

-RESEARCH ARTICLE-

BIBLIOMETRIC ANALYSIS OF TEAM CLIMATE STUDIES

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Abstract

This research seeks to examine team climate by bibliometric analysis. Organisations need the cooperation of their employees to achieve success. During this co-operation, competition and conflict are also possible. An effective team climate is to create a climate that will make team members successful. Team climate provides a working environment that will increase the performance of the team members working together and makes the employees successful. To achieve this objective, managers must undertake the requisite efforts to cultivate an improved environment for their staff. The data was obtained from the widely used social science database, Web of Science (WOS), and then processed using the open-source program R. The results were presented based on performance analysis and scientific mapping, fundamental elements of bibliometric analysis. This textual analysis elucidated the major topics, prolific authors, influential sources, and prevalent phrases. The paper addressed the contributions, consequences, future research goals, and limits. A complete collection of pertinent literature was acquired from the Web of Science database, yielding a total of 686 documents. The study exclusively encompassed articles, resulting in the acquisition of 558 documents. This thorough investigation produced significant findings regarding team atmosphere and offered insights for future research by scholars. According to the research findings, some of the most prolific authors were identified as Elovainio M., Kivimäki M., and Peduzzi M. The United States, the United Kingdom, and Australia rank highest in the number of citations received per country. The United States, China, and Canada rank highest in scientific output.

Keywords: *Team, Climate, Team Climate, Systematic Review, Bibliographic Analysis.*

JEL Codes: *C38, M10, M54, L29.*

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TAKIM İKLİMİ ÇALIŞMALARININ BİBLİYOMETRİK ANALİZİ²

Öz

Bu araştırma, takım iklimini bibliyometrik analiz ile incelemeyi amaçlamaktadır. Kuruluşlar başarıya ulaşmak için çalışanlarının işbirliğine ihtiyaç duyarlar. Bu işbirliği sırasında rekabet ve çatışma da mümkündür. Etkili bir takım iklimi, takım üyelerini başarılı kılacak bir iklim yaratmaktır. Takım iklimi, birlikte çalışan takım üyelerinin performansını artıracak ve çalışanları başarılı kılacak bir çalışma ortamı sağlar. Bu amaca ulaşmak için yöneticiler, çalışanları için iyileştirilmiş bir ortam geliştirmek için gerekli çabayı göstermelidir. Veriler, yaygın olarak kullanılan sosyal bilimler veri tabanı Web of Science'tan (WOS) elde edilmiş, ardından açık kaynaklı R programı kullanılarak işlenmiş ve sonuçlar bibliyometrik analizin temel unsurları olan performans analizi ve bilimsel haritalamaya dayalı olarak sunulmuştur. Bu metinsel analiz ana konuları, üretken yazarları, etkili kaynakları ve yaygın ifadeleri ortaya çıkarmıştır. Makale, katkıları, sonuçları, gelecekteki araştırma hedeflerini ve sınırları ele almıştır. İlgili literatürün tamamı Web of Science veri tabanından elde edilmiş ve toplam 686 belge elde edilmiştir. Çalışma yalnızca makaleleri kapsamış ve 558 belgenin elde edilmesiyle sonuçlanmıştır. Bu kapsamlı araştırma, takım atmosferine ilişkin önemli bulgular üretmiş ve akademisyenlerin gelecekteki araştırmaları için içgörüler sunmuştur. Bu çalışma, literatürü özetleyerek ve temel konu kümelerini bularak takım iklimi ile karmaşık ilişkinin anlaşılmasını geliştirmektedir. Araştırma bulgularına göre En üretken yazarlardan bazıları Elovainio M., Kivimäki M. ve Peduzzi M. olarak belirlenmiştir. Amerika Birleşik Devletleri, Birleşik Krallık ve Avustralya, ülkelere göre en çok atıf yapılan ülkeler açısından ilk sırada yer aldığını göstermiştir. Amerika Birleşik Devletleri, Çin ve Kanada, ülkelerin bilimsel üretimi açısından ilk sırada yer almaktadır.

Anahtar Kelimeler: *Takım, İklim, Takım İklimi, Sistematik Derleme, Bibliyografik Analiz.*

JEL Kodları: C38, M10, M54, L29.

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

² Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

1. INTRODUCTION

Teams are defined as a collective of two or more individuals who engage in interaction and communication, pursue organizational objectives, and perceive themselves as a social entity within the organization (McShane and VonGlinow, 2016: 132). Their members possess complementary skills and are dedicated to a shared goal or a set of performance objectives for which they hold mutual accountability (Kumar, 2009: 285). If the collective performance of group members surpasses their individual contributions, the group has evolved into a team (Aşan and Aydın, 2006: 195). Team members collaborate towards a collective objective, setting aside their own ambitions (Shajahan and Shajahan, 2000: 215). Elements such as a shared purpose, defined team objectives, team efficacy, conflict management, and reduced social loafing are crucial for team effectiveness (Robbins et al., 2016: 262). Teams possess the capacity for efficiency, collaboration, participation, consensus, synergy, and innovation (Pinar, 2011: 393), awareness of team dynamics, adaptability, and readiness for change, tolerance for ambiguity and diversity within the team, acceptance of uncertainty amid change, astute environmental scanning (Hiriyappa, 2008: 166), and the ability to rapidly assemble, execute, refocus, and disband. Teams undoubtedly has the capacity to significantly enhance performance. Nevertheless, teams alone are insufficient. Effective leadership, together with a clear corporate vision, mission, and objectives, is essential for the success of teams (Sims, 2002: 180).

Organizations use team-based arrangements as they perceive teams to be more adaptable and responsive to evolving circumstances than conventional departmentalization or other fixed work groupings (Robbins et al., 2016: 256). Teams exhibit greater flexibility and responsiveness to evolving circumstances compared to conventional departments or other permanent group structures (Robbins and Judge, 2017: 315). Team climate encompasses attitudes, expectations, and emotions (Schneider, 1990; cited in Pirola-Merlo et al., 2002: 565) and is associated with individual perceptions, attitudes, and behaviors within a group context (Xue, Bradley, & Liang, 2011: 300). This construct integrates both emotions and attitudes, serving as a valuable framework for analyzing how teams perceive and react to significant events (Pirola-Merlo et al., 2002: 565). West (1990) posited that team innovation is nurtured in an environment that values and supports creative ideas, allows for their presentation without fear of retribution, and encourages team members to concentrate on fulfilling both organizational and task objectives (Bain et al., 2001: 56). Anderson and West (1998) assert that for shared perceptions and a common environment to exist at the group level, individuals must engage in interaction and exhibit adequate task interdependence to cultivate a unified purpose and mutual understandings that encourage collective action.

The team-level environment offers a collective understanding of the work group, enabling members to ascribe shared significance to pivotal events and to recognize activities that will yield favorable results. Climate is a construct comprising three dimensions: commitment, trust, and innovation. At the team level, climate fosters a collaborative atmosphere that allows team members to ascribe shared significance to

pivotal occurrences and to discern actions that will yield favorable results (González-Romá et al., 2009: 512). A sense of commitment or involvement enhances team members' propensity to assist or support one another (Xue, 2011: 301). The innovation climate of a team may enhance overall team performance (Bain et al., 2001: 60). Zhu et al. (2018) analyzed team atmosphere through two dimensions: intra-team cooperation and intra-team rivalry. Team members that engage with one another and share a shared objective and task commitment naturally tend to collaborate and/or compete while collaborating as a unit.

1.1. Team Climate

Establishing a favorable atmosphere entails cultivating an environment that promotes teamwork. Prevalent obstacles to creating such an environment encompass apprehension towards change, perceived risks, concealed motives or emotions stemming from inadequate communication, ineffective time management resulting from insufficient dedication to project objectives, and the suppression of innovative ideas (Verma, 1997: 123). Fostering team member well-being and demonstrating enthusiasm for the task helps cultivate a highly motivated atmosphere (Kahn, 2005: 141). Intragroup processes involve the interactions among team members, including communication patterns, personal disclosure, conflict resolution, and leadership dynamics. The team's production encompasses the productivity and collaborative skills of its members (Barrick et al., 1998: 377). An ideal climate is produced by skilled individuals, expertise, effective work methods, and leadership elements. The profundity and quality of relationships among team members, together with their degree of transparency, trust, and common values, influence the team's atmosphere. An effective team climate includes honesty, trust, openness, emotional expression, candor, self-disclosure, and the recognition that mistakes facilitate learning. The four pillars of team functioning—skills and knowledge, work procedures, leadership, and climate—are intricately interrelated. Increased contributions are necessary to enhance the team's performance (Cook, 2009a: 22-23). To be an effective manager, one must comprehend the elements that drive individual motivation. Comprehending how to motivate each team member successfully helps improve team morale and performance. The manager's responsibility is to foster an environment that inspires individuals to achieve their utmost potential (Cook, 2009b: 96-97). Managers must foster a work environment that supports their team members. Creating a climate and culture conducive to effective teamwork has numerous management challenges that intensify as the organizational environment grows more complex (Tamhain, 2005: 237).

1.2. Collaboration

Team members require communication and collaboration to attain their shared objectives. Simultaneously, they must facilitate cooperation and communication with other teams (Pinar, 2011: 61). Collaboration necessitates the utilization of the group's intellectual efforts to tackle a shared task or project during their assembly (Boswell and Cannon, 2009: 74). Individuals collaborate when their activities are systematically coordinated to attain a shared objective. As integration intensifies, the level of cooperation will likewise escalate (Kumar, 2009: 296). Effective

communication, the extent of interpersonal relationships among members, the enhancement of team cohesion due to increased time spent together, the presence of shared objectives, the appeal of the team, balanced competition with other teams, the team's success (Şimşek et al., 2011: 299-300), and individual commitment to the team (Eren, 2012: 489) all contribute to the augmentation of team solidarity. Competent team members favor collaboration over alone work. Collaboration entails exhibiting flexibility and adaptability, which includes resource sharing, accommodating the needs and preferences of colleagues, and reorganizing the usage schedule of equipment to allow access for a team member with time constraints (McShane and VonGlinow, 2016: 139). High-performing teams establish a unified methodology for collaborating to accomplish their objectives. For instance, team members concur on the allocation of specific duties, the establishment and adherence to programs, the skills that require development, the criteria for team retention, and the processes for decision-making and modification (Sims, 2002: 185). Despite the varying personality patterns of each team member in collaborative efforts, it is essential for them to exhibit behavior conducive to collective action. The perceptions of each team member regarding the work environment may vary based on their demographic traits.

Collaboration is vital, and effective communication allows team members to understand and tackle challenges by directly leveraging the experiences of others. Members of the design team from diverse origins often face cultural disparities and anticipations (Attia, 2018: 96). Collaboration in team environments is frequently more effective in an increasingly connected world where tasks require rapid progression. Rather than a facilitator overseeing information independently, team members collaboratively exchange it. Facilitating attentive listening among participants may prove to be difficult. The facilitator must ensure that participants recognize when articulating identical concepts with different terminology (Bruns and Jhonson, 2019: 256). Collaboration among team members is a critical component (Koen, Bertels, and Kleinschmidt, 2013: 123). Team cooperation represents an informal mode of team communication. Each team member seeks to enhance their objective function in accordance with fulfilling the team task while avoiding task conflicts (Chandler and Pachter, 2009: 17).

The efficacy of a cross-functional team is significantly dependent on the formation of supportive and constructive interpersonal relationships among its members. These characteristics foster an atmosphere favorable to problem-solving (Katz, 2004: 240). Innovative solutions often emerge from addressing challenges through many viewpoints, and cultivating a collaborative environment is crucial for promoting creativity (Ketchledge, 2015: 219). Team members are required to engage at all stages of collaborative tasks. Team members could provide constructive feedback to enhance a colleague's task execution (Salas et al., 2005: 578). When one individual strives to attain a goal, collaboration may assist others in realizing their aims. They see that fulfilling the objectives of others can facilitate their own success; they can attain achievement collaboratively. When individuals share cooperative aims, they seek to work efficiently, as competence enhances the success of each participant. They participate in interactions that promote common goals and resolve challenges for

reciprocal benefit (Tjosvold et al., 2003a: 246; Chen et al., 2006: 1181). Cooperative systems embody equitable principles and prioritize the attainment of objectives collectively. They emphasize the necessity of minimizing disparities among group members, especially those related to performance, as such disparities may impede collaboration, information exchange, and support (Beersma et al., 2003: 572).

1.3. Team Conflict and Competition

In competitive scenarios, individuals determine their superiority when others exhibit unsuccessful behavior. When others exhibit greater productivity, they perceive a diminished likelihood of their own success. They often prioritize their own interests to the detriment of others. They desire their own victory and the defeat of others. They assert that their own effective acts are independent of the accomplishments of others (Chen et al., 2006: 1181; Tjosvold et al., 2003a: 246). Conflicts are inevitable when individuals collaborate in teams. If conflicts persist at the competitive level, involving teams or individuals, they are deemed beneficial as they motivate individuals to enhance their performance (Eren, 2012: 492). In a strictly competitive environment, team members endeavor to surpass one another to obtain external benefits (Zhu et al., 2018: 2098). Destructive conflict is a characteristic of underperforming teams. Underperforming teams are typically marked by a cynical, adversarial atmosphere and discord among team members (Sims, 2002: 184). Intra-team conflict may emerge from resource scarcity, task uncertainties, misunderstanding, personality clashes, disparities in authority and status, and divergent objectives (Eren, 2012: 492). Disputes that lead to personality clashes within the team will hinder optimal performance. The formation of novel concepts will transpire due to disagreements at a moderate level. Conflicts must never to be individualized (Aşan and Aydın, 2006: 200). The team's structure may also contribute to conflict. Diverse senior management teams, encompassing variations in age, gender, functional background, and experience, are predisposed to perceive the world differently, hence inherently fostering conflict. Consequently, domains of responsibility (e.g., marketing or logistics), inherent interests (e.g., trade unions and consumers), or other distinctions (e.g., gender) will engender divergent perspectives. It is plausible that a representative from the production department will conflict with the perspectives of the marketing or R&D departments (Okhuysen and Becky, 2011: 314). Competent team members has the abilities and drive to employ diverse problem-solving strategies, identify and address structural sources of conflict, and mediate disputes among team members (McShane and VonGlinow, 2016: 139). Individual perspectives of team members during collaborative activities can generate conflict within the team. Each team member possesses distinct personal traits, making it inevitable for varying perceptions to arise during collaboration.

In a competitive environment, it is often perceived that when an individual achieves their objective, those in competition with them are unlikely to attain theirs. Constructive rivalry is a beneficial and pleasurable experience that fosters greater efforts to succeed, strengthens interpersonal relationships, and promotes psychological health and well-being. Constructive social competition can be structured (Tjosvold et al., 2003b: 65). Competitive dynamics define daily

interpersonal interactions. Most interpersonal relationships encompass aspects of rivalry, collaboration, or a synthesis of the two. Competition in daily relationships is sometimes externally forced and may be arbitrary rather than arising from an inherent disposition. Individuals occasionally possess the authority to choose their evaluators or competitors (Russell and Fisk, 2008).

In competitive contexts, individuals may think that their successful attainment of goals could obstruct others from accomplishing theirs, fostering the belief that they get advantages from the subpar performance of others. The productivity of others diminishes their likelihood of success. They emphasize their own interests above those of others. They seek to attain triumph while inflicting defeat upon the opposing party. Individuals with autonomous aspirations believe that their endeavors do not influence the achievements of others (Tjosvold et al., 2003a: 246, Chen et al., 2006: 1181).

Team members engaged in competitive environments exhibit greater motivation than those in cooperative settings (Julian and Perry, 1967: 88). In organizations and several other settings, contests usually arise among individuals with established relationships who engage in frequent interactions (Crawford and LePine, 2013: 78). The competitive method of conflict management escalates interpersonal stress among team members, obstructing communication and impeding the effective coordination of diverse expertise and collaborative efforts to accomplish tasks (Zhang et al., 2011: 1591). Competitive systems impose fairness requirements and emphasize performance discrepancies among team members, frequently rewarding high achievers and penalizing underperformers. Some contend that intrateam competition is detrimental. Competing individuals or subgroups prioritize their objectives over those of the superior organization, frequently leading to advantages for one at the detriment of another (Beersma et al., 2003: 572). Within-team competition comprises two distinct elements: team hyper-competition and team development competition. In hypercompetitive environments, individual members emphasize personal ambitions over collective objectives. If other team members subvert their efforts, it may be challenging for them to influence the team or its objectives meaningfully (He et al., 2014). A multitude of individuals eschew conflict or dissent inside a team. Disagreement can engender adverse feelings and a harmful atmosphere inside the team. The competitive strategy emphasizes individual needs above those of others. One's viewpoint is accurate, while the opposing perspective is erroneous, irrespective of the context (Cook, 2009a). The extent of structural rivalry within an organization is essential to its psychological environment. Workplace competition is essential as it focuses employees' attention on performance benchmarks relative to their peers and motivates them to engage in goal-oriented activities (Brown et al. 1998: 89).

2. METHODOLOGY

The study seeks to analyze the response of team climate research inside the academic sphere. The research employed bibliometric analysis to fulfill its purpose. The research utilized bibliometric data from the Web of Science because of its extensive

accessibility to social scientists. The essential phrases are utilized for retrieving published documents. The gathered data is refined for analysis. Subsequently, filtered data is downloaded and processed using R software (Biblioshiny) via performance analysis, scientific mapping, and bibliometric analysis components.

This textual data analysis tool assists researchers in quantifying pertinent features related to location, author, citation, network, and usage frequency. This strategy aids in the eradication of biases and errors that people encounter during the selection or synthesis of critical material. This study selects published, peer-reviewed, transcribed articles from the main collection of the "Web of Science" (WOS), which social scientists widely utilize. The search term "team climate" is utilized within the topic criteria (title, abstract, and keywords). The query does not specify a period.

Table1. Influential Sources

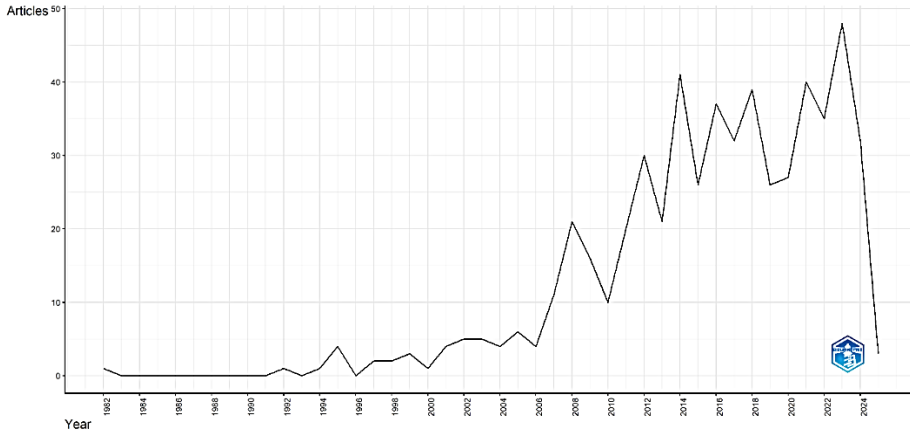
Search Focus	Research database(s)	Period	Search Keywords	Total Relevant papers	Finally, Considered
Team climate	Web of Science	1983 to until January 2025	Team climate	686	558

Bibliographic data from the publications selected by entering "team climate" in Web of Science were extracted as a bib.tex file. A total of 686 files were observed. After selecting solely the articles, 558 documents, 321 sources, and 2002 authors persisted. No filtration occurred in the language domain. The articles encompass all documents from 1982 until 2025.

3. RESULTS

3.1. Performance Analysis

Figure 1. Annual Scientific Production
Annual Scientific Production



There has been a significant increase in publications annually since 2006. This indicates that this subject has garnered scholars' interest in recent years. The research was conducted using 558 articles. It is not possible to list all the studies here using a systematic approach. For this reason, some of the recent studies covering the period 2024–2025 are provided in Table 2 for researchers.

Table 2. Some articles from 2024–2025 used in the research (WoS Database)

Doi	Authors	Title	Year
10.1016/j.infsof.2024.107407	Guimarães, G., Costa, I., Perkusich, M., Mendes, E., Santos, D., Almeida, H., & Perkusich, A.	Investigating the relationship between personalities and agile team climate: A replicated study	2024
10.1108/LODJ-03-2023-0142	Orekoya, I. O.	Inclusive leadership and team climate: the role of team power distance and trust in leadership	2024
10.1080/13561820.2024.2351006	Peduzzi, M., Fernandes Agreli, H. L., da Silva, J. A. M., Hara Koyama, M. A., Fracolli, L. A., & Xyrichis, A.	Team climate and patients' perception of primary healthcare attributes in Brazil: a cross-sectional study	2024
10.1016/j.jss.2023.111937	Vishnubhotla, S. D., & Mendes, E.	Exploring the relation between personality traits and agile team climate: Aggregating results from a twice replicated study in a telecom company	2024
10.1108/TPM-11-2023-0083	Chouiref, A., Berraies, S., & Ben Rejeb, W.	Team climate and knowledge management in knowledge-intensive teams: does team empowerment matter? Evidence from R&D teams	2025
10.1590/1518-8345.6872.4110	Carmo, H. D. O., Peduzzi, M., & Tronchin, D. M. R.	Team climate and job satisfaction in a mobile emergency service: a multilevel study	2024
10.1111/1748-8583.12581	Papalexandris, A.	Unraveling the Relationship Between High-Performance Work Systems and Team Performance: The Contingent Role of Competitive Team Climate	2024
10.1016/j.jss.2024.112054	Vishnubhotla, S. D., & Mendes, E.	Examining the effect of software professionals' personality & additional capabilities on agile teams' climate	2024
10.1108/ECAM-08-2023-0828	Gao, L., Zhang, X., Deng, X., Zhang, N., & Lu, Y.	Using fuzzy cognitive maps to explore the dynamic impact on management	2025

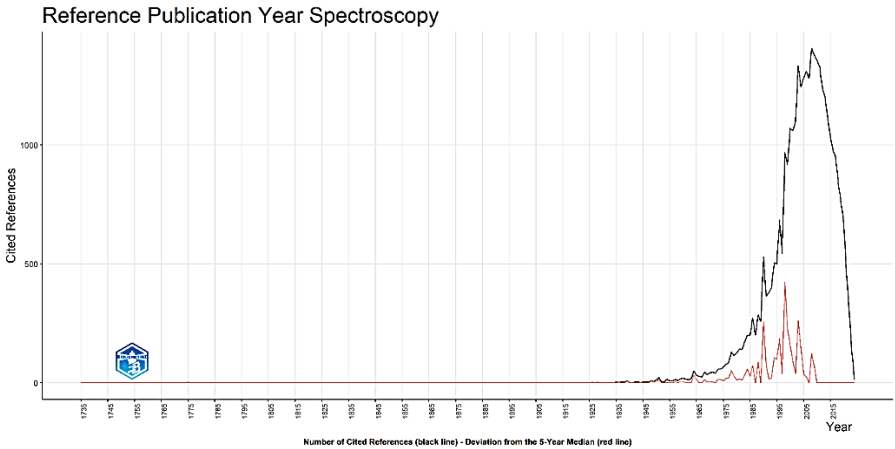
		team resilience in international construction projects	
10.1108/MD-03-2023-0385	Zhang, B., Yang, Q., & Hao, Q.	Supervisor bottom-line mentality and subordinate knowledge hiding: role of team climate	2024
10.1177/10596011211073218	Gersdorf-Van den Berg, M. E., Akkermans, J., Hoeksema, L. H., & Khapova, S. N.	The Whole Is Greater Than the Sum of Its Parts: Exploring Attributes of Team Work Engagement Climate	2024
10.1002/smr.2652	Shameem, M., Kumar, C., Chandra, B., Ali Khan, A., Nadeem Ahmed, M., Verner, J. M., ... & Azeem Akbar, M.	The impact of personality traits and cultural values on coordination effectiveness: A study of software development teams effectiveness	2024
10.1108/PR-09-2021-0647	Qu, J., Liu, M., Zhao, S., Zhao, Y., & Cao, X.	Team cognitive diversity and individual creativity: the roles of team intellectual capital and inclusive climate	2024
10.3399/BJGPO.2023.0111	Abrams, R., Jones, B., Campbell, J., de Lusignan, S., Peckham, S., & Gage, H.	The effect of general practice team composition and climate on staff and patient experiences: a systematic review	2024
10.1177/23220937241245288	Panneerselvam, S., & Balaraman, K.	Drivers of Toxic Cultures and What We Can Do About It!	2024
10.1111/codi.16871	Ostroff, C.	Social science and teams: a patient perspective	2024
10.1057/s41599-024-03159-2	Fang, Y., Liu, Y., Yu, P., & Chen, N.	How does narcissistic leadership influence change-oriented organizational citizenship behavior? Empirical evidence from China	2024
10.1177/17446295241246569	aman, S., Bal, R., Didden, R., & Embregts, P. J.	Factors affecting the feelings of safety among individuals with mild intellectual disabilities and severe challenging behaviour in residential care: A qualitative study of professional and service users' perspectives	2024
10.1109/TSE.2024.3374114	Prudjinski, M., Hadar, I., & Luria, G.	Exploring the Role of Team Security Climate in the Implementation of Security	2024

		by Design: A Case Study in the Defense Sector	
10.1080/03075079.2023.2219298	You, J. W.	Relationship between team learning profiles and outcomes in team project-based learning: a cluster analysis	2024
10.1007/s12144-024-05923-8	Li, X., & Lin, X.	Can't shake office "Cold Violence" outside workplace: an investigation of how and when workplace ostracism affect employee work-to-family conflict	2024
10.1027/1015-5759/a000752	Locke, K. D., & Martin, C. C.	Evaluating an Abbreviated Version of the Circumplex Team Scan Inventory of Within-Team Interpersonal Norms	2024
10.1080/10409289.2024.2336433	Blöchliger, O. R., & Bauer, G. F.	Why Do Child Care Teachers Leave? Why Do They Stay? – Pre-Pandemic Evidence	2024
10.1002/hrm.22236	Demerouti, E., Roth, C., Ebner, K., Soucek, R., & Moser, K.	Toward a better understanding of self-regulation promoting interventions: When performance management and job crafting meet	2024
10.1080/13561820.2023.2262511	Bookey-Bassett, S.	Feasibility testing of an interprofessional education intervention to support collaborative practice in home care for older stroke survivors with multiple chronic conditions	2024
10.1097/JFN.0000000000000451	Selwyn, C. N., Koon-Magnin, S., Dixon, V., & Rudd, A.	The Importance of Multidisciplinary Trauma-Informed Training in Addressing Campus-Based Sexual Violence	2024
10.1136/oemed-2024-109475	Kausto, J., Airaksinen, J., Oksanen, T., Vahtera, J., Kivimäki, M., & Ervasti, J. M.	Trajectories of work ability and associated work unit characteristics from pre-COVID to post-COVID pandemic period	2024
10.1016/j.socnet.2022.07.001	Agneessens, F., Trincado-Munoz, F. J., & Koskinen, J.	Network formation in organizational settings: Exploring the importance of local social processes and	2024

		team-level contextual variables in small groups using bayesian hierarchical ERGMs	
10.1080/19371918.2024.2320794	Cleofas, J., Andrada-Poa, M. R. J., & Jabal, R.	The Influence of COVID-19 Program Innovativeness on Occupational Stress Outcomes of Community Health Workers in a Selected City Health Department in the Philippines	2024
10.1108/IJOA-03-2024-4409	Nadal, J. J., & Vasconcellos Sobrinho, M.	Explorative and exploitative innovation and the organizational environment in the public sector	2024
10.1590/1413-81232024291.10572022	Vasconcelos, J., Probst, L. F., Silva, J. A. M. D., Costa, M. V. D., Higashijima, M. N. S., Santos, M. L. D. M. D., ... & Carli, A. D. D.	Factors associated with interprofessional collaboration in Primary Health Care: a multilevel analysis	2024
10.1186/s13012-024-01373-9	Bearman, S. K., Rohde, P., Pauling, S., Gau, J. M., Shaw, H., & Stice, E.	Predictors of the sustainability for an evidence-based eating disorder prevention program delivered by college peer educators	2024
10.3724/SP.J.1041.2024.00311	Li, C., & Li, C.	The influence mechanism of team reflexivity training on team ambidexterity development	2024
10.1002/hrm.22222	Li, P., Qu, Y., Li, M., Downes, P. E., & Wang, G	The effects of relational human resource management: A moderated mediation model of positive affective climate and collective occupational calling	2024
10.1016/j.jbusres.2023.114445	Zhu, W., Yang, H., Yang, B., & Sosik, J. J.	Innovative leadership in organizations: Dimensions, measurement, and validation	2024
10.1016/j.jhydrol.2024.131984	Molenaar, R. E., Kleidorfer, M., Kohl, B., Teuling, A. J., & Achleitner, S.	Does afforestation increase soil water buffering? A demonstrator study on soil moisture variability in the	2024

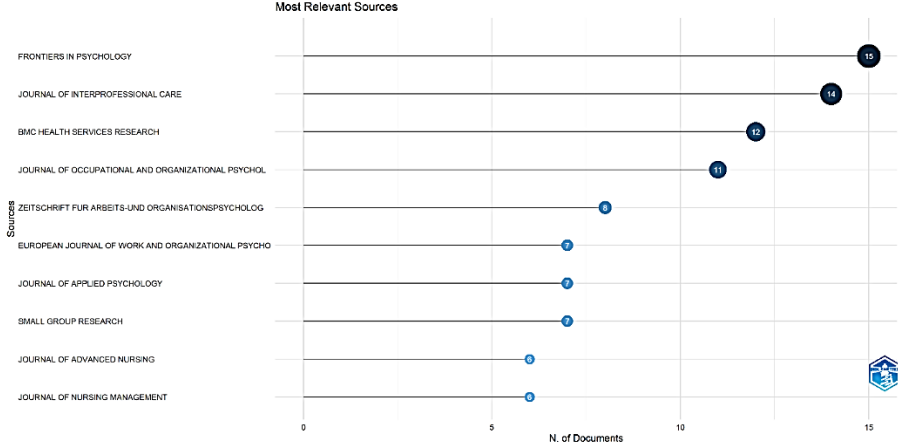
		Alpine Geroldsbach catchment, Austria	
10.1029/2023EA003279	Dunn, R. J., Herold, N., Alexander, L. V., Donat, M. G., Allan, R., Bador, M., ... & Zhang, X.	Observed Global Changes in Sector-Relevant Climate Extremes Indices—An Extension to HadEX3	2024
10.3399/bjgp24X737877	Williams, P., Jones, B., Aspen, C., Bird, T., Smylie, J., Touray, M., ... & de Lusignan, S.	Team climate, job satisfaction and burnout: results from a national survey of staff in general practice in England	2024
10.1080/02568543.2024.2325466	Trauernicht, M., Anders, Y., Oppermann, E., & Klusmann, U.	Emotional Exhaustion in German Preschool Teachers: The Role of Personal, Structural, and Social Conditions at the Workplace	2025
10.1080/13561820.2019.1634016	Seys, D., Deneckere, S., Lodewijckx, C., Bruyneel, L., Sermeus, W., Boto, P., ... & Vanhaecht, K.	Impact of care pathway implementation on interprofessional teamwork: An international cluster randomized controlled trial	2025

Figure 2. Spectroscopy



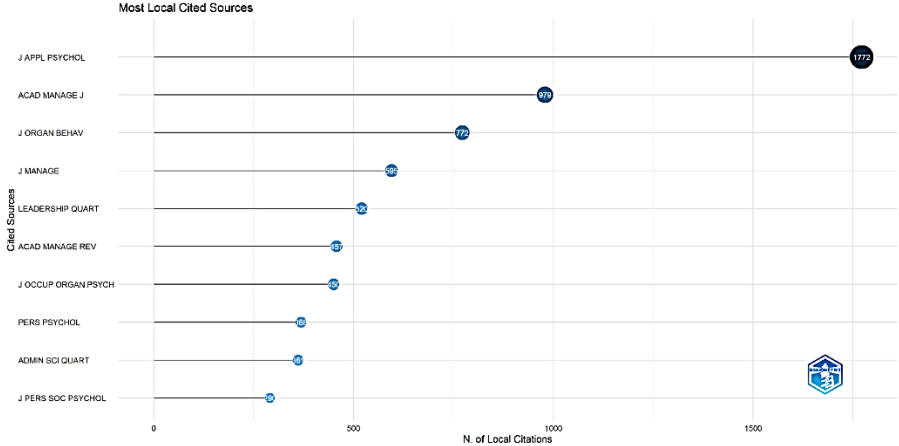
The cumulative count of references utilized in these documents is 23,587. The reference spectrum has been disseminated since 1735.

Figure 3. Influential Sources



The most relevant sources include Frontiers in Psychology, Journal of Interprofessional Care, BMC Health Services Research, Journal of Occupational and Organizational Psychology, Zeitschrift fur Arbeits-und Organisation Psychology, European Journal of Work and Organizational Psychology, Journal of Applied Psychology, Small Group Research, Journal of Advanced Nursing, Journal of Nursing Management forth. But Frontier in Psychology has secured the top position, followed by the Journal of Interprofessional Care and the BMC Health Services Research. The first and second-in-position sources have very close numbers (15 & 14), and the third one is placed in a far lesser number (12) from them.

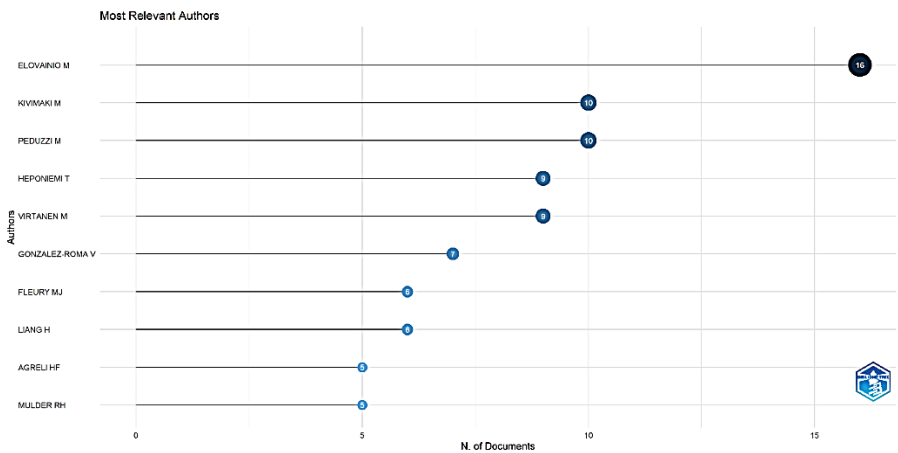
Figure 4. Influential Documents



Interestingly, when the citation is considered, the document from the Journal of Applied Psychology, Academy of Management Journal, Journal of Organizational Behavior, Journal of Management, The Leadership Quarterly, Academy of

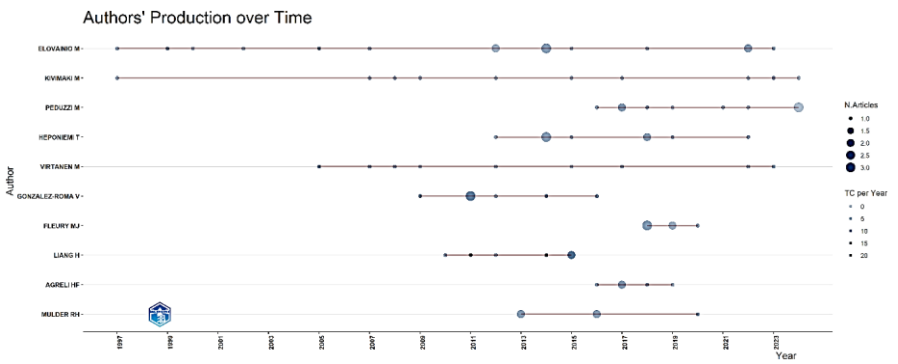
Management Review, Journal of Occupational and Organizational Psychology, Personnel Psychology, Administrative Science Quarterly, Journal of Personality and Social Psychology scored well for its saliency.

Figure 5. Prolific Authors



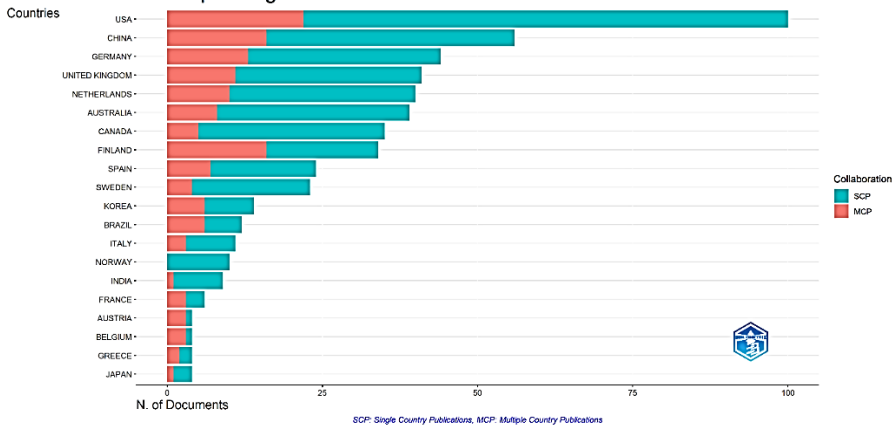
Some of the most prolific authors are Elovainio M (16), Kivimaki M (10), and Peduzzi M (10), followed by others. Four two prominent authors have contributed the same number of documents, nine. One author contributed to seven works.and two authors have shared the same number of documents, six.

Figure 6. Author-wise Production



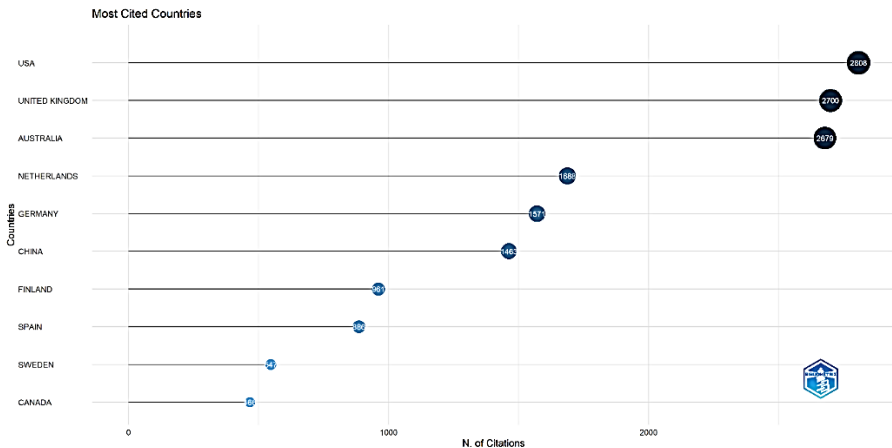
If the author's activeness is considered, then Elovainio M. and Kivimaki M. have produced documents through a wide range of time frames, but Elovainio M has quantity as well as quality in contribution. Kivimaki has been active ever since 1997.

Figure 7. Author & Country
Corresponding Author's Countries



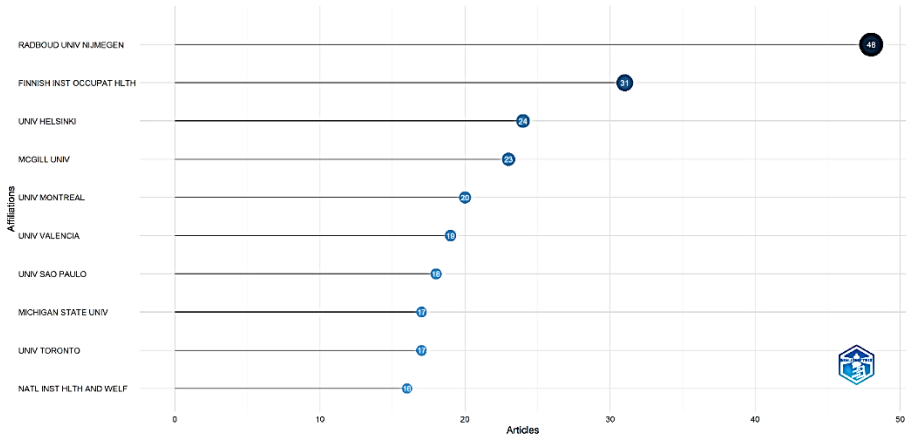
The USA has secured the top position in the list in terms of the corresponding authors' country (single and multiple countries publications), followed by China. Japan has secured the 20th position on this list. Both the top countries have a friendly ecosystem for budding entrepreneurs, so their contributions go accordingly.

Figure 8. Influential Country



The United States has secured the top rank with 2808 citations. The second position held by United Kingdom has 2700 citations, whereas Australia has the third position with 2679 citations.

Figure 9. Relevant Affiliation



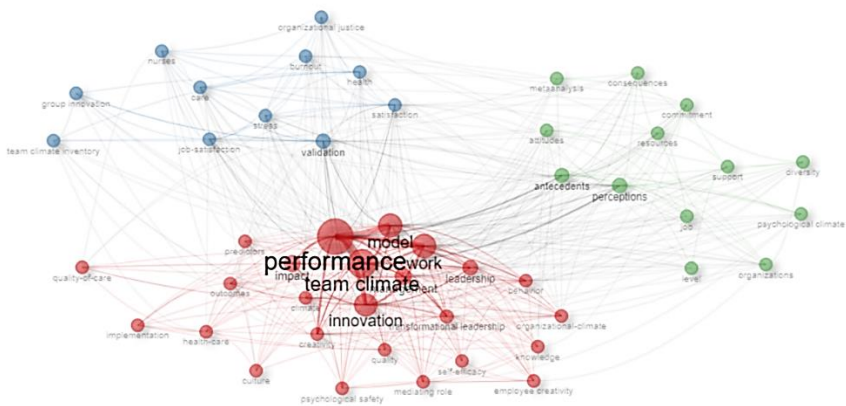
The relevant affiliations are Radboud Univ Nijmegen (48), Finnish Inst Occupat Hlth (31), Univ Helsinki (24), and McGill Univ (23) followed by others.

In conclusion, performance analysis is essential as it offers crucial insights regarding documents, authors, publications, countries, connections, references, and more. This material assists beginner explorers in becoming acquainted with pertinent writers, their works, associated organizations or institutions, and prospective publishing houses for future endeavors. The policymaker in governance can utilize this information and implement the advice provided by leading researchers in the field.

3.2. Scientific mapping

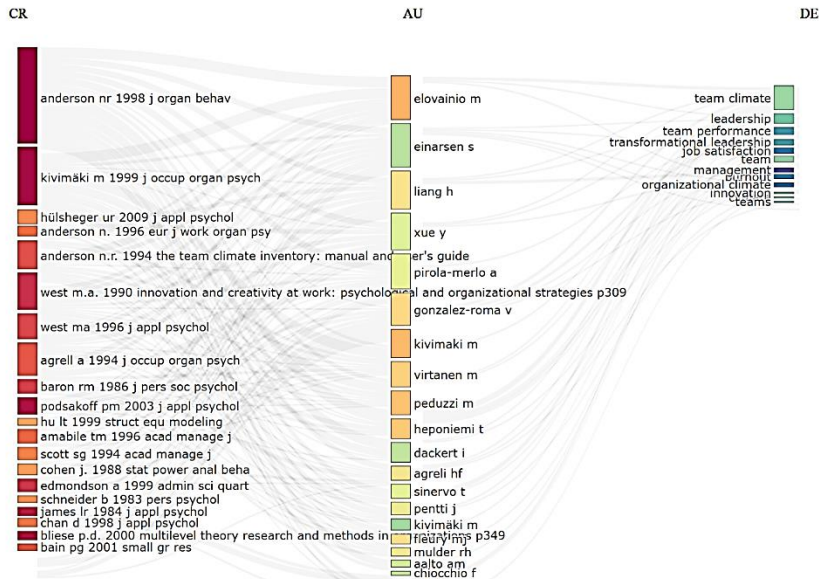
This analytical section illustrates the interconnections of key keywords, the relationships between segments, and the exploration of pivotal words.

Figure 10. Key Theme Network



The graphic display categorizes the examined topics into three orientations based on the co-occurrence of key phrases. The primary domains with several nodes indicate diverse scientific investigations. They may be referred to as clusters. The crimson network has expanded in and around performance. The azure network examined the regions based on precedents and perceptions. The red and blue are occupying a significant position in this scientific mapping. The area occupied by the green-colored nodes expanded adjacent to "validation."

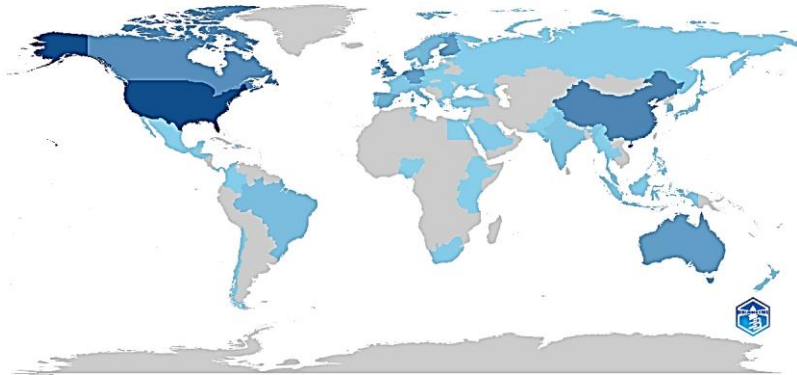
Figure 11. Three Field Plot



The three field plots illustrate categories derived from the references provided by key contributors. The areas that have evolved in this process are team climate, leadership, team performance, job satisfaction, transformational leadership, team, organizational climate etc. The areas significantly reflect the complexity of the structures.

Figure 14. Countries' Scientific Production

Country Scientific Production



The United States ranks top in the number of publications, followed by China in second, Canada in third, and other European countries thereafter. No studies on the subject were identified in the nations depicted in gray in Central Asia, Africa, and South America.

4. DISCUSSION

The bibliometric analysis of published materials concerning the relationship between team and climate provides a comprehensive overview of the field. Although the analysis lacks depth in specificity, it provides a thorough understanding of key sub-concepts, their emergence and co-occurrence, the evolution of topics over time, principal authors, leading countries, prominent journals, citation metrics, affiliation information, significant topics, and their interconnections, among other aspects. This approach aids budding scholars in rapidly acquiring information in the field and serves as a foundation for subsequent exploration. This approach aids budding scholars in rapidly acquiring information in the field and serves as a foundation for subsequent exploration.

Teams are collectives of individuals who work together to achieve organizational objectives and perceive themselves as a social entity within the organization. They possess elements such as a shared purpose, defined team objectives, team efficacy, conflict management, and reduced social loafing for effectiveness. Teams possess the capacity for efficiency, collaboration, participation, consensus, synergy, and innovation. However, effective leadership and a clear corporate vision are essential for their success. Organizations use team-based arrangements as they are more adaptable and responsive to evolving circumstances than traditional departmentalization or fixed work groupings. Team climate, which includes attitudes, expectations, and emotions, is associated with individual perceptions, attitudes, and behaviors within a group context. Team innovation is nurtured in an environment that

values and supports creative ideas, encourages their presentation without fear of retribution, and encourages team members to focus on fulfilling organizational and task objectives. The team-level environment offers a collective understanding of the work group, enabling members to ascribe shared significance to pivotal events and recognize actions that will yield favorable results.

Since 2006, there has been a significant increase in publications on the subject of organizational psychology, with a cumulative count of 23,587 references used. The most relevant sources include *Frontiers in Psychology*, *Journal of Interprofessional Care*, *BMC Health Services Research*, *Journal of Occupational and Organizational Psychology*, and others. The most prolific authors include Elovainio M, Kivimäki M, and Peduzzi M. The USA has the top position in terms of corresponding authors' country, followed by China and Japan. The United States has the top rank with 2808 citations, followed by the United Kingdom with 2700 citations, and Australia with 2679 citations.

The scientific mapping section illustrates the interconnections of key keywords, relationships between segments, and the exploration of pivotal words. The graphic display categorizes the examined topics into three orientations based on the co-occurrence of key phrases, with the red and blue nodes occupying a significant position. The three field plots illustrate categories derived from the references provided by key contributors, reflecting the complexity of structures.

Factor analysis was conducted to identify one element in this investigation, which signifies objectivity. The term map signifies the examination of each concept inside the texts, with performance, team climate, innovation, work, and model significantly increasing. The United States ranks top in the number of publications, followed by China, Canada, and other European countries.

The study uses a singular database, leaving others unexamined. One of the limitations of the study is that only the WoS database was used, whilst other databases such as Scopus were excluded. This study does not encompass empirical observation; nonetheless, the analysis has concentrated on themes, performance, and scientific mapping in the data examination. While this study has examined climate inside the team context in a scientific and vivid manner, the subjective aspect of interpretability from critical studies remains limited. The study provides a more objective assessment of the research field than the literature review. Multiple studies, including those by Kivimäki and Elovainio (1999), Bower et al. (2003), and Eisenbeiss et al. (2008), affirm the significance of team climate. An essential factor in team performance is the environment that fosters motivation, resilience, innovation, and inspiration to address emerging issues. Managers may inspire their teams and effectively navigate problems by establishing and leveraging a team climate. The team climate significantly influences perseverance, creativity, motivation, and organizational performance. The study has emphasized both recent trend regions and previously investigated domains. Identifying research gaps in team climate can guide future investigations and enhance our understanding of this vital subject.

CONCLUSION

The bibliometric research has indicated that the field has developed distinctly in both objective and subjective directions. Climate continues to be a significant behavioral component and has recently prompted research in certain domains, including teamwork. The study's objective was to ascertain critical metrics and contemporary developments within the team environment and team climate overall. The field is at its nascent phase and requires the engagement of scholars. This study's findings indicate a rising tendency in the volume of publications about team climate. The United States of America, the United Kingdom, and Australia rank first in terms of the most cited countries by country. The United States of America, China, and Canada rank first regarding Countries' Scientific Production. The issue of team climate seems to be significantly related to the areas of leadership, team performance, job satisfaction, transformational leadership, team, organisational climate etc. The terms performance, team atmosphere, and creativity prominently emerged in the word tree and word cloud. It has been observed that team climate is strongly linked to organizational climate, innovation, creativity, teamwork, leadership, and team performance.

Leadership (Liu vd., 2012; Orekoya, 2024), the individual psychological characteristics of team members (Bhartia ve Vijayalakshmi, 2019), the team's physical and social structure (Bower vd., 2003), organisational support (Osca vd., 2005), the perception of fairness (Colquitt 2002), a culture of learning, and innovation-focused organisational structures (Adams vd., 2006; Sheshadri, 2024), as well as the quality of intra-team communication (Valls vd., 2016), are among the most fundamental determinants of team climate. Leadership behaviours are the key social contextual mechanism that directly shapes team climate. In particular, leadership styles based on high trust enhance the sustainability of team climate. Team climate is not merely a structural phenomenon, but also a psychological one. Employees feeling secure is one of the fundamental conditions for the formation of team climate. Team structure is one of the key mechanisms determining the forms of intra-team interaction. Structural inconsistencies can lead to a weakening of the team climate. The team climate is not merely a structure formed at the team level; it is the product of a higher-level context shaped by organisational culture and managerial practices. Information sharing facilitates the creation of shared meaning among team members. Knowledge sharing (Hahm, 2017; Li vd., 2017), collaboration and coordination (Hartgerink vd., 2014, Khassawneh vd., 2026), team cohesion (Berraies ve Chouiref, 2023; Chouiref, vd., 2025), innovation and creativity (Bain vd. 2001; Eisenbeiss vd., 2008), a learning culture and psychological safety (Liu vd., 2021; Robinson ve Held, 2025) are key concepts associated with team climate. Team climate is one of the most important social mechanisms for enhancing knowledge sharing. A positive team climate accelerates the flow of both tacit and explicit knowledge within teams. A strong climate reinforces social and task-based cohesion. An innovative climate directly increases teams' tendency to generate and implement new ideas. In learning-focused teams, the sharing of knowledge and experience, collective learning, knowledge integration, and the level of organizational memory will be high. A

psychologically safe environment where members are not afraid to make mistakes is linked to the team climate.

Team performance (Pirola-Merlo vd., 2002; González-Romá vd., 2009), innovation and creativity (Mathisen vd., 2008; Peng ve Chen, 2023), knowledge management and learning (Li vd., 2023; Berraies vd., 2025), employee attitudes and well-being (Albrecht, 2012; Williams vd., 2025; Wright vd., 2026) are all outcome variables of team climate. A positive team climate can enhance task performance, service quality, operational efficiency and team effectiveness. Teams with a clear vision and a strong task orientation demonstrate higher productivity thanks to their goal-focused nature. An environment conducive to innovation enhances the likelihood of new ideas getting off the ground. Members will feel safer in their environment and creative performance will improve. In trust-based climates, employees will share their experiences more readily and participate more actively in collective learning processes. Team climate forms the social infrastructure for organisational knowledge production and knowledge transfer. Team climate is of critical importance not only in terms of performance but also in terms of employee well-being. Climate is a critical environmental factor that influences employees' psychological state and commitment. A positive perception of the climate reduces turnover intentions whilst increasing organisational commitment.

Ethical considerations

This study has been prepared in accordance with Research and Publication Ethics.

Conflict of Interest

There is no conflict of interest.

Funding

This research did not receive any financial support.

TAKIM İKLİMİ ÇALIŞMALARININ BİBLİYOMETRİK ANALİZİ

1. GİRİŞ

Takım iklimi son yıllarda uluslararası literatürde araştırmacıların ilgisinin arttığı bir konudur. Takım iklimi ile ilgili ulusal ve uluslararası literatürde bibliyometrik bir çalışmaya ulaşılamamıştır. Bu analiz bulgular sonraki araştırmacılar takım iklimi ile ilgili yeni bir bakış açısı oluşturacak ve ulusal literatürde yeni çalışmalara kapı açacaktır. Bu araştırma, takım iklimini bibliyometrik analiz ile incelemeyi amaçlamaktadır. Bu çalışma, işyerinde takım iklimini etkileyen temel temaları açıklığa kavuşturarak örgütsel psikolojinin karmaşık dinamiklerini tanımlamayı amaçlamaktadır. Çalışma, takım iklimi araştırmalarının akademik alandaki karşılığını analiz etmeyi amaçlamaktadır.

2. YÖNTEM

Araştırma, amacını gerçekleştirmek için bibliyometrik analiz kullanmıştır. Araştırmada, sosyal bilimciler için kapsamlı erişilebilirliği nedeniyle Web of Science'tan alınan bibliyometrik veriler kullanılmıştır. Yayınlanmış belgelere ulaşmak için temel ifadeler kullanılmıştır. Toplanan veriler analiz için rafine edilmiştir. Daha sonra, filtrelenmiş veriler indirilir ve performans analizi, bilimsel haritalama ve bibliyometrik analiz bileşenleri aracılığıyla R yazılımı kullanılarak işlenir.

Bu metinsel veri analiz aracı, araştırmacılara konum, yazar, atıf, ağ ve kullanım sıklığı ile ilgili özellikleri ölçmede yardımcı olur. Bu strateji, insanların kritik materyallerin seçimi veya sentezi sırasında karşılaştıkları önyargıların ve hataların ortadan kaldırılmasına yardımcı olur. Bu çalışmada, sosyal bilimcilerin yaygın olarak kullandığı “Web of Science” (WOS) ana koleksiyonundan yayınlanmış, hakemli, transkripsiyonlu makaleler seçilmiştir. Konu kriterleri (başlık, özet ve anahtar kelimeler) dahilinde “takım iklimi” arama terimi kullanılmıştır. Sorguda bir dönem belirtilmemiştir. R programında Biblioshiny kullanılarak analizler yapılmıştır.

Web of Science'ta “team climate” girilerek seçilen yayınlardan bibliyografik veriler bib.tex dosyası olarak çıkarılmıştır. Toplam 686 dosya gözlemlenmiştir. Yalnızca makaleler seçildikten sonra 558 belge, 321 kaynak ve 2002 yazar kalmıştır. Dil alanında herhangi bir filtreleme yapılmamıştır. Makaleler 1982'den 2025'e kadar olan tüm belgeleri kapsamaktadır.

3. BULGULAR

2006'dan bu yana her yıl yapılan yayınlarda önemli bir artış olmuştur. Bu da konunun son yıllarda akademisyenlerin ilgisini çektiğini göstermektedir. Belgelerde kullanılan referansların kümülatif sayısı 23.587'dir. Referans spektrumu 1735'ten beri

yayılmaktadır. En alakalı kaynaklar arasında *Frontiers in Psychology*, *Journal of Interprofessional Care*, *BMC Health Services Research*, *Journal of Occupational and Organizational Psychology*, *Zeitschrift für Arbeits- und Organisationspsychologie*, *European Journal of Work and Organizational Psychology*, *Journal of Applied Psychology*, *Small Group Research*, *Journal of Advanced Nursing*, *Journal of Nursing Management* gibi yer almaktadır. Ancak *Frontier in Psychology* en üst sırada yer alırken, onu *Journal of Interprofessional Care* ve *BMC Health Services Research* takip etmektedir. Birinci ve ikinci sıradaki kaynakların sayıları birbirine çok yakındır (15 ve 14), üçüncü kaynak ise bunlardan çok daha az bir sayıda (12) yer almaktadır.

Atıflar dikkate alındığında, *Journal of Applied Psychology*, *Academy of Management Journal*, *Journal of Organizational Behavior*, *Journal of Management*, *The Leadership Quarterly*, *Academy of Management Review*, *Journal of Occupational and Organizational Psychology*, *Personnel Psychology*, *Administrative Science Quarterly*, *Journal of Personality and Social Psychology*'den alınan dokümanlar belirginlik açısından iyi puan almıştır.

En üretken yazarlardan bazıları Elovainio M (16), Kivimäki M (10) ve Peduzzi M (10) olup bunları diğerleri takip etmektedir. Önde gelen iki yazardan dördü aynı sayıda, dokuz belgeye katkıda bulunmuştur. Bir yazar yedi çalışmaya katkıda bulunmuştur ve iki yazar aynı sayıda, altı belgeyi paylaşmıştır. Elovainio M. ve Kivimäki M. geniş bir zaman aralığında belge üretmişlerdir, ancak Elovainio M'nin katkısı nitelik kadar nicelik de taşımaktadır. Kivimäki 1997'den beri aktiftir.

ABD, ilgili yazarların ülkesi (tek ve çok ülkeli yayınlar) açısından listede en üst sırada yer alırken, onu Çin takip etmiştir. Japonya ise bu listede 20. sırada yer almıştır. Her iki ülke de yeni girişimciler için dostane bir ekosisteme sahiptir, dolayısıyla katkıları da bu doğrultuda olmaktadır. Amerika Birleşik Devletleri 2808 atıfla en üst sırayı elde etti. Birleşik Krallık'ın elinde tuttuğu ikinci pozisyon 2700 atıfla, Avustralya ise 2679 atıfla üçüncü sırada yer alıyor.

4. TARTIŞMA

Takım ve iklim arasındaki ilişkiye dair yayınlanmış materyallerin bibliyometrik analizi, alana dair kapsamlı bir genel bakış sağlar. Analizin özgüllük açısından derinliği olmamasına rağmen, diğer yönlerin yanı sıra temel alt kavramlar, bunların ortaya çıkışı ve birlikteliği, konuların zaman içindeki evrimi, başlıca yazarlar, önde gelen ülkeler, önde gelen dergiler, atıf ölçümleri, bağlılık bilgileri, önemli konular ve bunların birbirleriyle bağlantıları hakkında kapsamlı bir anlayış sağlar. Bu yaklaşım, yeni yetişen bilim insanlarının alanda hızla bilgi edinmesine yardımcı olur ve sonraki keşifler için bir temel görevi görür. Bu yaklaşım, yeni yetişen bilim insanlarının alanda hızla bilgi edinmesine yardımcı olur ve sonraki keşifler için bir temel görevi görür.

Çalışma, diğerlerini incelemeyi bırakarak tekil bir veri tabanı kullanır. Sadece WoS veritabanının kullanılmış olması ve Scopus gibi başka veritabanlarının kapsam

dışında bırakılması araştırmanın kısıtlılıklarındandır. Bu çalışma, ampirik gözlemi kapsamaz; yine de analiz, veri incelemesinde temalara, performansa ve bilimsel haritalamaya yoğunlaşmıştır. Bu çalışma, takım bağlamındaki iklimi bilimsel ve canlı bir şekilde incelemiş olsa da, eleştirel çalışmalardan elde edilen yorumlanabilirliğin öznel yönü sınırlı kalmaktadır. Çalışma, literatür taramasından daha nesnel bir araştırma alanı değerlendirmesi sunmaktadır. Kiwimaki ve Elovainio (1999), Bower vd. (2003) ve Eisenbeiss vd. (2008) tarafından yapılanlar da dahil olmak üzere çok sayıda çalışma, takım ikliminin önemini teyit etmektedir. Takım performansında önemli bir faktör, motivasyonu, dayanıklılığı, yenilikçiliği ve ortaya çıkan sorunları ele almak için ilhamı besleyen ortamdır. Yöneticiler, bir takım iklimi oluşturarak ve bundan yararlanarak takımlarına ilham verebilir ve sorunları etkili bir şekilde çözebilirler. Takım iklimi, azmi, yaratıcılığı, motivasyonu ve kurumsal performansı önemli ölçüde etkiler. Çalışma hem son trend bölgelerini hem de daha önce araştırılmış alanları vurgulamıştır. Takım iklimindeki araştırma boşluklarını belirlemek, gelecekteki araştırmalara rehberlik edebilir ve bu hayati konuya ilişkin anlayışımızı geliştirebilir.

SONUÇ

Bibliyometrik araştırma, alanın hem nesnel hem de öznel yönlerde belirgin şekilde geliştiğini göstermiştir. İklim önemli bir davranışsal bileşen olmaya devam etmektedir ve son zamanlarda takım çalışması da dahil olmak üzere belirli alanlarda araştırma yapılmasını teşvik etmiştir. Çalışmanın amacı, takım ortamı ve genel olarak takım iklimi içindeki kritik ölçümleri ve güncel gelişmeleri tespit etmektir. Alan henüz başlangıç aşamasındadır ve akademisyenlerin katılımını gerektirmektedir. Bu çalışmanın bulguları, takım iklimi hakkındaki yayınların hacminde artan bir eğilim olduğunu göstermektedir. Amerika Birleşik Devletleri, Birleşik Krallık ve Avustralya, ülkelere göre en çok atıf yapılan ülkeler açısından ilk sırada yer almaktadır. Amerika Birleşik Devletleri, Çin ve Kanada, ülkelerin bilimsel üretimi açısından ilk sırada yer almaktadır. Takım iklimi konusu, liderlik, takım performansı, iş tatmini, dönüşümsel liderlik, takım, örgütsel iklim vb. alanlarıyla önemli ölçüde ilişkili görünmektedir. Performans, takım atmosferi ve yaratıcılık terimleri, kelime ağacında ve kelime bulutunda belirgin bir şekilde ortaya çıkmıştır. Takım ikliminin kurumsal iklim, yenilikçilik, yaratıcılık, takım çalışması, liderlik, takım performansı ile çok güçlü bağlantı kurduğu görülmüştür.

Liderlik (Liu vd., 2012; Orekoya, 2024), takım üyelerinin bireysel psikolojik özellikleri (Bhartia ve Vijayalakshmi, 2019), ekibin fiziksel ve sosyal yapısı (Bower vd., 2003), örgütsel destek (Osca vd., 2005), adalet algısı (Colquitt 2002), öğrenme kültürü ve inovasyon odaklı örgüt yapıları (Adams vd., 2006; Sheshadri, 2024), takım içi iletişim kalitesi (Valls vd., 2016) takım ikliminin öncüllerindendir. Liderlik davranışları takım iklimini doğrudan şekillendiren temel sosyal bağlam mekanizmasıdır. Özellikle yüksek güven temelli liderlik biçimleri, takım ikliminin sürdürülebilirliğini artırmaktadır. Takım iklimi yalnızca yapısal değil, aynı zamanda psikolojik bir olgudur. Çalışanların kendilerini güvende hissetmeleri takım ikliminin oluşumu için temel koşullardan biridir. Takım yapısı, takım içi etkileşim biçimlerini

belirleyen temel mekanizmalardan biridir. Yapısal uyumsuzluklar takım ikliminin zayıflamasına yol açabilmektedir. Takım iklimi yalnızca takım düzeyinde oluşan bir yapı değildir; örgütsel kültür ve yönetsel uygulamalar tarafından şekillendirilen üst düzey bir bağlamın ürünüdür.

Bilgi paylaşımı (Hahm, 2017; Li vd., 2017), iş birliği ve koordinasyon (Hartgerink vd., 2014, Khassawneh vd., 2026), takım uyumu (Berraies ve Chouiref, 2023; Chouiref, vd., 2025), yenilikçilik ve yaratıcılık (Bain vd. 2001; Eisenbeiss vd., 2008), öğrenme iklimi ve psikolojik güvenlik (Liu vd., 2021; Robinson ve Held, 2025) takım iklimi ile ilişkili kavramlar olarak öne çıkmaktadır. Takım iklimi bilgi paylaşımını artıran en önemli sosyal mekanizmalardan biridir. Bilgi paylaşımı takım üyeleri arasında ortak anlam oluşturulmasını sağlamaktadır. Pozitif bir takım iklimi, örtük ve açık bilginin takımlar arasında akışını hızlandırır. Güçlü bir iklim, sosyal ve görev temelli uyumu pekiştirir. Yenilikçilik iklimi, takımların yeni fikirler üretme ve uygulama eğilimini doğrudan artırır. Öğrenme odaklı ekiplerde bilgi ve deneyim paylaşımı, kolektif öğrenme, bilgi entegrasyonu ve örgütsel hafıza düzeyi yüksek olacaktır. Üyelerin hata yapmaktan korkmadığı psikolojik olarak güvenli bir ortam, takım iklimi ile ilişkidir.

Takım performansı (Pirola-Merlo vd., 2002; González-Romá vd., 2009), inovasyon ve yaratıcılık çıktıları (Mathisen vd., 2008; Peng ve Chen, 2023), bilgi yönetimi ve öğrenme (Li vd., 2023; Berraies vd., 2025), çalışan tutumları ve esenlik (Albrecht, 2012; Williams vd., 2025; Wright vd., 2026), takım ikliminin sonuç değişkenlerindendir. Pozitif takım iklimi, görev performansını, hizmet kalitesini, operasyonel verimliliği, takım etkinliğini artırabilmektedir. Net bir vizyona ve yüksek görev yönelimine sahip takımlar, hedef odaklılıkları sayesinde daha yüksek verimlilik sergilerler. Yeniliğe destek veren bir iklim, yeni fikirlerin hayata geçirilme olasılığını doğrudan artırır. Üyelerin kendilerini güvende hissettiği ortamlarda yaratıcı performans yükselecektir. Güven temelli iklimlerde çalışanlar deneyimlerini daha rahat paylaşacak ve kolektif öğrenme süreçlerine daha fazla katılım gösterecektir. Takım iklimi, örgütsel bilgi üretimi ve bilgi transferinin sosyal altyapısını oluşturmaktadır. Takım iklimi yalnızca performans açısından değil, çalışan sağlığı açısından da kritik öneme sahiptir. İklim, çalışanların psikolojik durumunu ve bağlılığını etkileyen kritik bir çevresel faktördür. Olumlu iklim algısı, işten ayrılma niyetini azaltırken örgütsel bağlılığı yükseltir.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	MUSTAFA TUNCER OKUMUŞ
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	MUSTAFA TUNCER OKUMUŞ
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	MUSTAFA TUNCER OKUMUŞ
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	MUSTAFA TUNCER OKUMUŞ
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	MUSTAFA TUNCER OKUMUŞ