



Understanding Motivation Tests

**FIND OUT EVERYTHING THERE IS TO KNOW ABOUT THIS TRICKY
BEHAVIOURAL TEST AND HOW YOU CAN PREPARE.**



BY JOBTSTPREP

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WHAT ARE MOTIVATION QUESTIONNAIRES?

What is a motivation questionnaire? What does it examine? Let's say that a motivation questionnaire is a tool for examining your compatibility with a specific organization or role. The employer is interested in putting your skills to optimal use and also wants you to be satisfied in your job so that you will remain with the organization for a long time and progress while you are there.

The employer acknowledges that each role has a variety of characteristics that can cause different reactions among different employees. For example, whereas one employee would love to be in direct contact with customers, another might see it as a tedious task that interferes with his work. In the second case, such feelings can have a negative effect on the employee's efficiency, lead to burnout and cause him to leave the organization, which is something that the employer wants to prevent. On the other hand, in our first example, this kind of experience can encourage the employee to show greater interest in his work, with higher efficiency and satisfaction.



Different characteristics affect the way employees feel about their work and therefore their performance. For example, one company could be characterized as highly flexible, providing employees with a lot of autonomy in their work, while another might be a strict and complex bureaucracy. It is most likely that employees that feel comfortable in the first company would not feel so in the second, and vice versa.

The goal of the motivation questionnaire is to identify these differences in the candidates and employees, determine what makes you a more effective candidate or employee, suggest how to maximize your performance, and reveal what would encourage you to stay longer in the company. With this information, the employer can tell whether you are suitable for the job and the company and thus decide whether to hire you or not.



WHY SHOULD I PREPARE FOR MOTIVATION QUESTIONNAIRES?

Imagine the following situation: you are applying for a job in a major firm and you have made lengthy preparations for the cognitive tests, honesty examinations and personality questionnaires. Suddenly, there is a question which you have not seen before – “What drives you to work in our company? And why are you applying for this specific position?”, or an indirect question such as – “Does a tight schedule with short deadlines better motivate you?”

If you are applying for several jobs at the same time, you most probably have not given a lot of thought to why you have chosen one company or another. If this is the case, you should take pause for thought because these are the questions that may stand between you and your next job.

For most candidates, motivation questionnaires are a mystery. It is hard to tell what they measure and how. Also, as you are filling in the motivation questionnaire, there is the niggling question: “Why is it important for my future employer?”

This lack of knowledge bothers you as you fill in the questionnaire and you feel confused and frustrated, especially if you are not prepared for it. Basically, we can say that motivation questionnaires measure what motivates you and also what you are looking for in a job. They do this in various direct and indirect ways, which we shall try to explain later on.

Today, the use of motivation questionnaires is widespread and responds to a number of the company’s needs: from initial filtering to performance enhancement and even to procedures for promotion within the company.

For the employer, motivation questionnaires are of great value because higher motivation improves performance and promotes long-term employment and employee development. Therefore, the employer will seek candidates whose needs he can meet.

Since motivation questionnaires are used for evaluation and assessment during the hiring procedure, proper preparation is recommended before filling them in. This way you will maximize your chances of meeting the company’s expectations and making your candidate profile more attractive. This guide includes explanations that will assist you in understanding the motivation questionnaire, with important tips to help you fill it in to ensure you meet the employer’s requirements.



FACTORS THAT AFFECT EMPLOYEE MOTIVATION

Personality

Some of the most influential factors with respect to motivation are personality traits. Knowing your traits can help you understand what affects your motivation and how you should probably respond to the items in the motivation questionnaire. Thus you can moderate your answers as you work on the questionnaire.

Whereas in the past, knowledge about job motivation only focused on financial compensation, today's theoretical and practical view is much broader. Motivational factors such as personal development, status, professional development, job security, and other elements are major criteria for job applicants as well as for employers when choosing the right employee..

Every person is motivated by different factors. Some of those are personality traits which, naturally, differ between people. For example, while one person emphasizes the environmental or social factor at work, looking for nice people to work and become friends with, another is more interested in steady activity, since he feels the need to be constantly occupied.

These two employees have different requirements and prefer different work environments. The difference is in their personality; the first is more gregarious and the other is highly dynamic and capable of a high rate of work..

Today, most companies use personality tests which are theoretically based on the "Big 5." According to this theory, all personality traits can be classified under five categories called "dimensions." These dimensions are composed of different characteristics which are expressed differently in different people. The individuals in the example we have just given are both high in Extraversion, but the first is higher in Warmth and the second in Activity.

As you can see, there is a strong correlation between motivation and personality. Your traits will define many of your motivation factors. Therefore, you will probably be asked to answer the motivation questionnaire as part of your personality tests. It is recommended to work with the **SJT and Personality preparation kits**, which will provide you with considerable information on personality tests and give you the opportunity to practice these tests with feedback on your traits and the manner in which you completed the test. This is a good way to learn about your traits and motivation as reflected in those traits and is a useful tool to prepare as far as possible for the motivation questionnaire.



Environmental factors

Personality traits aren't the only factors that affect motivation. Your current situation plays an important role in setting the needs you are looking for in a job. Therefore, your situation can affect the variance in the motivation between candidates. For example, whereas one person is looking for a job with a daily schedule that allows him to pick his children up from school, another is not ready to compromise on salary and is willing to work extra hours in order to pay mortgage on a house he just bought.

In addition to your status, there are differences regarding national and global elements which affect motivation. For example, a long period of recession and high unemployment rates can lead to uncertainty which will make many candidates prefer a long-term contract over other needs, such as a higher salary.





CLOSED-ENDED QUESTION MOTIVATION QUESTIONNAIRES

The bigger evaluation and assessment companies will provide motivation questionnaires in different formats. One of the most widespread motivation questionnaires in recent years is the closed-ended questionnaire. This format is used by the employer to sort through different applicants as well as to evaluate his current employees. As a candidate, you have a good chance of encountering such a questionnaire as part of the tests you will take. The motivation dimensions measured in these tests are usually based on personality dimensions.

In this section, we will review some of the popular tests on the market and will understand the relation between the motivation dimensions they measure and the personality traits as they appear in the personality tests.





THE SHL (MQM5) MOTIVATION QUESTIONNAIRE

Format of the questionnaire

One of the most common questionnaires today is the MQM5 produced by SHL. The questionnaire features 144 items, is not limited in time and usually takes about 20 to 25 minutes to complete.

The questionnaire has the following format:

You will see a statement about something that you are required to do or a situation that might occur at work, for example, "Being expected to take responsibility for tasks".

Your task is to rate the situation presented and how it affects your motivation on a scale from A to E.

1. Greatly reduces my motivation to work.
2. Tends to reduce my motivation to work.
3. Has no effect on my motivation to work.
4. Tends to increase my motivation to work.
5. Greatly increases my motivation to work.

How to fill in the questionnaire

There are 144 items that measure 18 motivation factors (see attached table), divided into 4 dimensions:

ENERGY & DYNAMISM – Where the employee gets his energy from and what motivates him.

SYNERGY – The importance of the work environment on maintaining motivation.

INTRINSIC – Motivation aspects that are related to the job itself.

EXTRINSIC – Motivation aspects that are related to the products of the job and the role.

In this section you will find a table that explains the motivation aspects of the questionnaire, and also recommendations regarding specific roles. In addition, we have included, next to the relevant motivation factors, the personality traits as they appear in our theoretical article on personality tests.

For your convenience, the aspects presented in the tables have been divided into the four dimensions.



ENERGY & DYNAMISM – Where the employee gets his energy from and what motivates him.

Motivation factor	Explanations	Tips	Personality trait
Level of activity	A low grade indicates a preference for taking the time to do the job. A high grade indicates an intensive and faster work pace.	Customer Services require a high grade in this dimensions	Dynamic Apprehension
Achievement	High grade indicates the applicant is seeking challenges.	Being a Sales Person requires a high grade in this dimension.	Ambition
Competition	A high grade indicates a competitive person. A low grade indicates difficulties in dealing with a competitive environment.	A commission- or bonus-based position requires a high grade in this dimension. A company with a family atmosphere requires a low grade.	Ambition
Fear of failure	A low grade indicates apprehension of criticism and a high grade indicates apprehension as a stimulating factor.	It is recommended not to get a low grade on this trait.	Vulnerability
Power	Seeking an authoritative position.	It is recommended not to get a low grade on this aspect when applying for a managerial role.	Dominance
Immersion	How much are you willing to let the work interfere with your personal life?	A workplace that demands flexibility and extra hours will require a high grade on this dimension.	
Commercial outlook	Requirement for a correlation between work and company's results.	It is recommended not to get a high grade on this trait if you are applying for a job which lacks in these skills, such as an administrative position.	Selling and negotiating



SYNERGY - The importance of the work environment on maintaining motivation.

Affiliation	The need of a pleasant environment which promotes mutual help and care, and social interaction between employees.	It is recommended not to get a high grade on this trait if you are applying for a job in which there is no interaction with other employees.	Social energy Companionability Empathy Trust
Recognition	The need for acknowledgement of good work		Emotional management
Personal principles	The importance of maintaining ethical conduct in the workplace.	It is recommended to get a high grade on this trait if you are applying for a job in an ethically strict workplace, such as a research facility or police force.	Conscientiousness
Ease & security	The need for job security.	In places where there is uncertainty, such as start-up firms, it is recommended to get a low grade on this trait.	Emotional management Vulnerability
Personal growth	Importance of equal opportunity for development by acquiring new skills.	Some companies have leadership development programs; if you are interested in applying with one of these companies it is important to get a high grade for this trait.	Conservativeness Intellectual ability

INTRINSIC - Motivation aspects that are related to the job itself.

Interest	The need for interest and creativity in work.	It is recommended not to get a high grade on this trait if applying for a very routine type of job such as a production line.	Intellectual ability Creativity Critical thinker
Flexibility	A low grade shows need for a strict and structured work environment, and a high grade indicates preference for a self-regulated and flexible schedule.	Some hi-tech companies encourage a dynamic work environment such as open offices. It is recommended to get a high grade when applying for such workplaces.	Adaptability Emotional management
Autonomy	A high grade shows the need for individual work and a low grade on a need for close monitoring and control.	If you are applying for a managerial position, it is recommended to get a high grade on this trait.	Conscientiousness Dominance



EXTRINSIC – Motivation aspects that are related to the products of the job and the role.

Material reward	The need of financial rewards, such as high salary and bonuses.	When applying for a low-paying job it is recommended to get a low grade on this trait.	
Progression	How motivated you are by professional promotion options.	If you are applying for companies with a very flat organizational structure, or applying for a role with no promotion options, it is not recommended to get a high grade on this trait.	Ambition Planning
Status	The need to hold a senior role in the company and have the respect of the employees.		Dominance

As you can see in the tables, most motivation dimensions have personality traits which are related to and affect them. For example, there is a good chance that a person who got a high grade in the Dominance trait will get a high grade in the Power aspect of the motivation questionnaire. We recommended filling in the personality test and then using the table to compare your grade with the grade expected for the motivation questionnaire.

Think... do the grades match or is there a difference? As we mentioned earlier, there might be some difference since motivation is not dependent on personality traits alone, but also on factors which are related to the environment, so you needn't stress over any difference. However, a lack of consistency in a lot of factors might cause the employer to question your results.

If you think your personality traits are compatible with the motivation dimensions, you should consider whether the company you are applying to supports the needs that appear in your results for the motivation questionnaire. If so, great! You are applying for a job which is probably suitable for you. If not, think about the characteristics of the company and which needs it answers.

If you think that despite the differences you can still work there, moderate your answers to fit the needs of the company.

Answering the questionnaire can assist you in two manners. First, it points out to the employer what you are looking for, what interests you and what motivates you to higher performance and participation in the company's development.

Second, it shows the employer what you are not interested in when it comes to the workplace. Hopefully, the employer will modify these aspects of the job so that your motivation will not be affected. Of course there is still the chance that it will cost you the job, so you need to consider how to answer the questionnaire. You will have to decide whether to do it in a manner that will raise your chances of getting the job but might leave you working in a position which is not suitable for your needs, or in a manner which is more suitable to your character but might limit your chances of getting the job.



The Kenexa questionnaire

Another popular motivation questionnaire is the one produced by Kenexa. This questionnaire has a similar theoretical background as the SHL questionnaire but with a few different facets.

Here, twelve facets are divided into three dimensions, each consisting of four facets:

ENVIRONMENTAL NEEDS - material aspects of work (comfort and security, financial reward, safety, activity and structure).

INTERPERSONAL NEEDS - the need for interaction with others (recognition and status, relationships, power and progression and competition).

INTRAPERSONAL NEEDS - the way individuals see themselves and their work (growth, creativity and interest, achievement and autonomy).

Since the facets are almost identical between the questionnaires, we will not expound here on the facets themselves.

Additional closed-ended questionnaires (Sainsbury example)

There is a multitude of motivation questionnaires on the market, in different formats and versions. Nevertheless, many have the same theoretical basis as the SHL and Kenexa versions.

Here we provide some sample questions from the one which the Sainsbury Company uses.

I most prefer/least prefer:
 Minimising risks
 Making things happen
 Being recognised for success

OR

I most prefer/least prefer:
 Having responsibility
 Trying to be the best
 Working closely with colleagues

In this format, the applicant is asked about 3 statements each time, and he has to indicate his greatest and his least preference. Looking at each item, we can relate it to the motivation facet with respect to the terminology of the SHL motivation questionnaire.

Statements	Motivation factor
Minimising risks	Ease & security
Making things happen	Achievement
Being recognised for success	Recognition
Having responsibility	Power
Trying to be the best	Competition
Working closely with colleagues	Affiliation

When you are required to fill in this or a similar questionnaire, try to locate the motivation dimensions behind the items and answer accordingly.



Practicing the closed-ended questionnaire format

In this section, you are invited to practice filling in the questionnaire and trying to match statements with motivation facets.

This exercise will help you better understand the essence of the questionnaire and what each question is based on. In the process, this will help you answer the questionnaires better, since you will understand what your reply says about you. We have divided the statements according to the type of questions that might appear in the questionnaire. Think about which motivation facets are behind the statements. The appropriate answers are provided below the statements.

The following statements will appear after the question: "To what degree does the following statement describe you?"

1. Urgent deadlines make me work efficiently.
2. I always seek to be closer to people.
3. In order to be sure about something I have done, I have to get different opinions.
4. I'm interested in a job in which I can acquire new knowledge and skills.
5. My status in the company is important to me.
6. My ability to affect the final product is important to me.
7. I am looking for a job which requires creativity.
8. I work better when there are challenges.
9. It is important to me to produce a quality product with no malfunctions.
10. I want to be among those who make the important decisions.
11. I'm glad that I got the opportunity of working from home.
12. I prefer a workplace in which the expectations of me are clear.

Additional closed-ended questionnaires (Sainsbury example)

The following statements will appear after the question: "To what degree does the next statement affect your motivation?"

1. I can't execute my ideas in the workplace.
2. The ability of working without compromising my principles.
3. No option for promotion.
4. The expectation of understanding the market and the wishes of the customers.
5. Working for a boss who does not appreciate professional training.
6. The ability to affect the professional advancement of other employees.
7. The need to compete with my colleagues.
8. Working on projects in which you can fail.
9. A workplace with job security.
10. Higher than average salary for this position.
11. Repeating the same activity all day long.
12. A job with a lot of free time.
13. It is important to me that people will know I did a good job.
14. A job I can do my way.

Sainsbury Example

Answers: 1. Autonomy 2. Personal Principles 3. Progression 4. Commercial Outlook 5. Personal Growth 6. Power 7. Competition 8. Fear of Failure 9. Ease and Security 10. Material Reward 11. Interest 12. Level of Activity 13. Recognition 14. Autonomy.

First Example

Answers: 1. Level of Activity 2. Affiliation 3. Autonomy 4. Interest 5. Status 6. Commercial Outlook 7. Achievement 8. Interest 9. Achievement 10. Personal Principles 11. Power 12. Immersion 13. Flexibility.



OPEN-ENDED QUESTION MOTIVATION QUESTIONNAIRES

(DELOITTE EXAMPLE AND A JOB INTERVIEW)

Some companies, such as **Deloitte**, include a motivation questionnaire with open-ended questions in the application process. These questions are worded in this manner:

Describe what in particular energizes you about working for Deloitte and the service line you have applied to? Make sure your answer covers the following elements: What drives, interests and motivates you to perform well at work? How do you think this aligns to the role you have applied to?

When such a question appears, many candidates become highly stressed. They do not know what the answer is supposed to include and consequently what a “good” or a “bad” answer is - one that can assist them in getting the job or one that might hurt their chances. If you get this type of questions, it is important to stay calm. Take a deep breath and think about the motivation facets you know from the close-ended questionnaire, such as personal growth, progression, interest, commercial outlook, affiliation, and other facets required by the company and the specific role you are interested in. You should take into account your personality traits as they appeared in the practice tests, and reply in such a way that the motivation facets you have mentioned will not conflict with your personality traits. In addition, you are required to show understanding of the daily job and the specific role, and also that you are eager to do this job.

Here is a list of facets which you have to take into consideration when you are about to answer an open-ended motivation question:

1. Think about which motivation facets will be acted on by the company.
2. Think about which motivation facets are important to you.
3. Think about which of the following motivation facets are in conflict with your personality traits according to the personality test results.
4. Think whether you need to moderate your answers if your motivation facets are not taken into account by the company.
5. In your answer, include specific characteristics of the company.
6. Show that you understand the daily job requirements, and show enthusiasm about it.



We will try to do this step by step:

1) Deloitte has seven competencies which it looks for in candidates. In the table below each of the skills is listed with a short explanation and the corresponding motivation facets.

Competency	Explanation	Motivation factor
Communication	The ability to express yourself clearly and easily and establish relationships.	Affiliation
Meeting goals	Setting clear goals and achieving them consistently	Achievement
Commercial awareness	Showing interest in the business world and an understanding of what such a career requires.	Interest Commercial outlook
Career motivation	An ambition to advance in the career and also the desire for personal development.	Progression Personal growth
Planning and organisational skills	Taking responsibility for completing tasks, paying attention to the fine details, time management and prioritizing tasks.	Autonomy
Adaptability	Accepting changes and adapting to complex changes.	Flexibility Work rate
Problem solving	Analysis and problem solving ability; making decisions in complex situations and coming up with new ideas.	Interest

2) Think about which motivation facets really motivate you and are not in conflict with your personality traits.

3) Phrase your answer so that it relates specifically to you and to what you are looking for in Deloitte.

4) Explain how Deloitte answers your needs (try to be specific about why Deloitte suits you and no other company).

5) Your answer can include the following ideas:

- A better training program
- Meeting clients from various fields
- Great promotion options
- Greater responsibility with a supporting environment
- Interest and meaningfulness
- A complex job which requires creativity and great attention to detail
- The company requires you to be competitive.
- Personal development along with professional development

6) Pay attention! Clear instructions are usually provided about the format, and a limited number of words are allowed.

7) Below is a list of sample answers. In this list we have coloured the statements related to the concepts brought up in section 4, so that you can easily see how the concepts were developed into statements.



- Deloitte has a better training program that includes a wide array of projects from various fields. From speaking with graduates of the program, I've learned that the vast knowledge and experience accumulated at Deloitte is a seedbed for personal and professional development.
- Working with a supportive team provides a learning space with greater responsibility, and this includes experience in a range of expertise in the tax field, such as business taxation, international taxation, management, consultancy, acquisition, mergers, and so on. I feel that gaining experience in these different sectors and in different professional roles is a very important factor since this is a great way of accumulating the knowledge and experience which are required for my professional development.
- The varied experience acquired in the job provides a lot of advancement options within the company, and I see myself staying with Deloitte for a long time and aspiring for promotion within the company as well as to acquire further knowledge.
- Deloitte's aspiration to excellence, as expressed in the last World Tax ratings, matches my commitment to meeting the goals I've set for myself with no compromises and with great attention to detail.
- The complexity of tasks in the field of taxation requires good analysis and creativity skills and the ability to pay great attention to the finest details, and these qualities are an essential part of my approach to solving problems. This complexity motivates and interests me greatly.
- The field of taxation is highly significant. Not only does it enable an increase of profit, it is also related to the legal field and therefore entails a high level of responsibility. I would be very keen to wake up and go to a meaningful job which gives me a sense of responsibility.

Now we would like to present you with an answer in a paragraph format. In this sample, the characteristics of the company and the personal motivation facets of the candidate are being used. In order for you to easily recognize them, we have indicated the characteristics of the company in red parentheses and the personal motivation facets in blue parentheses.



Deloitte has a great training program which enables the employee to gain hands-on experience in a variety of projects in different fields. The training is accompanied by a supporting team. **(Communication)**. This social system is required even beyond the training **(Affiliation)**. Having spoken with graduates of the program, I've learned that the experience and knowledge accumulated at Deloitte is an impetus for personal and professional development **(Career Motivation)**. Working with the supporting team **(Communication)** provides a wide space for learning together with a high level of responsibility **(Planning and organisational skills)**, while offering experience in a range of expertise **(Adaptability)** in the field of taxation, such as business taxation, international taxation, management, consultancy, acquisition, mergers, and other aspects **(Commercial Awareness)**. I feel that gaining experience in these different sectors and in different professional roles is a very important factor **(Flexibility)** since this is a great way of accumulating the knowledge **(Personal growth)** and experience which are required for my professional development **(Progression)**.

Deloitte's aspiration to excellence **(Meeting goals)**, as expressed in the last World Tax ratings **(Commercial awareness)**, corresponds to my commitment of meeting the tasks I've set for myself with no compromises **(Achievement)** and with great attention to the finer details.

The complexity of tasks in the field of taxation requires good analysis and creativity skills as well as great attention to the fine details and these qualities are an essential part of my approach to solving problems. **(Problem solving)**. This complexity motivates and interests me greatly. **(Interest)**

The field of taxation is highly significant. Not only does it enable an increase of profit, it is also related to the legal field **(Commercial awareness)** and therefore entails a high level of responsibility. I would be very keen to wake up and go to a meaningful job which gives me a sense of responsibility. **(Autonomy)**

The common use of this type of motivation questionnaire is the interview. Almost any job interview will feature one question or another to examine your level of motivation for the role and what it entails. If you are asked what interests you in the role and what are you looking for in the job or the company, try to explain in your answer why and how this specific role provides you with the interest and meaning which will encourage you to be persistent and progress in the company.

In the interview, although nothing is in writing and you can use any of the motivation facets you learned from the closed-ended questionnaires, you should be sure to discuss interest, responsibility, career advancement and other factors which are suitable for you, the job and the company.



FORMAT OF THE OPEN-ENDED MOTIVATION QUESTIONNAIRE

In this section you can do some required preparation before filling in an open-ended motivation questionnaire or going to an interview in which you will be asked about your motivation for the job.

1. Think about the company and the specific job you are applying for.
2. Think of 3 to 4 facets which you are looking for in your work and which this job can provide you with.
3. Think of your personality traits which are related to these facets.
4. Using the personality traits and motivation facets, explain why you are suited for this job and why are you interested in it.

Sample case:

Job: technical service provider for a modern device, working in the customer service team at a call centre.

Motivation facets: assisting others, need for a supporting and pleasant environment, great interest in advanced technology and the need for a high level of activity in the job

PERSONALITY TRAITS - Assisting others - Altruism, Warmth

The need for a supporting and pleasant environment - Gregariousness

Great interest in advanced technology and new knowledge - Ideas

High level of activity in the job - Activity

Why am I suitable for the job? Well, the job interests me for a number of reasons, the first being the advanced technology of the device. I'm a technology freak. I research and study it in depth. In this job I'll have the opportunity of learning about new and unique technologies. The second reason is the combination of technology with assisting others. Giving is very important for me; I try to volunteer as much as I can. I remember especially volunteering during high school, when I assisted old people in learning about the computer and the internet. That was important to me since it combined technology and helping the community.

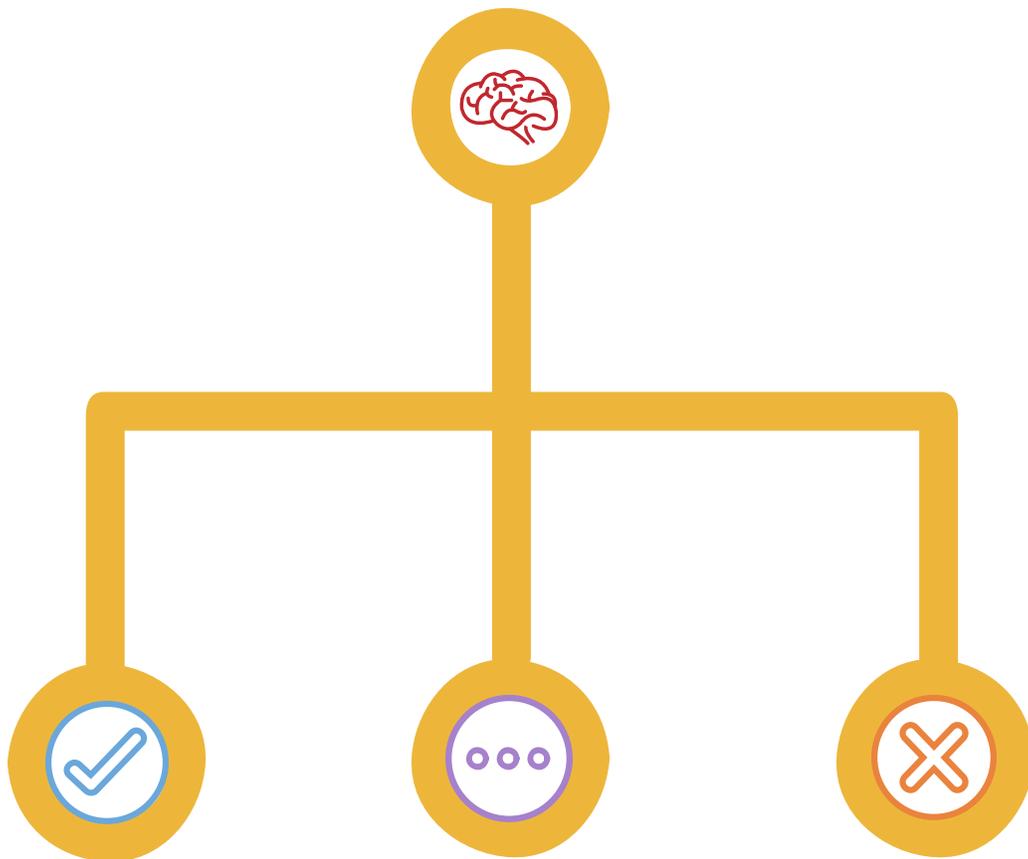
I am a person who is always looking for something to do, so the fast pace of the job is very appealing. I also see in this firm the opportunity of making friendships and connections. In fact, I've heard from my friends who work at the company that the social life in the organization is very developed, both during the work shift and after hours.



TIPS FOR THE DAY OF THE TEST

Throughout this article we have explained the importance of the motivation questionnaire in the job application process and for the employer. Questions on motivation are very common, and it is most likely that you'll encounter them every time you apply for a job, in the form of either closed-ended or open-ended questionnaires or an interview. In this article we have presented you with practical tools to assist you in answering these questions, in every format.

The great importance of motivation in the eyes of the employer is not to be taken lightly when you begin to respond to these questions.





CONCLUSION

To summarize, here are some important tips for filling in motivation questionnaires:

- 1) Remember! These questionnaires are a filtering tool like any other tool.
- 2) Before you answer, think about what the company is looking for and what it can provide you with (agenda, limitations, structure, etc.).
- 3) Take into consideration your personality traits, so that you'll know your motivation tendencies.
 - a. Ask yourself whether you'll be satisfied in a job which can correspond to these traits. Be aware that the filter works both ways. It is not just the company that sorts you out; you too can evaluate the company and eliminate it if it does not meet your needs.
 - b. If the answer is yes, great! It means that your application has a better chance and that you will enjoy the work. On the other hand, if the answer is no and you are still interested in continuing with the process, remember that you are applying to a company and try to emphasize your characteristics so that they will meet the company's needs and what it requires in its employees.
 - c. Try to be consistent in your answers in the personality test, if you have to take one. Nevertheless, the motivational v disparity situational factors excluding your personality traits allows for a measure of inconsistency between the motivation and personality questionnaires. So you have no need to worry if there is a limited level of inconsistency. Of course, extreme inconsistency might be problematic and raise questions in the mind of the manager who is sorting applications.
Therefore, when you answer the motivation questionnaire as part of the personality tests, make sure that there is as little inconsistency as possible.
- 4) Most motivation questionnaires share the same theoretical basis, so you can answer them in a similar manner.
- 5) If you are required to fill in an open-ended motivation questionnaire, answer it according to the existing motivation factors in the Kenexa and SHL models.
- 6) Almost any job interview will take motivation into account. Answer these open-ended questions according to the motivation facets which are familiar to you.

Good luck!



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