements will be covered in this section of our study. The concept of the group and its significance for organizations will be discussed first. After that, the notion of group dynamics will be defined and its significance for organizations examined. We will look at the therapeutic concept and discuss the components that make it up, which is a significant aspect of our research. The research on the connections between group dynamics, personality, and organizational climate that served as the foundation for our study will next be reviewed.

4.1. Definition of Group and Importance for Organizations

With the rapid changes and increasing competition in the internal and external environment, we see that organizations prioritize group success rather than individual success. For this reason, organizations give more importance to group work. Ensuring the effectiveness of groups and analyzing group dynamics correctly has become a necessity for organizations to be successful and to ensure continuity.

First of all, what is a group? What distinguishes the group from people who have been met randomly? The group consists of individuals who come together to achieve certain goals and interact with each other. Groups do not mean random gatherings of people. There are mutual relations, values, goals in groups. The word "group" comes from the Italian word "gruppo" (Dereli B., 2012). In his study, Loser (1957) proposed 5 criteria for a community to be referred to as a group. He emphasized that a community must exhibit dynamic interaction among its members in order to be referred to as a group. In other words, there needs to be interaction between individuals. People must share common aims and purposes in order for a community to be referred to as a group. A community of people can only work together as a unit if they share a common objective (Loeser, 1957).

Groups have certain dimensions and functions, and the size and functions have a direct relationship of the groups, and any disproportion here causes changes in the efficiency of the group. In addition, the concepts of will and consent have an important place in groups. An efficient group functions only with the will and consent of its members (Loeser, 1957). Finally, in order for a community to be called a group, it must be self-governing. In every

real group there is a capacity, willingness, or intention to direct, control, or direct the destiny of the group in terms of self-management (Loeser, 1957).

The groups that employees establish and how these groups interact are just as crucial to the success of human resources management as accurately identifying and effectively managing each employee's unique traits, expectations, and added value to the company (Dereli B., 2012). Organizational groups ensure efficiency in carrying out the work with a minimal workload. Additionally, groups can correct weaknesses in managers when necessary, giving firms stability in their commercial operations. Each group member's thoughts, feelings, and behaviors are profoundly influenced by the interpersonal processes that take place in the group. (Forsyth D. R., 2014). Groups can resist changes within the organization and produce negative results. In addition, undesirable situations such as role conflict and gossip can occur within groups. Organizations may need to take measures to prevent these situations.

4.2. Definition of Group Dynamics

Interaction occurs whenever humans are present. The concept of group dynamics in the field of organizational behavior aims to describe the nature of groups, how they grow, and how they interact with one another, as well as other groups and institutions (Dorwin Cartwright, 1968). It is a concept that describes how the group is organized and managed (Dereli B., 2012). Group dynamics is defined as the power that arises from the interaction between an individual and the social group to which they feel they belong. (Muhammed Zincirli, 2021). Group dynamics also describes how members of the group as well as the group's structure respond to changes in any aspect of the group (Eren, 2001).

Kurt Lewin had a significant impact in the emergence of the concept of group dynamics. Lewin believed that groups were dynamic and powerful entities that had the power to influence individuals and society (Dereli B., 2012).

4.3. Therapeutic Factors

The definition of therapeutic is "curative." In other terms, it is a method of treating a mental illness. The human environment can also be regarded as therapeutic. The environment can make the person feel comfortable and have a healing effect.

In psychology, the word therapeutic is often used by therapists and rehabilitation centers. The goal of therapeutic communication is to create an atmosphere where the patient feels heard, understood, and comfortable expressing his feelings and thoughts to the therapist. When there is a therapeutic relationship present and the patient and therapist's opinions and attitudes are in conversation, the environment is democratic.

Although therapeutic elements are effective in all forms of therapy groups, the ways in which they interact and are measured might differ greatly from group to group. Furthermore, due to individual variations, members of the same group may benefit from quite diverse combinations of therapeutic elements (Yalom I. D., 2018).

Yalom's (1995), extensive analysis of therapeutic elements highlighted the complicated process of therapeutic development and how human experiences interacted in a group environment. Creating an effective therapeutic environment inside groups necessitates paying attention not just to the therapeutic growth of individual client members, but also to the group's overall development (Burlingame, 2001). In environments where the therapeutic environment is created, people's motivation for change increases. Individuals are more comfortable taking risks and there is high satisfaction and closeness in group work (Widra, 1987).

According to Yalom's study, there are 11 types of therapeutic factors. These; instilling hope, universality, knowledge transfer, altruism, restorative repetition of the first family group, development of socialization techniques, imitative behavior, interpersonal learning, group cohesion, catharsis and existential factors.

Instillation of Hope: Hope instillation is the most important process at the beginning of the group. Hope by itself is not enough for a person to trust therapy, but patients can use this factor to increase their belief and confidence in the group's usefulness (Yalom I. D., 2018).

Universality: Every person thinks and feels that only he/she experiences the problems. Although the reasons are different, similar problems are experienced by others. The person participating in the therapy group will realize that they are not alone when they perceive their similarities with others.

Imparting Information: Information at the beginning of the group and during the group process increases the awareness of the members. Information is provided by the therapist, co-therapist and group members.

Altruism: People want to feel needed and useful (Yalom I. D., 2018). The willingness to give without expectation is itself a healing factor. Members of therapy groups aim to raise the altruism level by accepting gifts and giving them to the other person.

The Corrective Recapitulation of the Primary Family Group: Almost every person has experienced negative situations in their past family life. With this factor, the positive environment in the group will create a corrective experience for the members from the negative family environment.

Development of Socializing Techniques: Therapy groups attempt to provide a social atmosphere similar to the real world. In this way, people gain social skills. People express problems about interpersonal relationships more easily. Individuals mature by developing interpersonal relationships.

Imitate Behavior: This factor is related to modeling. Group members take models from the therapist, co-therapist, and other members of how to do things right. In short, it creates a behavioral rehearsal.

Interpersonal Learning: Groups, in a way, form a tiny social universe of us. With the emergence of the interpersonal learning, members see what their problems are related to. Through feedback and self-observation, people begins to see his strengths, problems, limitations, and incompatible features.

Group Cohesiveness: Cohesion is the quality of relationships that form among group members (Ogrodniczuk, 2003). Individuals feel like they are part of the same team when there is commitment among the group members. Early adaptation can also be linked to a group member's ability to deal with disagreement, which occurs often during the beginning phase of group therapy (MacKenzie, 1994). Participation is higher in cohesive groups. In cohesive groups, people are more willing to take risks, open themselves up and help each other.

Catharsis: Catharsis is the process of expressing repressed thoughts through emotional reactions (Yalom I. D., 2018). In short, catharsis is allowing people to release intense emotions in a therapy environment.

Existential Factor: We must acknowledge that some of life's difficulties and painful parts cannot be avoided. The purpose of mentioning this aspect is to help us recognize our mortality, learn to live more freely and spontaneously, and to stop worrying about unimportant matters. We are responsible for what we experience and do, regardless of the influence of others on us. It is necessary to take responsibility and risk to live.

4.4. Group Dynamics and Therapeutic Factors

Individuals' interests will make them happier to take part in appropriate professions; it will contribute to making people more stable and productive at work. As a result of the harmony of the people and the interaction between them, the group dynamics will be achieved and also the group harmony will be achieved. Group cohesiveness is described as a sense of belonging to a group, whereas group climate reflects group members' opinions of the therapeutic environment (Johnson, 2006).

Theorists of group dynamics describe therapeutic elements in terms of group interactional processes because they believe that these are the most effective ways to encourage therapeutic changes in group members (Kathleen Hastings Vertino, 1996).

Yalom (1995), suggested in his study that the interaction between members constitutes the group dynamic and reveals the therapeutic factors in these dynamics. Therapeutic factors are a concept that supports group development and facilitates interpersonal dynamics by influencing group dynamics in a way.

Yalom's (1995), study discussed how therapeutic change and interaction of human experiences occur in a group setting. Yalom lists altruism, cohesiveness, and universality as the top three therapeutic factors for groups. (Phan, 2004). These factors were chosen because numerous research have connected them to group climate or environment. Therapeutic factors can sometimes occur alone on an individual basis, but more than one therapeutic factor may emerge in group studies.

Group dynamics are complicated and strong social processes that have an impact on the members of a group, unlike dyadic interactions (Forsyth D. R., 1999). As a result, group dynamics and other aspects of their strength and effectiveness can be beneficial tools for counselors as they grow both professionally and personally (Phan, 2004). Phan and colleagues (2004) list “altruism, cohesiveness, and universality as the three most important therapeutic factors in a workgroup.” (Kevin A. Tate, 2013). The Group Dynamics Inventory was created by Phan and his research to construct group members' perspectives on group dynamics. He attempted to evaluate group dynamics by using the ideas of group cohesion, universality, and altruism.

4.5. Therapeutic Factors, Personality and Organizational Climate

Therapeutic elements, we believe, are relevant not just in clinical groups but also in organizational contexts. Therapeutic aspects will promote employee happiness and well-being in the workplace. As a consequence, enterprises will benefit and a healthy work environment will be created. For these reasons, we adapt therapeutic factors to the work environment in our study.

Altruism, cohesiveness and universality, which we have briefly mentioned above, will be discussed in broader definitions by associating them with the concept of personality in this section. People want to feel needed and useful (Yalom I. D., 2018). This explains the idea of altruism. Altruism is first and foremost the selfless use of one's resources for the benefit of others (Furnham A., 2016). Another definition of altruism is "the act of assisting others without regard for one's own self-interest." (Argan M., 2017).

An important factor underlying altruistic behavior is personality traits (Argan M., 2017). In his research, Bekkers (2006), hypothesized that those with an openness and extrovert personality are more altruistic. This is explicable by the fact that extroverts tend to be more successful at forming social connections. Additionally, Bekker (2006) demonstrated a positive relationship between suitable personality type and blood and organ donation. In his study, Batson (1986) was unable to discover any connection between personality traits and altruistic attitudes. It was found to be related to the motivation to help, but it was seen that this motivation was made with selfish feelings. Oda (2014), investigated the relationship between the Big Five personality traits and altruistic behaviors and suggested in his study that altruism contributes to individual differences. Oda (2014), suggested that, like Bekkers

(2006), extroverted personality traits contribute to altruism. But other personality traits differed according to the recipient. The agreeable personality trait, for instance, only increased altruism toward friends, and openness only increased altruism toward strangers (Oda, 2014). As a result of this situation, as we can see, the reason for altruistic behavior differs depending on the connection between the actors and the receivers.

Mehpare Tokay Argan (2017), aimed to examine whether different personality traits can be distinguished in terms of altruistic behavior and whether personality traits affect altruistic behavior. According to this study, a person's personality characteristics have an impact on their altruistic behavior. The study's findings include the following: Extroverts were shown to have higher altruistic values. Additionally, the altruistic values increased along with the person's compatibility dimension. In addition, differences were found between neurotic personality dimensions in terms of altruistic value levels (Argan M., 2017).

Cohesiveness means the attractiveness of the group for members. In a way, cohesion is the formation of a "we" concept for groups. Group cohesion is not a therapeutic strategy in and of itself, but it is required for other therapeutic variables to operate (Yalom I. D., 2018). One of the biggest characteristics of fixed groups is the high level of cohesion among group members. These sorts of groups have greater rates of involvement, persistence, and mutual support, and the group regards its standards as higher than less cohesive groups (Yalom I. D., 2018). In group psychotherapy, the term "cohesiveness" refers to the therapeutic relationship that results from the interaction of member-leader, member-member, and member-group ties. (Burlingame, 2001). The concept of cohesiveness in group psychotherapy leads to positive results for patients such as improved self-perception (S. H. Budman, 1989). Members of a group take required risks and achieve inner discoveries as the group grows more cohesive (Burlingame Gary M., 2002). However, the attraction people feel towards the groups they belong to is different for each member. This shows that cohesiveness is not stable.

Many people think they are the only ones with unacceptable problems, thoughts, and impulses. The sense of uniqueness affects one's life by dominating one's life. After the person's participation in a group and communication, expresses his/her feelings more and provides integrity after hearing the concerns of other members of the group similar experience. People obtain the most acceptance from other members when they identify their similarities to others and communicate their innermost problems (Yalom I. D., 2018). As a

result, the fact of universality or “we are all in the same boat” is important for individuals and groups. Universality is a concept that helps a person to feel part of a whole, to understand that many people have problems, and to realize that they are not alone. Universality, like other therapeutic elements, has no defined borders; it interacts with other therapeutic factors (Yalom, 1995).

The research goal on organizational climate is to determine the factors affecting the organizational behavior of the employees and to determine the organizational behaviors for certain purposes. The appropriate organizational climate is seen as a significant resource in guaranteeing employees' mental wellness (Roohollah Askari, 2017). When employee behaviors are examined in environments where the organizational climate is negative, employees have been reported to be unwilling to provide knowledge or admit their faults (Børge Obel, 2004). Ogrodniczuk (2003), emphasizes the importance of therapeutic factors and the importance of applying the therapeutic environment to workplaces in order to create a healthy workplace environment.

There is a scarcity of research on the link between group atmosphere and therapeutic elements. Organizational climate is only associated with the concept of cohesion in the current literature. The concept of cohesion is considered as an organizational climate dimension. Accordingly, in a climate of commitment employees adopt the organization and its goals with a sense of loyalty, and this situation is perceived by the employees in the organization in a common way (Mumcu A., 2021). Group cohesiveness is described as a sense of belonging to a group, whereas group climate is an indication of group members' impressions of the therapeutic environment of the group (Johnson, 2006).

When existing studies are examined, there is a scarcity of knowledge regarding the in the literature relationship between therapeutic factors and personality and organizational climate. In this study, these deficiencies will be tried to be eliminated.

5. METHODOLOGY

The model, constraints, and significance of the research are presented in this section of the study. In addition, the hypotheses and the scales used are discussed in this section.

5.1. The Research Design

The research is based on a basic data collection source. A questionnaire was used as a data collection tool in the research. The surveys were made with people working in the service sectors operating in Ankara and these employees were selected from those who work physically. Scientific articles, documents and books were used on the subject. In this way, the theoretical framework of the research was formed.

Particular attention was paid to ensure that the questions used in the questionnaires were understandable. Considering the statistical analyzes of the analyzes used, it is seen that high validity is achieved. In other words, the applied questionnaires measure the features they want to measure accurately and without mixing them with other features. In addition, the reliability of the questionnaires is high and consistent. In other words, there is consistency between the answers given by the individuals to the questionnaire items.

5.2. Research Model

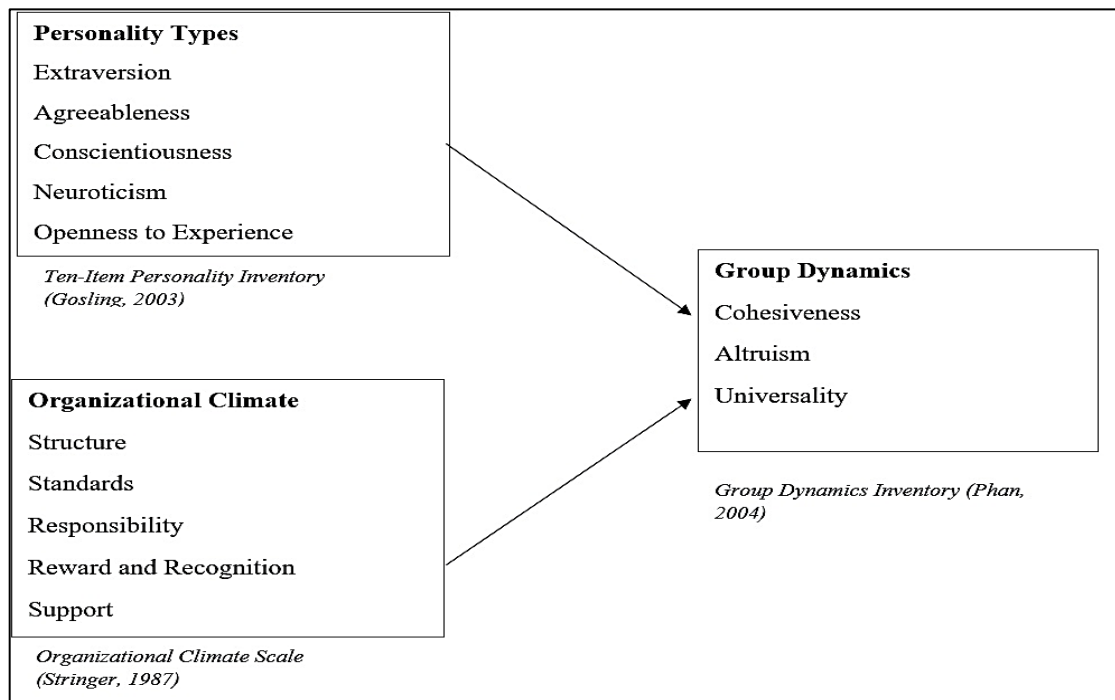


Figure 5.1. Model of the research

As a result of the structural equation model analysis of this model, which we created while conducting our research, the suitability of the model could not be ensured. Accordingly, we had to exclude personality types from the model. While evaluating personality types with correlation analysis, a structural equation model was applied between organizational climate and group dynamics. In addition, the relationship between organizational climate and group dynamics was evaluated by correlation analysis.

5.3. The Research Hypothesis

The research model is shown in the figure above (Figure 5.1). The following hypotheses have been prepared to be evaluated in accordance with the research model:

Hypothesis 1:

H0: There is no relationship between personality types and group dynamics.

H1: There is a positive relationship between personality types and group dynamics.

Hypothesis 2:

H0: There is no relationship between organizational climate and group dynamics.

H1: There is a positive relationship between organizational climate and group dynamics.

5.4. Purpose and Significance of the Study

The main purpose of the research is to reveal how personality traits and organizational climate affect the group dynamics, which are perceived by the employees in the organization and give the organization an identity by distinguishing it from other organizations. With the study, it will be possible to see how group dynamics are affected by these two concepts as a result of measuring and observing the personality types of the people who make up the group and the organizational climate they are in. The study will guide organizations in providing effectiveness, continuity, and efficiency.

The model used to measure group dynamics is also common in clinical group studies and is mostly used in the field of psychology. As a result of the application of therapeutic factors, that is, curative factors, to workplaces, it can lead to positive results (Forsyth D. R., 2010). In this way, the feeling of loneliness can be prevented both in social life and in business life. By adapting this study to the business field, we will be able to see which personality type is associated with these therapeutic factors while analyzing group dynamics in terms of therapeutic factors.

5.5. Scope and Limitations of the Study

Research falls within the fields of management science, organizational psychology, and psychology. It is also related to areas such as group research, intragroup interaction, and group dynamics.

Within the scope of this study, the concept of personality, personality types, organizational climate and group dynamics will be discussed theoretically and then the importance of these concepts for organizations will be explained. The importance of these concepts for organizations, which is one of the main subjects of management sciences, will be discussed with their classification in the literature. The model used when measuring group

dynamics is also common in clinical group studies and is mostly used in the field of psychology. By adapting this study to the field of business, we will be able to see which personality type is associated with these therapeutic factors while analyzing group dynamics in terms of therapeutic factors. In addition, these factors will be analyzed by associating organizational climate dimensions. The service sectors in Turkey-Ankara were chosen as the study area.

5.6. Data Collection Tools

The research sample consists of people working as a group (team) in the service sector. The selected persons will specifically constitute persons working in the same shifts. The research method is a questionnaire and interviews will be conducted face to face.

Convenience sampling method will be used as the sampling method, however, by conducting a survey in at least 3 different organizations, it will be ensured that the relationship between the variation in the organizational climate variable and other variables can be seen.

The first part of the survey study about the demographic variables which includes information such as age, gender, marital and job status of the person. Private information such as name and address is not requested in this and other parts of the survey.

While determining personality types, a short 10-item personality scale developed by Gosling (2003) and translated into Turkish by Atak (2013) will be used.

While measuring organizational climate, the scale developed by Litwin (1968) and finalized by Stringer (1987) will be used. The Turkish translation of this questionnaire was made by Nilgün Kalfazade (1993).

Group dynamics will be discussed with Irvin D. Yalom's work which is about the therapeutic factors, group work and groups. These factors are a model that experts use when making assessments about the limitations and strengths of groups. Group Dynamics Inventory, developed by Phan (2004), will measure group dynamics by including questions about three therapeutic factors (a) altruism, (b) universality (empathy/approval/acceptance) and (c) group cohesiveness.

At the end of these three measurements, hypotheses about how group dynamics can occur in different ways in relation to the personality types of the members and the organizational climate, which is the main research question of the study, will be tested.

In this study, our questionnaires were applied and collected to a large extent. However, the desired number of 387 people could not be reached in order to ensure statistical accuracy and to apply it correctly. A few studies are needed to reach this number and to perform the analysis.

Explanatory and confirmatory factor analysis will be used in our research and hypotheses will be tested with these analyses.

5.7. Ten-Item Personality Scale

The Ten-Item Personality Scale (TIP) is a scale developed by Gosling (2003). The scale consists of 10 items in total. There are five personality types in total and each personality type is evaluated under two questions. The sub-dimensions of the scale and the questions they are related to are stated below.

The main purpose of using this scale is to save time for researchers. Even if the scale saves us time, it is not expected to achieve high alphas and good fit because we measure very large areas with only two elements per dimension and use elements at both positive and negative poles (Gosling, 2003). The main reason of choosing this scale is limited number of questions hence the minimal time cost to the respondents while filling the questionnaire. Remaining scales for organizational climate and group dynamics has a total of around 50 items to fill (excluding demographic questions) which might frustrate the participants and decreases the response rate or questionnaire completion rates if the number of total questions would be even more than the current number when we use TIP is used.

Extraversion: 1,6

Sample question for extraversion: "I see myself as extraverted, enthusiastic."

Agreeableness: 2, 7

Sample question for Agreeableness: "I see myself as critical, quarrelsome."

Consciousness: 3, 8

Sample question for Consciousness: "I see myself as dependable, self-disciplined."

Emotional Stability: 4, 9

Sample question for Emotional Stability: “I see myself as anxious, easily upset.”

Openness to Experience: 5, 10

Sample question for Openness to Experience: “I see myself as open to new experiences, complex.”

Reverse Questions: 2, 4, 6, 8, 10

While the evaluations are being made, each dimension has been calculated separately within itself. The Turkish adaptation of the scale was made by Hasan Atak. It should also be noted that this scale is also used in translation into many languages. When we look at the Cronbach alpha value of the scale, we see that the reliability of the scale is at a moderate level.

Table 5.1. Reliability Statistics

Cronbach's Alpha	N of Items
,580	10

5.8. Organizational Climate Scale

The Organizational Climate scale was developed by Litwin and Stringer (1968) and the scale consists of 24 items. Stringer (1987) conducted revision studies on the scale and revealed 6 dimensions of the 24-item scale. The sub-dimensions of this scale, which consists of 24 items, and the questions they are related to are stated below.

Structure: 3, 6, 9, 20

Sample question for structure: “Our productivity suffers from a lack of a consistent structure and planning.”

Responsibility: 4, 13, 18, 22

Sample question for responsibility: “At work, everything is rationally organized and clearly defined.”

Reward and Recognition: 1,5,17, 19

Sample question for reward and recognition: “When I perform a good job, it is recognized and appreciated.”

Support: 2, 8, 14, 16

Sample question for support: “Our managers don't want us to consult them on every decision, therefore we will continue working in this way if we believe it to be right.”

Standards: 7,10, 12, 24

Sample question for standards: “High performance criteria have been created in the workplace.”

Commitment: 11,15, 21, 23

Sample question for commitment: “I am proud to be a part of this organization.”

High scores on the scale indicate that employees have a positive perceptions of the organizational climate. The scale scoring can be done by separately calculating the sub-dimensions and the overall score. The Turkish adaptation of the scale was made by Nilgün Kalfazade. When we look at the reliability value of the scale, we see that Cronbach’s Alpha is 0,695 and the scale is reliable.

Table 5.2. Reliability Statistics

Cronbach's Alpha	N of Items
,695	24

5.9. Group Dynamics Scale

The theoretical foundation of GDI (Phan et al., 2004) is built on Yalom's (2005), therapeutic factors and specifically the dynamics of group cohesion, universality, and altruism. Group Dynamics scale Phan, L. T. (2004) and consists of 20 items. There are 3 sub-dimensions of this 20-item scale. Adaptation and application of the scale to Turkish were carried out by us and its accuracy was measured by translating the scale from Turkish to English by experts in the field, and then from Turkish to English by people who did not see the questions.

The sub-headings of the Group Dynamics Scale consist of Altruism, cohesiveness and universality. In order, the question distributions are as follows; the first four questions in the survey measure altruism, while the next ten questions measure the cohesiveness dimension. While the last five remaining questions measure universality, there are no questions with the opposite item on the scale.

The suitability of the GDI scale for analysis was evaluated and factor analysis was applied. Before conducting the factor analysis, Kaiser Meyer Olkin Sampling Adequacy Test and Barlett's Sphericity Test were performed for compliance with the factor analysis. The Kaiser-Meyer-Olkin (KMO) Test is used to determine the goodness of the data and suitability for factor analysis in the first stage of explanatory factor analysis. The fact that the measurement value found is close to 1 shows that the data group is suitable for explanatory factor analysis (Öngen, 2010).

When the KMO and Barlett Test Table given in the table is examined, it is seen that the sample adequacy dimension is 0.836. The KMO sample adequacy criterion is a variable ranging from 0 to 1, and the result we obtained is quite sufficient for factor analysis.

In order for the Bartlett's Sphericity Test result to be meaningful, the $p < 0.05$ condition must be met (Tabachnick, 2013). After analyzing the data, Sig.=0.000 means that the matrix formed by the relationships between the variables is meaningful for factor analysis and factor analysis can be performed.

Table 5.3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin		
Measure of Sampling Adequacy.		,836
	Approx. Chi-Square	2406,707
Bartlett's Test of Sphericity	df	190
	Sig.	,000

As a result of the factor analysis we applied for the scale of the research, three dimensions were obtained. When the rotated component matrix was examined to see under which factors these dimensions were collected, the variables GDIALT1, GDIALT5, GDICH1, GDICH6, GDICH8, GDICH9, GDICH10 were excluded from the analysis.

The three factors resulting from the analysis explain 52% of the total variance. The analysis was valid when the total variances greater than 50%. We can see that the Cronbach alpha value of the scale is 0.848.

Table 5.4. Reliability Statistics

Cronbach's Alpha	N of Items
,848	20

5.9.1. Confirmatory Factor Analysis for GDI

The GDI scale we used in our study is a scale translated from English to Turkish. Exploratory factor analysis was primarily performed in order to reveal the underlying factor structure of the expressions representing the variables of this scale, which has been translated into another language (Yaşlıoğlu, 2017) . In this way, the relations between the variables can be explained and a theoretical evaluation can be made.

After the EFA analysis, Confirmatory Factor Analysis was performed in order to understand whether the scale was suitable for the original factor structure. Confirmatory Factor Analysis is commonly used in scale development and validity analysis to verify a predetermined or constructed structure (Öngen, 2010).

The group climate values obtained as a result of the modifications made with the AMOS program are in the acceptable range and values shown in the Table.

Table 5.5. Group Dynamics Values

Criteria	Results	Acceptable Fit
<i>CMIN/DF</i>	2,312	$CMIN/DF \leq 5$
NFI	0,902	$0.9 \leq NFI \leq 1.00$
RFI	0,901	$0.9 \leq RFI \leq .95$
IFI	0,942	$0.9 \leq IFI \leq 1.00$
TLI	0,927	$0.9 \leq TLI \leq 1.00$
CFI	0,941	$0.9 \leq CFI \leq 1.00$
RMSEA	0,065	$0.03 \leq RMSEA \leq 0.08$

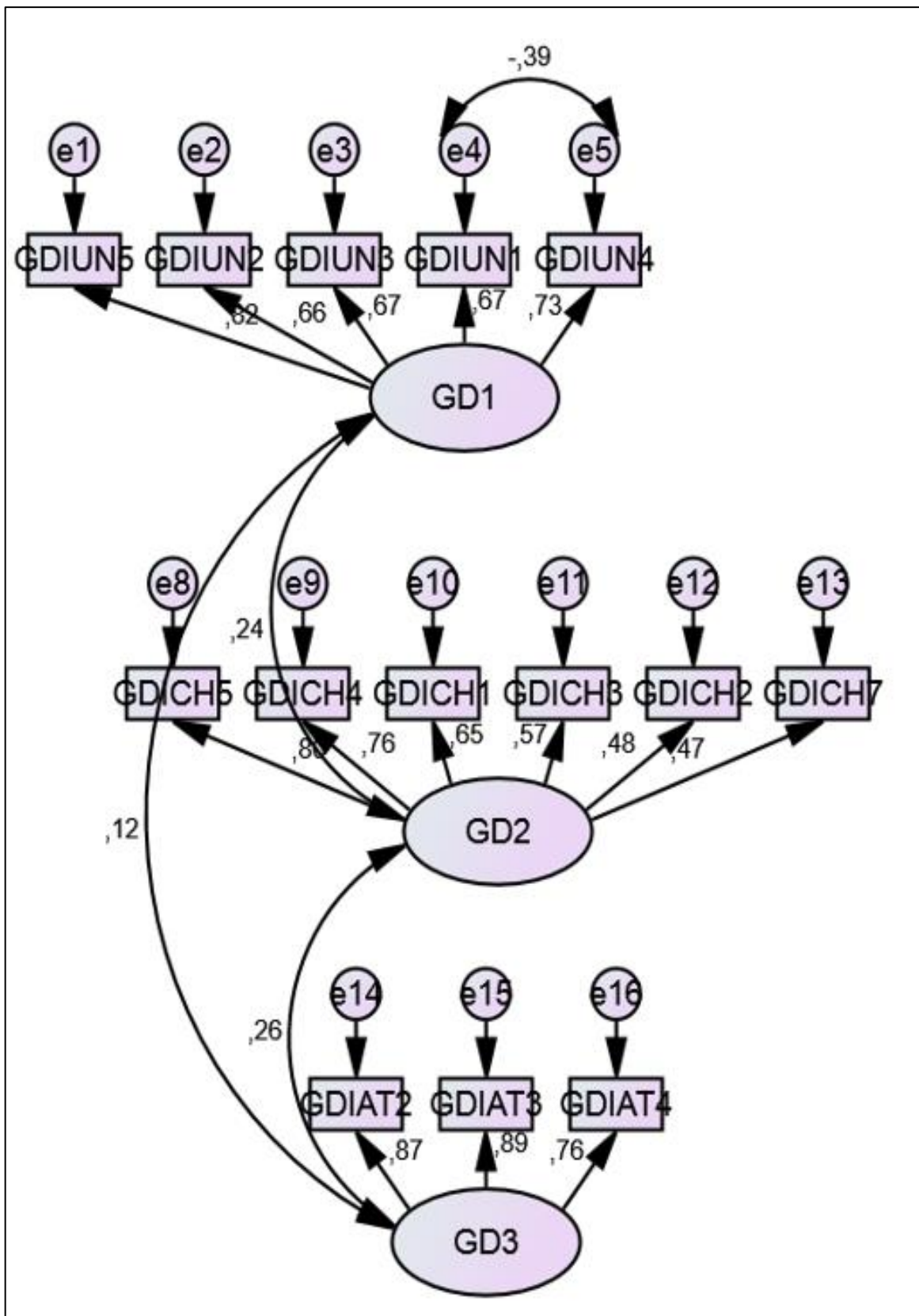


Figure 5.2. Confirmatory factor analysis results for Group Dynamics Inventory

6. RESEARCH FINDINGS

6.1. Analysis of Data

In the analysis of the data collected from the employees, "SPSS Statistics 24.0" and "AMOS 24" software was used. The scale scores and scale sub-dimensions of the participants were calculated separately and their relationship with sociodemographic variables was examined. First of all, it was checked whether our data show a homogeneous distribution. In this direction, ANOVA, Independent Sample t-Test and was applied to our homogeneously distributed data. Non-parametric tests were applied to our data that did not show homogeneous distribution. In order to examine the averages of the sub-dimensions of the scale, "independent sample t-test" was applied to the demographic variables with dual groups and ANOVA with the variables with multiple groups.

6.2. Distribution of Sample

It is observed that 156 (49.8%) of the participants in the research were female and 157 (50.2%) were male. When the gender distribution of the participants is examined in general, it is seen that the ratios of male and female participants are almost the same.

In the survey, 69 respondents (%22,0) is situated in the 18-24 age range, while 148 respondent (% 47.3) 25-34 age range, 47 respondents (%15,0) 35-44 age range, 33 respondents (% 10.5) in the 45-54 age range, 12 (3.8%) 55-64 age range and 4 respondents (%1.3 percent) takes place in the age range of 65 and above. The individuals in the 25–34 age range outnumber those in the other age categories, according to a general analysis of the participants' age distribution.

While 2 (0.6%) of the participants in the study were primary school graduates, 48(15.3%) high school, 197 (15.3%) university, 54 (17.3%) master degree and 12 (3.8%) had other degrees. When the education distribution of the participants is examined, it is seen that more than half of them have a university degree.

Table 6.1. Demographic Data

		Frequency	Percent
Gender	Female	157	50,2
	Male	156	49,8
Age	18-24	69	22,0
	25-34	148	47,3
	35-44	57	15,0
	45-54	33	10,5
	55-64	12	3,8
	65 and over	4	1,3
Education Level	Other	12	3,8
	Primary School	2	0,6
	High school	48	15,3
	University	197	62,9
	Master Degree	54	17,3
Work Experience	1-5 Year	155	49,5
	6-10 Year	62	19,8
	11-15 Year	27	8,6
	16-20 Year	20	6,4
	21 Year and over	49	15,7

6.2.1. Comparison of Personality Types with Demographic Variables

As a result of the answers given by the participants to the "Personality Types Scale", the average score of the five sub-dimensions of the scale "Extraversion", "Agreeableness", "Conscientiousness", "Neuroticism/Emotional Stability" and "Openness to Experience" scores were calculated separately and compared with demographic variables. As a result of the applied normality test (Kolmogorov-Smirnov), we see that our Sig values are $p < .05$. Our data do not show normal distribution. In this case, we need to apply non-parametric tests in order to make our comparisons.

If the assumptions for parametric tests are not met, non-parametric tests are applied. The Mann-Whitney U-Test was used for the two independent groups.

Table 6.2. Tests of Normality

	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Extraversion	,250	313	,000
Agreeableness	,217	313	,000
Conscientiousness	,281	313	,000
Emotional Stability	,142	313	,000
Openness to Experience	,146	313	,000

The Asymp. Sig. (2-tailed) value in the test statistics table is checked, this is the p value. If $p < 0.05$, there is a significant difference, if $p > 0.05$, there is no significant difference. When the p values of personality types are examined, we see that there are two values less than 0.05. This shows us that there is a meaningful difference between gender and agreeableness and conscientiousness.

Table 6.3. Test Statistics

	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness to Experience
MannWhitneyU	11481,000	10259,500	10510,500	11648,500	10820,000
WilcoxonW	23727,000	22505,500	22756,500	24051,500	23066,000
Z	-,997	-2,545	-2,277	-,758	-1,811
Asymp. Sig. (2-tailed)	,319	,011	,023	,448	,070

In the comparison of personality types made for women and men, men's agreeableness and Table 6.4 show us the consciousness levels were found to be higher than women. While making this comparison, the average between the two groups is looked at and evaluations are made according to the group with the higher average.

Table 6.4. Ranks

	Gender	N	Mean Rank	Sum of Ranks
Agreeableness	Male	157	169,65	26635,50
	Female	156	144,27	22505,50
Conscientiousness	Male	157	168,05	26384,50
	Female	156	145,88	22756,50

“Non-parametric test was applied for comparison analysis with demographic variables including multiple groups. First of all, the sig. (significance(p)) value in the Test Statistics table is examined. If $p > 0.05$, there is no significant difference between the groups. If $p < 0.05$, it is understood that there is a significant difference between the groups in terms of the examined feature. In other words, we see that there is a significant difference between agreeableness and age, which is one of the personality types.

Table 6.5. Test Statistics

	Agreeableness
Mann-Whitney U	37,000
Wilcoxon W	1165,000
Z	-2,038
Asymp. Sig. (2-tailed)	,042

As a result of examining the age groups one by one, a significant difference was found between the groups in the 25-34 age group and 35-44 age group. On average, the average of people aged 25-34 was found to be high (Table 6.6). This situation tells us that the agreeableness level of people between the ages of 25-34 is higher than the age of 35-44.

Table 6.6. Ranks

	Age	N	Mean Rank	Sum of Ranks
Agreeableness	25-34	148	104,01	15394,00
	35-44	47	79,06	3716,00

When we look at the p value in Table 6.7, we see that $p < 0.05$. This shows us that there are differences between the groups.

Table 6.7. Test Statistics

	Agreeableness
Mann-Whitney U	2588,000
Wilcoxon W	3716,000
Z	-2,709
Asymp. Sig. (2-tailed)	,007

Table 6.8 show us that the agreeableness level of people between the ages of 35-44 is lower than the age of over-65 age groups. The results showed us that the agreeableness level of people aged 65 and over was higher.

Table 6.8. Ranks

	Age	N	Mean Rank	Sum of Ranks
Agreeableness	35-44	47	24,79	1165,00
	65 and over	4	40,25	161,00

When the relationship between personality types and education levels is examined, Table 6.9 show us there is a difference between the groups since the Sig value of conscientiousness is $p < 0.05$.

Table 6.9. Test Statistics

	Consciousness
Mann-Whitney U	9,500
Wilcoxon W	12,500
Z	-1,985
Asymp. Sig. (2-tailed)	,047

According to the results of the tests, there is a considerable correlation between those with primary school education and those with high school and university. When Table 6.10 is examined, the average of the people in the primary school group is lower than the high school. As a result of the comparison, consciousness levels of high school graduates were found to be higher than primary school graduates.

Table 6.10. Ranks

	Education Level	N	Mean Rank	Sum of Ranks
Consciousness	Primary School	2	6,25	12,50
	High School	48	26,30	1262,50

Table 6.11 show us the there are differences between the primary schools and university level of consciousness level ($p < 0.05$).

Table 6.11. Test Statistics

	Consciousness
Mann-Whitney U	30,500
Wilcoxon W	33,500
Z	-2,152
Asymp. Sig. (2-tailed)	,031

University graduates were shown to have higher consciousness levels than individuals with primary school graduates.

Table 6.12. Ranks

	Education Level	N	Mean Rank	Sum of Ranks
Consciousness	Primary School	2	16,75	33,50
	University	197	100,85	19866,50

Therefore, the consciousness levels of university and master degree were compared and a significant difference was found between them.

Table 6.13. Test Statistics

	Consciousness
Mann-Whitney U	4006,500
Wilcoxon W	5491,500
Z	-2,935
Asymp. Sig. (2-tailed)	,003

Table 6.13 show us that the consciousness s level of people between the high school is higher than the master degree. The results showed us that the consciousness level of people high school was higher.

Table 6.14. Ranks

	Education Level	N	Mean Rank	Sum of Ranks
Consciousness	High School	48	55,71	2674,00
	Master Degree	54	47,76	2579,00

Finally, the relationship between personality types and work experience was examined. Test statistic results (Table 6.15) tell us that there is no significant difference between personality types and work experience.

Table 6.15. Test Statistics

	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness to Experience
Chi-Square	,566	1,133	2,345	4,039	2,414
df	4	4	4	4	4
Asymp. Sig.	,967	,889	,673	,401	,660

6.2.2. Comparison of Organizational Climate with Demographic Variables

The Kolmogorow-Smirnov test of normality was used to determine whether the data were suitable for normal distribution and then to decide which tests we use. As a result of the test, $p > 0.05$ was found, that is, the data show a normal distribution

When the relationship between organizational climate and gender factor is examined, it is seen that $p > 0.05$ ($0.729 > 0.95$). This situation tells us that there is no significant relationship between the organizational climate and the gender factor.

ANOVA test was applied to examine the relationship between organizational climate and age, education and work experience. As a result, no significant relationship was found between these factors and organizational climate. When examined respectively, Sig. values were found to be $0.651 > 0.05$ for age, $0.368 > 0.05$ for education and $0.700 > 0.05$ for work experience.

6.2.3. Comparison of Group Dynamics with Demographic Variables

The Kolmogorow-Smirnov test, which we have done in order to examine whether the organizational climate data are normally distributed or not, has been applied in this scale. The test result gave us a value of $p > 0.05$. In this case, our data show a normal distribution. As a result of the ANOVA and Independent Sample t-Tests we applied afterwards, no significant relationship was found between the concept of group dynamics and demographic variables. For each value, $p > 0.05$ was found.

6.2.4. Structural Equation Model

Structural equation modeling (SEM) is a statistical approach used to test and predict causal relationships and to validate structural theories. (Hoyle, 1995). It is a multivariate method that is formed by combining analyzes such as variance, covariance analysis, factor analysis and multiple regression to estimate the dependency relationships between the Structural Equation Model and the variables created by the model. (Yunus Dursun, 2010).

In short, this analysis method that we have used combines all independent regression or factor analyzes in a single analysis and looks at the relationship between them. How well the model explains the data obtained using SEM is determined by the goodness of fit indices. As a result of the values in the table, we see how much the model explains the data.

Table 6.16. Group Dynamics Values

Criteria	Results	Acceptable Fit
<i>CMIN/DF</i>	2,896	$CMIN/DF \leq 5$
NFI	0,912	$0.9 \leq NFI \leq 1.00$
RFI	0,901	$0.9 \leq RFI \leq .95$
IFI	0,903	$0.9 \leq IFI \leq 1.00$
TLI	0,927	$0.9 \leq TLI \leq 1.00$
CFI	0,906	$0.9 \leq CFI \leq 1.00$
RMSEA	0,078	$0.03 \leq RMSEA \leq 0.08$

As a result of the emerging model, there is a significant relationship between Group Dynamics variables and reward, standards and structure dimensions of Organizational Climate. This confirms our hypothesis that there is a positive relationship between organizational climate and group dynamics.

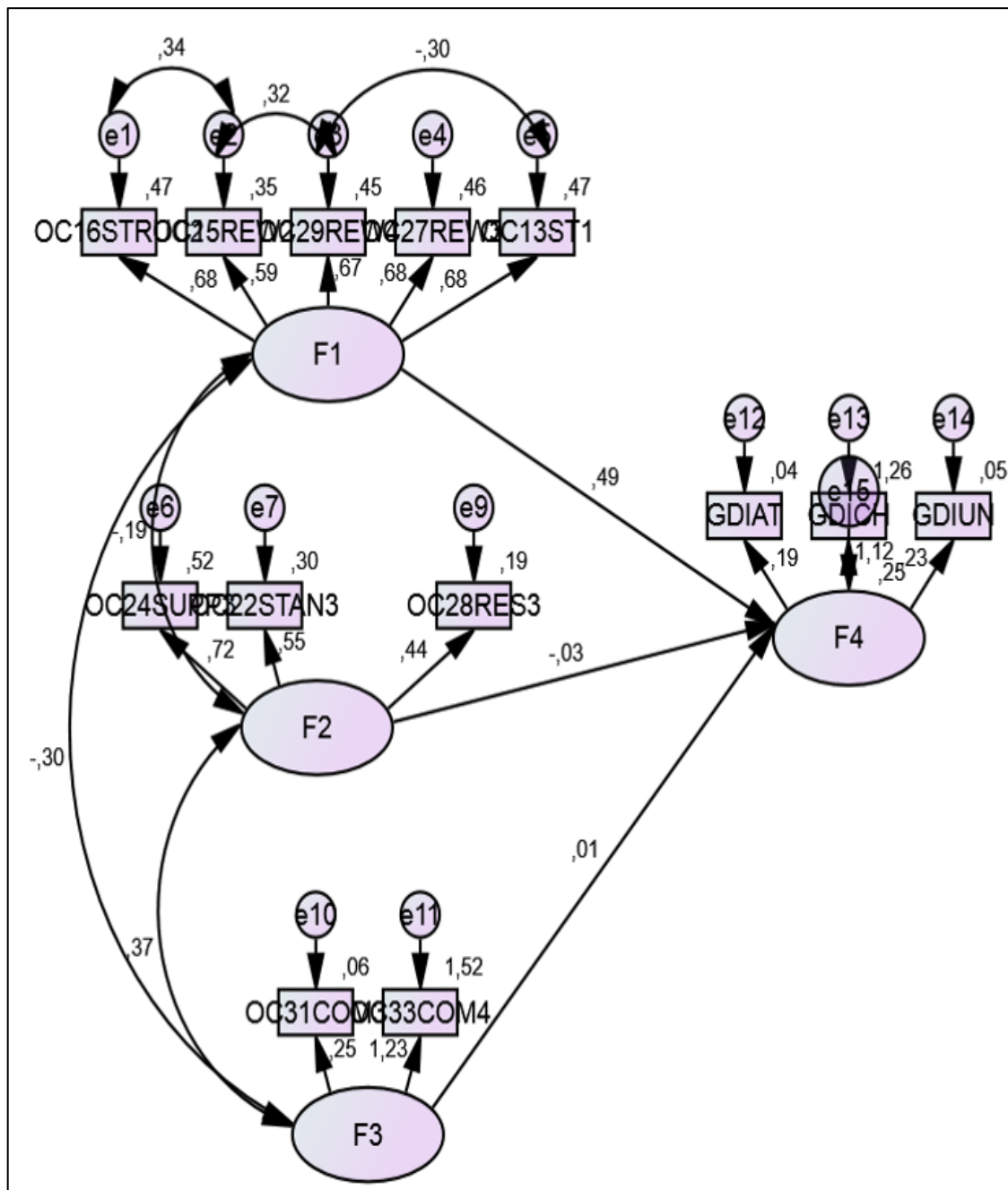


Figure 6.1. Confirmatory factor analysis results for Organizational Climate Inventor

6.2.5. Organizational Climate and Group Dynamics Correlation Analysis

Data show normal distribution. We have done our analysis with Pearson because they show normal distribution. As a result of the analysis, a positive relationship was found between Organizational Climate and Group Dynamics dimensions (Altruism and Cohesion). However, no relationship was found between Organizational Climate and Universality.

Table 6.17. Correlations

		Altruism	Cohesion	Universality	Organizational Climate
Altruism	Pearson Correlation	1	,239**	,112*	,124*
	Sig. (2-tailed)		,000	,047	,028
Cohesion	Pearson Correlation	,239**	1	,240**	,447**
	Sig. (2-tailed)	,000		,000	,000
Universality	Pearson Correlation	,112*	,240**	1	-,083
	Sig. (2-tailed)	,047	,000		,144
Organizational Climate	Pearson Correlation	,124*	,447**	-,083	1
	Sig. (2-tailed)	,028	,000	,144	

6.2.6. Personality Types and Group Dynamics Correlation Analysis

Data did not show a normal distribution, we proceeded through the "Spearman" option under the "Correlation Coefficient" heading.

When the table is examined, a significant and positive relationship was found between personality types such as extraversion, agreeableness and emotional stability.

Table 6.18. Correlations

			Ext.	Agg.	Cons.	EmotS.	OpennE	Alt.	Ch.	Un.
Spearman's rho	Ext.	Correlation Coefficient	1,000	,068	,211**	,253**	,133*	,112*	,030	,014
		Sig. (2-tailed)	.	,230	,000	,000	,019	,048	,600	,802
	Agg	Correlation Coefficient	,068	1,000	,230**	,046	,261**	,147**	,047	,061
		Sig. (2-tailed)	,230	.	,000	,415	,000	,009	,411	,286
	Cons.	Correlation Coefficient	,211**	,230**	1,000	,100	,213**	,073	,041	,067
		Sig. (2-tailed)	,000	,000	.	,076	,000	,200	,468	,237
	EmotS.	Correlation Coefficient	,253**	,046	,100	1,000	,134*	,128*	-,063	,027
		Sig. (2-tailed)	,000	,415	,076	.	,018	,024	,263	,637
	OpennE.	Correlation Coefficient	,133*	,261**	,213**	,134*	1,000	,055	,021	,084
		Sig. (2-tailed)	,019	,000	,000	,018	.	,334	,717	,138
	Alt.	Correlation Coefficient	,112*	,147**	,073	,128*	,055	1,000	,235**	,096
		Sig. (2-tailed)	,048	,009	,200	,024	,334	.	,000	,091
	Ch.	Correlation Coefficient	,030	,047	,041	-,063	,021	,235**	1,000	,307**
		Sig. (2-tailed)	,600	,411	,468	,263	,717	,000	.	,000
	Un.	Correlation Coefficient	,014	,061	,067	,027	,084	,096	,307**	1,000
		Sig. (2-tailed)	,802	,286	,237	,637	,138	,091	,000	.

6.3. Summary of the Results

Our research consists of two hypotheses. In line with the results obtained, the hypothesis "**H1:** There is a relationship between personality types and group dynamics" was confirmed. In line with this hypothesis, it was found that there is a positive relationship between altruism, which is the sub-dimension of group dynamics, and extraversion, agreeableness and emotional stability from personality types. If we had another hypothesis, the hypothesis "**H2:** There is a relationship between organizational climate and group dynamics" was also confirmed. As a result of the structural equation model, a positive relationship was found between reward, standards and structure, which are sub-dimensions of organizational climate, and the sub-dimensions of group dynamics. In addition, the correlation analysis showed us the existence of the relationship in a positive direction.

7. DISCUSSION

Employees are one of an organization's greatest assets. People are becoming more and more important in the evolving and changing competitive environment. Appropriate systems must be created to make the behavior of employees within an organization more efficient and to properly classify and evaluate individual differences.

The importance of the concept of the group for organizations is increasing day by day. If we consider that there are individuals in the people who make up the group, it is necessary to select employees who are compatible with the group and keep them in the group.

Interactions in the group create group dynamics; in short, it is a state of balance that occurs as a result of interactions between people. The effort to re-establish this balance, which can be disrupted by any event, creates dynamism within the group (Beliz Dereli, 2012). As a result of any changes in this structure, there will be changes and imbalances in the structure of the group and among its members. To prevent this and to ensure harmony, is possible to make evaluations according to the personalities of the people and to create a suitable group, and to prevent problems that may arise in this direction. The general purpose of all studies on organizational climate; It is the determination of organizational behaviors for certain purposes by determining the elements that affect the organizational behavior of the employees in the organization.

Individuals have a perception of the working environment they are in as time passes. The average of these perceptions constitutes the concept of organizational climate. Organizational climate refers to the psychological environment concerning an organization. We suggest that organizational climate, which is a concept that has an impact on the organizational behavior of individuals, can also affect group dynamics. While considering the relationship of the organizational climate, which refers to a psychological state, with group dynamics, evaluations were made with therapeutic factors. Therapeutic factors are a term used in the field of psychology and we suggested that when the relationship between organizational climate and group dynamics is explained, the relationship that emerges will also be meaningful, and as a result of this situation, it will provide an advantage for organizations when making evaluations.

One of the biggest reasons for evaluating group dynamics with therapeutic factors is the concept of the individual forming the organization. Physical injuries or diseases for

people affect the person in the organization. However, organizations may ignore mental states when evaluating the situations of individuals. People spend most of their time at work. The positive atmosphere to be created in the workplaces will create positive effects for the employees as well as increase the productivity of the organizations. The positive atmosphere to be created within the group will provide reassurance, support, and help to people (Forsyth D. R., 2010). Having a group that will encourage the person in the face of situations that people cannot change on their own will make him more committed to that group, while his commitment and performance to the organization will increase. We suggest that this situation will affect not only the business life of the person but also his private life in a positive way.

In the study, the relationship between the personality types, organizational climate, and group dynamics of the participants was evaluated by correlation analysis and structural equation modeling. In addition to the research variables, the relationships of these three scales with demographic data were also examined. In line with the results obtained, it was found that there was a significant relationship between personality types, organizational climate, and group dynamics variables, along with the sub-dimensions in which the variables were measured. While there was a significant relationship between the personality types of the participants and their age, gender, and educational status, no relationship was found between the organizational climate and group dynamics, and demographic values.

When we examined the relationship between personality types and group dynamics, a positive and significant relationship was found with extraversion, agreeableness, and emotional stability, which are the sub-dimensions of personality types, and altruism, which is one of the sub-dimensions of group dynamics. Extraverted people have higher altruistic values (Argan M., 2017). There is a positive correlation between extroverts and altruism because of their desire to establish relationships with other individuals (Bekkers, 2006). Also, people with high agreeableness tend to find most people honest, decent, and trustworthy (Oda, 2014). This may be one of the explanations for the relationship between agreeableness and altruism. Neurotic personality type does not contribute to altruism (Oda, 2014). Conversely, the positive relationship between emotionally stable personality type and altruism can be explained. Personality contributes to altruism in everyday life (Oda, 2014). In this study, we see that personality and altruistic behavior contribute not only to people's private lives but also to their business lives. In addition, as a result of identifying altruistic

people, the institutional environment will help identify people who are likely to make unethical, immoral, and selfish decisions (Furnham A., 2016).

Considering the relationship between organizational climate and group dynamics, a positive and significant relationship was found between organizational climate sub-dimensions, reward, structure and standards, as a result of the structural equation model and path analysis. The concept of reward is one of the methods used by businesses to motivate their employees. The rewards received by the members for their performance and the experiences they have gained within and between departments lead them to evaluate the character of the organization (Halis, 2008). With a positive organizational climate and the right reward, the motivation levels of the employees will increase. In this case, it offers us the contribution of a correctly structured reward system to the improvement factors of the employees. Rewarding climate creates more "success" and "attachment motivation" than a punishing climate (Arslan, 2012). This will not only support a healthy organizational climate but also affect group dynamics positively and affect the commitment of people working as a group to each other. In short, rewarding the employees in the organization both makes positive contributions to the organizational climate and is effective in reaching the goals of the organization (Arslan, 2012).

The fact that the organization operates within a certain system and is based on some rules and standards will provide objective management by preventing uncertainty and inconsistency (Halis, 2008). Organizational standards express the pressure that employees feel to improve their job performance. The attitudes of people who are under pressure in the face of high-performance standards towards the organization will also be affected in this direction and will negatively affect the organizational climate. However, as a result of the positive feelings of the people in the face of well-organized standards, a positive organizational climate will emerge, as well as the group dynamics will be affected by improving factors.

In our study, we also found a relationship between structure, which is one of the sub-dimensions of organizational climate, and therapeutic factors. Organizational structure constitutes the rules and procedures of the organization. For the organization to achieve its goals, first of all, it must have a healthy organizational structure. When employees have to follow strict rules and procedures, they are likely to experience high stress because they have less control over how they do their jobs (Nasurdin, 2006). A well-defined organizational

structure not only increases the performance of the employees in knowing their responsibilities but also reduces the conflict environment. An organizational climate dominated by conflict and uncertainty cannot be said to be healthy. In other words, an unhealthy organizational environment will damage group dynamics by affecting people and reducing the power and importance of healing factors.

In short, a healthy organization and an unhealthy organizational structure differ on very important issues such as the efficiency and effectiveness of the organization, the performance of the employees, and ultimately the efficiency of the organization (Halis, 2008). Organizations can create a successful climate by distributing responsibility, setting high standards, giving importance and support to the employees, and thus awakening the creative and risk-taking behavior that enables development (Meyer, 1968). The creation of a healthy organizational environment will affect the happiness, performance, and commitment of people at work. A happy employee will also affect the group he/she works with and positive results will be obtained based on the group. While organizations provide a healthy environment for the benefit of the people, they will also positively affect the therapeutic factors in the group and contribute to the group dynamics.

In addition, when the relationship between organizational climate and the sub-dimensions of group dynamics is examined, it is seen that organizational climate has a significant and positive relationship with altruism and cohesion. Since a committed organizational climate reflects high cohesion, the participation and commitment of individuals to the group will increase in this direction (Ogrodniczuk, 2003). In this case, we see the relationship between organizational climate and therapeutic factors. A positive organizational climate makes people feel like members of a good team (Mumcu A., 2021). In line with the results we have obtained, it has been observed that the altruistic behaviors of individuals have also increased.

In line with the results of the research, it was seen that there was a significant relationship between personality types, organizational climate, and group dynamics. In this direction, it can be said that the high organizational climate scores of the participants, which express positive attitudes, are also associated with positive attitudes and group dynamics, that is, with remedial factors.

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9. APPENDICES

Aşağıda sizi tanımlayan ya da tanımlamayan birçok kişilik özelliği bulunmaktadır. İfadelerde size en çok tanımlayan özelliği dikkate alarak, uygun gördüğünüz seçeneği seçiniz.

İfadeler	Tamamen Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Kendimi dışa dönük, istekli olarak görürüm.					
Kendimi eleştirel, kavgacı olarak görürüm.					
Kendimi kaygılı, kolaylıkla hayal kırıklığına uğrayan olarak görürüm.					
Kendimi yeni yaşantılara açık, karmaşık olarak görürüm.					
Kendimi çekingen, sessiz olarak görürüm.					
Kendimi sempatik, sıcak olarak görürüm.					
Kendimi dağınık, dikkatsiz olarak görürüm.					
Kendimi sakin, duygusal olarak dengeli görürüm.					
Kendimi geleneksel, yaratıcı olmayan olarak görürüm.					

Aşağıdaki soruları iş hayatında birlikte çalıştığınız insanları, onlarla etkileşimlerinizi ve "iş ortamındaki" kendi durumunuzu düşünerek yanıtlayınız

İfadeler	Tamamen Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Başkalarına yardım etmenin bana daha fazla özsaygı kazandırdığını hissedirim.					
Başkalarının ihtiyaçlarını kendi ihtiyaçlarımın önüne koyarım.					
Kendimi unutmur ve başkalarına yardım etmeyi düşünürüm.					
Kendimden bir parçayı başkalarına veririm.					
Başkalarına yardım ediyor ve hayatlarında önemli bir etki bırakıyorum.					
Çalıştığım gruba ait olduğumu ve grubun beni kabul ettiğini hissediyorum.					
Diğer insanlarla iletişim halinde olmak isterim.					
Kendimle ilgili utanç verici şeyleri açıkladıktan sonra grup tarafından hala kabul edildiğimi hissedirim.					
Artık yalnız olmadığımı hissediyorum.					
Beni anlayan ve kabul eden bir grup insana ait olduğumu hissediyorum.					
Benimki gibi bir soruna sahip olan tek kişinin ben olmadığını öğrendim					
Diğer insanlar kadar iyi durumda olduğumu görüyorum.					

İfadeler	Tamamen Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
Başkalarının da benimle aynı “kötü” düşünce ve duygulara sahip olduğunu öğrendim.					
Diğer insanların da hayatta mutsuz, kötü ebeveynlere ve geçmişe sahip olabildiklerini öğrendim.					
Diğer insanlardan çok da farklı olmadığımı ve grubun bana “İnsanlığın ortak dertlerine hoş geldiniz” hissi verdiğini öğrendim.					
Hayatın bazen hileli ve adaletsiz olduğunu fark ettim.					
Sonunda hayatın bazı acılarından ve ölümden kaçış olmadığını anladım.					
Diğer insanlara ne kadar yaklaşırsam yaklaşıyım, yine de hayatla tek başıma yüzleşmem gerektiğini fark ettim.					
Hayatımın ve ölümümün temel sorunlarıyla yüzleşerek, hayatımı daha dürüst yaşayabildiğimi ve önemsiz şeylere daha az takıldığımı öğrendim.					
Başkalarından ne kadar rehberlik ve destek alırsam alayım, hayatımı yaşama şeklim için nihai sorumluluğu almam gerektiğini öğrendim.					

Aşağıda işyerlerinde sıklıkla rastlanabilecek bazı ifadeler verilmiştir. Çalıştığınız yerini tanımlamada bu ifadelerin ne derece uygun olduğunu sizin için en uygun olan seçeneği işaretleyerek değerlendiriniz.

İfadeler	Tamamen Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
İyi bir takımın üyesi olduğumu hissederim.					
İş yerinde üstlerimiz onlara her şeyi danışmamızdan yana değildir; bu doğrultuda, yapacaklarımızın doğru olduğunu düşünüyorsak, işimize bu yönde devam ederiz.					
İş yerinde çalışanlar birbirine güvenir.					
İş yerinde işler açıkça tanımlanmış ve mantıklı bir şekilde yapılandırılmıştır.					
Çalışanlar performansları oranında ödüllendirilir.					
Teşvik ve ödüller, eleştiri ve tehditten daha fazladır.					
İş yerinde performans için yüksek standartlar oluşturulmuştur.					
İş yerinde karar verme aşamasında sorumlu kişinin kim olduğu bellidir.					
Çalışma alanında ilgili kimi konularda, hangi üstüme karşı sorumlu olduğumdan emin olamıyorum.					
İş yerinde yöneticilerimiz yapılan bir işin sürekli geliştirilmesini istemektedir.					
Genellikle belirlenen hedeflere çok bağılıyım.					
Bireysel ve grup performansını geliştirmek için sürekli baskı hissederim.					
İş yerinde kişisel yargılara güvenilmez, emin olmak için hem her şey iki kez kontrol edilir.					

İfadeler	Tamamen Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
İş yerinde hata yaptığınızda, üst yönetim tarafından pek hoş görülmezsiniz.					
Bu iş yerine ait olduğumdan dolayı gurur duyarım.					
Zor bir görev üstlendiğim zaman, üstlerimin ve çalışma arkadaşlarımdan yardımcı olacaklarına inanırım.					
Bir işi iyi yaptığımda fark edilir ve takdir edilirim.					
İş yerinde yönetim anlayışına göre, kişiler kendi problemlerini kendileri çözmelidir.					
İş yerinde en iyilerin yükselmesini sağlayan bir terfi sistemi vardır.					
Düzenli bir sistemin ve planlamanın olmaması, verimliliğimizin düşmesine zaman zaman neden oluyor.					
İş yerinde neler olup bittiği benim için gerçekten önemli değil.					
Kendi başınıza bir şey yapmaya çalışmadığınız sürece bu bölümde ilerleyemezsiniz.					
Görebildiğim kadarıyla iş yerinde, çalışanların çok fazla sadakati yoktur.					
Çalışanlar kendi performanslarıyla övünürler.					