



Work and Organizational Motivation Inventory

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Interpretative report

NAME

QUESTIONNAIRE CODE

2847412

TEST DATE

2025-10-30

CUSTOMER CODE

People_1746178407711

GENDER

Female

AGE

EDUCATION

ORGANIZATIONAL LEVEL

Level C



Introduction

The **WOMI** is a questionnaire divided into eighteen scales, converging in four macro factors. The questionnaire reveals both intrinsic motivation, associated with the drive to carry out work-related tasks for the pleasure of doing so or the sense of challenge created by an objective, and extrinsic motivation, associated with external benefits (salary, benefits and incentives). Measuring motivation allows the organization to focus not only on the intrinsic characteristics which regulate organizational behaviour, but also on those material and financial forms of recognition which people often see as being very important. This report provides useful information for a broad variety of human resource assessment and development operations. However, it should be considered as a single contribution to the assessment process. It must be used together with other tools and methods of evaluation.

The report is divided into the following sections:

- 1. General profile:** the test scores obtained by the candidate are shown in numerical and graphic form.
- 2. Motivational profile:** as well as being shown in graphic form, the candidate's motivational characteristics are described in detail.
- 3. Extrinsic and intrinsic motivation indices:** the extrinsic and intrinsic motivation indices are calculated on the basis of the scores achieved in the factors that indicate extrinsic and intrinsic motivation. They are combined to generate a profile that provides information on the main motivational levers for the candidate and those which, on the other hand, do not contribute to increasing motivation.
- 4. Interview suggestions:** provides suggestions, in the form of questions to be put to the candidate, to be used as a guide in the assessment interview.

Use of report

Decisions based on WOMI results must be made by qualified professionals. Any text contained in a digital report must be seen as a hypothesis that requires confirmation from other sources of information such as interviews, biographical data or the results of other assessments. The contents of this report are private and must be treated with the utmost confidentiality and respect for the privacy of the individual.

It is also important to bear in mind that:

- the test results are based on how the individual described themselves; the accuracy of the results, therefore, depends on how honestly the person answered the items and on their level of self-awareness;
- the results of a psychometric test like WOMI allow to make reliable predictions on how the person will act in a sufficiently wide range of situations.



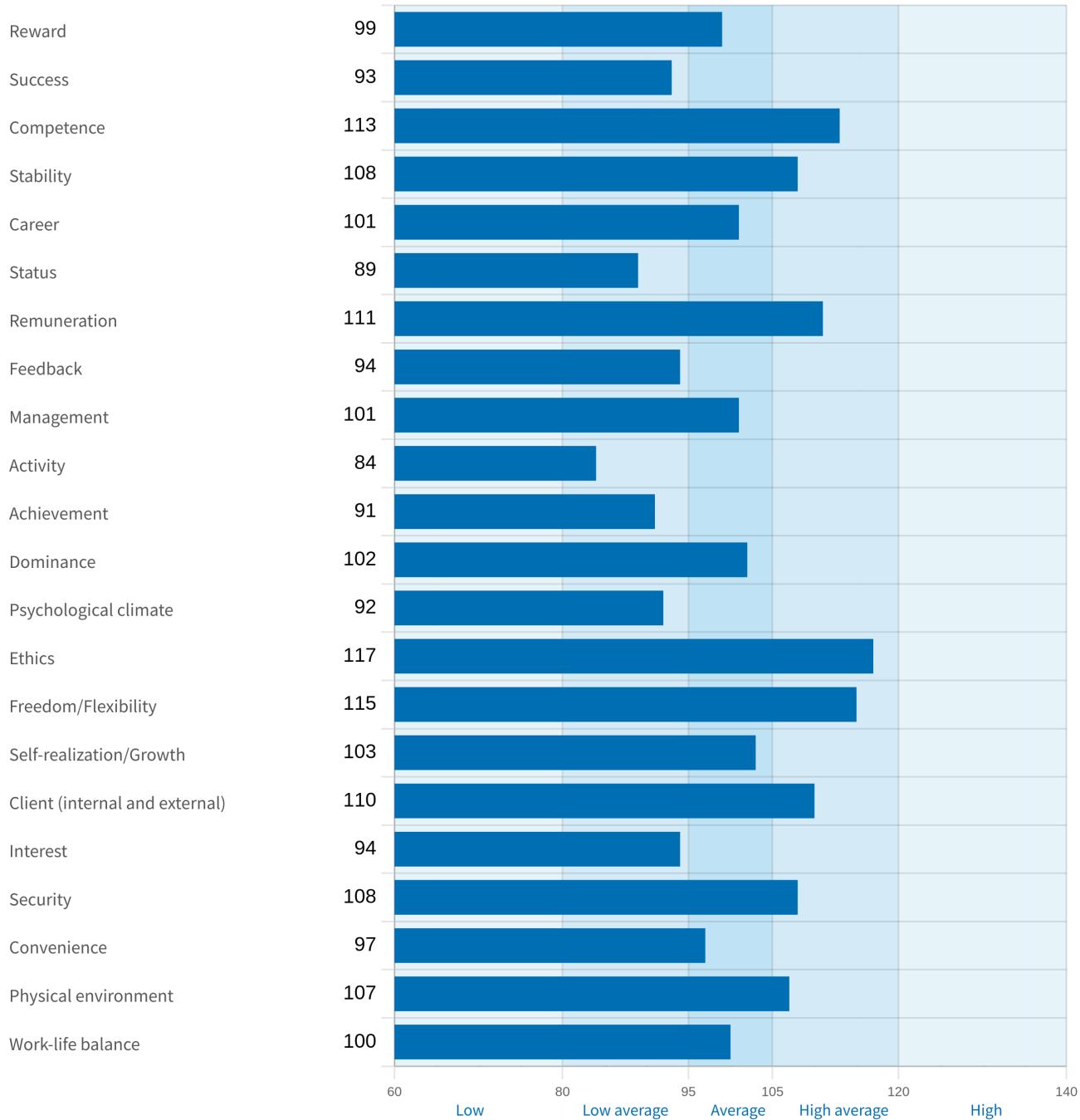
1. General profile

| Macro-factors | Standard Scores |
|---------------|-----------------|
| Reward | 99 |
| Success | 93 |
| Competence | 113 |
| Stability | 108 |

| Factors | Standard Scores |
|--------------------------------|-----------------|
| Career | 101 |
| Status | 89 |
| Remuneration | 111 |
| Feedback | 94 |
| Management | 101 |
| Activity | 84 |
| Achievement | 91 |
| Dominance | 102 |
| Psychological climate | 92 |
| Ethics | 117 |
| Freedom/Flexibility | 115 |
| Self-realization/Growth | 103 |
| Client (internal and external) | 110 |
| Interest | 94 |
| Security | 108 |
| Convenience | 97 |
| Physical environment | 107 |
| Work-life balance | 100 |



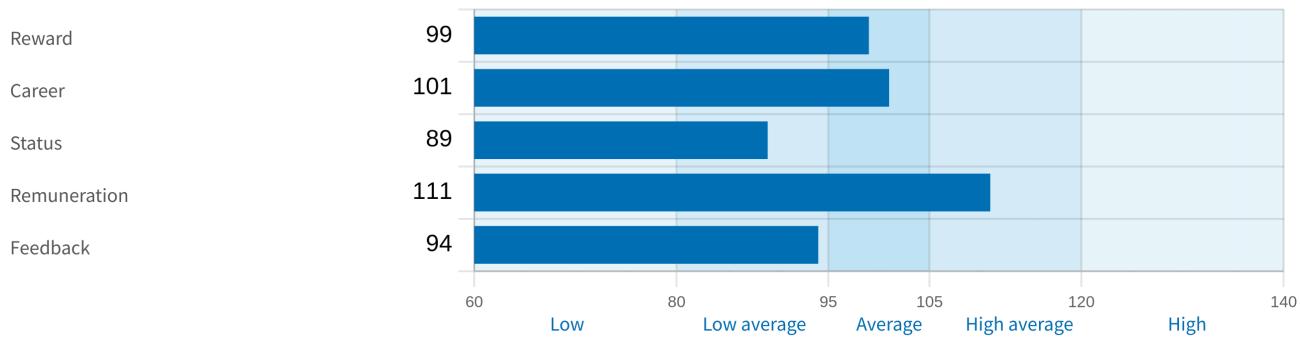
Graphic profile



2. Motivational profile

Reward

The **Reward** macro factor includes four scales that refer to the importance the person attributes to reward, not just of a financial nature, but also associated with organisational and social recognition. The areas of investigation particularly regard the person's possible interest in professional advancement (*Career*), company positions or roles that enjoy a certain degree of social prestige (*Status*), financial recognition or other extrinsic forms of reward (*Remuneration*), and formal or informal recognition of their work (*Feedback*).



The results obtained in this macro factor show that the person considers career advancement to be an important but not fundamental aspect of their personal/professional sphere.

The test then shows that they do not seem to prioritize holding socially recognised and high-status positions.

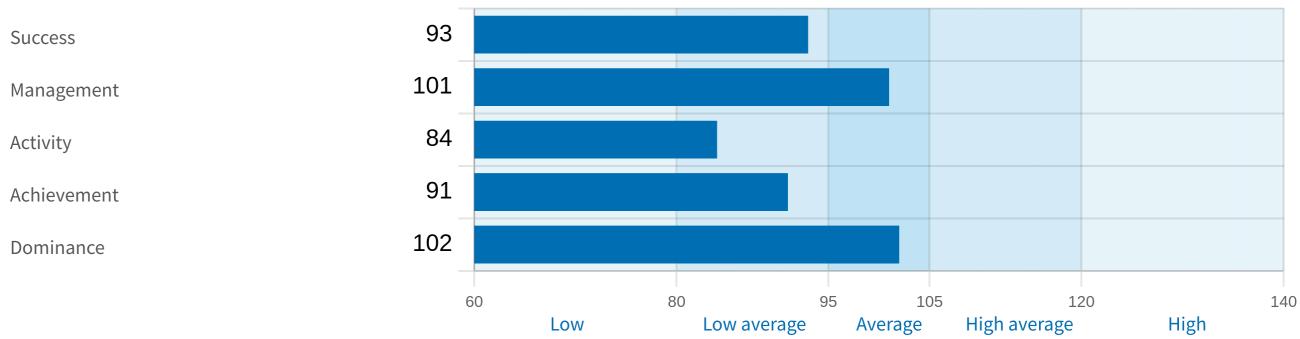
Continuing with the analysis, we can definitely state that the person draws satisfaction from extrinsic rewards, particularly financial incentives, company benefits and pay rises. This inclination is indicative of a certain interest in money.

Lastly, taking the final scale into consideration, the score denotes an individual who does not consider the formal and informal recognition of colleagues and superiors to be very important. As a result, we can deduce that, generally speaking, feedback or recognition regarding their work does not increase their motivation very much.



Success

The four scales which make up the **Success** macro factor indicate the person's drive to do their job, driven by the objective of obtaining key positions of organisational leadership. They indicate whether or not the person is motivated by management roles (*Management*), taking on lots of activities (*Activity*), achieving challenging objectives (*Achievement*), and exerting some form of influence over others (*Dominance*).



As regards the dimensions measured by this macro factor, the test firstly shows that the person may be fairly motivated by managerial roles, although at times they seem to feel a bit of the burden of responsibility, which managerial activities require.

Switching our focus to the Activity scale, the score indicates an individual with a certain tendency to weigh up the commitments they accept, not wanting to take on too many. They also show an inclination to work in environments that tend to be static and prefer not to have working days packed with different activities.

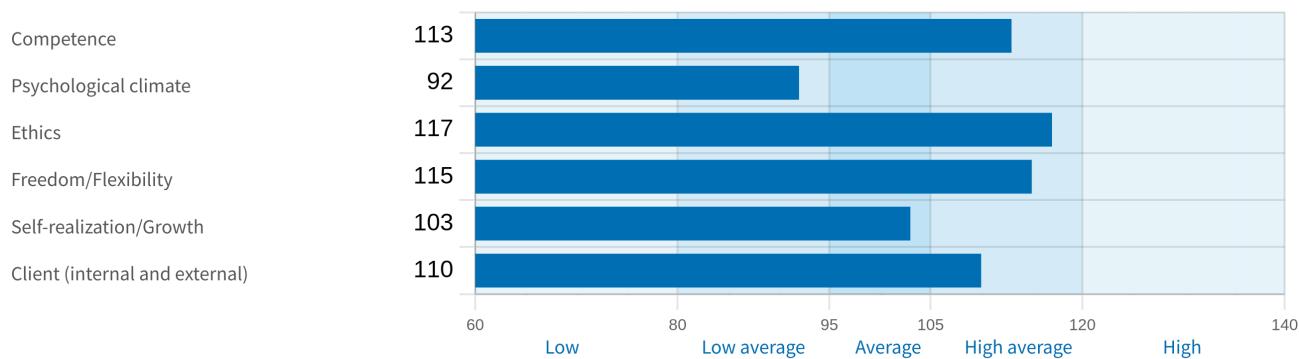
Continuing with the analysis, we see that the person in question prefers to work in protected environments, that is to say, predictable environments, characterised by limited risk and, therefore, controllable. Because of this inclination, they do not appear driven by the need to achieve challenging goals and targets at all costs, and they sometimes give the impression of lacking a bit of initiative and wanting to take on limited responsibilities.

Lastly, the test shows that they seem able to show an average degree of work-related authority and dominance. They generally tend to control what happens in the work place and feel fairly motivated to work in competitive environments.



Competence

The **Competence** macro factor regards the tendency to pursue the constant goal of self-improvement and skill development so as to achieve full command of the activities carried out. It considers five different dimensions, which indicate the person's motivational driving forces from the point of view of the climate at work (*Psychological climate*), the ethical principles adopted by the organisation (*Ethics*), the level of freedom granted to them in carrying out their job (*Freedom/Flexibility*), the level of growth and training offered (*Self-realization/Growth*) and the need, inherent to their position, to interact with colleagues and clients (*Internal and external client*).



As regards the importance the person attributes to the psychological climate, the score obtained indicates that they do not consider it very important to feel like an active part of the work environment, but prefer to work quite detached from others, since they are able to tolerate even a certain climate of dissatisfaction within the organisation.

As regards ethics, they consider it important to act in keeping with their moral principles at work and find it unpleasant to have to lie or conceal any errors. They are also not very tolerant of negative behaviour which may arise in the company.

The score achieved on the Freedom/Flexibility scale indicates that the person is attracted to workplaces that offer margins of flexibility such as flexible working hours and a certain degree of freedom and discretion in carrying out their job. In fact, they feel motivated by tasks that require a high level of autonomy.

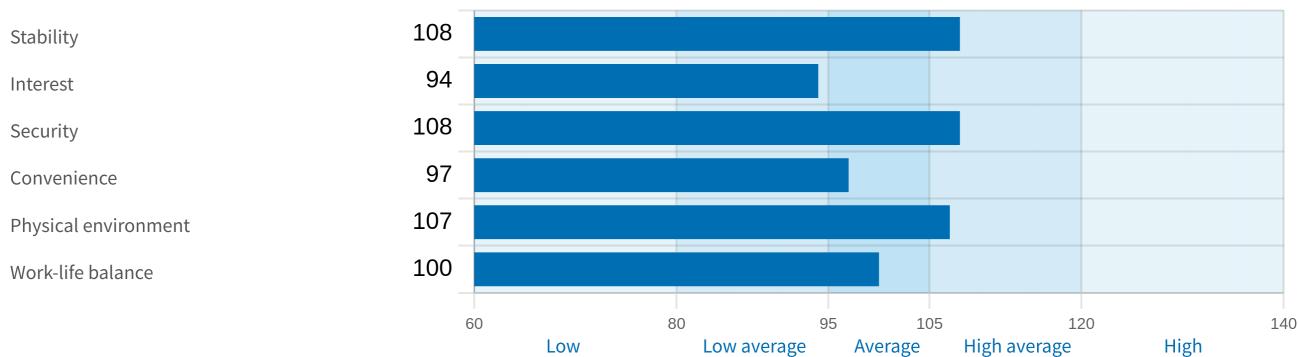
Moreover, this individual is oriented towards continuously improving their skills and abilities, and seeks to play an active role in their environment, although their journey of personal and professional development might not always be constant in certain situations.

This person tends to work as a part of a team and share their work with others. They are motivated to dedicate time to clients/users and consider it important to meet their expectations and requests.



Stability

The **Stability** macro factor refers to the combination of elements that encourage general stability in one's work. In fact, the five scales making it up regard the person's degree of interest in new and stimulating tasks (*Interest*), request for professional security (*Security*), desire for general "convenience" and non-stressful work activities (*Convenience*), focus on physical working conditions (*Physical environment*) and guarantee for a satisfactory balance between commitments and private life (*Work-life balance*).



This person seems motivated to perform work-related duties characterised by simple and standardised or uncreative procedures, rather than new and stimulating tasks.

They appear motivated to achieve a stable position, preferably with a permanent contract and guaranteed salary.

The test result also indicates that they are not particularly motivated to work in "convenient" contexts (that is to say, limited pressure in terms of results, office near home, little or no need to travel), but are able to perform their duties properly even if these elements are lacking.

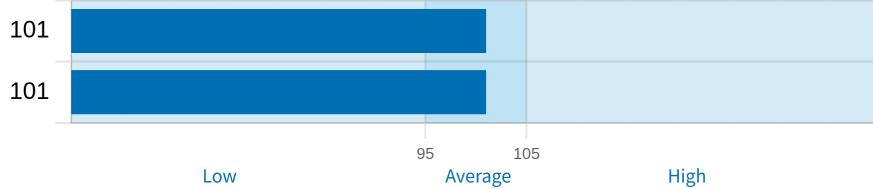
Physical working conditions are considered important, given that the person puts a lot of emphasis on working in an environment with ideal physical conditions.

Lastly, we can state that they are moderately motivated to do a job that permits them to live their personal life and private interests to the fullest. This means that they may occasionally perform duties that leave little time for activities outside work and personal relationships. In short, while an activity that permits them to dedicate time to their private life sufficiently motivates them, on the contrary, a job that leaves them with little time may also not have too much of a negative effect on their motivation.



3. Extrinsic and intrinsic motivation indices

Extrinsic motivation index



Intrinsic motivation index

The profile shows that the person possesses motivational characteristics organised in a balanced condition. They tend, in fact, to feel, on average, motivated as much by drives extrinsic to the activity itself (receiving benefits, recognition and incentives, advancing one's career, satisfying needs for economic security, tranquillity or comfort, safeguarding one's affections and free time), as by the fact that they find that particular work activity stimulating and gratifying, enabling them to operate with discretion, to experience the work environment in a positive way, to become increasingly competent. Ultimately, this person, in carrying out his or her work and/or during possible moments of change in his or her working life, is inclined to operate without pushes of one kind prevailing over those of another, and without, in absolute terms, these being of any importance. In general, we are faced with a person who probably invests an average amount of personal resources in working life.



4. Suggestions for the interview

In the event of an interview following completion of the WOMI, it may be useful to clarify and discuss some aspects regarding the profile that emerged. The interviewer may ask the person to talk about episodes from their past working life. If the subjects have never worked before, it could be possible to examine their studies or ask conditional questions. Then, for each episode discussed, the interviewer may focus on evaluations expressed by the person, carrying out a thorough examination of the driving forces that regulated their behaviour and decisions at work in the past.

It should be borne in mind that if the score obtained in the dimension under consideration is below average, it can be supposed that this factor does not motivate the person very much in their current performance or that, on a more general level, the person does not consider certain types of related situations/actions to be motivating. If the score is average, this information will be less clear and the dimension under consideration will make a fluctuating contribution to the person's professional motivation (it will sometimes be motivating and sometimes not). Lastly, when the score is above average, it can be considered that this dimension is highly motivating for the person, both in the execution of his/her current role and in future activities that may be associated with this dimension.

In order to check the individual aspects and how they are manifested in perceptions and actual behaviour, you can ask a number of probing questions. Some examples for each dimension are provided below.

Career: average score

On a scale from 1 to 10, how important is your career to you? Tell me a number. What would you be prepared to sacrifice at work to get to the top? How demotivated would you be by not reaching your desired company hierarchy? Can you tell me about a time at work when you did not show "the desire to make it"? What were the consequences? How would you act in hindsight?

Status: below average score

How important is a company position to you? Would you be prepared to sacrifice your private life to achieve a high position within the company? How demotivated would you be by not reaching your desired position? Can you tell me about a time at work when you showed you wanted a prestigious job?

Remuneration: above average score

On a scale from 1 to 10, how important is salary at work to you? Tell me a number. What would you be prepared to give up in your life to receive better pay and lots of benefits? How demotivated would you be by not achieving your desired level of pay and benefits? Can you tell me about a time at work when you showed a strong interest in financial compensation and benefits? Can you tell me about a time at work when you showed an excessive interest in financial compensation and benefits? What were the consequences? How would you act in hindsight?

Feedback: below average score

On a scale from 1 to 10, how important are formal and informal recognition and feedback from the organisation to you? Can you tell me a number? How demotivated are you by not receiving feedback? Can you tell me about a time at work when your pursuit of feedback led to good results? On the other hand, can you tell me about a time at work when a lack of interest in feedback led to bad results? How did you feel about it?



Management: average score

How motivated are you by doing a job in which you have to manage others? How motivated are you by a job in which you are responsible for managing other colleagues? At work, are you motivated or demotivated by delegating and subsequently supervising work? Can you tell me about a time at work, if there is one, when you managed associates? Did you feel demotivated by this aspect of the task? Did you feel this aspect of the task to be a burden?

Activity: below average score

How motivated are you by often having to be busy, without being able to rest for long? How motivated are you by a particularly dynamic job where you have to be constantly active? Can you tell me about a time at work where being particularly active led to good results? On the other hand, can you tell me about a time at work where not being very active led to bad results? How did you feel about it?

Achievement: below average score

How motivated are you by having challenging objectives? How motivated are you by a job in which you do not need to take on too many responsibilities because risk-taking is low? Can you tell me about a time at work where being given challenging objectives led to good results? On the other hand, can you tell me about a time at work where not being very success-oriented led to bad results? How did you feel about it?

Dominance: average score

Do you prefer to work in environments where you have to show your authority and get your views heard, or in environments where competition is discouraged? How motivated are you by a job where you need to be competitive but where there is also cooperation? Can you tell me about a time at work where being particularly competitive led to good results? On the other hand, can you tell me about a time at work where not being very competitive led to bad results? How did you feel about it? What would you have done in hindsight?

Psychological climate: below average score

How important is it to you to work in a calm and positive environment, of which you feel like an active part? Tell me a number from 1 to 10. Do you consider physical or psychological working conditions to be more important? Why?

Ethics: above average score

At work, how demotivated are you by not acting in keeping with your own moral principles? Tell me a number from 1 to 10. To what extent are you demotivated by witnessing negative and unethical behaviour at work? Can you tell me how you reacted when faced with a situation at work which you considered not very moral?

Freedom/Flexibility: above average score



How motivated are you by a working environment with high discretionary power and duties that require a lot of autonomy? Can you tell me about a time at work where not being very free to choose your own schedule and methods led to good results? On the other hand, can you tell me about a time at work where being very autonomous and free from rules and procedures led to bad results? Lastly, can you tell me about a time at work where being very autonomous and free from rules and procedures, instead, led to bad results? How did you feel about it?

Self-realization/Growth: average score

How demotivated are you by working on engaging tasks that require you to update and refresh your skills? How interested are you in your own training and development on a professional and personal level? Tell me a number from 1 to 10. Can you tell me about a work-related decision where you did not express your desire for growth and fulfilment at work? How did you feel about it? What would you do today? On the other hand, can you tell me about a work-related decision where you followed your desire for growth and fulfilment at work? How happy are you about this decision today?

Client (internal and external): above average score

What kind of relationship do you have with clients/users and colleagues? How motivated are you by a job in which you always need to interact with colleagues or clients/users? Can you tell me about a time at work in which being particularly attentive to the needs of clients or colleagues led to good results? On the other hand, can you tell me about a time at work where being too interested in your relationship with others led to bad results? How did you feel about it?

Interest: below average score

How motivated are you by doing an interesting job? How motivated are you by a job without particularly interesting duties? Can you tell me about a time at work where your pursuit of stimulating and interesting aspects led to good results? What were the consequences? How would you act in hindsight?

Security: above average score

On a scale from 1 to 10, how important is a secure position and a permanent contract to you? Would you be prepared to sacrifice your ambitions for greater job security? How demotivated are you/would you be by having a precarious job? Can you tell me about a time at work/a work-related decision where you showed you wanted a permanent contract and/or greater security even to the detriment of your own interests and aspirations? How did you feel about it? Can you tell me about a time at work/work-related decision where you showed you wanted a temporary contract and/or less security in order to safeguard your interests? How did you feel about it?

Convenience: average score

How important is convenience at work (less pressure in terms of results, working near home, not having to travel much)? Tell me a number from 1 to 10. Can you tell me about a time at work where having excessively sought out convenience led to bad results? How did you feel about it? Would you be prepared to sacrifice convenience in your working life? Why?



Physical environment: above average score

How motivated are you by working in an innovative and healthy environment? Tell me a number from 1 to 10. How demotivated would you be by working in an environment where the physical conditions are not optimal? Why? Do you consider physical or psychological working conditions to be more important? Why?

Work-life balance: average score

How much are you de-motivated by a job that takes too much time away from your private life and which does not allow you to cultivate in full your affections (family, partner, friends) and interests? Indicate a value from 1 to 10. To what extent would you be prepared to sacrifice your private life for work? Can you tell me about a decision you made in which you placed your private life ahead of your professional life? What decision would you make today?



| # | R | # | R | # | R | # | R | # | R | # | R | # | R | # | R | # | R | # | R | # | R |
|-----|---|-----|---|-----|---|-----|---|-----|---|-----|---|-----|---|-----|---|-----|---|-----|---|---|---|
| 001 | 4 | 002 | 2 | 003 | 1 | 004 | 4 | 005 | 4 | 006 | 5 | 007 | 4 | 008 | 1 | 009 | 1 | 010 | 4 | | |
| 011 | 2 | 012 | 5 | 013 | 3 | 014 | 4 | 015 | 4 | 016 | 1 | 017 | 2 | 018 | 5 | 019 | 2 | 020 | 5 | | |
| 021 | 1 | 022 | 5 | 023 | 4 | 024 | 5 | 025 | 4 | 026 | 5 | 027 | 3 | 028 | 4 | 029 | 3 | 030 | 4 | | |
| 031 | 5 | 032 | 4 | 033 | 3 | 034 | 1 | 035 | 2 | 036 | 5 | 037 | 3 | 038 | 4 | 039 | 5 | 040 | 4 | | |
| 041 | 4 | 042 | 4 | 043 | 3 | 044 | 5 | 045 | 2 | 046 | 3 | 047 | 2 | 048 | 5 | 049 | 3 | 050 | 5 | | |
| 051 | 3 | 052 | 2 | 053 | 2 | 054 | 4 | 055 | 1 | 056 | 2 | 057 | 4 | 058 | 5 | 059 | 2 | 060 | 2 | | |
| 061 | 2 | 062 | 1 | 063 | 3 | 064 | 2 | 065 | 5 | 066 | 5 | 067 | 3 | 068 | 4 | 069 | 4 | 070 | 3 | | |
| 071 | 2 | 072 | 4 | 073 | 2 | 074 | 5 | 075 | 5 | 076 | 4 | 077 | 4 | 078 | 1 | 079 | 4 | 080 | 4 | | |
| 081 | 2 | 082 | 3 | 083 | 1 | 084 | 5 | 085 | 4 | 086 | 4 | 087 | 4 | 088 | 4 | 089 | 4 | 090 | 4 | | |
| 091 | 5 | 092 | 4 | 093 | 5 | 094 | 3 | 095 | 4 | 096 | 4 | 097 | 4 | 098 | 3 | 099 | 4 | 100 | 4 | | |
| 101 | 4 | 102 | 4 | 103 | 3 | 104 | 4 | 105 | 3 | 106 | 4 | 107 | 5 | 108 | 4 | 109 | 3 | 110 | 5 | | |

Legenda:

99 = omission

