
Job Motivation Questionnaire



Management Comparative Profile Report

Individual: Mr B

Date of Testing: 14 June 2000

Anchor: Job Expert

Date of Anchor: 14 June 2000

This document is highly confidential and contains sensitive information on the individual assessed. The test administrator must ensure that this report is stored in a secure location with minimum access.

Psychometric assessment produces information that is personal and individuals completing such assessments should be given "feedback". Following this feedback, the individual should be given their Candidate Report. This assessment is not intended to replace other sources of information available on the individual and should be verified through other avenues such as interviews, simulations, other psychometric instruments and reference checks. As such, JMQR results should serve to identify issues worthy of further investigation in order to obtain a complete picture of the individual. Decisions based on the information contained in this report should incorporate other information about the individual.

Generally it is not appropriate to use results gathered for assessment of suitability for one role for another role. However, in some circumstances there may be an alignment of job-related requirements across similar jobs, in which case some results may be transferable. Transferring results may occur only with a candidate's written permission. The candidate must be fully informed of the consequences of giving such permission.

Reassessment of candidates should not occur before 6 months have elapsed for motivational inventories.

Interpretation of Results

Based on Mr B's responses to the Job Motivation Questionnaire, we can expect him to be highly motivated by the following aspects of his work environment:

Work Pressure, Status, Recognition, Stability.

It is essential to his long term job satisfaction that the job offers such things. Mr B's results suggest that he would prefer a job in which:

- ... he is required to work under time constraints and meet demanding deadlines as he feels energised by these pressures; he has numerous projects on the go. He enjoys performing work that is dynamic and fast paced and likes to be kept busy.

- ... he is able to hold a powerful senior position within the organisation and feel that he is highly respected because of this seniority. He likes to be held in high esteem by his peers.
- ... he receives formal recognition or praise for outstanding work achievements; he receives credit when he has performed well. He is motivated by being appreciated for his efforts.
- ... he is not directly affected by organisational changes and can feel secure about the future of his job; corporate restructuring is unlikely to affect the nature of his role. He prefers to work in a stable environment.

Based on results from the Job Expert we can expect the position of Job Expert to offer the following motivational opportunities most frequently:

Autonomy, Mental Challenge, Achievement, Creativity

and therefore allow the incumbent to:

- ... work with minimal supervision and decide how to approach their work;... operate with a high degree of independence. They can be self-sufficient and have the freedom to do things in their own way.
- ... complete complex and challenging tasks that require them to stretch themselves intellectually; enjoy solving novel business problems.
- ... feel that they have achieved something and have seen a project through to completion. They are provided with clear, attainable, meaningful goals and can see the results of their efforts. They should be able to gain a sense of achievement from their job.
- ... originate new ideas by using their imagination and expressing themselves creatively; introduce original business ideas.

Suggested Interview Questions

Primary Motivators

Attempt to work through each of the candidate's primary motivators using the following questions as a framework.

Work Pressure

- Tell me why Work Pressure is important to you. How would it affect your approach to work if it was not offered by your job? Can you tell me about a time when this has happened?

or

- Explain your understanding of Work Pressure. Why is that important to you? How has its absence/presence affected your work performance in the past?

Status

- Tell me why Status is important to you. How would it affect your approach to work if it was not offered by your job? Can you tell me about a time when this has happened?

or

- Explain your understanding of Status. Why is that important to you? How has its absence/presence affected your work performance in the past?

Recognition

- Tell me why Recognition is important to you. How would it affect your approach to work if it was not offered by your job? Can you tell me about a time when this has happened?

or

- Explain your understanding of Recognition. Why is that important to you? How has its absence/presence affected your work performance in the past?

Stability

- Tell me why Stability is important to you. How would it affect your approach to work if it was not offered by your job? Can you tell me about a time when this has happened?

or

- Explain your understanding of Stability. Why is that important to you? How has its absence/presence affected your work performance in the past?

Key Areas for Investigation*Autonomy*

- This job offers a high degree of Autonomy. How have you felt working in a job that had similar expectations/opportunities? How did it impact on your motivation? (The individual's score for Autonomy is notably less than the anchor.)

Achievement

- This job offers a high degree of Achievement. How have you felt working in a job that had similar expectations/opportunities? How did it impact on your motivation? (The individual's score for Achievement is notably less than the anchor.)

Creativity

- This job offers a high degree of Creativity. How have you felt working in a job that had similar expectations/opportunities? How did it impact on your motivation? (The individual's score for Creativity is notably less than the anchor.)

Recognition

- You appear to place high importance on Recognition, while this job offers other motivational opportunities more frequently. How have you demonstrated your ability to work in such an environment in the past? How did it affect your motivation? (the individual's score is notably higher than the anchor.)

General Questions

- Why are you leaving your current job?
- What interests you about the role for which you are applying?
- When have you been most highly motivated at work? Why do you think this was so?

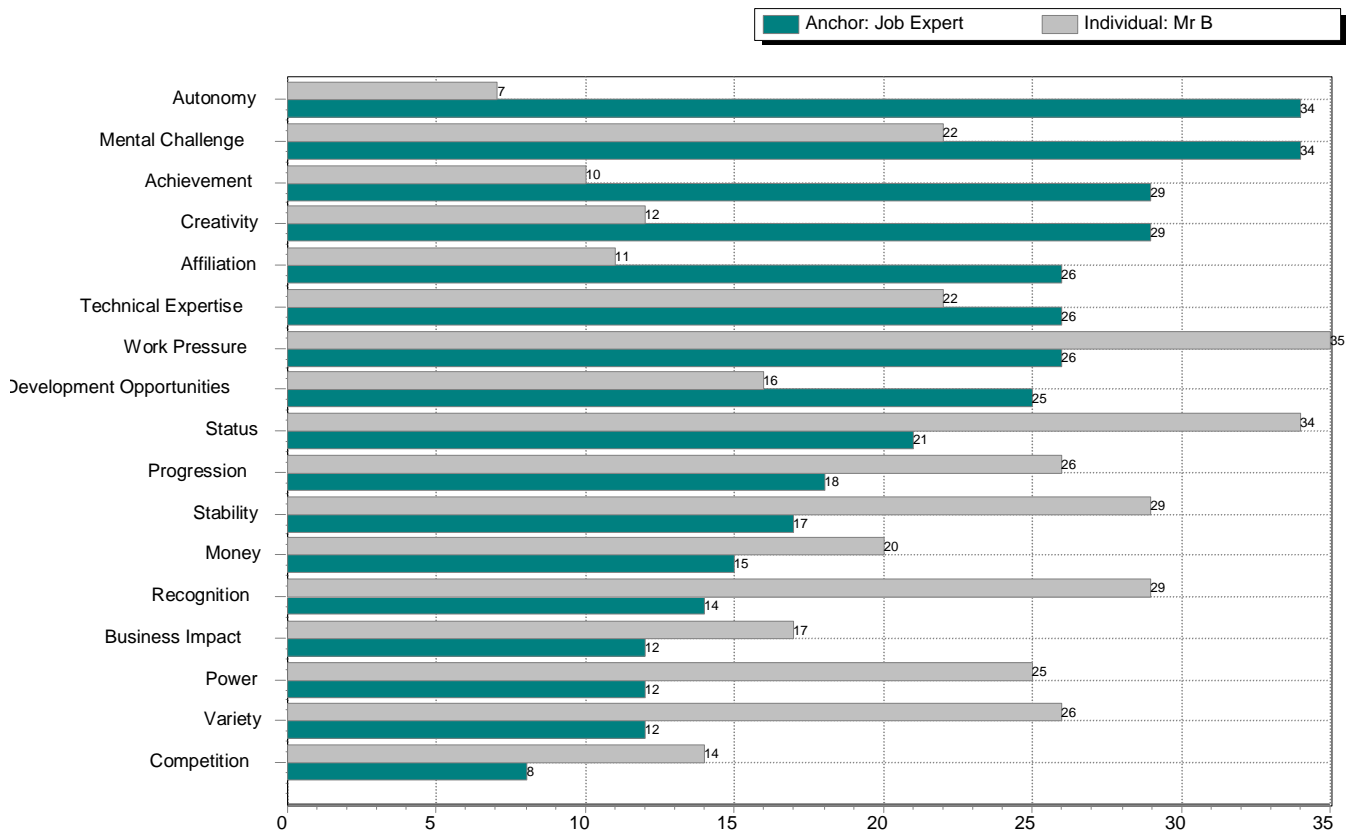
or

- What did you enjoy about your past role? Why?
- What did you dislike about it? Why?
- When have you felt demotivated in your work?
- From your work experiences so far, what aspects of the work environment do you believe are most important to maintaining your job motivation?

Profile Chart

Score	Meaning
28 and over	Strong presence of this motivational opportunity in the job.
27 - 14	Significant presence of this motivational opportunity in the job but less frequent.
13 - 0	Limited presence or absence of this motivational opportunity in the job.

Scale Name	Definition
Achievement	Gaining a sense of achievement, closure; seeing something through to completion; working towards attainable goals.
Affiliation	Being able to relate to and identify with others; working in a supportive environment.
Autonomy	Being independent, self sufficient, having minimal supervision.
Business Impact	Directly contributing to the success of the organisation, knowing work directly affects productivity and profit.
Competition	Comparing own performance against others, having a desire to outdo others.
Creativity	Using imagination, expressing self creatively, contributing original ideas.
Development Opportunities	Having opportunities to acquire knowledge, learn new skills and improve performance.
Mental Challenge	Performing mentally stimulating work, solving complex and/or unfamiliar problems, stretching self intellectually.
Money	Receiving financial reward/incentives.
Power	Exerting influence over others; holding position authority.
Progression	Moving up in the organisation, being promoted, advancing your career in a relatively short timeframe.
Recognition	Being officially acknowledged, receiving praise for work well done.
Stability	Preferring a stable work environment; remaining unaffected by organisational change.
Status	Holding a position of recognised importance, being respected by others.
Technical Expertise	Being recognised for technical knowledge; providing technical advice.
Variety	Performing a variety of tasks and activities on a regular basis.
Work Pressure	Working under time pressure and demanding deadlines.



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