

RESEARCH ARTICLE

Personality, Organizational Climate and Therapeutic Factors of Group Dynamics¹

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Abstract

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This study aims to reveal how therapeutic factors of group dynamics are related to organizational climate and personality dimensions. These therapeutic factors are used to evaluate group strengths and limitations in clinical psychology (Yalom, 1995), and are now adapted to the field of organizational behavior. This adaptation aims to illuminate how an organization's psychological climate and its members' personality traits impact workplace socialization and team social interaction. As part of the research, the therapeutic factors scale (group dynamics inventory, GDI) (Phan et al., 2004), was introduced into the Turkish context, and the necessary validity analyses were carried out. The study was conducted with a sample of service sector employees working as a group (in teams) 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 altruism, which is a group dynamics inventory sub-dimension and these personality dimensions, extraversion, agreeableness, and stability. When the link between organizational climate 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, Therapeutic Factors Of Group Dynamics, Organizational Climate

Öz

Bu çalışma, grup dinamiklerinin terapötik faktörlerinin örgüt iklimi ve kişilik tipleri tarafından nasıl etkilendiğini araştırır. Araştırma, hizmet sektöründe bir takım olarak çalışan bireylerden oluşan bir örnekleme içerir. Grup üyeliği ve grupta bulunmanın, insanların sosyal ve psikolojik ihtiyaçlarını karşılayarak terapötik etkiler yarattığı bilinmektedir (Yalom, 1995). Bu faktörler, grupların güçlü ve zayıf yönlerini değerlendirmek için kullanılır ve klinik psikoloji alanında yaygın olarak incelenir. Bu çalışma, bu faktörleri işyeri ortamına adapte ederek grup dinamiklerini terapötik açıdan incelemeyi ve kişilik tipleri ile örgütsel psikolojik iklimin bu dinamikler üzerindeki etkileşimini anlamayı amaçlamaktadır. Çalışma, hizmet sektöründe çalışanların kişilik tiplerini ve organizasyonlarındaki psikolojik iklimi ölçerek, grup dinamiklerinin bu iki faktör tarafından nasıl etkilendiğini gösterme fırsatı sunmaktadır. Terapötik faktörler ölçeği (Phan et al., 2004) Türkçe 'ye uyarlanmış ve geçerlilik analizleri gerçekleştirilmiştir. Analizler, terapötik faktörler ile kişilik tipleri ve örgüt iklimi alt boyutları arasında pozitif bir ilişki olduğunu göstermektedir. Özellikle, dışadönüklük, uyum ve duygusal istikrar gibi kişilik özelliklerinin grup dinamiklerinin özgecilik gibi bir alt boyutu ile pozitif bir ilişkisi bulunmuştur. Örgüt iklimi ile grup dinamiği arasındaki ilişki de pozitif ve anlamlıdır. Özellikle, ödül, standartlar ve yapı gibi örgüt iklimi boyutları ile grup dinamikleri alt başlıklarından özgecilik ve bağlılık arasında pozitif bir ilişki tespit edilmiştir.

Anahtar Kelimeler: Kişilik Tipleri, Grup Dinamiğinin Terapötik Faktörleri, Örgütsel İklim

¹ This study is derived from the master's thesis by Naringul Mammadova, under supervision of Murat Ulubay, titled as "The Effect of Personality and Organizational Climate on Group Dynamics: A Research in the Service Sector" in the Department of Management and Organization, Social Sciences Institute, Ankara Yildirim Beyazit University.

Introduction

Organizations need to continuously develop their strategies in order to adapt to rapidly changing environmental factors, achieve their goals, ensure productivity and sustainability, and quickly adjust to the changing circumstances (Korkmaz, 2012). The significance of individuals, who are the building blocks organizations, cannot be overstated. Recognizing the working styles, skill levels, and personalities of each individual that contribute to and influence the organization is crucial for the success of organizations. Establishing a harmonious relationship between the abilities of individuals and the demands of the environment enables organizations to make logical decisions in personnel selection (Muchinsky, 1987). It is more critical to hire the right people and take action proactively, as there is little to gain from attempting to train individuals who are unsuitable for the job or lack the ability to learn (Schneider, 1968). For instance, Pervin (1968) suggests that a good fit between individuals and their environment contributes to high performance, satisfaction, and low stress levels. Another concept that is as important as selecting the right people for an organization is organizational climate. Organizational climate is perceived by employees and gives the organization a distinctive identity compared to other organizations. The psychological environment of the organization is called organizational climate. Organizational climate allows for the examination of human behavior under a general heading and plays a significant role in determining effective behaviors (Karcioğlu, 2010). Different workplaces, sectors, and environments exhibit differences in employee behavior. In accordance with these differences and definitions, the climate also varies based on the goals, environments, and work areas of organizations (Davidson M. M., 2001). The ability of organizations to create a healthy and positive organizational climate also affects the performance of its members. If employees accept and act in line with the goals of the organizations, it can be said that there is a positive climate in that organization (Korkmaz H., 2012).

The concept of a group emerges over time through repeated interactions based on shared goals, thoughts, and personal similarities (Çiçek I., 2018). Recognizing that humans are social beings and that living in groups is an unavoidable reality, organizations increasingly prioritize group success over individual success due to rapid changes and increasing competition in both internal and external environments. Working as a group often proves to be the most effective way to overcome challenges, increase productivity in production processes, and foster compatibility among group members (Dereli B., 2012; Forsyth D. R., 2010). The importance of selecting the right individuals for group formation is obvious, as it promotes trust, support, and effective communication within the group (Büyükgöz O., 2000). Ensuring the effectiveness of groups and accurately analyzing group dynamics has become essential for organizations to achieve success and continuity.

The study aims to examine how organizational climate and personality types influence the therapeutic effects of group dynamics. In this manuscript when we mention as a variable and outcome, the term "group dynamics" will be used as the short form of the expression "therapeutic factors of group dynamics". While there exists a substantial body of research on personality types, organizational climate, and group dynamics definitions, the role of therapeutic factors of group dynamics has received limited attention, with the exception of Phan et. al's 2004 study, based on our literature search. Therefore, it is crucial to gain a better understanding of how therapeutic factors contribute to intra-group interactions. Specifically, understanding the potential effects of promoting the emotional and mental well-being of employees on creating a healthier and more productive work environment is essential. This research seeks to fill this gap in the literature and aims to assist organizations in developing better management policies.

Yalom (1985) suggests that people's perceptions vary based on the type of group, stage of development, and individual differences. The research sample includes individuals from the service sector working in groups. Group dynamics will be explored with a specific focus on therapeutic factors, including altruism,

cohesiveness, and universality (Phan et al., 2004)). The level of analysis in the research is individuals within workgroups, and this analysis level is not at the team or organizational level. However, when measuring the organizational climate variable, a variable based on individuals' perceptions regarding the organization has been created. The study will measure therapeutic factors to determine their prevalence within each group, considering the influence of organizational climate and personality types. These factors are commonly used in clinical group studies and psychology. Adapting this study to the business field will help identify the relationship between personality types and therapeutic factors in analyzing group dynamics.

This study aims to examine how group dynamics are influenced by personality types and the organizational climate experienced by individuals in the service sector. By measuring the personality types and organizational climate of participants, we can understand human behaviors within the organization. The study provides a comprehensive understanding of organizational and group healing processes, highlighting the interaction between organizational climate and therapeutic elements (Johnson, 2006). Additionally, it helps organizations understand employee behavior, address challenges, and create a healthy atmosphere that influences the organizational climate (Ogrodniczuk, 2003). This research is expected to guide organizations in achieving effectiveness, continuity, and efficiency by exploring the relationships between personality and organizational climate.

Finally, the purpose of our study is to explore the conditions for creating a healthy group environment for individuals who spend a significant amount of their lives in the workplace. Creating a therapeutic group environment promotes compatibility over time (Forsyth D. R., 2010). This research not only serves as a guide for companies but also has the potential to positively impact individuals personally, leading to positive outcomes in both their professional and personal lives.

Table 1. General Hypotheses of the study

| | |
|----------------|--|
| Hypothesis 1 | There is a positive relationship between personality types such as extraversion, agreeableness, openness to experience, emotional stability, consciousness and dimensions of group dynamics such as altruism, cohesion and universality. |
| Hypothesis 2.1 | There is a positive relationship between organizational climate dimensions such as, structure, rewards, support, standards, etc., and overall group dynamics score. |
| Hypothesis 2.1 | There is a positive relationship between overall organizational climate and dimensions of group dynamics such as altruism, cohesion and universality. |

These hypotheses in Table 1, can be grounded in social identity theory, which explores how and when individuals define themselves as group members (Stephen P. Robbins, 2013). It focuses on the characteristics that emphasize group similarities and differences (Tajfel, 1986). In this context, when individuals share similar values and traits in a group, their identification levels are high. In essence, coherent personality types impact group participation and identity formation. Moreover, when we consider this theory together with the construct of organizational climate, we recognize that organizational climate is seen as an important factor in creating group identity. A good organizational climate plays an effective role in creating group identity among employees and can shape group dynamics.

Due to the large number of possible combinations between sub-dimensions of the dependent variables (personality and organizational climate) and GDI, all possible hypotheses among sub-variables is not listed but they are exhaustively analyzed and checked in the SEM and separate correlation analyses. The ones with theoretical and practical significance has been reported (see Table 9 and Table 11) and discussed when they are rejected or accepted in the findings and conclusion/discussion sections. Some of the sub-hypotheses (the pairing of indices of sub-hypotheses with dimensions are shown in Figure 1) in this regard can be exemplified as follows:

H1.5.3.3: There is a positive relationship between openness to experience and universality.

H2.5.3: There is a positive relationship between support dimension of organizational climate and group dynamics.

H2.2.3.3 There is a positive relationship between overall organizational climate and universality dimension of group dynamics.

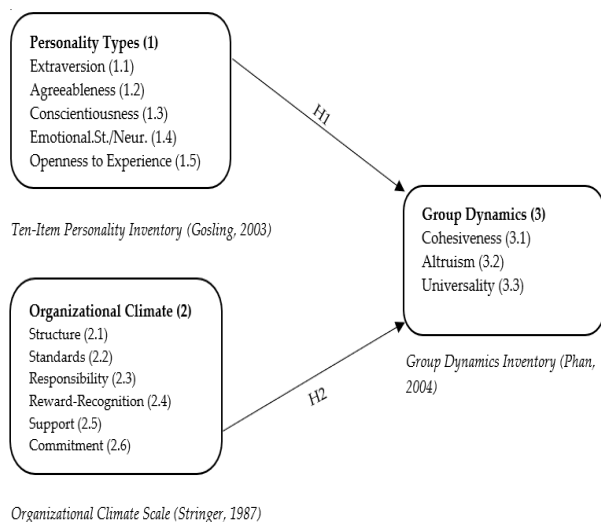


Figure 1. Research Model

Conceptual Framework

Definition of Personality

The concept of personality is a complex and extensively studied topic in various fields. It does not have a universal definition, which presents challenges in explaining it (Fazeli, 2012). Throughout history, personality has been explored through spiritual beliefs, philosophy, and psychology, dating back to ancient Greek times (Davidson R. J., 2006). The term "personality" itself originates from the Greek word "persona," which referred to the masks worn by actors in classical Greek theater (Kelland, 2015).

Big-Five and Personality Traits

The Big Five personality model is a psychological model that combines the concept of personality with five different dimensions. These dimensions are extraversion, emotional stability/neuroticism, agreeableness, openness to experience, and conscientiousness (Costa, 1992).

Organizational Climate and Dimensions

Organizational climate is the psychological atmosphere and distinct set of characteristics that vary across organizations, and shape employees' employee perceptions and behaviors (Drexler, 1977; Bülbül, 2018). It is the collection of individual, organizational, and environmental characteristics that give an organization its distinct character and influence how employees perceive and behave within it.

Organizational climate dimensions encompass the variables that contribute to the development of organizational climate, allowing researchers to examine multiple dimensions of organizational behavior under a single concept (Schneider, 1972). The following dimensions, proposed by Litwin and Stringer, provide a brief overview of the organizational climate:

Table 2. Organizational Climate Dimensions

| Dimension | Description |
|---------------------------|---|
| Organizational Structure | Rules, procedures, and regulations shaping the organization (Ahmad, 2018). |
| Responsibility | Degree of accountability and task prioritization (Hulusi Doğan, 2009). |
| Support | Climate of trust, mutual support, and attachment motivation (Ahmet Mumcu, 2021). |
| Rewards and Penalties | Bonuses, consequences, and their impact on achievement and attachment motivation (Ahmad, 2018). |
| Standards | Pressure to perform at high standards, fostering a sense of pride. |
| Organizational Commitment | Dedication to organizational goals and pride in association (Mumcu, 2021). |
| Risk Taking | Encouragement for innovation and risk-taking (Akpulat, 2019). |
| Organization Adoption | Valuing the organization, belief, willingness to work, and intention to continue (Çise, 2009). |
| Conflict | Disagreements, interpersonal incompatibility, and effects on organizations (Ogrodniczuk, 2003). |

Definition of Group Dynamics

Interaction occurs whenever people 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 each other and with 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 on 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).

Therapeutic Factors

The definition of therapeutic is "curative." In a specific sense, the word means the capacity 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 can vary greatly from group to group. Furthermore, due to individual differences, members of the same group may benefit from quite different combinations of therapeutic elements (Yalom, 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 are of the first group, development of socialization techniques, imitative behavior, interpersonal learning, group cohesion, catharsis, and existential factors are the remaining ones. In this study, we mainly focus on three of them. Which are; group cohesion, altruism, and universality following Phan et. al, (2004), as they found these three factors have a more curative effect in group work.

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. This revelation fosters transition to a mental state where they feel more connected with the sense of similarity of their deepest concerns and profound feelings of acceptance (Phan et al., 2004, p.236).

Altruism: People want to feel needed and useful (Yalom, 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.

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 a 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.

Therapeutic Factors, Personality, Organizational Climate

Therapeutic elements, we believe, are relevant not just in clinical groups but also in organizational contexts. Therapeutic aspects will promote employee happiness in the workplace. As a consequence, enterprises will benefit and a healthy work environment will be created. For these reasons, we adapt the notion of 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 can be explained by the fact that extroverts tend to be more successful at forming social connections. Additionally, Bekker (2006) demonstrated a positive relationship between matching 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.

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 his or her altruistic behavior. The study's findings include the following: Extroverts were shown to have higher altruistic values. In addition, the altruistic values increased along with the person's compatibility dimension. Furthermore, differences were found between neurotic personality dimensions in terms of altruistic value levels (Argan M., 2017). However, it must be noted that, the question of what kind of personality types and traits predict altruistic behaviour is not a concern of this study. Rather, whether members in a workgroup feel themselves altruistic against others, in certain conditions, is the main focus point.

Cohesiveness pertains to the perception of the group for members about how much the group is unified. 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, 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, 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 (Budman, 1989). Members of a group take required risks and achieve inner discoveries as the group grows more cohesive (Burlingame, 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 with similar experiences. People obtain the most acceptance from other members when they identify their similarities to others and communicate their innermost problems (Yalom, 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 purpose of research on organizational climate is to determine the factors that influence employees' organizational behavior, and to determine the organizational behaviors for certain purposes. The appropriate organizational climate is seen as a significant resource in guaranteeing employees' mental wellness (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 (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 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, 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 research regarding relationship between therapeutic factors and personality and organizational climate. This study aims to address this gap.

Methodology

The research was conducted using a questionnaire as the primary data collection tool. The participants were employees working in the service sector in Ankara, especially those who work physically, face to face, and as a group. The selected individuals were those who work in the same shifts. The research method involved face-to-face interviews along with the questionnaire. Convenience sampling method has been used as the sampling method, however, by conducting a survey in at least 3 different organizations, it has been ensured that the relationship between the variation in the organizational climate variable and other variables can be observed.

Our research design includes a correlational pattern. Correlational research includes studies that examine the relationship between variables within a group and often provides insights into the probability of causality between variables (Büyüköztürk, 2012). A correlational pattern allows us to examine the relationship between personality types and organizational climate variables and group dynamics.

Great care was taken to ensure that the questionnaire questions were clear and understandable. The statistical analysis demonstrated validity, indicating that the applied questionnaires accurately measured the intended features without mixing them with other factors. The reliability of the questionnaires was also high, with consistent responses among individuals.

Out of the total participants, 156 (49.8%) were female, and 157 (50.2%) were male. The gender distribution was almost equal. The survey was conducted with a total of 313 participants, and the sample size was calculated with a confidence level of 90%, a standard deviation of 5%, and a 5% margin of error. The sample size calculation was performed using the formula below, where Z is approximately 1.645 (David S. Moore, 2007). The

results of the calculation indicate that the sample size is sufficient

$$n = \frac{z^2 \sigma^2}{E^2} = \frac{1.645 \times 0.05^2}{0.05^2} = 2.70525 \quad n \approx 270$$

Regarding age distribution, 69 respondents (22.0%) fell in the 18-24 age range, 148 respondents (4 in the 25-34 age range, 47 respondents (15.0%) in the 35-44 age range, 33 respondents (10.5%) in the 45-54 age range, 12 (3.8%) in the 55-64 age range, and 4 respondents (1.3%) in the age range of 65 and above. The majority of participants belonged to the 25-34 age range.

In terms of education, 2 (0.6%) participants were primary school graduates, 48 (15.3%) had a high school education, 197 (63.3%) had a university degree, 54 (17.3%) had a master's degree, and 12 (3.8%) had other degrees. More than half of the participants had a university degree.

Measures

Personality Dimensions

Determining personality types, a short 10-item personality scale (TIPI) developed by Gosling (2003) and which had been previously translated into Turkish by Atak (2013) was used. The Ten-Item Personality Scale, developed by Gosling (2003), consists of 10 items, where each 2 items representing one of the five personality types. The primary aim of using this scale is to save time for researchers, although it is not expected to yield high alphas or provide a perfect fit due to its brief nature. The scale measures broad areas using only two items per dimension, covering both positive and negative aspects of each personality trait. The main focus is on-time efficiency in measurement. Our justification for using this short scale is based on the fact that our overall questionnaire was too long for the service sector employees who have limited time, attention and energy (A101, BIM workers, hotel workers, coffee-shop baristas and waiters) which were tired and time scarce. Due to the length of organizational climate scale which had 24, and GDI 20 items, in addition to demographic questions, using an alternative longer personality scale with an additional 50 questions (Costa's NEO has 240 items (Costa, 1992), shorter version has 60 items) for example,

would lower the quality of the responses. Gosling's [TIPI](#) (Gosling et. al, 2003) is developed and widely accepted in the literature as a result and necessity of similar situations.

Organizational Climate

The Organizational Climate scale was initially developed by Litwin and Stringer (1968) with 24 items. Later, Stringer (1987) conducted revision studies and identified 6 dimensions within the same 24-item scale. 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.

Therapeutic Factors of Group Dynamics

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 (GDI), 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. There are 3 sub-dimensions of this 20-item scale.

Scale Validity and Findings

The validity and reliability of the scales used in the preliminary study were examined before transitioning to the main study. One of the three scales used was the Group Dynamics Scale, which had been adapted from English to Turkish. Adaptation and application of the scale to Turkish were carried out the authors of this study. The translation accuracy was tried to be assured 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. After final corrections of the wording of the items based on the evaluation of the translations, GDI was used for data collection. Explanatory and confirmatory factor analysis were conducted.

The results of the reliability analysis for the first two scales are presented in the table below in addition to GDI. As the Group Dynamics Scale was a newly adapted instrument, its details were also included in this study.

Table 3. Reliability Statistics

| | Cronbach's Alpha | N of Item |
|------------------------|------------------|-----------|
| Ten-Item Personality | ,580 | 10 |
| Organizational Climate | ,695 | 24 |
| Group Dynamics | ,848 | 20 |

The reliability alpha score of TIPI in our study being 0,58 which is below generally accepted thresholds like 0.7 but the literature interprets such scores like ours as acceptable in the case of short scales, as the original research of Gossling showed low-to-moderate Cronbach's alphas ($\alpha = 0.40-0.68$) (Nunes et.al, 2018), and still a widely accepted and adopted scale and translated into 26 languages (several times for some languages). Gossling cites (Kline, 2000; Wood & Hampson, 2005) as "alphas are misleading when calculated on scales with small numbers of items" (Gossling, n.d.).

Group Dynamics Scale

The theoretical foundation of Group Dynamics Inventory (GDI) (Phan et al., 2004) is built on Yalom's (2005) therapeutic factors and specifically the dynamics of group cohesion, universality, and altruism. GDI consists of 20 items. There are 3 sub-dimensions of this 20-item scale.

The sub-dimensions of the Group Dynamics Scale are 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 show that the data group is suitable for explanatory factor analysis (Öngen, 2010).

When the KMO and Barlet 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 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 4. 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, and 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 were greater than 50%. We can see that the Cronbach alpha value of the scale is 0.848.

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. Group Dynamics Values

| Criteria | Results | Acceptable Fit |
|----------|---------|----------------|
| CMIN/DF | 2,312 | CMIN/DF≤5 |
| NFI | 0,902 | 0.9≤NFI≤1.00 |
| RFI | 0,901 | 0.9≤RFI≤1.00 |
| IFI | 0,942 | 0.9≤IFI≤1.00 |
| TLI | 0,927 | 0.9≤TLI≤1.00 |
| CFI | 0,941 | 0.9≤CFI≤1.00 |
| RMSEA | 0,065 | 0.03≤CFI≤0.08 |

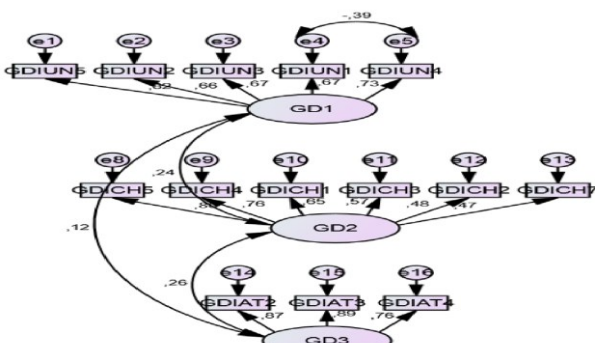


Figure 2. Confirmatory factor analysis results for Group Dynamics Inventory

Table 6. AVE and CR measurement for GDI

| Dimensions | Items | Factor loadings | AVE | CR |
|--------------|--------|-----------------|--------|--------|
| Cohesion | GDICH1 | 0,65 | 0,4917 | 0,4917 |
| | GDICH2 | 0,48 | | |
| | GDICH3 | 0,58 | | |
| | GDICH4 | 0,78 | | |
| | GDICH5 | 0,80 | | |
| Altruism | GDICH7 | 0,47 | 0,8454 | 0,9422 |
| | GDIAT2 | 0,87 | | |
| | GDIAT3 | 0,89 | | |
| Universality | GDIAT4 | 0,76 | 0,6020 | 0,8133 |
| | GDIUN1 | 0,67 | | |
| | GDIUN2 | 0,66 | | |
| | GDIUN3 | 0,67 | | |
| | GDIUN4 | 0,73 | | |
| | GDIUN5 | 0,82 | | |

Research Model

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 confirmed. 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.

Findings

Structural Equation Model

This analysis method that we have combined independent regression or factor analyzes in a single analysis and looked 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. Since the initial SEM analysis of the overall model did not produce satisfactory values to accept or support the research model, we have conducted correlation analysis between the each of the independent variables and our dependent variable. Additionally, SEM analyses conducted for confirmatory factor analysis to examine the validity of the organizational climate scale used. Subsequently a separate SEM for Organizational

climate and GDI provided us correlational information on how they were related.

Table 7. Group Dynamics Values

| Criteria | Results | Acceptable Fit |
|----------|---------|----------------|
| CMIN/DF | 2,896 | CMIN/DF≤5 |
| NFI | 0,912 | 0.9≤NFI≤1.00 |
| RFI | 0,901 | 0.9≤RFI≤1.00 |
| IFI | 0,903 | 0.9≤IFI≤1.00 |
| TLI | 0,927 | 0.9≤TLI≤1.00 |
| CFI | 0,906 | 0.9≤CFI≤1.00 |
| RMSEA | 0,078 | 0.03≤CFI≤0.08 |

Confirmatory factor analysis results for Organizational Climate Inventory is as follows in Figure 3. As a result of the emerging model produced by SEM, there is a significant relationship between organizational climate dimensions reward, standards and structure and overall Group Dynamics variable.

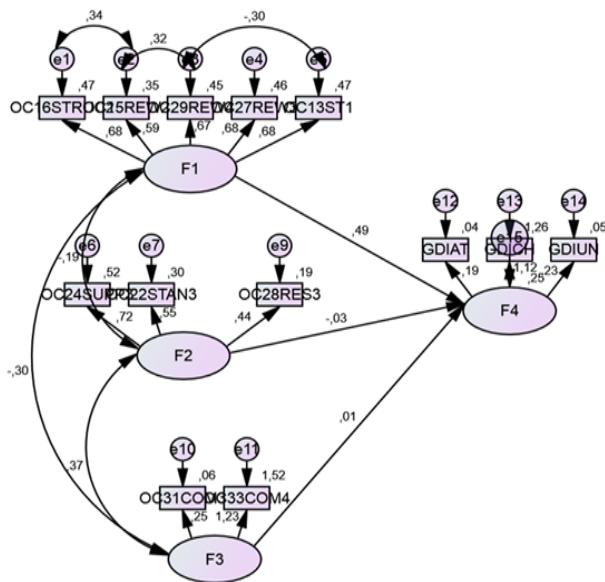


Figure 3 Confirmatory factor analysis results for Organizational Climate Inventory and GDI

These findings confirm the following respective sub-hypotheses of the H2 in Table1. Namely:

H2.1.3: There is a positive relationship between structure dimension of organizational climate and overall group dynamics.

H2.2.3: There is a positive relationship between standards dimension of organizational climate and overall group dynamics.

H2.4.3: There is a positive relationship between rewards dimension of organizational climate and overall group dynamics.

Organizational Climate and Group Dynamics Correlation Analysis Data show normal distribution (see Table 8). Therefore Pearson correlation analysis was utilized.

Table 8. Tests of Normality

| | Kolmogorov-Smirnov | | |
|------------------------|--------------------|-----|-------|
| | Statistic | df | Sig. |
| Organizational Climate | ,040 | 313 | ,200* |
| Group Dynamics | ,052 | 313 | ,051* |

As a result of correlation analysis, a positive relationship was found between Organizational Climate and Group Dynamics (Altruism and Cohesion). However, no relationship was found between Organizational Climate and Universality.

Table 9. Correlations between overall Organizational Climate and GDI dimensions

| | | 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 | |

These findings confirm the following respective sub-hypotheses of the H2 presented in Table1. Namely:

H2.3.1 There is a positive relationship between overall organizational climate and cohesiveness dimension of group dynamics.

H2.3.2 There is a positive relationship between overall organizational climate and altruism dimension of group dynamics.

Personality and Group Dynamics Correlation Analysis

For the "Personality Types Inventory", 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 result of the applied normality test (Kolmogorov-Smirnov) and Sig values are $p < .05$. Data did not show a normal distribution (Table 10), we proceeded through the Spearman non-parametric test to check significance.

Table 10. Tests of Normality

| | Statistic | Kolmogorov-Smirnov 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 |

As indicated in Table 11, significant and positive relationships were found between personality types such as extraversion, agreeableness, and emotional stability.

Table 11. Correlations between Personality types and GDI dimensions

| | | Ext. | Agg. | Cons. | EmotS. | OpennE | Alt. Ch. | Un. |
|---------------------|--------------------|--------|--------|--------|--------|--------|----------|-------|
| Spearman's rho | Ext. Correlation | 1,000 | ,068 | ,211** | ,253** | ,133* | ,112* | ,030 |
| | Coefficient | | | | | | | |
| | Sig. (2-tailed) | | ,230 | ,000 | ,000 | ,019 | ,048 | ,600 |
| | Agg. Correlation | ,068 | 1,000 | ,230** | ,046 | ,261** | ,147** | ,047 |
| | Coefficient | | | | | | | |
| | Sig. (2-tailed) | ,230 | | ,000 | ,415 | ,000 | ,009 | ,411 |
| | Cons. Correlation | ,211** | ,230** | 1,000 | ,100 | ,213** | ,073 | ,041 |
| | Coefficient | | | | | | | |
| | Sig. (2-tailed) | ,000 | ,000 | | ,076 | ,000 | ,200 | ,468 |
| | EmotS. Correlation | ,253** | ,046 | ,100 | 1,000 | ,134* | ,128** | -,063 |
| Coefficient | | | | | | | | |
| Sig. (2-tailed) | ,000 | ,415 | ,076 | | ,018 | ,024 | ,263 | |
| OpennE. Correlation | ,133* | ,261** | ,213** | ,134* | 1,000 | ,055 | ,021 | |
| Coefficient | | | | | | | | |
| Sig. (2-tailed) | ,019 | ,000 | ,000 | ,018 | | ,334 | ,717 | |

These findings confirm the following respective sub-hypotheses of H1 presented in Table 1. Namely:

H1.1.3.2: There is a positive relationship between extraversion and altruism dimension of group dynamics.

H1.2.3.2: There is a positive relationship between agreeableness and altruism dimension of group dynamics.

H1.4.3.2: There is a positive relationship between emotional stability and altruism dimension of group dynamics.

Conclusion and Discussion

This study addresses some fundamental issues that overlap with similar research in the literature, but it offers a unique perspective by examining group dynamics through the lens of therapeutic factors, highlighting their relation to organizational climate and personality types. This emphasis provides organizations with insights on how promoting the emotional and mental well-being of their employees can contribute to a healthier and more productive work environment. In light of the findings, we observe that both of the hypotheses have been confirmed.

Interactions in the group create group dynamics, in short, it is a state of dynamic 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 (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. In order to prevent this and to ensure harmony, it 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. This is an important contribution of this research to attempt to find which personality traits contribute to which group dynamics dimension that has a therapeutic effect. When we examined the relationship between personality types and group dynamics, a positive and significant relationship was found between

extraversion, agreeableness, and emotional stability, and altruism which is one of the sub-dimensions of group dynamics. These results can be claimed to indicate that in a work group of members with the above personality traits, it's more reasonable to expect that the group dynamic of the team can create an altruistic therapeutic effect, where members feel needed and helpful to others, which in return benefits that member.

Individuals have a perception of the working environment as they spent time in the organization. The average of these perceptions constitutes the concept of organizational climate. Organizational climate refers to the psychological environment in relation to an organization. We suggest that the organizational climate, which is a concept that has an impact on the 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 in terms of 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 assessing any situation in an organizational context.

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 power 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. Since a positive 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 would also increase.

In our study a positive and significant relationship was found between organizational climate sub-dimensions, reward, structure, and standards, and altruism and universality as the sub-dimensions of GDI. This suggests that we can expect these therapeutic effects of altruism and universality for the team members when the reward, structure, and standards dimensions of organizational climate is provided. This may be due to the positive psychological environment that fair rewards, predictability and structure brings at the organizational level, also provides an environment in the group (team) level that mitigates the toxic effect of competition with co-workers, blaming each other in chaotic situations, which consequently enables the natural therapeutic outcomes of empathy and similarity with co-workers, they are not alone in their experiences and work/life issues (i.e. universality) and feeling the security of (providing and receiving) helping behavior, i.e. altruism.

In line with the results of the research, it was seen that we could not find personality trait(s) or organizational climate dimension(s) that supports cohesion dimension of GDI. This might be a task for further studies of replication of this novel research question and also may be due to a more general supporting nature of the notion of cohesion in comparison to altruism or universality. Cohesion itself a complex construct that contains both member's attraction to the group and the sense of unity and belongingness (Phan et al., 2004)). A more sophisticated, high resolution measurement tool for this dimension might be a future task for the next steps of this research perspective.

This study contributes to highlighting a human-centered approach in corporate management, which can encourage organizations to prioritize the emotional and mental well-being of their employees for increased efficiency. Drawing from these findings, important conceptual and practical implications can be derived for organizations and researchers. Firstly, organizations should shape their organizational climates positively by considering therapeutic factors, thereby influencing group dynamics in a positive way. For future studies, we recommend research focusing on how therapeutic factors can be further evaluated in organizational contexts and their potential benefits to organizations is crucial. This research has the potential to contribute to organizations adopting a more empathetic approach in human resource management. Organizations that prioritize the emotional and mental well-being of their employees can enhance employee commitment and productivity. Therefore, the widespread impact of this study lies in assisting organizations in reviewing their human resource policies and practices, ultimately promoting a more human-centered and therapeutic approach.

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