



The Influence of Perceived Organizational Support and Psychological
Climate on Workers' Motivation: The Case of Mesfin Industrial Engineering Plc in
Mekelle City, Ethiopia

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Advisor: Professor Habtamu Wondimu

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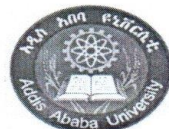
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Declaration

I hereby declare that the thesis entitled, “The Influence of Perceived Organizational Support and Psychological Climate on Workers’ Motivation: The Case of Mesfin Industrial Engineering PLC” is my own work towards the fulfillment of Master of Arts degree in Social Psychology and that, to the best of my knowledge, it has not been submitted for a postgraduate program in this or other universities. However, references from the work of others have been clearly stated and acknowledged. The work was done under the guidance of Professor Habtamu Wondimu, Addis Ababa University, College of Education and Behavioral Studies, School of Psychology.

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Abstract

The main objective of this study was to investigate the influence of perceived organizational support and psychological climate on workers' motivation in Mesfin Industrial Engineering PLC in Mekelle city. A descriptive research design was used to conduct this research. A sample of 281 respondents was drawn from the employees of Mesfin Industrial Engineering PLC(MIE) using a stratified random sampling technique. A standardized structured questionnaire was distributed to the selected respondents. The collected quantitative data were analyzed by using both descriptive (frequency distribution, mean, standard deviation, and percentile) and inferential statistics (Pearson correlation analysis, One-way ANOVA, and multiple regression) through SPSS software version 24. The findings show that there is a positive moderate relationship and statistically significant between psychological climate and employees' work motivation, while there is a positive weak relationship and statistically significant among perceived organizational support and employees' work motivation. Psychological climate was the strongest predictor of work motivation whereas work motivation is least impacted by perceived organizational support. Also, the results indicated that there is no statistically significant mean difference between the demographic variables gender, age, educational level, and years of service in the organization with employees' work motivation. Finally, the researcher suggests that Mesfin Industrial Engineering plc must give some attention to understand the perception of employees towards the organization because this helps them to solve the problems on time and motivate their employees to achieve the desired objectives.

Key Words: Perceived Organizational Support, Psychological Climate, and Work Motivation

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List of Acronyms and Abbreviations

Amo	amotivation
BIWM	Blais Inventory of Work Motivation
ER	External Regulation
EFFORT	Endowment Fund for The Rehabilitation of Tigray
IDEN	Identified Regulation
INTG	Integrated Regulation
INTRO	Introjected Regulation
MIE	Mesfin Industrial Engineering
PLC	Private Limited Company
POS	Perceived Organizational Support
SDT	Self-Determination Theory
VIE	Valence, Instrumentally, and Expectancy
WEIMS	Work Extrinsic and Intrinsic Motivation Scale
W-SDI	Work Self-Determination Index

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Chapter One

1.1. Introduction

In today's competitive environment, organizations can no longer afford to waste the potential of their workplace. There are key factors in the employee's workplace environment that impacts greatly on their level of motivation and performance. The workplace environment, which is set in place, can impact employees' morale, productivity, and engagement both positively and negatively. So, it is not only employee morale, productivity, and engagement that impacts employee's motivation, but also organizations must understand the perceived organizational support and psychological climate perceptions of their employees towards the organization.

With the rapidly changing business practices organizations are facing increased challenges. Now organizations are striving to meet these incalculable challenges which arise with each step to pass. Meeting these challenges requires the best use of resources. Out of many resources, it is the human resources that are the prime movers that enable an organization to achieve the best out of other available resources like physical, financial, and material resources. Making the best out of human resources can offer a lasting competitive edge over rivals, which is the dream of every business (Singh & Singh, 2010; Bowen & Ostroff, 2004).

Getting the best out of the workforce requires investment from the organization, as employees expect the best possible reward from their employer for the devotion they show for their tasks and organizational goals. Organizations also strive to pay the best returns to employees both intangible and tangible form. The idea that rewards and returns are best or worst is not the decision of the employer, rather employees comment on the value of the reward. When

they perceive that reward is valuable and meets their expectations, they reciprocate it with good efforts and performance. So, it can be inferred from this that there is an exchange relationship between the organization and employees. Employees perform to reciprocate organizations' needs and they are paid by organizations to respond to employee's efforts. The influence of perceived organizational support and psychological climate investigates how the employees perceive the presence of known and assumed risks and protective factors within the organization.

This notion of reciprocation in an organization was described by perceived organizational support. As the study of Erdogan and Enders (2007) showed, perceived organizational support is the degree to which an individual believes that the organization cares about him or her, values his or her input and provides him or her with help and support. Besides this Muse and Stamper (2007) described perceived organizational support from two dimensions. These are caring about employees' outcomes and performance as well as care about employees' well-being and respect. Both these two dimensions of perceived organizational support affect the perception of employees about the support given by the organization. If anyone of these elements is missing, it would affect the overall perception of support given by the organization.

According to organizational behavior, such components as attitude, personality, motivation, mindset and core values affect performance psychological climate which refers to individuals' perceptions of situations in the workplace (Hassan, 2012). In addition, Brown and Leigh (1996) define the term psychological climate as the extent to which employees find the organization safe and meaningful. Meaningfulness refers to individuals' faith in creating a difference with the work they do and the value attached to their contributions. On the other hand,

safety is related to a predictable and reliable workplace. The Psychological climate has only descriptive reflections about the experiences of individuals in the workplace. In other words, it does not have a judgmental or emotional dimension. However, it is significant because it is influential on attitudes towards the organization and these attitudes have the potential to affect the behaviors (Koys & DeCotiis, 1991).

In addition, Parker et al explain how perceptions of the work environment, work attitudes, and motivation may influence individual behavior. In their study they introduced a series of nested models, describing the effects of psychological climate on various outcome variables. Then, they identified that perceptions of the work environment evoke outcome expectancies, instrumentalities, and valuations that have a direct effect on individual motivation in accordance with traditional expectancy-value models and more recent self-regulatory approaches to motivation (Parker et al., 2003). A research conducted by Brown and Leigh (1996) reported that the effects of psychological climate perceptions on effort and performance were mediated by job involvement. They argued that, because the effort is a discretionary resource, individuals will only be motivated to the degree that they identify with their job and organization.

In an effort to motivate workers, firms have implemented a number of practices such as performance-based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. So, for many firms, training of their workers has become a necessary input into the production process. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or

reward value of the goal, and expectations of the individual and for his or her peers (Robbins, 2013). There are internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. These factors are the reasons one has to consider for behaving in a certain way in an organization to make it more productive and profitable.

To this end, to perform optimally most employees need the motivation to feel good about their jobs and their workplace. In fact, some employees are money motivated while others find recognition and rewards that personally motivate them. Motivational levels within the workplace have a direct impact on employees' productivity. Workers who are happy and excited about their jobs carry out their responsibilities to the best of their ability and knowledge, and production increases as a result. An incentive is a motivating influence that is designed to drive behavior and motivate employees to produce quality work. Employers use several incentives to increase production numbers and quality. Employee incentives come in a variety of forms including paid time off, bonuses, cash, and travel perks. Incentives drive employee motivation because they offer workers more to strive for better achievement than a regular paycheck. Many employees need recognition from their employers to produce quality work. Because recognition and employee reward systems identify employees who perform their jobs well. Acknowledging a job well done makes employees feel good and encourage them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also another motivating factor that drives worker productivity.

1.2. Statement of the Problem

Given today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment. The simple premise behind the movement towards a better working environment to create a conducive work environment for employees. So, as to make them industrious and more productive. Because a conducive work environment helps employees to feel comfortable. Comfort is one of those catching words that are easy to use yet hard to define. Comfort is a state of mind dependent on both physical sensations and emotional states. When an organization fails to understand the perception of its employees towards their organizations it creates gaps between the employees and the organization, which in turn demotivates the employees' work motivation. This would cause a lack of efficacy and efficiency and improvement (progress) of the organization in today's competitive world. Therefore, organizations must pay attention to the values and well-being of their employees and respect their welfare.

The psychological factors are perceptions and interpretations of work-related matters in the workplace concerned psychological climate, while the social factors involve the influence of the social context and interpersonal factors is related with perceived organizational support. As a result, the researcher would like to see the influence of perceived organizational support and psychological climate on workers' motivation.

Perceived organizational support states that employees form a general perception concerning the extent to which their employer values their contributions and cares about their well-being. Besides, the organizational support assesses the level of commitment which the organization assumes against the staff, compared to the commitment which the staff assumes

against their organization. Also, research has shown that employees respond to high a level of perceived organizational support by developing many positive work attitudes, behaviors, and by experiencing higher levels of subjective well-being (Rhoades & Eisenberger, 2002). As a result, employees reciprocate for the positive treatments received by the organization by developing more favorable attitudes and behaviors towards the organization.

While, psychological climate refers to the perceptual and experiential components of a reciprocal interaction between the organizational environment and the employees (Michela et al., 1995). Cropanzano & Mitchell, (2005) stated that actions taken by organizations can lead to a response to employees towards the organizations. A study conducted by Parker et al. (2003) showed that psychological climate perceptions were found to have a stronger relationship with individual satisfaction, attitudes, and well-being than with motivation and performance. But a study conducted by Carless (2004) showed that the psychological climate has significant relationships with individuals' work attitudes, motivation, and performance.

In line with the above facts, motivation at work has grown to become one of the central issues that organizations and managers are facing worldwide (Amabile, 1993). Research has shown that the quality of performance can differ when an employee is intrinsically motivated and when an employee is extrinsically motivated (Ryan & Deci, 2000). Apart from motivation to achieve success in today's highly competitive environment many organizations have identified the need to engage their management in solving employees' motivational problems. Many researchers deal with motivation only partially connecting with different factors such as reward, performance, commitment, appraisal, and lack of focus on the psychosocial factors of the work environment on workers' motivation.

It is from this point of view that the researcher became interested to conduct this study i.e. to see whether the perceived organizational support and psychological climate has an influence on workers' motivation. Thus, the researcher proposes to check the influence of perceived organizational support and psychological climate on workers' motivation, because many researchers only focused on the general aspects of motivation but they did not see the influence of perceived organizational support and psychological climate in the work environment i.e. whether they are related or differ based on different variables (to the researcher's knowledge).

Therefore, the present research aimed to see the influence of perceived organizational support and the psychological climate on workers' motivation. Because, such research is not conducted in our country particularly in the manufacturing sector, which might help the researcher generate some new insights.

1.3. Research Questions

In order to address the above-stated problem, the study tried to answer the following basic questions.

1. What is the level of support employees receive from their organization or how do employees characterize or perceive the support they receive from their organization?
2. What is the nature of the psychological climate as perceived by employees'?
3. Is there any statistically significant relationship between perceived organizational support, psychological climate, and the reported workers' motivation?
4. Do the variables of perceived organizational support and the psychological climate predict employees' work motivation?

5. Is there any statistically significant difference in workers' motivation due to demographic variables (such as sex, age, years of service in the organization, and educational level)?

1.4. The Objective of the Study

This research has the following general and specific objectives:

1.4.1. General Objective of the Study

The main objective of this study is to investigate the influence of perceived organizational support and psychological climate on workers' motivation in Mesfin Industrial Engineering PLC in Mekelle city.

1.4.2. Specific Objectives of the Study

The study is designed to address the following specific objectives:

- To examine the level of support employees receive from their organization in Mesfin Industrial Engineering PLC.
- To examine the nature of psychological climate as perceived by employees in Mesfin Industrial Engineering PLC.
- To investigate the relationship between perceived organizational support and psychological climate and workers' motivation in Mesfin Industrial Engineering.
- To predict the influence of perceived organizational support and psychological climate on workers' motivation in Mesfin Industrial Engineering PLC.

1.5. Significance of the Study

As to the knowledge of the researcher, there are no previous studies done which tried to see the influence of perceived organizational support and psychological climate on workers'

motivation in Ethiopia. Therefore, this research is going to benefit many stakeholders who are concerned in the area of study. First, the study can be used as a baseline and serve as a secondary source of data for those who want to conduct a further in-depth investigation in this area. Second, the top management body of Mesfin Industrial Engineering PLC and even those in other manufacturing industries can also learn at least some lessons from the findings and use the recommendations for their betterment.

Third, it will at least add something to the existing scientific body of knowledge on this specific area of study. Fourth, the researcher believes that this topic is optimally studied in Ethiopia. Hence, it is going to contribute to the existing literature.

1.6. Scope of the Study

The scope of this research was limited to workers in Mesfin Industrial Engineering PLC head office located in Mekelle city. It attempted to examine the influence of perceived organizational support and psychological climate on workers' motivation.

Though there are many industrial companies in Ethiopia, the researcher selected Mesfin Industrial Engineering located in Mekelle city, for the following reasons: The first reason the researcher selected the manufacturing industry is to study the organizational behavior of employees. Second, it is common that most studies are done in Addis Ababa and around its vicinities but the researcher wanted to go out of Addis and see the situation of organizations in remote areas. Third, this company is the first industrial and engineering plant in Tigray Regional State and the company has a long years' experience of over 25 years. Thus, it is expected that those who are working are expected to have got a lot of experiences to share notice on the influence of perceived organizational support and psychological climate on workers' motivation.

1.7. Operational Definition of Key Terms

Perceived Organizational Support: reflects the general belief held by an employee that the organizations value his or her continued membership and is generally concerned about his or her well-being as measured by eight items of perceived organizational support scale (Eisenberger et al., 1986).

Psychological Climate: the extent to which employees find the organization safe and meaningfulness as well as it is related to employee involvement, effort, and performance focuses on employee's engagement or disengagement with the work environment and includes supportive management, clarity, contribution, challenge, self-expression, and recognition as measured by a 21 items scale developed and validated by (Brown & Leigh, 1996).

Work Motivation: a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration includes intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation as measured by the 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS) theoretically based on self-determination theory (Deci & Ryan, 2000).

Chapter Two

2. Review of Related Literature

The chapter presents prior relevant literature to the study. It defines the basic concepts, assessment techniques, and different theories of work motivation, perceived organizational support, and the psychological climate respectively. In addition to this, the researcher assesses relevant empirical data that helps to show the relationship and difference regarding the demographic variables.

2.1. Work Motivation: Basic Concepts, Assessment, and Theories

In this section, the research would assess the basic concepts of work motivation, assessing early and recently developed tools about work motivation and theories of work motivation in detail.

2.1.1. Basic Concepts of Work Motivation

When using work motivation as a theoretical concept a definition is useful. Work motivation is a concept that is difficult to pin down even if a comprehensive amount of research has been devoted to the subject. The definition of work motivation is usually standing for the amount, quality, and direction of employees' effort that energizes their behavior within the working environment (Perry & Porter, 1982). Besides this, Ryan and Deci (2000) describe motivation as something that has an energizing and direct effect on people's behavior. Work motivation is also often linked with a psychological process, which gives direction to behavior. Sometimes the concept is more closely related to management aspects and organizational performance (Grafham et al. 2004).

Besides the above idea, motivation refers to the degree of willingness to maintain and exert an effort to reach certain organizational goals, which also to some extent can be categorized as an energizing effect (Franco et al., 2002). Also, the traditional way of looking at motivation is by classifying it into two categories depending on what reasons and cause behavior. A person can be either extrinsically motivated or intrinsically motivated (Ryan & Deci, 2000; Gagné & Deci, 2005).

If extrinsic motivation is dominated, a person is doing something because it leads to apparent external rewards or doing something for instrumental reasons. These instrumental reasons can differ, depending on how internalized motivation such as money and status (Deci & Ryan; 1985, Ryan & Deci, 2000). When intrinsic motivation is dominated that is for the reason of performing an activity, the activity itself is rewarding enough or else intrinsic motivation explained as doing something for its own sake because the task is carried out because it is enjoyable and interesting (Ryan & Deci, 2000; Gagné & Deci, 2005).

Finally, the term motivation defined as factors that activate, direct, sustain goal-directed behavior motives are the whys of behavior the needs or wants that drive behavior and explain what we do. We don't actually observe a motive, rather, we infer that once exists based on the behavior we observe (Ryan & Deci, 2000).

2.1.2. Elements of Motivation

Self-determination theory (SDT) is a macro theory of human motivation that distinguishes between many different types of motivation rather than just extrinsic and intrinsic motivation, (Gagné & Deci, 2005; Deci & Ryan, 2008). Besides this idea, self-determination

theory is about the degree of self-determination and the degree of autonomy, the degree of self-regulation (Deci & Ryan; 1985; Ryan & Deci, 2006).

According to the Self-Determination Theory, there are three psychological needs. These three types of psychological needs are need for autonomy, need for competence, and need for relatedness. These three needs are the basis to maintain a person's intrinsic motivation and promote internalization of extrinsic motivation. Also, this maintenance of intrinsic and internalization of extrinsic motivations lets a person become more strong-minded (Ryan & Deci, 2000; Gagne & Deci, 2005).

Also, self-determination theory differentiates it from other theories is the focus on autonomous and controlled motivation. Autonomous motivation deals with the desire of a person's action and a sense of free choice and boosts and enables effective performance as well as the well-being of the employees. While controlled motivation deals with the feeling of pressure, act or think in a certain way and this type of motivation gained regulation from outside oneself and decrease the outcomes of autonomous motivation. The main finding of self-determination theory promotes a supportive environment. This autonomy support environment suggests a more qualitative form of motivation with higher levels of self-determination then this leads to more creative thinking and behavioral outcomes. Finally, thus positive effects on motivation, which are desirable for organizations to achieve their objectives (Ryan & Deci, 2006; Deci & Ryan, 2008; Vallerand et al. 2008).

The other important point within self-determination the view points towards types of motivation. A review of various studies indicate that the origin of motivation classified into intrinsic and extrinsic motivation. Intrinsic motivation indicates that doing an activity for its own

sake because one finds the activity inherently interesting and satisfying. This is a part of autonomous motivation related to the satisfaction of the inner psychological needs. While extrinsic motivation implies that doing an activity for an instrumental reason like to gain salary and, in this sense, that person's work because they get paid. Although extrinsic motivation is an example of controlled motivation (Amabile, 1993; Ryan & Deci, 2000; Gagné & Deci, 2005;).

Finally, there are different types of extrinsic motivation that can be relatively controlled by external factors or that can be relatively autonomous and these types of motivation are self-regulated through an individual's acquired goals and values. Although these types of external motivation can be ranged along a self-determination continuum, representing the degree to which goals or values have been internalized. These different types of extrinsic motivation are like amotivation (AMO), external regulation (ER), introjected regulation (INTRO), identified regulation (IDEN) and integrated regulation (INTEG) (Ryan & Deci, 2002). Let's grasp these types of extrinsic motivation one by one.

The first type of extrinsic motivation is amotivation (AMO), which refers to individuals either lack the intention to act or act passively. Also, amotivation is a lack of intention and motivation. This contrasts with intrinsic and extrinsic motivation because both of them are intentional. The next type of extrinsic motivation is external regulation (ER), which refers to doing an activity only to obtain a reward or to avoid punishments. The behavior becomes as the result of external rewards and punishments as well as mostly controlled regulated and considered as low self-determined and completely non-internalized (Deci & Ryan, 2008; Gagné & Deci, 2005; Koestner & Losier, 2002; Ryan & Deci, 2000 and Tremblay et al., 2009).

The third type of extrinsic motivation is introjected regulation (INTRO), which refers to the regulation of behavior through self-worth contingencies such as ego-involvement and guilt or activity taken by a person but not accepted as a part of his/her. This also refers to when a person's behavior is partly self-determined and factors as avoiding shame, seeking approval and boosting self-esteem are motives for behaving or acting in a certain way. It is also considered as mostly controlled. There is also another type of extrinsic motivation identified regulation (IDEN), which refers to doing an activity because one identifies with its value or meaning, and accepts it as one's own. This is also considered as moderate autonomous and self-determined as well as autonomously regulated. As a result of this, identified people engage in a behavior or commit to an activity based on its perceived meaning or its relation to personal goals (Ryan & Deci, 2000; Koestner & Losier, 2002; Gagné & Deci, 2005; Deci & Ryan, 2008 and Tremblay et al., 2009).

Finally, there is integrated regulation (INTEG), which refers to identifying with the value of an activity to the point that it becomes part of the individual's sense of self or a person does something because it is meaningful for oneself. Besides this, when a person identifies the value of an activity to the extent becomes part of his/her sense of self. This is also considered as the most autonomous (Ryan & Deci, 2000; Koestner & Losier, 2002; Gagné & Deci, 2005; Deci & Ryan, 2008 and Tremblay et al., 2009).

2.1.3. Assessing Work Motivation

The issue that warrants attention in motivation research is the method and approach used to assess this construct. Assessments of employee motivation need to be practical, fast, flexible, and accessible through different means. Short, theory-grounded measures leading to concrete

applied settings are key to addressing these organizational needs. Motivation can be assessed at different level of analysis. As Vallerand (1997), findings showed that motivation can be measure in three ways these are at life (global level), domain level and the state level. The domain level includes work, education and leisure while the state level includes a specific task, specific period of time. Based on this, the researcher used Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by (Tremblay et al., 2009).

Initially (Blaies et al., 1993), were developed an inventory of work motivation instruments on the French language known as “L’Inventaire des Motivations au Travail de Blais” (Blais Inventory of Work Motivation; BIWM). Besides this, they provide empirical support for a self-determination based self-assessment of work motivation.

Next to the above idea, to assess the work motivation, the researcher used the Work Extrinsic, and Intrinsic Motivation Scale (WEIMS) developed by Tremblay et al. (2009). This instrument of work motivation developed from the first instrument of work motivation created by Blais et al. (1993). Besides this, Tremblay et al. (2009 was changed this French version to the English Version instrument for the purpose of broader usage. Also, this instrument is one of few work motivations scales to be used in an organizational setting and theoretically grounded in self-determination theory. Similarly, they performed a rigorous testing procedure of the English version of the scale to ensure to be a valid and reliable measurement tool of work motivation. As a result, the internal consistency of the scale Cronbach Alpha values ranged between 0.64 to 0.83 for the six different constructs, which can be perceived as acceptable. And this scale contains 18 close-ended questions with a six-factor structure, meaning that three questions assess each of the six types (regulations) of motivation that are included in Self Determination Theory. The

different types of motivation factors included in the self-determination continuum are amotivation, external regulation, introjected regulation, identified regulation, integrated regulation, and intrinsic motivation.

Finally, Tremblay et al. (2009) findings showed that the adequacy of both its construct and validity and internal consistency. Besides this, the findings provide evidence for the applicability as well as the reliability and validity of the WEIMS in organizational settings. Based on these findings the researcher has employed this instrument for the measurement of work motivation of the research participant in the organization.

2.1.4. Theories of Work Motivation

There are a number of theories within the fields of social psychology and organizational behavior that concern motivation, both in a more general meaning and in relation to the work environment. To mention some of the theories of work motivation are self-determination theory, equity theory, expectancy theory, goal-setting theory, cognitive evaluation theory, control theory, and social cognitive theory. But, as much as possible the researcher have assessed and reviewed those that have a high relationship with the construct like self-determination theory and equity theory.

2.1.4.1. Self Determination Theory (SDT)

Self Determination Theory is an influential framework for the study of human motivation, developed by Ryan and Deci (1985) that has generated a lot of research by using this theory. Given the purpose of this study, SDT is a useful theory since it provides a differentiated picture of motivation; it analyses the concept of work motivation, unlike other theories in the field that are focused on the total amount of motivation.

SDT derives from a few key concepts from which it organizes a theoretical framework that helps us to understand motivation outcomes, determinants, and processes in many different contexts. An underlying assumption within SDT is that humans are active and growth-oriented. SDT contributes both to an increased knowledge of human behaviors and processes in many different areas, which is useful to improve human conditions, for example, work motivation. Although psychological growth and integration tendencies are natural, they are susceptible to social and environmental conditions that can either support propensities for self-determination or disrupt them. (Ryan & Deci, 2002; Vallerand et al., 2008). Tremblay et al. (2009) argue that SDT focuses on the nature of motivation and what motivates people to behave in a certain way, which makes it an important concept in this study.

2.1.4.2. Equity Theory

Equity Theory is a type of social exchange theory that focuses on how people determine the fairness of social exchanges (Adams, 1965). This theory shows a person views fairness in regard to the social relationship such as within an employer. The relationships with others, as well as transactions with institutions in terms of what we give and what we receive. A basic assumption of Equity Theory of motivation is that employees bring to the workplace what they perceive to be a number of inputs. Besides this, employees perceive what they get from a job situation (outcomes) about what they put into it (inputs) and then compare their inputs outcomes ratio with the inputs outcomes ratios of others. As a result, employee's motivation depends on their perception of how far the compensation and treatment for their work input.

2.1.4.3. Expectancy (VIE) Theory

This is the most popular theory of motivation, which is also known as VIE theory, referring to three of the theory's core components: valence, instrumentality, and expectancy. Expectancy theory is most often associated with (Vroom, 1964). The three components of expectancy theory are: valence deals with the desirability of an outcome to an individual, instrumentality deals with the perceived relationship between the performance of a particular behavior and the likelihood of receiving a particular outcome, and expectancy deals with the perceived relationship between the individual's effort and performance of a behavior. As described by (Simone, 2015) expectancy theory deals with a cognitive process based on the idea that people believe there are relationships between the effort they put at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards.

2.1.4.4. Goal-Setting Theory

The idea that human behavior is motivated and regulated by goals and aspirations has long been recognized by psychologists (Austin & Vancouver, 1996). This theory of motivation states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. Goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. The goal-setting theory of motivation has to do with cognitive determinants of behavior: values and intentions or goals. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished (Lunenburg, 2011).

2.1.5. Motivational Aspects in relation to Gender and Age

A study conducted by Warr (2008); Kanfer and Ackerman (2000), in their findings' motivational aspects in relation to gender showed that men mainly focus to a larger extent on job characteristics that indicates power, achievement, responsibility, good chances of promotion while, women tend to value aspects such as good colleagues, reasonable working hours, and to meet people to a greater extent.

Regarding motivational aspects in relation to age is that how the motivation is affected by age. A study conducted by Inceoglu et al. (2012) investigated age and how age differences affect work motivation. Their findings showed that growing age shift the employee's motives instead of leading to declining motivation. In addition to this, extrinsically motivational factors, such as material rewards or career opportunities motivate older employees to a smaller extent compared with intrinsically motivating job features, such as a larger autonomy. Truxillo (2009) observed that younger employees increasingly focus on performance optimization, to receive work experience, training and growth whereas older employees to a larger extent try to avoid performance losses, maintain their skills and use their experience to mentoring others. Next to this, Ng and Feldman (2011) discussed that older employees tend to have a more positive attitude towards their work compared with younger employees, which in turn may facilitate the work performance. And also, their findings emphasize that older employees even show a higher intrinsic motivation compared with younger employees as well as when they as a group, older employees are in general increasingly loyal, satisfied and committed to their work.

2.2. Perceived Organizational Support: Basic Concepts, Assessment, and Theories

In this section, the research would assess the basic concepts of perceived organizational support, assessing early and recently developed tools about perceived organizational support and theories of perceived organizational support in detail.

2.2.1. Basic Concepts of Perceived Organizational Support

The concept of perceived organizational support is based on studies published by (Eisenberger et al. 1986). Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution, and is concerned about their well-being (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades, Eisenberger & Armeli, 2001). Furthermore, perceived organizational support may be detected when employees feel valued by the organization (Rhoades & Eisenberger, 2002).

Besides this, perceived organizational support is the perception of organizational support as workers' perceiving the acceptance of the contributions, they make to the organization they work for as a result of their efforts by the organization and the attention the organization gives to its workers' well-being (Hellman et al., 2006). Although, Martin (1995) explains organizational support as the consciousness of workers' contribution by the organization and the importance that the organization gives to their well-being. While, Robbins and Judge (2012) perception of organizational support described as is the extent of belief of workers that their organization appreciates their contributions and that it cares about their well-being.

Finally, different viewpoints understand perceive organizational support as organizational value taking workers well-being into considerations and bearing the qualities that increase the happiness of workers. As a result of this, perceived organizational support leads to employees'

felt obligation to help the organization reach its goals and achieve its objective. (Eisenberger et al., 1986).

Their definition referred to perceived organizational support as the dimension in which people believe that their organization considers their contributions and is concerned about their well-being. Moreover, perceived organizational support may be observed when employees feel valued by the organization (Allen, Shore, & Griffeth, 2003; Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017; Rhoades & Eisenberger, 2002).

In fact, Eisenberger et al. (1986) argued that employees developed perceived organizational support based on an accumulation of rewards received over time. Thus, an employee's history of rewards, which were obtained from various human resource practices and decisions, would contribute to perceived organizational support. A downsizing process indicates that employees are not considered important for either the survival or success of the organization. Furthermore, it suggests disinvestment in employees and shows that their contributions are not recognized (Costa & Neves, 2017). Employees expect their organizations to provide emotional support and resources, which will lead to attitudes of respect, trust, and mutual obligations (Lynch, Eisenberg, & Armeli, 1999).

Organizational support is important as it guarantees assistance provided by the organization to deal with the demanding conditions, and to carry out one's job efficiently and effectively (George, Reed, Ballard, Colin & Fielding, 1993). Employees need to be valued and they are more concerned with the commitment of the organization to them, and being valued by the organization yield such benefits like pay, promotion, admiration, other forms of aids, and access to information by which they can carry their jobs better. Reciprocity norm applied by

both employee and employer in their relationship lead them with beneficial results. When people are treated well, the reciprocity norm obligates encouraging fulfilling action in return. Organization is responsible (financially, morally, and legally), for the actions of its employees and structures such rules, policies and behaviors and impose them. If employees consider that as a result to organizations voluntary actions perceived organizational support is mostly contributed by rewards provided by the organization to the employees such as: promotion, pay, to make organizational policies (Eisenberger et al., 1986; Shore & Shore, 1995). Employees obviously believe that negative or positive effects towards them are both due to their contributions and welfare. According to Eisenberger et al., (1986) in organizational support theory there exists three forms of encouraging treatments through which perceived organizational support should be increased they are organizational job conditions and rewards, supervisors support, and fairness. Shore and Shore (1995) pointed out that resource distribution decisions should show fairness that effects the perceived organizational support indicating concern for employee's welfare.

According to Cropanzano and Greenberg (1997) perceived organizational support is affected by structural aspects includes formal rules and policies decisions and their implementations regarding employees whereas social aspects contains employees are being treated with respect and decorum and providing them with information how to determine final results. Generally, word supervisor is used for organization as employees are well aware that their assessment is often conveyed to upper management and further employees' associations of supervisor support contribute to perceived organizational support (Rhoades et al., 2001). Friendly behavior results in positive relations with coworkers and supervisors whereas negative affectivity results in unfriendly and aggressive behavior which prohibits the development of

favorable working relations and reduces perceived organizational support. As a result of organizations treatment with employees their behavior is affected which in return might influence perceived organizational support.

Rhoades and Eisenberger (2002) stated that perceived organizational support was directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory. Mullen et al. (2006) examined that training effects respondents, outcomes, commitment and transfer of training, due to training there is great change in the perception of perceived organizational support, and this change may be negative or positive and can be understood by observing pre and post training tests. Eisenberger et al. (1990) stated that there exist positive relationships of perceived support with job attendance and performance. Perceived support was positively related to performance outcome expectancies and affective attachment, and the productiveness of unspecified suggestions for helping the organization. Supervisor support possessed lot of contribution towards perceived organizational support and in return turnover intention. As perceived organizational support directly relates to supervisor support which shows that supervisor support leads to perceived organizational support, and through this relation supervisors status increased in the organization. Whereas perceived organizational support links negative relationship of employee turnover and perceived supervisor support (Rhoades and Eisenberger (2002)).

2.2.2. Theoretical Background of Perceived Organizational Support

There are many theoretical backgrounds of perceived organizational support, but as much as possible I have assessed and reviewed those that have a high relationship with the construct.

2.2.2.1. Social Exchange Theory

Initially, this social exchange theory was developed by (Blau, 1964). According to this theory when employees perceive that the organization cares for their well-being and supports them, and then employees may reciprocate and would show more engagement in their work. Besides this, when employees feel that they are supported by their organization they will reciprocate it with some valuable return.

The core idea behind the social exchange, a theory is the concept of reciprocity. Reciprocity is an exchange of ideas or things at agreed-upon terms. In this relation when one party receives something valuable from other the party, the receiving party feels him/herself under obligation to return something valuable in response. If one wants to receive benefits from the other party it should continue to reciprocate it with something valuable (Blau, 1964).

Social exchange theory has widely been accepted for use in individual's relations (Blau, 1964; Rousseau, 1989). But Shore et al. (2006) observation also helps to understand social exchange theory relations at the workplace. In addition to this, Rousseau (1989) has also made the observation, that the relations that exist between employees. Many researchers have applied the concept of social exchange and reciprocity in the organization set up (Rousseau, 1989; Eisenberger 2001; Wayne et al., 2002; Shore et al., 2006;). These researchers view that organizations and employees also reciprocate each other for the value offered by the opposite party. They found that when one party devotes something valuable to the other party, the

receiving party is having a high level of commitment towards the offering party. Finally, Watson (2000) also observed a strategic exchange directs the path of organizations.

2.2.2.2. Organizational Support Theory

Initially, this theory was developed by Eisenberger, Huntington, Hutchison and Sowa (1986) to examine the commitment process of the employees towards their organizations.

Eisenberger et al., (1986) developed this theory from the social exchange theory. As a result of this, the source of perceived organizational support is the social exchange theory.

Besides this, organizational support theory undertakes that employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002). This belief is depending on the organization's readiness to reward employees increased work effort and the extent to which it meets their socio-emotional needs. This perception of organizational support among the employees results in employees' obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded.

Behavioral outcomes of perceived organizational support would include increases in in-role and extra-role performance and decreases in withdrawal behaviors such as absenteeism and turnover intentions (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002).

2.2.2.3. Social Support Theory

Human beings are such species that can't survive in isolation that is why denoted as social animals. There is a relation of interdependence among human beings. This relation is the outcome and base of social support.

Social support is one of the important determinants of human actions, emotion, moods, cognitive outcomes, and perception (Lakey & Cohen, 2000). Social support theory explains all these concepts. In general, social support theory has three main dimensions like relationship perspective, coping perspective, and social constructionist perspective. Besides this, Barrera (1986) divides social support into three subtypes: like perceived support, enacted support and social integration.

It is evident from the literature that social support is having a significant bearing on job-related outcomes. Similarly, Barrera (1986) observe that when employees with the perception of the absence of support from employer face tension and anxiety. The main idea of social support and its outcomes in shape stress and strain as well as social support theory can also be applied at workplace setting. Employees can judge the support given by their employer and what effects it can leave on their cognition. When employees feel that they are supported by their employer, they feel joy at work, they have a positive perception of organizational support. This notion is termed as perceived organizational support, a brainchild of organizational support theory. So, it can be inferred from the above discussion that social support theory is the construct that is closely associated with organizational support theory or concept of perceived organizational support.

2.2.3. Assessing Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences on employee performance and well-being.

Research on perceived organizational support (POS) began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). According to Eisenberger et al., (1986); Rhoades and Eisenberger (2002), holds that employees develop perceived organizational support in order to meet needs for approval, esteem, and affiliation, and to assess the benefits of increased work effort. Perceived organizational support increases employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance will be rewarded. Behavioral outcomes of perceived organizational support include increases in in-role and extra-role performance and decreases in withdrawal behaviors such as absenteeism and turnover.

There are three versions of perceived organizational support scales that help to measure perceived organization support developed by (Eisenberger et al., 1986). These are the 32-item version, 16-item version, and 8-item version. But for the purpose of this study, the researcher used the 8-item version of the survey of perceived organizational support scale. Because, as indicated in the study of Rhoades and Eisenberger (2002), the eight-item scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. In

addition to this, both facets of the definition of positive valuation of employees' contribution and care about employees' well-being are represented in the short version of the scale.

2.3. Psychological Climate: Basic Concepts, Assessments, and Theories

In this section, the research would assess the basic concepts of the psychological climate, assessing early and recently developed tools about the psychological climate and theories of the psychological climate in detail.

In the literature, the psychological climate is an individual attribute (Hellriegel & Slocum, 1974). Besides this, psychological climate measured in terms of how employees perceive and understand their organizational environment in relation to their wellbeing or the policies, practices and procedures which are recognized as well as rewarded in the organization (Schneider, 1990; Brown & Leigh, 1996). The psychological climate also concerned with employees' perception of almost all features of their work environment as described by (Parker et al., 2003). Michela et al., (1995) also described the psychological climate as the perceptual and observed components of a reciprocal interaction between the organizational environment and the employee. This indicates that, when employees perceive their organizational environments as meaningful, harmless and resourceful, it serves as a promising condition to facilitate their wellbeing, which in turn determines the extent to which employees drive their personal energies into their work role (Kahn, 1990).

In addition to this, Baltes (2001) defined psychological climate an individual description of organizational practices and procedures relate that to organizational effects on individual performance, satisfaction, and motivation. Parker (2009), also defined psychological climate as employees' perceptions of their work environment. Besides this, there are two types of

psychological climate. These are meaning psychological climate with an organizational referent and an individual referent. The psychological climate with an organization reflects employee perceptions of their organizational environment whereas, individual referent reflects employee perceptions of their own experiences with an organization. In addition to this, another study conducted by James et al., (1990) defined psychological climate as the degree to which the environment is personally beneficial or detrimental to one's self of well-being. Also, the perception of organizational environment yield on personal meaning and a motivational or emotional significance through the process of valuation. Valuation defines the cognitive representations of the environmental features how it is interpreted by the individual's values and well-being.

There is also a difference between psychological climate and organizational climate. Organizational climate represents the whole organization and doesn't consist of separate individual perceptions. While, the psychological climate represents the individual level of analysis and their perceptions towards the work environment (Rousseau, 1988). The purpose of measuring psychological climate over organizational climate is to understand how employees experience their organization. These perceptions are supposed to be primarily descriptive (Schneider & Reichers, 1983; Patterson et al., 2005). Besides, this study's psychological climate is important because it helps to understand employees' perception and assessment of their work environment, rather than the actual environment that mediates attitudinal and behavioral response (James et al., 1978).

Finally, Brown and Leigh (1996) observed that when employees perceive a positive psychological climate at the workplace, they are more likely to be involved in their work and

invest greater time, effort and energy to achieve work goals. In addition to this, another study conducted by Garner and Hunter (2012) found that psychological climate relates positively to employees' work attitudes and their subsequent behavior in organizations. And another study conducted by Biswas and Varma (2007) also observed that employees' climate perceptions have a significant impact on employees' social responsibility behaviors and job satisfaction and thus positively influence their job performances.

2.3.1. Basic Concepts of Psychological Climate

The operational definition of the psychological climate from two scopes. These two scopes of psychological climate were psychological safety and psychological meaningfulness. The psychological safety and psychological meaningfulness show that an employee's understanding of the importance of the organizational environment for personal well-being (Kahn, 1990).

The first dimension or scope of psychological climate is the psychological safety deals with the employee's sense of being able to show an employee one's self without fear of negative consequence to self-image, status, or career. This dimension of psychological climate has its own inductive includes supportive management, clarity, and self-expression. Supportive management inductive measures the extent to which, management of the organization is perceived and employees feel they have control over their work and the methods they use to accomplish it. The second inductive of psychological safety is clarity and this deals with the extent of organizational roles and norms that are perceived as clear by employees. As a result, clear expectations and consistent, predictable work norms create a psychologically safe environment and increase job participation. Finally, self-expression is another inductive of psychological safety dealings with

when employees feel free to express their true feelings and core aspects of their self-concepts in their work roles without any sanctions by the organization. When employees suffer organizational sanctions to express their individuality in their work roles, they refrain from their work roles, resulting in psychological disengagement from work (Kahn, 1990; Deci & Ryan, 2000).

The second dimension of psychological climate is psychological meaningfulness. This psychological meaningfulness defined as a feeling that one is receiving a return on investment of one's self in a currency of physical, cognitive, emotional energy. This dimension of psychological climate also includes its own inductive like perceived meaningfulness of contribution, recognition, and challenge. The perceived meaningfulness of contribution measures the extent to which employees feel that make a significant contribution toward the achievement of organizational goals. While recognition measures the extent to which the organizations adequately recognize employee's contributions to the achievement of organizational goals. The final inductive of psychological meaningfulness is a challenge and measures the extent to which their work is challenging and conducive to personal development (Kahn, 1990).

2.3.2. Theoretical Background of Psychological Climate

There are many theoretical backgrounds of psychological climate, but as much as possible the researcher has assessed and reviewed those that have a high relationship with the construct.

Fundamentally, employees' perceptions are viewed as individual descriptions of their work environment. These descriptions are the basis for individuals making sense of their work environment. This study used the social exchange theory (Blau, 1964) in explaining the

relationships between psychological climate, perceived organizational support, and work motivation. In a study conducted by Cropanzano and Mitchell (2005), social exchange theory is among the most influential conceptual paradigms for understanding workplace behaviors. Similarly, Saks (2006) showed that Social exchange theory can provide a stronger theoretical rationale for explaining employee engagement. In addition to this, the actions of an organization can lead to a response or actions by its employees as described by (Cropanzano & Mitchell, 2005).

The theory of social exchange suggests that exchange involves the norm of reciprocity; meaning a person who obtains a benefit from another person returns something beneficial an act of reciprocity. Also, this reciprocal relationship will advance over time into trusting, loyal, and mutual commitments as long as the parties involved by certain reciprocal rules. As a result, this idea is a favorable and reasonable exchange between strong connections in the workplace, and these connections produce effective work behaviors and positive attitudes as described by (Cropanzano & Mitchell, 2005).

Whereas reciprocity in kind is probably the best-known exchange rule. Cropanzano and Mitchell (2005) further define the nature of reciprocity with exchange into three categories: these three categories are reciprocity as a transactional patter of interdependent exchange, reciprocity as a folk belief, and reciprocity as a moral norm. This study contends that reciprocity as a moral norm that provides strong reasoning to support the relationship between psychological climate and workers' motivation in Mesfin Industrial Engineering PLC. Thus, when employees perceive a work climate is a positive climate is assumed as lead to job engagement while a negative the climate is anticipated as disengagement as described by (Kahn, 1990).

2.3.3. Psychological Climate and Motivation

As indifferent literature describes that there is a relationship between psychological climate and organizational effectiveness may not be straightforward, that is, to impact upon organizational performance, positive climate perceptions must first lead to individual-level outcomes. Also, Parker et al., (2003) showed there is a relationship between psychological climate and individual outcome variables. In their study Parker et al., (2003) adopted the five psychological facets like job, role, leader, workgroup, and organization developed by (Jones & James, 1979). Finally, the findings of Parker et al., (2003) showed that psychological climate perceptions were found to have a stronger relationship with individual satisfaction, attitudes, and well-being than with motivation and performance. But, the findings of Carless (2004) showed that the psychological climate has significant relationships with individuals' work attitudes, motivation, and performance.

2.3.4. Assessing Psychological Climate

The concept of psychological climate is multi-dimensional. Because not all of the dimensions show strong relationships in different types of industries and organizations, arguments about the construct dimensionality still continue by (Martin et al., 2005). Koys and Dcottiis (1991) in their study proposed eight dimensions of psychological climate which include autonomy, trust, cohesiveness, pressure, support, recognition, fairness, and innovation to examine managerial employees. This instrument is designed to assess the psychological climate of managerial employees. On the other hand, Brown and Leigh (1996) conceptualized psychological climate as six-dimensional constructs related to a perceived work environment which includes supportive management, clarity, contribution, recognition, self-expression, and

recognition. Besides this, the purpose of Brown and Leigh (1996) psychological climate instrument was to investigate the process by which psychological climate is related to employee involvement, effort, and performance. Although, the higher ratings on this psychological climate index measure indicate a more positive work environment, while low ratings indicate a negative work environment. These perceptions of a positive climate are assumed as lead to job engagement while a negative climate is anticipated as disengagement as described by (Kahn, 1990).

Initially, a psychological climate instrument was developed based on the ethnographic research conducted by (Kahn, 1990). The findings of Kahn (1990) described climate factors as influencing employees' tendencies to engage themselves completely in their work or distance themselves psychologically from work. As described in the above, the psychological climate index consists of six dimensions like supportive management, role clarity, contribution, recognition, self-expression, and challenge. These six dimensions of psychological climate index focused on employee's engagement or disengagement with their work environment.

As a result of this, the researcher employed Brown and Leigh's (1996) six-dimensional psychological climate which is related to the researcher title and helps him to assess the psychological climate of Mesfin Industrial Engineering PLC workers. Brown and Leigh (1996) described the instrument of psychological climate consist of six dimensions. According to Kahn (1990) these six dimensions of psychological climate measures the following points. Supportive management measures the extent to which management is perceived as flexible and supportive. Role clarity measures how easily a job can be identified by an organization. Self-expression measures the amount of freedom for self-expression within the organizational setting.

Contribution measures employees' perceived contribution toward achieving organizational goals. The recognition measures the existence of acknowledgment received from the organization for the activities performed within the organization. The final psychological climate dimension is challenge and measures the perceived amount of difficulty within the position.

2.4. Summary and Implications of the Reviewed Literature

The psychological factors in workplace are perceptions and interpretations of work-related matters, while the social factors in workplace involve the influence of the social context and the interpersonal factors. Standing from this perspective, the researcher tried to see the perceived organizational support and psychological climate on workers' motivation. In line with the above idea, the conceptual framework for this research perceived organizational support theory, organizational support theory, and self-determination theory of motivation.

According to organizational support theory Eisenberger et al. (1986) employees form general beliefs concerning how much the organization values their contributions and cares about their well-being. This perceived organizational support leads to employees' felt obligation to help the organization reach its goals. Moreover, perceived organizational support may be observed when employees feel valued by the organization (Rhoades & Eisenberger, 2002). This concept is considered important as it is based on the defense of a supportive work environment, which is often referred to as being responsible for improving the employees' work-related attitudes and behaviors in the context of downsizing (Tian et al., 2014). However, considering how employees perceive this support to understand its consequences is important.

In this study, the researcher's purpose is to investigate the influence of perceived organizational support and psychological climate on workers' motivation. Because it helps to see

the influence of work environment perception on workers' motivation from these two psychological variables i.e. perceived organizational support and the psychological climate.

This research endeavors an attempt to provide a theoretical background of the concept of perceived organizational support and psychological climate. If we look at the concept and its theoretical base, no research attempt has yet been made to provide any explanation on the two constructs as theoretical background knowledge. So, this research provides a base and tries to cover the knowledge gap. This study also divides theories relevant to the background of the concept of social exchange in three important dimensions. These are economic exchange, social exchange and organizational exchange relations. The researcher focused on the employees' perception of support which is a social phenomenon. So, support from all these parties makes the support sense of organization. It is concluded that the concept of perceived organizational support is a combination of support from the organization, support from supervisors, and support from peers. The same notion is judged by Woo (2009). It can also be inferred from the discussion on this section that when employees feel supported their outcomes towards organization are always positive which helps the organization to achieve its goals.

Thus, this study would be guided by using the perceived organizational support, psychological climate constructs to assess the influence of perceived organizational support and psychological climate on workers' motivation. For the purpose of this study, the researcher has employed organizational support theory for perceived organizational support and psychological climate respectively, and self-determination theory for work motivation.

2.4.1. Conceptual Framework

After discussing the relevant concepts and theories of work motivation, perceived organizational support, and psychological climate, the conceptual framework of the study has been developed. As a result, the conceptual framework for this research was the social exchange theory. Finally, this framework focuses on two psychological variables i.e. perceived organizational support and psychological climate and the researcher assumes that they have a significant influence on workers' motivation.

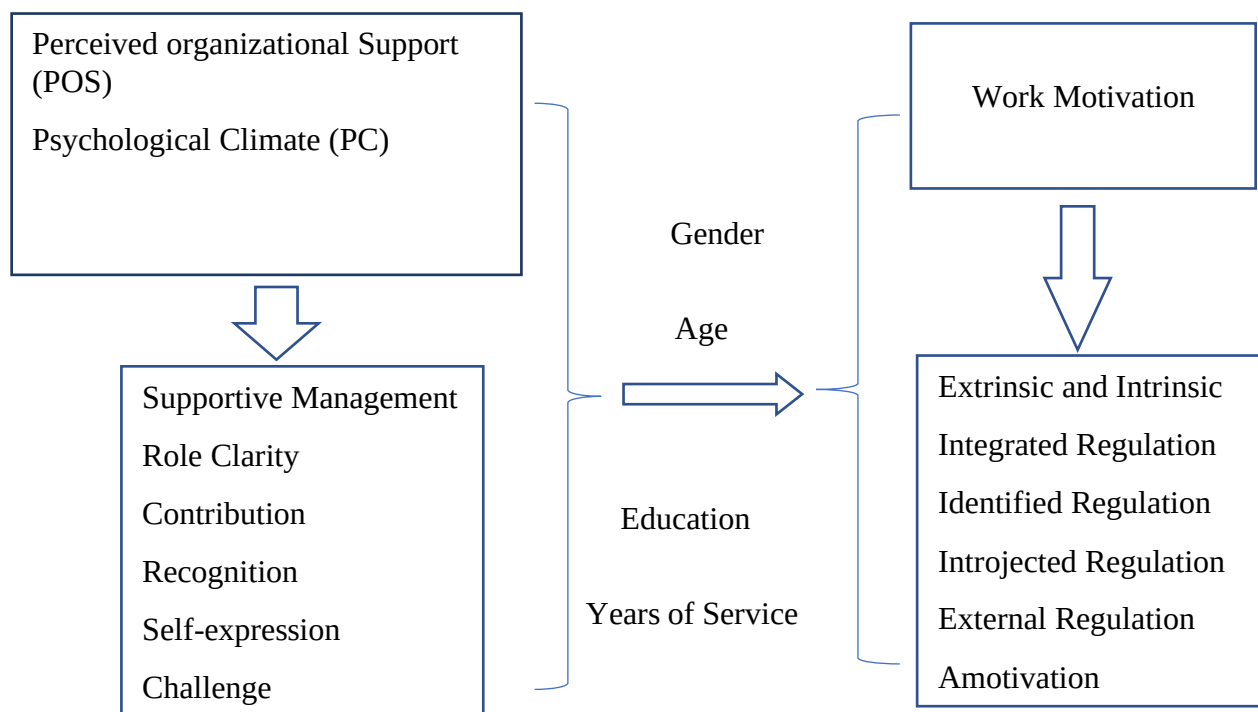


Figure 1 A model showing the interrelationship among dimensions of perceived organizational support, psychological climate, and work motivation

Chapter Three

3. Research Design and Methodology

This chapter presents the method that was employed in the study. It includes a research description of the study area, design, study population, sample of study and sampling techniques, methods of data collection, and data analysis. Ethical considerations are also included.

3.1. Description of the Study Area

Established in 1993, Mesfin Industrial Engineering (MIE) PLC is an engineering wing of EFFORT (Endowment Fund for the Rehabilitation of Tigray). It is located in the northern part of Ethiopia, in the Tigray Regional State capital city, Mekelle which is far around 780 km from Addis Ababa. Its manufacturing plant covers a total area of 120,000m². MIE operates in manufacturing and provision of electro-mechanical services and sale of engineering products at its headquarters in Mekelle. The company also has an automobile assembly branch at Wukro town, 45 km from the head office Mekelle, and a manufacturing plant at Gelan 25 km from Addis Ababa. Established with USD 358 thousand initial capital, today the company's current capital stands at more than USD 25 million. The number of employees during the establishment was about 30. However, today the company is staffed with more than 1600 employees.

MIE started its operation with manufacturing metal windows, doors and maintenance of vehicles and the likes. Currently, its products include liquid and dry cargo bodies, trailers, semi-trailers, low beds, fuel storage tanks, sugar, and cement factory equipment, hydroelectric power facilities, assembly of automobiles and tractors.

MIE vision is to become a leading engineering company in power, cement, sugar, heavy-duty vehicles, the automobile industry, and electromechanical works in East Africa. Its mission

is to provide competitive engineering products, electromechanical and industrial construction services to customers and play a leading role in the industrialization process which aims to bring about economic transformation in the country. The values of MIE are customer satisfaction, social responsibility, organizational and individual development, integrity, and transparency, technical excellence with professional ethics, continuous learning, improvement, and professionalism and dignity as well as self-respect.

3.2. Research Design

The researcher adopted a descriptive research design. According to Kothari (2004) research design is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data. It ensures that the study would be relevant to the problem and that it uses economical procedures. This research is quantitative research because the researcher wants to investigate the effect of psychosocial factors of the work environment on workers' motivation. A quantitative research design was set out to collect data. The quantitative approach helps researchers to test relationships between variables (Creswell, 2012). The researcher believes that this kind of research approach provides relevant data about the research topic, and becomes supportive to meet the research objective since it involves collecting and analyzing numerical data and applying statistical tests. It ensures that the study would be relevant to the problem and that it uses economical procedures. In this study, a quantitative approach was employed, as recommended by Creswell, (2012). A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge like, cause and effect relationship between known variables of interests or it employs

strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data (Creswell, 2012).

Furthermore, the study aims at obtaining information from a representative selection of the population and the researcher will be able to generalize the findings to a larger population. The method was used in order to generalize from a sample to the population. The method is also preferred because of its high-speed in data collection and it's being economical.

3.3. Population and Sample

The population indicates the entire group of people, events, or things of interest that the researcher wishes to investigate. The sample of this study will be taken from Mesfin Industrial Engineering plc found in Mekelle city. As a result of this, Mesfin Industrial Engineering Plc has 1652 permanent employees within the three branches and different projects. That means 1047 employees are in Mekelle's main plant, 55 employees in the Wukro plant, 263 employees in Addis Ababa and Gelan plant, and 287 employees working in different projects run by the company out of Mekelle. For the purpose particularly, the researcher focused only on Mekelle's main plant because this plant is the first plant during its establishment and the interest of the researcher excluded the two branches and projects from the study.

The researcher employed a stratified sampling method to select its research participants. The researcher employed the stratified sampling method was selected. because of the reason that Mesfin Industrial Engineering Plc has seven departments. As a result of this, the researcher grouped these seven departments into strata and used the simple random sampling technique in order to select its research participants from these seven strata proportionally.

To organize a stratified random sample requires a simple two-stage process. First, identify those characteristics that appear in the wider population that must also appear in the sample and divide the wider population into homogenous or discrete groups (strata), Second, randomly sample within these groups, the size of each group being determined either by the judgment of the researcher or by randomization table (Cohen et al., 2007). Furthermore, for determining the sample size the researcher used the formula developed by Krejcie and Morgan, (1970) computing a formula for samples when the size of the population is known, which can be computed as follow:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2(1-P)} \dots\dots\dots \text{where}$$

S= required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

By using the above formula, the researcher selected out of 1047 population 281 research participants as a sample size. After that, the researcher used the method of proportional allocation under which the sizes of the samples from the different strata are kept proportional to the sizes of the strata (Kothari, 2004). That is, $n_1 = n.P_1/N$

P_i = represents the proportion of population included in stratum i , and

n = represents the total sample size, the number of elements selected from stratum i is n .

N = represents the total population size

Finally, the researcher selected the identified samples in each stratum by using a simple random sampling (lottery system) method to select the first respondent of the study in order to administer the designed data collection questionnaires for the research participants.

Table 1 Targeted Population and Sample Distribution

S.no	Departments	Population	Sample
1	Corporate Service Office	358	96
2	Human Resource Office	30	8
3	Supply Chain Office	42	11
4	Manufacturing & Industrial Operation Office	526	142
5	Design & Project Management office	70	19
6	Automotive and Agricultural Machinery Office	9	2
7	Strategy and Marketing Office	12	3
Total Population		1047	281

3.4. Data Collection Tools

In order to realize the target, the study used a well-designed standardized questionnaire as the best instrument. In this regard three different types of standardized scales were employed to measure the psychological climate, perceived organizational support and work motivation.

To measure perceived organizational support, the researcher used a scale developed by Eisenberger et al., (1986, 2001), which had eight items of perceived organizational support. Respondents were asked (from 1, strongly disagree, to 5, strongly agree) to indicate how much their organization supported them and perceive their organization. According to Eisenberger et al., (2001) report this scale has got the reliability and validity of a Cronbach's alpha coefficient of 0.77.

The construct of the Psychological climate was measured by a 21 items scale developed and validated by (Brown et al., 1996). This scale measures six inductive of psychological climate. The response format has a 5-point Likert scale with 1 representing strongly disagree and 5 strongly agree. Respondents were instructed to rate each item according to how well the item describes their perception of the organizational environment. The interpretation of this scale is when scores above the mean indicate a higher level of psychological climate perceptions and scores below the mean indicates a lower level of psychological climate perceptions towards the organization's work environment. Higher ratings on Brown and Leigh's measure of psychological climate indicate a more positive work environment, whereas low ratings indicate a negative work environment. Besides, higher scores meant a more positive and engaged work environment, while lower scores meant an unhealthy work environment. The respondents fell on a continuous scale between 21 (unhealthy psychological climate) and 105 (engaged work environment). These scores were found by the aggregate amount scored on the psychological climate portion of the survey. Perceptions of a positive climate are thought to lead to job engagement while a negative climate is proposed to lead to disengagement (Kahn, 1990). In addition, the reliability and validity of this scale was a coefficient alpha of 0.88 (Sahin, 2011).

Finally, the construct of work motivation was measured using the 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS) theoretically based on self-determination theory (Deci & Ryan, 2000). The scale WEIMS contains 18 items and assesses six types of motivations hypothesized by Self-determination theory (i.e., intrinsic motivation, integrated, identified, introjected and external regulations, and amotivation). The response format has a 5-point Likert scale with 1 representing strongly disagree and 5 strongly agree the extent to which items signify the explanations they are currently involved in their work.

From the 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS), it was possible to assess the work motivation in accordance with the self-determination continuum by using the Work self-determination index (W-SDI) described by (Vallerand, 1997). This index constitutes a formula that makes it possible to receive one single score measuring general work motivation according to the WEIMS scale for each respondent, with a range from -24 to +24 when using a 5-point Likert-type scale. Further, from the total score, you can assess the individual's level of self-determination and W-SDI was applied to generate a motivation profile by multiplying the mean-value of each subscale with the weights according to the formula. The formula for determining the W-SDI is as follows: $W-SDI: (+3 \times \text{Intrinsic motivation}) + (2 \times \text{Integrated regulation}) + (1 \times \text{Identified regulation}) + (-1 \times \text{Introjected regulation}) + (-2 \times \text{External regulation}) + (-3 \times \text{amotivation})$. The range of possible scores on the W-SDI is between ± 36 for a 7-point Likert-type scale (and ± 24 when using a 5-point Likert-type scale). The total score derived from this formula reflects individuals' relative level of self-determination. A positive score indicates a self-determined profile and a negative score indicates a non-self-determined profile. By summing the means from the three self-determined subscales (intrinsic

regulation, integrated regulation and identified regulation), and similarly, by summing the means from the non-self-determined subscales (introjected regulation, external regulation and amotivated regulation) a score can be received that indicates either a positive number: a self-determined profile, or a negative number: a non-self-determined profile. The reliability and validity of this scale were found to be with a coefficient alpha of 0.954 was reported with the overall scale by (Jayaweera, 2015).

According to Kothari (2004), a measuring instrument is reliable if it provides consistent results. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of psychometric test scores for a research of participants. For testing the reliability of the data instrument, Cronbach's alpha was calculated. Content validity involves the degree to which the study is measuring what it is supposed to measure. More simply, it focuses on the accuracy of the measurement (John et al., (2007). Based on these facts the researcher conducted a pilot study in H.H Engineering PLC for 30 research participants selected through simple random sampling simply to check the reliability and validity of the Perceived Organizational Support (POS) Scale 8 items, Psychological climate scale 21 items and Work Motivation scale 18 items that help to measure the psychosocial work environment and work motivation respectively.

3.5. Techniques of Data Analysis

Data obtained from the questionnaire was cleaned, categorized, and organized, analyzed and then presented using both descriptive and inferential statistics methods. Descriptive statistics allow the researcher to describe the data and examine relationships between variables, while inferential statistics allow the researcher to examine causal relationships.

The data gathered from questionnaires were examined and validated by checking the answers and by numbering them. Descriptive statistics including percentage analysis, mean, standard deviation, tables and graphs, were used to describe and summarize responses.

Inferential statistics were used to draw conclusions about the reliability and generalizability of the findings. Accordingly, Pearson Product-Moment Correlation Coefficient was used to understand the relationship between the dependent and independent variables; Multiple Linear Regression Analysis to understand the significance and influence of perceived organizational support and psychological climate on work motivation as well as to know the overall contribution of these two independent variables on employees' work motivation; and Analysis of One-way ANOVA was used to clearly spot the difference on motivation based on demographic variables. To process data, Statistical Package for Social Science (SPSS) version 24 was used.

3.6. Reliability and Validity

The researcher conducted a pilot study in H.H Engineering PLC on 30 research participants through administering the translated data collection tools. The demographic data for sex shows that out of 30 respondents there were 19 males and 11 females. The male respondents formed the majority target population with a percentage of 63.3%, while female respondents were representing a percentage of 36.7%. Besides this, the standardized data collection tool was translated from English to Tigrigna language for the purpose of checking the language equivalence. To check the ambiguity of the language barrier made during translation the researcher has got the necessary advice from professional staff in Addis Ababa University Tigrigna Language, Folklore, and Literature Department.

As pointed out by Sekaran, (2003), the reliability that is less than 0.60 is considered as poor but if it is in the range of 0.70, it is considered as acceptable. As for those, which are more than 0.80, it is considered as good. In this regard, the analysis shows that the Cronbach Alpha for the perceived organizational support is 0.807, for the psychological climate is 0.856, and for work motivation is 0.815. Besides this idea, the researcher made some modifications to the work motivation scale because few questions were not clear, as a result of this the researcher made clarity regarding questions to the research participants. Accordingly, all of the variables are considered as good because they are more than alpha 0.8.

3.7. Ethical Considerations

Ethical issues are considered in the study by ensuring informed consent (informing the respondents regarding the background of the study, including the importance of the data to be gathered from them) and issues of confidentiality (ensuring the respondents that all of the information used this study will solely be used for the intended purpose only).

The researcher made sure that all of the responses from the sample will be given merit, whether the researcher agrees or not to their individual responses. The researcher has not disclosed any personal information of the respondents and that was also explained during the distribution of the questionnaire. In addition, appropriate credit was given to the authors and documents referred to in this study meaning there is no plagiarism.

Chapter Four

4. Data Analysis and Discussion

The objective of this study is to examine the influence of the perceived organizational support and psychological climate on workers' motivation in Mesfin Industrial Engineering PLC. In order to achieve this objective, this chapter presents, analyzed, and interpreted findings and discusses results based on the objective and research questions of the study. Out of the total of 281 questionnaires that were distributed to the selected sample of employees', 281(100%) properly filled questionnaires were collected and used for analysis. The data collected from the target population was analyzed using the Statistical Package for Social Science (SPSS) version 24.

For simplicity and coherence purpose, the presentation starts with the descriptive statistics on variables under discussion and then continues with the inferential statistics. In addition to this, the results of the survey, questionnaire are presented here in terms of Descriptive statistics (includes percentage analysis, arithmetic mean, and standard deviation) and inferential statistics (, Pearson Product Moment Correlation Coefficient, Multiple Regression, and Analysis One-way ANOVA. The statistical program used for analysis and presentation of data in this research is the Statistical Package for Social Science (SPSS) version 24.

4.1. Reliability of Measures

Table 2 Reliabilities of Perceived Organizational Support Short Version, Psychological Climate Scale, and Work Extrinsic and Intrinsic Motivation Scale (WEIMS)

Scale	Cronbach's Alpha	No of items
Perceived Organizational support	.665	8
Psychological Climate	.760	21
Work Motivation	.676	18

The reliabilities of the scales used in the present study were measured by Cronbach's alpha. Specifically, perceived organizational support short version scale had a reliability of .665, the psychological climate scale had a reliability of .760, and work extrinsic and intrinsic motivation scale (WEIMS) had reliability of .676. in general, the measures used in this study had relatively acceptable reliabilities.

4.2. Demographic Characteristics of Sample Population

The first part of the questionnaire consists of four items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification, and year of service. The following tables, graphs, and figures depicted each demographic characteristic of the respondents.

Table 3 Demographic Characteristics of Respondents

Demographic Variables		Frequency	Percent
Gender	Male	179	63.7
	Female	102	36.3
	Total	281	100.0
Age	20-29	107	38.1
	30-39	133	47.3
	40-49	36	12.8
	>=50	5	1.8
	Total	281	100.0
Educational Level	Below grade eight	9	3.2
	From grade 9 up to grade 12	21	7.5
	Level I up to IV	75	26.7
	Level V	24	8.5
	Degree	127	45.2
	Masters & above	25	8.9
	Total	281	100.0
Year of Service in the Organization	1-5	93	33.1
	6-10	144	51.2
	11-15	27	9.6
	16-20	10	3.6
	>21	7	2.5
	Total	281	100.0

Gender is used to find out the contribution of males and females in industrial engineering like Mesfin Industrial Engineering Plc. This information will help management to consider the importance of gender participation in a psychosocial work environment and work. Among the number of respondents, 179 (67.7%) were male employees whereas 102 (36.3%) were female employees of Mesfin Industrial Engineering Plc as shown in the above table 3. This indicates

that the number of male employee's participation is more as compared to females. Therefore, management should work more on female employee participation.

In terms of age, distribution was clearly shown at the above table 3 is largely dominated by respondents who are at the age of 30-39 years old covering 133 (47.3%). The next higher group was 107 (38.1%) fall under age categories of between 20- 29. The remaining groups 36 (12.8%), 5 (1.8%) were under the age categories of 40-49, above 50 years respectively. Here the data indicated that most of the employees in Mesfin Industrial Engineering PLC are in the maturity age that is productive and can contribute to the achievement of company objectives. In addition to this, these results indicate that most of the Mesfin Industrial Engineering PLC employees are young and may imply the organization should concentrate on this age group to increase their work motivation as well as to shape their perception towards the organization.

Regarding educational level respondents hold from below grade eight certificate to a master's degree and above. The majority of the sample group holds a first degree which accounted for 127 (45.2 %), followed by Level I up to IV certificate 75 (26.7%), Masters and above degree holders were 25 (8.9%), Level V 24 (8.5%), and from grade 9 up to 12 certificates 21 (7.5%), and the remaining 9 (3.2%) hold below grade eight certificate. And since the majority of the respondents were holders of first Degree and Level I up to IV certificate, it can be concluded that the overwhelming majority of the employees are capable of using new technology, realizing and doing the objective of Mesfin Industrial Engineering PLC.

When we see in terms of years of service in the organization respondents have served in Mesfin Industrial Engineering PLC from one year up to above 21 years. From the respondents, only 7 (2.5%) of them have worked for more than 21 years in the company. The majority of the

respondents have served the company between 6 and 10 years which consists of 144 (51.2 %) of the study group. The other 93 (33.1%) respondents worked between 1- 5 years while respondents followed by 27(9.6%) served for 11-15 years and the remaining 10(3.6) served the company for 16-20 years. Therefore, employees of Mesfin Industrial Engineering PLC are largely dominated by workers who have been working in the organization from six up to 10 years. So, this is a good opportunity to realize the objective of the organization because they adopt the culture of the organization.

4.3. Descriptive Statistics for Perceived Organizational Support, Psychological Climate, and Work Motivation

The mean and standard deviation among the variables of the study meaning among the influence perceived organizational support and psychological climate as well as employees' work motivation are shown in the descriptive statistics displayed at below Table 4.

Table 4 Descriptive Statistics for Perceived Organizational Support, Psychological Climate, and Work Motivation

Descriptive Statistics			
	N	Mean	Std. Deviation
Perceived organizational Support	281	25.7402	4.78466
Psychological Climate	281	70.3843	9.22893
Work Motivation dimensions			
Intrinsic motivation	281	10.9715	2.19884
Integrated Regulation	281	10.4804	2.66065
Identified Regulation	281	10.5302	2.10780
Introjected Regulation	281	8.3345	2.06030
Externa regulation	281	10.6014	2.21146
amotivation	281	7.3238	2.18070
Valid N (listwise)	281		

4.3.1. Descriptive Statistics on Perceived Organizational Support

Descriptively, the mean or the average response of the respondents about the degree of the agreement they had about the perception towards the work environment was perceived to be a mean of 25.7402 (SD=4.78466) on a 5-point scale. This shows that respondents have a moderate perception of towards perceived organizational support in Mesfin Industrial Engineering PLC.

4.3.2. Descriptive Statistics on Psychological Climate

Descriptively, the mean or the average response of the respondents about the degree of the agreement they had about the perception of the psychological climate towards the work environment was perceived to be a mean of 70.3843 (SD=9.22893) on a 5-point scale. The respondents fell on a continuous scale between 21 (unhealthy psychological climate) and 105 (engaged work environment). These scores were found by the aggregate amount scored on the psychological climate portion of the survey. As a result, the above table shows that respondents have high level of perception of the psychological climate meaning employees were engaged in their work environment in healthy way in Mesfin Industrial Engineering PLC.

4.3.3. Descriptive Statistics on Work Motivation

Descriptively, the mean or the average response of the respondents about the degree of the agreement they had about work motivation of their work was a Work Self Determination Index of -21.9714. This index constitutes a formula that makes it possible to receive one single score measuring general work motivation according to the WEIMS scale for each respondent, with a range from -24 to +24 when using a 5-point Likert-type scale. The total score derived from this formula reflects individuals' relative level of self-determination. A positive score

indicates a self-determined profile and a negative score indicates a non-self-determined profile.

As a result, -21.9714, shows negative score meaning the respondents generally have a non-self-determined profile in Mesfin Industrial Engineering PLC.

4.4. Influence of Demographic Variables on Workers' Motivation

Analysis of One-way ANOVA is an extremely useful technique concerning researches. One-way ANOVA is a statistical technique that is used to compare two or more groups to determine whether there are any mean differences among them. The comparison of group differences is made by computing a statistic called an F-ratio. The ratio is calculated by dividing the 'between treatment variance' by 'within treatment variance'. Using this technique, one can draw inferences about whether the samples have been drawn from populations having the same mean (Kothari, 2004). In addition to this, the Analysis of One-way ANOVA was made to understand if there were statistically significant differences between demographic variables and work motivation among workers of Mesfin Industrial Engineering PLC.

4.4.1. One-way ANOVA Based on Gender

Table 5 One-way ANOVA Computed for Gender

		Sum of Squares	df	Mean Square	F	Sig.
Work Motivation	Between Groups	57.864	1	57.864	.938	.334
	Within Groups	17215.680	279	61.705		
	Total	17273.544	280			

Table 5 is intended to demonstrate the significance level and relation that one of the demographic characteristics i.e. gender have with the dependent variable, i.e., employees' work

motivation. The significance level taken for all is 0.05 and the P-value above 0.05 demonstrates not statistically significant and vice versa. Accordingly, from the above One-way ANOVA table there is no statistically significant difference in gender and work motivation in Mesfin Industrial Engineering PLC since $P > 0.05$ ($F = 0.938$, $p = 0.334$).

4.4.2. One-way ANOVA Based on Age

Table 6 One-way ANOVA Computed for Age

		Sum of Squares	df	Mean Square	F	Sig.
Work Motivation	Between Groups	338.664	3	112.888	1.846	.139
	Within Groups	16934.880	277	61.137		
	Total	17273.544	280			

Using the above table 6, which displays the significance level and relation that one of the respondent's demographic variables (Age) have with the dependent variable (employees' work motivation). From the above One-way ANOVA table, it is possible to say that, there is no statistically significant difference in the age of respondents and work motivation in Mesfin Industrial Engineering PLC since $p > 0.05$ ($F = 1.846$, $p = 0.139$).

4.4.3. One-way ANOVA Based on Educational Level

Table 7 One-way ANOVA Computed for Educational Level

		Sum of Squares	df	Mean Square	F	Sig.
Work Motivation	Between Groups	417.226	5	83.445	1.361	.239
	Within Groups	16856.319	275	61.296		
	Total	17273.544	280			

Likewise, the above table 7 shows the significance level and relation using the demographic variable (education level) have with the dependent variable (employees' work motivation), thus the significance level taken for all is 0.05 and the P-value above 0.05 demonstrates not statistically significant and vice versa. As shown in the table, there is no statistically significant difference in educational level and work motivation in Mesfin Industrial Engineering PLC $p > 0.05$ ($F = 1.361$, $p = 0.239$).

4.4.4. One-way ANOVA Based on Years of Service in the Organization

Table 8 One-way ANOVA Computed for Years of Service in the Organization

		Sum of Squares	df	Mean Square	F	Sig.
Work Motivation	Between Groups	106.635	4	26.659	.429	.788
	Within Groups	17166.909	276	62.199		
	Total	17273.544	280			

Using the above table 6, which displays the significance level and relation that one of the respondent's demographic variables (years of service in the organization) have with the dependent variable (employees' work motivation). From the above One-way ANOVA table, it is

possible to say that, there is no statistically significant difference in years of service of respondents and work motivation in Mesfin Industrial Engineering PLC since $p > 0.05$ ($F = .429$, $p = 0.788$).

4.5. Correlation Analysis between Perceived Organizational Support, Psychological Climate, and Workers' Motivation

Using the Pearson's Product Moment Correlation Coefficient (r) the degree of association between the independent variables (perceived organizational support and psychological climate) and the dependent variable (employees' work motivation) were computed to determine the strength, direction and statistical significance of the relationships as shown in the table below.

Correlation analysis is a useful way of exploiting relation (association) among variables. The value of the coefficient (r) ranges from -1 up to +1. The value of the coefficient of correlation (r) indicates both the strength and direction of the relationship. If $r = -1$ there is a perfectly negative correlation between the variable. If $r = 0$ there is no relationship between the variable and if $r = +1$ there is a perfect positive relationship between the variables. For values of r between + and 0 or between 0 and -1, different scholars have proposed different interpretations with a slight difference. For this study diction rule is given by Sprinthall (2000, p.271) was used to describe the strength of association among the variables as follows.

Table 9 Correlation Coefficient Interpretation

Degree of Association (Value of r)	Interpretation
$-.20$ to $.00$ or $.00$ to $.20$ ($-.20 \leq r \leq .20$)	Indifferent or negligible relationship
$-.40$ to $-.20$ or $.20$ to $.40$	Low correlation; present but slight

- .70 to -.40 or .40 to .70	Substantial or marked relationship
-1.00 to -.70 or .70 to 1.00	High to very high relationship

Depending on this assumption, all basic constructs were included in the correlation analysis. Figures with the symbol “***” indicate that each of the variables is significantly correlated with each other at a significance level of $p < 0.01$.

Table 10 Correlation between Perceived Organizational Support, Psychological Climate, and Work Motivation

		Perceived organizational Support	Psychological Climate	Work Motivation
Perceived organizational Support	Pearson Correlation	1	.437**	.104
	Sig. (2- tailed)		.000	.081
	N	281	281	281
Psychological Climate	Pearson Correlation	.437**	1	.350**
	Sig. (2- tailed)	.000		.000
	N	281	281	281
Work Motivation	Pearson Correlation	.104	.350**	1
	Sig. (2- tailed)	.081	.000	
	N	281	281	281

**. Correlation is significant at the 0.01 level (2-tailed).

As can be seen in the above table 6, perceived organizational support and psychological climate i.e. ($r = 0.437$, $p < 0.01$) there exist a positive moderate relationship and statistically

significant relationship in between. It can be also observed that there exist a positive moderate relationship and statistically significant relationship between psychological climate and employees' work motivation ($r=0.350$, $p<0.01$), similarly there exist a positive weak relationship and statistically significant relationship between perceived organizational support and employees' work motivation ($r=0.104$, $p<0.01$).

Thus, we can conclude from the correlation results any corresponding change in the independent variables such as improvement in perceived organizational support and improvement in the psychological climate will have a positive and moderate relative impact on the dependent variable of employees' work motivation. However, if the changes in the individual independent constructs are not in a positive direction/manner, then its effects on the dependent variable will be negative.

4.6. The Influence of Perceived Organizational Support and Psychological Climate on Workers' Motivation

4.6.1. Multiple Regression Analysis

According to (Pallant, 2005) multiple regression estimates the coefficient of the linear equation when there is more than one independent variable that best predicts the value of the dependent variable. Multiple regressions states how much of the variance of the dependent variable can be explained by independent variables. It also, regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on the dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable (Pallant, 2005).

Specifically, this multiple regression was conducted in order to investigate the influence overall bundle of the selected determinant of perceived organizational support and psychological climate on employees' work motivation which is clearly stated below. In addition to this, in this study perceived organizational support and psychological climate are treated as independent variables and employees' work motivation as the dependent variable. Multiple regression analysis was employed to test the effect of psychosocial work environment factors on workers' motivation.

Table 11 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 ^a	.126	.119	7.37021

a. Predictors: (Constant), Psychological Climate, Perceived Organizational Support

Table 12 Model Goodness of Fit Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2172.596	2	1086.298	19.998	.000 ^b
	Residual	15100.948	278	54.320		
	Total	17273.544	280			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Psychological Climate, Perceived Organizational Support

Table 13 Multiple Regression Coefficients

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	38.222	3.533		10.819	.000
	POS	-.099	.102	-.061	-.971	.333
	PC	.321	.053	.377	6.045	.000

a. Dependent Variable: Work Motivation

Inherently, this is a measure of how good a prediction of the dependent variable we can make by knowing independent variables. This implies that 12.6% of the variance in the dependent variable (employees' work motivation) is explained by the independent variables (perceived organizational support and psychological climate) in the model. The model also indicates that the remaining 87.4% of the variance can be explained by other variables.

The F-ratio describes whether the results of the regression model could have occurred by chance. Large F value and a small significance level (sig.) (typically smaller than 0.05 or 0.01) indicate that the results probably are not due to random chance. Accordingly, as can be seen from the table below the F value is 19.994 and is significant at 0.000. Hence, the researcher can suggest that the regression model adopted in this study has not occurred by chance and is considered significant.

Moreover, above table shows that with respect of other variables that are not included in this study but have an impact on the dependent variable (employees' work motivation) are controlled and regarding from above table only one explanatory variable is statistically significant at 99% confidence level, the psychological climate was found to be best predictors of employees' work motivation with the Beta value of .321.

Chapter Five

5. Summary, Conclusions, and Recommendations

In this chapter the key findings of the study are summarized, conclusions derived from the findings of the study, and recommendations drawn to address the identified problems are presented. The chapter also ends indicating the limitations of the research and possible recommendations for future research are discussed.

5.1. Summary of Major Findings

The main objective of the study was to investigate the influence of perceived organizational support and psychological climate on workers' motivation in Mesfin Industrial Engineering PLC in Mekelle City, Ethiopia. It is also examined the level of support employees, receive from their organization in Mesfin Industrial Engineering PLC. It is also examined the nature of psychological climate as perceived by employees in Mesfin Industrial Engineering PLC. Besides this, it investigated the relationship between perceived organizational support and psychological climate and workers' motivation in Mesfin Industrial Engineering. And it is also, it predicted the influence of perceived organizational support and psychological climate on workers motivation in Mesfin Industrial Engineering PLC. Accordingly, the following major findings were made from the results that have been discussed in the previous chapter.

The overall perception of respondents towards psychological climate have high level meaning employees were engaged in their work environment in healthy way in Mesfin Industrial Engineering PLC. And this indicates there is high supportive management, role clarity, contribution, self-expression, challenge and recognition dimension with the organization. As a result, the employees engaged healthy in the work environment. Regarding to the work

motivation it the summing up descriptive statistics shows negative score meaning the respondents generally have a non-self-determined profile in Mesfin Industrial Engineering PLC. Besides to this, the respondent's response towards perceived organizational support indicates that there is moderate perception regarding give value to contribution employees towards the organization and keep the well-being of employees by the organization as the cutting point shows.

In terms of significance difference between demographic variables such as gender, age, educational level, and years of service in the organization with work motivation analysis is as follows. There is no statistically significant difference between gender ($p > 0.05$, $F = 1.846$, $p = 0.139$), age ($p > 0.05$, $F = 1.846$, $p = 0.139$), educational level ($p > 0.05$, $F = 1.361$, $p = 0.239$), and years of service in the organization ($p > 0.05$, $F = .429$, $p = 0.788$) with work motivation.

Regarding the person product correlation coefficient between perceived organizational support, psychological climate, and employees' work motivation is as follows; the analysis from the study showed that there exists a positive moderate relationship and statistically significant between perceived organizational support and psychological climate constructs of the psychosocial work environment ($r = 0.437$, $p < 0.01$). And also, there exists a positive moderate relationship and statistically significant relationship between psychological climate and employees' work motivation ($r = 0.350$, $p < 0.01$). Besides this, there exists a positive weak relationship between perceived organizational support and employees' work motivation ($r = 0.104$, $p < 0.01$).

Whereas, the multiple regression implies that 12.6% ($R^2 = 0.126$) of the variance in dependent variable employees' work motivation is explained by independent variables

(perceived organizational support and psychological climate. It is also this model indicates that that, the remaining 87.4% of the variance can be explained by other variables. In addition to this, the F-ratio or F value is 19.994 and this indicated it is significant. Finally, the psychological climate was found to best predictors of employees' work motivation with a Beta value of 0.321 and this variable also statistically significant.

5.2. Conclusions

On the basis of the summary of the findings, it is concluded that perceived organizational support and psychological climate play their own influence on workers' motivation in Mesfin Industrial Engineering PLC.

The overall perception of respondents towards psychological climate have high level meaning employees were engaged in their work environment in healthy way in Mesfin Industrial Engineering PLC. And this indicates there is high supportive management, role clarity, contribution, self-expression, challenge and recognition dimension with the organization. As a result, the employees engaged healthy in the work environment. Regarding to the work motivation it the summing up descriptive statistics shows negative score meaning the respondents generally have a non-self-determined profile in Mesfin Industrial Engineering PLC. Besides to this, the respondent's response towards perceived organizational support indicates that there is moderate perception regarding give value to contribution employees towards the organization and keep the well-being of employees by the organization as the cutting point shows.

The descriptive findings of this research reveal that the mean score the psychological climate was high meaning the employees were engaged in their work environment. Whereas the

work motivation descriptive findings showed that there is negative score meaning employees have a non-self-determined profile of motivation with in Mesfin Industrial Engineering PLC. The roaming variable is perceived organizational support and this indicates there is moderate perception towards the organization. The result of psychological climate and work motivation had a high perception towards the work environment whereas there is negative score regarding work motivation meaning a non-self-determined profile motivation towards Mesfin Industrial Engineering. The researcher preparing a cut point for perceived organizational support whereas Psychological climate and work motivation scales have their own interpretation mechanism.

In terms of significance difference between demographic variables such as gender, age, educational level, and years of service in the organization with work motivation analysis is as follows. There is no statistically significant difference between gender, age, educational level, and years of service in the organization with work motivation. These findings contrast with other studies e.g. (Truxillo 2009; Inceoglu et al., 2012), because according to the age difference have it is on the impact on motivation whereas, the finding of this study showed that there is no statistical difference among age and workers' motivation. In addition, a study conducted by (Kanfer & Ackerman, 2000; Warr, 2008), showed that there is a difference in gender in relation to motivation while the findings of this study indicated that there is no statistical difference among gender and work motivation.

Regarding correlation analysis, the finding showed that perceived organizational support and psychological climate has a positive relationship and statistically significant with employees' work motivation. It is also, psychological climate positive moderate relationship and statistically significant with employees' work motivation. The finding is contrary to the findings of (Parker

et al., 2003) showed that psychological climate perceptions were found to have a stronger relationship with individual satisfaction, attitudes, and well-being than with motivation and performance. But it is similar to the findings of (Carless, 2004) showed that the psychological climate has significant relationships with individuals' work attitudes, motivation, and performance.

In addition, perceived organizational support has a positive but weak relationship with employees' work motivation. And also, both psychological climate and perceived organizational support have a positive relationship.

The multiple regression analysis revealed that perceived organizational support and psychological climate were predictors of work motivation. In particular, the psychological climate was the strongest predictor of work motivation whereas work motivation is least impacted by perceived organizational support. Therefore, much effort is needed to keep the better one and improve the lower ones.

5.3. Recommendations

Based on the findings of this research certain practical recommendations are proposed for Mesfin Industrial Engineering PLC.

Mesfin Industrial Engineering PLC must have some understanding of its workers' perception of the organization's work environment because this higher and lower perception of workers has its own impact on workers' motivation. This is especially relevant to Human Resources managers, supervisors, and directors of the organization to understand the perception of workers towards the work environment. So, be responsible to inspire employees towards where they are satisfied, dedicated, committed, and contributors to organizational success.

Although perceived organizational support and psychological climate correlated and predicted employees' work motivation, Mesfin Industrial Engineering PLC should incorporate such variables in designing employees' work motivation strategies and create a conducive environment that can encourage employees' work motivation and an interesting work environment for employees.

For improvement in employee motivation of an organization, it should develop a briefing strategy to understand the expression of employees towards their organization. Mesfin Industrial Engineering PLC should build consistency of engaged employees to keep statuesque and be more successful. Motivated employees' go to extra mile, work with passion, and feel proud of connection to their organization. Actively disengaged and those who have not positive perception towards their work environment more or less have damage to the organization. Not only they are unhappy at work, but they are intent on acting out their unhappiness. They drive away customers. If the organization is not treating the employees it can be difficult to spot them. They are likely to do just enough to fulfill their job requirements. They sleepwalk through their day, uninspired, and lack motivation.

Employees are not only interested in extrinsic work motivation offered by the organization but they also seek intrinsic work motivation. Hence the industry should provide job content improvements. These improvements will help the employee to be engaged. If employees are engaged their potential extends well beyond job descriptions. And tapping that potential means recognizing how an employee's unique set of beliefs, talents, goals, and life experiences drives the motivation of employees.

Mesfin Industrial Engineering PLC's management should work aggressively on the young age group to increase their motivation by increasing their understanding towards the perceptions of the work environment, how the employees' seen the work environment, because it is two interaction, recognize their work, heightened their level of achievement, letting them decide by themselves.

Mesfin Industrial Engineering PLC should conduct additional studies on the influence of perceived organizational support and psychological climate by considering other remaining dimensions of perceived organizational support and psychological climate to create a conducive and safe environment.

5.4. Limitation of the study

The limitations of the study are, first, that there are likely to be other perceived organizational support and psychological climate dimensions that contribute to workers' motivation not identified in the study. Secondly, the empirical part of the research has limited generalization. Thirdly, the researcher had opted only in a closed-ended questionnaire or quantitative analysis only. Finally, the analysis excluded those respondents who worked in the other branches of the Mesfin Industrial Engineering PLC in Gelan and Wukro plants.

5.5. Future research potential

For the future, studies may see additional influence of perceived organizational support and psychological climate on workers' motivation in different organizations. And also, other perceived organizational support and psychological climate measuring tools can be used. Finally, it might be useful for further research to investigate the influence of perceived organizational support and psychological climate on workers' motivation. In this manner, organizations will

know in which areas to concentrate their efforts through understanding the perception of workers towards their organizations. The investigation could also conduct a quantitative and qualitative study or mixed approach study in order to validate the results of the study.

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Appendix One Questionnaire

Addis Ababa University

School of Psychology

Master of Arts Degree Program in Social Psychology

Questionnaires to be filled in by Works' of Mesfin Industrial Engineering Plc.

Dear Respondents:

The objective of this questionnaire is to collect data about “The Influence of Perceived Organizational Support and Psychological Climate on Workers’ Motivation in Mesfin Industrial Engineering Plc.” and the information that you provide me will be used as primary data in my study. The study is meant for academic purposes only and the information you supply will be kept confidential. I, therefore, kindly request you to fill the questionnaire honestly and accurately, so that the quality of information you provide determines the ultimate reliability of the study.

I would like to express my sincere appreciation and deepest thanks in advance for sparing your precious time as well as frank and prompt responses in filling the questionnaire.

Directions for filling in the questionnaire

There is no right or wrong answer to the options provided. Therefore, you are kindly requested to fill your real opinion regarding each question. Your response is utilized only for the purpose of this research/survey.

- Please put a “√” mark on your choice in the space provided
- No need for writing your name

Part I: General Information

This part of the questions asks your personal and job-related information.

1. Gender: Male ☐ Female ☐
2. Age: _____
3. Educational Level: Below grade 8 ☐ Grade 9-12 ☐
 TVET Level(I-IV) ☐ TVET Level V ☐
 Degree ☐ Master's Degree & above ☐
4. How long have you been working in the organization? _____

Part Two: Research Related Questions

Section A: Survey for Perceived Organizational Support

Listed below statements that represent possible opinions that YOU may have about working at Mesfin Industrial Engineering Plc. Please indicate the degree of your agreement or disagreement with each statement by making a tick mark “√” on your answer sheet that best represents your point of view about perceived organizational support.

S.no	Survey of Perceived Organizational support	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	The organization values my contribution to its well-being.					
2	The organization fails to appreciate any extra effort from me. (R)					
3	The organization would ignore any complaint from me. (R)					
4	The organization really cares about my well-being.					

5	Even if I did the best job possible, the organization would fail to notice. (R)					
6	The organization cares about my general satisfaction at work.					
7	The organization shows very little concern for me. (R)					
8	The organization takes pride in my accomplishments at work.					

Section B: Psychological Climate Scale

Please indicate the degree of your agreement or disagreement with each statement by making a tick mark “√” on your answer sheet that best represents your point of view about perceived Psychological Climate engagement to the work environment.

S.no	Questions of Psychological Climate	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	My boss is flexible about how I accomplish my job objectives.					
2	My manager is supportive of my ideas and ways of getting things done.					
3	My boss gives me the authority to do my job As I see fit.					
4	I am careful in taking responsibility because my boss is often critical of new ideas. (R)					
5	I can trust my boss to back me up on the decision I make in the field.					
6	Management makes it perfectly clear how my job is to be done.					
7	The amount of work responsibility and effort expected in my job is clearly defined.					
8	The norms of performance in my department are well understood and communicated.					
9	I feel very useful in my job.					
10	Doing my job well really makes me a difference.					

11	I feel like a key member of the organization.					
12	The work I do is very valuable to the organization.					
13	I rarely feel my work taken for granted					
14	My superiors generally appreciated the way I do my job.					
15	The organization recognizes the significance of the contributions I make.					
16	The feelings I express at work are my true feelings.					
17	I feel free to be completely myself at work.					
18	There parts of myself that I am not free to express at work. (R)					
19	It is okay to express my true feelings in this job.					
20	My job is very challenging.					
21	It takes all of my resources to achieve my work objectives.					

Note: Supportive Management= 1, 2,3,4, 5; Role Clarity= 6, 7, 8; Contribution= 9, 10, 11, 12;

Recognition= 13, 14, 15; Self-Expression= 16, 17, 18, 19; Challenge= 20, 21

Section C: Work Motivation Scale

Why do you do your work?

Using the scale below, please indicate (by making a tick mark “√”) to what extent each of the following items corresponds to the reasons why you are working here.

S.no	Work Motivation Scale	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (4)
1	Because this is the type of work, I chose to do to attain a certain lifestyle.					
2	For the income it provides me.					
3	I ask myself this question, I don't seem to be able to manage the important tasks related to this work.					
4	Because I derive much pleasure from learning new things.					

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5	Because it has become a fundamental part of who I am.					
6	Because I want to succeed at this job, if not I would be very ashamed of myself.					
7	Because I chose this type of work to attain my career goals.					
8	For satisfaction I experience from taking on interesting challenges.					
9	Because it allows me to earn money.					
10	Because it is part of the way in which I have chosen to live my life.					
11	Because I want to be very good at this work otherwise, I would be very disappointed.					
12	I don't know why; we are provided with unrealistic working conditions.					
13	Because I want to be a "winner" in life.					
14	Because it is the type of work, I have chosen to attain certain important objectives.					
15	For satisfaction I experience when I am successful at doing difficult tasks.					
16	Because this type of work provides me with security.					
17	I don't know, too much is expected of us.					
18	Because this job is part of my life.					

Note. Intrinsic motivation = 4,8,15; integrated regulation=5,10,18; identified regulation= 1,7,14;

introjected regulation = 6,11,13; external regulation= 2,9,16; amotivation = 3,12,17.

Thank you very much!!

አዲስ አበባ ዩንቨርሲቲ

ኮሌጅ ስነባህርት ትምህርት

ክፍሉ ትምህርት ስነ-ልቦና

ዝቸበርኩም/ክን ናይዚ መጠይቅ መላሲ/ሲት

እዚ መፅናዕቲ ኣብ መስፍን ኢንዱስትሪያል ኢንጂነሪንግ ሓላፍነቱ ዝተወሰነ ወልቀ ማሕበር ዝካየድ ኮይኑ ዕላማ ናይቲ መፅናዕቲ ስነልቦናዊ ኩነታትን ትካላዊ ምትሕብባርን ኣብ ተበግሶ ወይከዓ ምልዕዓል ሰራሕተኛታት እቲ ትካል ዘሕድሮ ፅዕንቶ ንምፍታሽ እዩ። እዚ መጠየቅ ዝተዳለወሉ ቀንዲ ምክንያት ካብኡም/ካብኡን እኹል ዝኾነ ሓበሬታ ብምርካብ ነቶም ቦቲ መፅናዕቲ ዝተለዓሉ ሕቶታት መፍትሒ ንምቕማጥ እዩ።

ንምትሕብባር/ረን ኣቐዲመ እንዳኣመስገንኩ ነዚ መጠይቅ ድማ ብትኽክል ንክመልእዎ/ኦኦ ብትሕትና እላቦ።እቲመጠይቅ ካብ ንትምህርቲ ሓሊፉ ካለእ ዕላማ ከምዘይብሉ ክሕብረኩም እፈቱ።

መምርሒ ኣመላልኣ እዚ መጠይቅ

- ስም ምፅሓፍ ኣየድልን።
- በይዘኣም/ዘኣን ኣብ ትሕቲ እቲ ዝደልይዎ ናይ ደረጃ መለኪዒ ናይ “√” ምልክት የቐምጡ።

መጠይቅ

ክፋልሀ፡ ሓፈሻዊ ሓበሬታ

- 1. ፆታ 1. ተባ 2. ኣን
- 2. ዕድሙ _____
- 3. ደረጃ ትምህርቲ 1. ካብ 8ይ ክፍሊ ንታሕቲ 2. ካብ 9ይ -12 ክፍሊ
- 3. ደረጃ 2-4 4. ደረጃ 5. ዲግሪ
- 6. ማስተርስዲግሪ ንልዕሊኡን

4. ኣብቲ ትካል ምስራሕ ካብ ዝጅምሩ/ራ ክንደይ ዓመት ኮይንዎም/ወን? _____

ክፋልለ፡መፅናዕቲ ዝምልከቱ መጠይቕ

1. መለክዒ ሰራሕተኛታት ትካላዊ ምትሕብባር ብዝምልከት ዘለዎም ኣረዳድኣ

ተ.ቐ	መለክዒ ሰራሕተኛታት ትካላዊ ምትሕብባር ብዝምልከት ዘለዎም ኣረዳድኣ	ብጣዕሚ ኣይስማማዕ ን (1)	ኣይስማ ማዕን (2)	ማእ ኸላይ (3)	ይስ ማዕ ዕ (4)	ብጣዕሚ ይስማማዕ (5)
1	እቲ ትካል ንናተይ ተሳትፎ ልዑል ቦታ ይህብ እዩ።					
2	እቲ ትካል ኣነ ንዝገብርም ተወሳኺ ሃዕርታት ኣፍልጦ ኣይህበን።					
3	እቲ ትካል ብዓይ ንዝቐርቡ ጥርጓናት ኣይቐበለን።					
4	እቲ ትካል ናተይ ድሕንነት ይሕልወለይ እዩ።					
5	ኣነ ዋላ ፅቡቕ ስራሕ እንተሰራሕኹ እቲ ትካል ግን ኣፍልጦ ኣይህበንን።					
6	ኣብ ስራሕ ቦታ እቲ ትካል ብዛዕባ ሓፈሻዊ ዕግበታተ ይይግደስ እዩ።					
7	እቲ ትካል ንዓይ ዝህበኒ ቦታ ብጣዕሚ ትሑት እዩ።					
8	እቲ ትካል ብናተይ ኣፈፃፀማ ስራሕ ኩርዓት ይስምዖ እዩ።					

2. መለክዒ ስነልቦናዊ ኩነታት ሰራሕተኛታት

ተ.ቐ	መለክዒ ስነልቦናዊ ኩነታት ሰራሕተኛታት	ብጣዕሚ ኣይስማማዕ ን (1)	ኣይስማ ማዕን (2)	ማእ ኸላይ (3)	ይስማ ማዕ (4)	ብጣዕሚ ይስማማ ዕ (5)
1	ናይ ስርሓይ ሽቶታት ከመይ ከምዘላኸዕ ኣብዝገብር ምንቅስቃስ ሓላፊየይ ተሓባባራይ እዩ።					

2	ሐላፊዎይ ብናተይ ሐሳባት ንብዝፍፅጥም ስራሕን ተሓባባራይ እዩ።					
3	ሐላፊዎይ ባዕለይ ነገራት ኣስማሚዐ ንክሰርሕ ሙሉእ ሓለፍነት ይህበኒ እዩ።					
4	ሐላፊዎይ ንሓደሽቲ ሐሳባት ነቐፌታ ስለዘቐርብ ኣነ ኣብ ስርሐይ ሐላፊነት ኣብ ምወሳድ ብጣዕሚ ጥንቁቕ እዩ።					
5	ኣነ ኣብ ስራሕ ቦታ በዘሕልፎ ወሳነ ሐላፊ ይይድግፈኒ ኢለ ይኣምን።					
6	ናይቲ ትካል ኣመራርሓ ስራሕ ኣነ ስርሐይ ከመይ ከምዝሰርሕ ብግልፃ ኣቐሚጡለይ እዩ።					
7	ኣብ ስራሕይ ዝህልወኒ ሓላፍነትን ትዕቢት ዝግበረለይ ወፅኢትን ብግልፃ ዝተቐመጠ እዩ።					
8	ኣብ ዝሰርሐሉ ክፍሊ ስራሕ ደንቢ ኣፈፃፀማ ስራሕ ብግልፃ ዝተቐመጠን በቐሊሉ ዝርዳእን እዩ።					
9	ኣነ ብስርሐይ ብጣዕሚ ተደላዩ ሰራሕተኛ እየ ዝብል ስምዒት ኣለኒ።					
10	ስርሐይ ብፅሑቕ መንገዲ ብምስራሕ ኣብቲ ትካል ለዉጢ ይምፅእ እዩ።					
11	ኣብቲ ትካል ወሳነ ኣብልሰራሕተኛ እየ ዝብል ስምዒት ይስምዓኒ እዩ።					
12	ኣነ ዝሰርሐ ስራሕ ነቲ ትካል ዋጋ ኣለዎ እዩ።					
13	ኣነ ዝሰርሐ ስራሕ ተቐባልነት የብሉን ዝብል ስምዒት ይስመዐኒ እዩ።					
14	መተሓባበርተይ/ሱፐርቫይዘር ስርሐይ ዝሰርሐሉ መንገዲ በሓፈሻይ ድንቁኒ እዩም።					
15	እቲ ትካል ኣነ ንዝህብሞ ኣብርክቶ ተቐባሊ ይገብር እዩ።					
16	ኣብ ስራሕ ቦታ ዘሪኦ ስምዒት ትክክለኛ ስሚዒተይ ዝገልፅ እዩ።					
17	ኣብ ስራሕ ቦታ ብነፃነት ትክክለኛ መንነተይ ይገልፅ እየ ኢለ ይስመዓኒ እዩ።					

18	እነ አብ ስራሕ ቦታ ሓደ ሓደ ነፃ ገይረ ዘይገልጽም ነገራት ኣለዉኒ።					
19	አብ ስራሕ ቦታይ ትኽክለኛ ስሚዒተይ ምግላፀይ ምንም ፀገም ኣይመፀኣለይን።					
20	ስርሐይ ብጣዕሚ ፈታኒ እዩ።					
21	ኣነ ናይ ስርሐይ ሽቶታት ንምስኻዕ ዘለኒ ዓቕሚ ፍልጠትን ጉልበትን ይሓትት እዩ።					

3. መለክዒናይስራሕተበግሶ/ምልዓዓል/ ሰራሕተኛታት

ተ.ቐ	ስራሕተበግሶ/ምልዓዓልሰራሕተኛታት	ብጣዕሚ ኣይስማማዕ ን (1)	ኣይስ ማ ማዕን (2)	ማእኸ ላይ (3)	ይስማ ማዕ (4)	ብጣዕሚ ይስማማ ዕ (5)
1	አብቲ ትካል እዚ ስራሕ ልሰርሐ ልምንባር ኢለ እዩ።					
2	አብቲ ትካል እዚ ስራሕ ልሰርሐ መሃያ ስለዝኸፈለኒ እዩ።					
3	አብ ዝተመደብክዎ ናይ ስራሕ መደብ እናሰራሕኹ እምበርክ እዚ ናይ ስራሕ ዕዮታት ክዋዕኦ ይኽእል ድዮ እናበልኩ ዓርሰይ ይሓትት።					
4	ምኽንያቱ ኣነ እዚ ስራሕ ልሰርሐ ሓደሽቲ ፍልጠትን ደስታን ስለዝረኽበሉ እዩ።					
5	ኣነ እዚ ስራሕ ልሰርሐ ሓደ ክፋል መሰረታዊ መንነተይ ስለዝኾነ እዩ።					
6	ኣነ አብዚ ስራሕ ዕውት ከኸዉን ዝደሊ ንክይሓፍር ኢለ እዩ።					
7	ምኽንያቱ ኣነ እዚ ስራሕ ልሰርሐ ሞያዊ ሽቶታት ንምስኻዕ እዩ።					
8	ኣነ ዘጋጡሙኒ ብድሆታት ብምፍታሕ ዕግበተ ይይረክብ እዩ።					

9	አነ እዚ ስራሕ ልሰርሖ ምኽንያቱ መሃያ ንኸረክብ ስለዝሕግዘኒ እዩ።					
10	ምኽንያቱ አነ እዚ ስራሕ ካብቶም ህይወተይ ንምምራሕ ዝመረፅክዎም መንገድታት ሓደ ስለዝኾነ እዩ።					
11	ምኽንያቱ አነ ኣብዚ ስራሕ እዚ ወፅኢታዊ ክኸውን ዝደሊ ስምዒተይ ንኸይጉዳእ ኢለ እዩ።					
12	ኣብቲ ትካል ጭብጥ ዘይኮነ ኩነታት ስራሕ ንምንታይ ከምዝወሃበና ኣይርድኣንን።					
13	ምኽንያቱ አነ እዚ ስራሕ ልሰርሖ ብህይወት ዕዉት ክኸውን ስለዝደሊ እዩ።					
14	ምኽንያቱ አነ እዚ ስራሕ ልሰርሖ ከሳኽዎም ዝደልዮም ናይ ሕይወተይ ዕለማታት ስለዘለዉኒ እዩ።					
15	አነ ከበድቲ ዝኾነ ዕዮታት ብምስራሕ ወፅኢታዊ ክኸውን ከለኹ ዕግበት ይረክብ እዩ።					
16	ምኽንያቱ አነ እዚ ስራሕ ብምስርሖ ወሕስነት ይስምዑኒ እዩ።					
17	ካባና ብዙሕ ትፅቢት ከምዝግበረልና ኣይፈልጥን።					
18	ምኽንያቱ እዚ ስራሕ ልሰርሖ ናይ ህይወተይ ሓደ ክፋል ስለዝኾነ እዩ።					

ንትሕብብሮም/ረን የመስግን!