

An Analytical Review of the OD-Tools MQ Model and its Position in the Landscape of Workplace Motivation Assessment Tools

1. Executive Summary

This report provides a comprehensive analysis of the OD-Tools Motivational Questionnaire (MQ) model, examining its underlying theoretical foundations, structural components, and practical applications within organizational psychology and human resource management. The OD-Tools MQ distinguishes itself through a deliberate synthesis of classical motivation theories, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, and insights from Deci and Ryan's Self-Determination Theory. A key innovation of the MQ model is its development of unique composite indices, specifically the Individual Sustainable Motivation Index (IMI) and the Organizational Motivation Index (OMI), which provide aggregated metrics for sustainable motivation and organizational motivational capital.

The report also identifies and describes other notable motivation assessment tools, such as the Achievement Motivation Inventory (AMI), Motivational Styles Inventory (MSI), Self-Determination Theory (SDT) Assessments, Reiss Motivation Profile (RMP), Work Preference Inventory (WPI), and Wonderlic Select Motivation Test (RIASEC Model). A detailed comparative analysis highlights the similarities and differences between OD-Tools MQ and these counterparts. While many tools share common objectives in enhancing workplace performance and engagement, OD-Tools MQ's integrated theoretical framework, comprehensive measurement scope, and unique organizational-level diagnostics position it as a robust instrument for holistic talent management and organizational development. Its emphasis on both individual well-being (e.g., Burnout Risk) and strategic organizational measurement (OMI) offers a distinct advantage for HR and organizational development professionals seeking a multi-faceted approach to understanding and fostering workplace motivation.

2. Introduction

The effective management of human capital is paramount for organizational success in the contemporary business landscape. Within this domain, understanding and enhancing employee motivation stands as a critical imperative. Motivation is widely recognized as the "fuel of performance" in the workplace, serving as the primary

driver that compels individuals to exert effort, pursue objectives, and achieve desired outcomes.¹ For organizations, a profound comprehension of what truly drives their employees is indispensable for elevating overall effectiveness, ensuring that individual needs align with organizational goals and actions, and cultivating an optimal, mutually beneficial employee-employer relationship.¹

Psychometric assessments, including specialized motivation assessments, play a pivotal role in this endeavor. These tools offer objective, data-driven insights into an individual's psychological attributes, moving beyond subjective observations or intuitive judgments.² Such objective data is instrumental in formulating evidence-based strategies for talent acquisition, performance enhancement, and employee retention. The financial implications of high staff turnover are substantial, with research indicating replacement costs ranging from 50% to 200% of an employee's annual salary.³ Consequently, motivation assessments emerge as vital instruments for mitigating financial losses and fostering sustained employee engagement and commitment within the workforce.³

This report is designed to dissect the theoretical underpinnings that form the foundation of the OD-Tools MQ model. It will proceed to identify and describe other prominent psychometric instruments currently utilized for measuring workplace motivation. Finally, the report will provide a detailed comparative analysis, illuminating the unique attributes, shared characteristics, and key differentiators between the OD-Tools MQ and its notable counterparts. This comprehensive examination aims to offer valuable insights for strategic decision-making in the fields of human resources and organizational development.

3. The Theoretical Foundations and Structure of OD-Tools MQ

The OD-Tools Motivation Questionnaire (MQ) is designed to provide a comprehensive and practical assessment of employee motivation. Its development explicitly aimed to integrate classical motivation theories, presenting typical and universal employee needs in a manner that is intuitively understandable for managers.¹ This approach prioritizes practical application for corporate learning and development over strict adherence to academic factor analysis, building upon well-known and intuitive models that many managers are already familiar with.¹

3.1. Classical Motivation Theories Integrated

The OD-Tools MQ model is not built upon a single theoretical framework but rather synthesizes elements from several established motivation theories, providing a multi-

faceted understanding of what drives individuals in the workplace.

Maslow's Hierarchy of Needs

The OD-Tools MQ organizes its 15 core work-related needs according to Abraham Maslow's classic Hierarchy of Needs.¹ This hierarchical arrangement helps users intuitively grasp the different levels of needs being assessed. While the underlying psychometric structure might be more complex, the decision to map the needs to Maslow's model was a deliberate choice to enhance user accessibility and immediate utility for managers in corporate learning and development contexts.¹ The model explicitly excludes the physiological level of Maslow's hierarchy, focusing on higher-order needs relevant to the professional environment.¹

The 15 needs are categorized as follows:

- **Self-Actualization Needs (Intrinsic):** These include Purpose (to serve a good cause and society), Excellence (to achieve the highest standards), Learning (to gain skills and knowledge), Achievement (to produce amazing work results), Challenge (to experience excitement from difficult tasks), and Joy of Work (to enjoy the process of working).¹
- **Self-Esteem Needs (Mixed/Intrinsic-leaning):** This category comprises Autonomy (freedom in work), Work-life balance (sufficient free time), Environment (modern, well-equipped workspace), Power (decision-making and executive powers), and Status (recognition and respect from others).¹
- **Social Needs (Extrinsic):** These focus on Recognition (from superiors) and Harmony (acceptance by others and harmonious relations).¹
- **Security Needs (Extrinsic):** This level includes Job security (belonging to a strong organization with long-term guarantees) and Material (money and benefits).¹

Herzberg's Two-Factor Theory (Hygiene Factors and Motivators)

The MQ model also incorporates principles from Frederick Herzberg's Two-Factor Theory.⁴ Herzberg distinguished between "Hygiene Factors," which, if absent, cause dissatisfaction but do not inherently create long-term motivation (e.g., company policies, work conditions, salary, job security, status symbols, interpersonal relations), and "Motivators," which are strong determinants of long-term satisfaction and motivation (e.g., feelings of achievement, responsibility, enjoyment of work, recognition, advancement, personal growth).¹

The OD-Tools MQ's design, which measures both "Needs" (what is important to an individual) and "Satisfaction" (how well those needs are met), directly aligns with Herzberg's framework. This dual measurement allows for the identification of "motivational tensions" where a need is highly important but its satisfaction is low, indicating potential areas of distress.¹ The technical manual for MQ explicitly references Herzberg's terminology in its "Sustainable motivation sources" analysis. This analysis correlates Needs with Satisfaction scores, empirically differentiating between "Motivators" (needs that strengthen as satisfaction grows, like Harmony, Joy, Achievement, Learning, and Purpose) and "Hygiene Factors" (needs that tend to lose relative importance as satisfaction increases or have low/negative correlations, such as Material, Status, and Environment).¹ This approach provides empirical evidence from MQ data that supports Herzberg's distinction, demonstrating how the theoretical model is reflected in the assessment's outcomes and offering actionable insights for human resource strategies.

Deci and Ryan's Self-Determination Theory (SDT)

The OD-Tools MQ is further informed by the scientific research of Edward Deci and Richard Ryan, particularly their Self-Determination Theory, which emphasizes that highly successful individuals possess the capacity for self-motivation and an inherent internal drive.⁴ SDT posits that three fundamental psychological needs—autonomy, competence, and relatedness—are essential for fostering intrinsic motivation and overall psychological well-being.⁵

The MQ model directly addresses these concepts through its "Positivity" and "Perceived Control" scales, which are explicitly linked to predicting employee engagement and are considered crucial individual characteristics.¹ "Autonomy" is also one of the 15 primary needs measured by MQ.¹ The "Need for Harmony" and its satisfaction, which is a component of the Individual Sustainable Motivation Index (IMI), can be seen as reflecting the SDT concept of relatedness.¹ A meta-study cited in the MQ technical manual validates Positivity and Perceived Control as significant predictors of employee engagement.¹ This is a noteworthy observation because while employee engagement is often viewed as primarily determined by organizational conditions, the MQ measures these individual differences. This implies that the MQ can assist organizations not only in improving their environment but also in selecting employees who are inherently predisposed to higher levels of engagement, thereby actively shaping a more engaged workforce through both selection and development initiatives.

McClelland's Achievement Motivation Theory

David McClelland's research on achievement motivation also significantly influences the OD-Tools MQ. The MQ report highlights McClelland's findings that high performers are typically driven by achievement rather than primarily by security or status, often viewing financial reward as a metric of success rather than an end in itself.¹ These individuals seek objective and substantial feedback, strive for continuous improvement, and prefer moderate, calculated risks, alongside a desire for autonomy in setting their goals and working methods.¹

MQ's scales such as "Achievement," "Excellence," and "Challenge" directly reflect these core aspects of McClelland's theory.¹ McClelland's research has profound practical implications for employers, suggesting that a culture of achievement can be cultivated within a company through systematic goal setting (e.g., SMART goals, Management by Objectives) and robust feedback programs (e.g., performance appraisals, 360° feedback).¹ The direct measurement of these achievement-related needs by MQ provides actionable insights for human resource strategies, demonstrating the tool's utility in organizational development beyond mere assessment.

Flow and Burnout Research

The development of the Individual Sustainable Motivation Index (IMI) within the OD-Tools MQ is informed by theories such as "Flow" and extensive studies on burnout and sustained performance.¹ The MQ model includes a specific "Burnout Risk" scale, which is calculated based on an individual's Energy Output, Positivity, and Work-Life Balance Satisfaction.¹ This Burnout Risk scale is not a diagnostic indicator of chronic fatigue. Rather, it is an awareness-raising tool that signals potential risk and requires follow-up interviews to assess the situation.

The inclusion of a "Burnout Risk" scale and its constituent components (Energy Output, Positivity, Work-Life Balance Satisfaction) signifies MQ's recognition of the detrimental effects of prolonged distress and its proactive stance on employee well-being.¹ This extends the scope beyond traditional motivation assessment by integrating aspects of mental health and sustainability. It offers an awareness-raising capability for early intervention and promotes healthier, more sustainable work modalities within an organization.

3.2. MQ's Core Scales and Indices

The OD-Tools MQ questionnaire comprises 15 primary Needs Scales, which quantify the importance of various needs to an individual and the drive associated with them. It also measures the level of Satisfaction for each of these needs.¹

15 Primary Needs Scales (with Maslow/Intrinsic-Extrinsic Categorization)

The following table provides an overview of the 15 primary needs assessed by the OD-Tools MQ, categorized by Maslow's Hierarchy of Needs and their intrinsic/extrinsic nature:

Need Name	Brief Description	Maslow's Hierarchy Level	Intrinsic/Extrinsic
Purpose	To serve a good cause and society	Self-Actualization	Intrinsic
Excellence	To achieve the highest standards of excellence in our work	Self-Actualization	Intrinsic
Learning	To gain skills and knowledge	Self-Actualization	Intrinsic
Achievement	To produce amazing work results	Self-Actualization	Intrinsic
Challenge	To experience the excitement of difficult tasks and stretch assignments	Self-Actualization	Intrinsic
Joy of Work	To do what one likes to do and to enjoy the process of working	Self-Actualization	Intrinsic

Autonomy	To have a high degree of freedom in one's work	Self-Esteem	Intrinsic-leaning
Work-life balance	To have sufficient free time for family, friends and hobbies	Self-Esteem	Extrinsic-leaning
Environment	To work in a modern, well equipped, stylish environment	Self-Esteem	Extrinsic-leaning
Power	To have decision-making and executive powers based on title and position	Self-Esteem	Extrinsic-leaning
Status	To gain recognition and a high level of respect from others	Self-Esteem	Extrinsic-leaning
Recognition	To gain recognition from superiors	Social	Extrinsic
Harmony	To be accepted by others and have harmonious relations	Social	Extrinsic
Job security	To belong to a strong organization and to have long term guarantee for job	Security	Extrinsic
Material	To get more material rewards: more money and benefits	Security	Extrinsic

4 Additional Primary Scales

Beyond the 15 needs, the MQ includes four additional primary scales that provide further insights into an individual's motivational profile:

- **Positivity:** This scale measures self-motivation skills, reflecting an individual's tendency to see goals clearly, exhibit enthusiasm and cheerfulness, and be less affected by rejections or setbacks. It encompasses the ability to ignite and sustain intrinsic motivation and adjust attitudes towards positive emotional energy.¹
- **Perceived Control:** This scale indicates the extent to which individuals believe they have control over the outcomes of events in their careers, as opposed to attributing them to external forces. Higher scores suggest a more proactive mindset.¹
- **Energy Output:** This measures the amount of energy an individual perceives they are currently utilizing at work. High scorers often feel busy and under pressure, while low scorers feel they have more energy than their current role demands.¹
- **Ability Output:** This assesses the extent to which an individual feels they are currently utilizing their talent, knowledge, and skills at work. Higher scores indicate a perception of maximizing capabilities, while lower scores suggest potential for greater utilization given the right opportunities.¹

Secondary Scales (Derived from Primary Scales)

To enhance utility, particularly for team or organizational-level analysis, the OD-Tools MQ calculates several secondary scales. These scales are created using a Decision Matrix Analysis method, with formulas defined by an expert panel of HR and psychometric experts, rather than solely based on psychometric considerations.¹ This methodological choice underscores a pragmatic approach where the goal is to create actionable, interpretable metrics for organizational use, even if they deviate from traditional psychometric factor structures. This positions MQ as a tool designed for real-world HR decision-making, rather than solely for academic research.¹

The secondary scales include:

- **Promotion Need:** This scale combines promotion-related needs and perceived conditions, calculated as: $\text{Status} + \text{Power} + \text{Challenge} + \text{Achievement} - 2 * (\text{Status Satisfaction} + \text{Power Satisfaction} + \text{Challenge Satisfaction}) - 4 * \text{Output of Ability}$.¹
- **Critical Satisfaction Gap (Employee Leaving Risk):** This scale amalgamates

needs and conditions typically associated with employees considering job changes, calculated as: $\text{Material} - 3 \times (\text{Recognition Satisfaction} + \text{Output of Ability}) - \text{Satisfaction of Top Five Needs}$.¹

- **Burnout Risk:** This indicator assesses the risk of chronic mental and physical fatigue, calculated as: $\text{Output of Energy} - \text{Positivity} - 2 \times \text{Work-Life Balance Satisfaction}$.¹
- **Individual Sustainable Motivation Index (IMI):** The IMI is a composite indicator that brings together the most important factors identified as drivers of employee retention, engagement, and sustainable motivation. It represents how closely an individual's MQ results align with a "theoretically ideal profile" for sustainable and healthier motivation.¹ The IMI is expressed as a percentile rank score, ranging from 1% to 99%, indicating the percentage of people in the MQ sample who scored lower.¹ The formula for IMI is: $\text{Positivity} + \text{Perceived Control} + \text{Harmony} + \text{Joy-of-work} + \text{Challenge} + \text{Achievement} + \text{Learning} + \text{Excellence} + \text{Purpose} + 3 \times (\text{Harmony Satisfaction} + \text{Recognition Satisfaction} + \text{Work-Life Balance Satisfaction} + \text{Output of Ability}) + \text{Satisfaction of Top Five Needs}$.¹

Organizational Motivation Index (OMI)

The Organizational Motivation Index (OMI) is a significant differentiator for the OD-Tools MQ. It is defined as the average value of the Individual Sustainable Motivation Index (IMI) across all employees within a specific unit or the entire organization.¹ The OMI serves as a measure of the "Motivational Capital" of the organization.⁴ This unique aggregated metric allows for benchmarking across different teams, departments, or business units.¹ Furthermore, it enables organizations to track the effectiveness of their motivational practices over time.¹ This capability transforms the assessment beyond individual coaching into a strategic organizational diagnostic and management tool, allowing HR and OD professionals to quantify and manage the overall motivational health of their workforce at a macro level.

4. Overview of Other Notable Workplace Motivation Assessment Tools

Beyond the OD-Tools MQ, several other prominent psychometric instruments are widely utilized for assessing workplace motivation. Each tool is grounded in specific theoretical frameworks and measures distinct constructs, catering to various applications within human resource management and organizational psychology.

4.1. Achievement Motivation Inventory (AMI)

The Achievement Motivation Inventory (AMI) operates on the premise that performance motivation stems from how broad personality components are directed towards performance.¹⁰ The AMI consists of 170 items, grouped into 17 distinct subscales, which collectively assess a broad construct of work-related achievement motivation.⁹ These variables include perseverance, dominance, commitment, security of success, flexibility, absorption, fearlessness, internality, compensatory effort, pride in performance, desire to learn, preference for difficulty, independence, self-control, status orientation, competition orientation, and goal setting.⁹ These 17 dimensions are further grouped into three overarching factors: self-confidence, ambition, and self-control.⁹ The AMI's extensive 17 subscales indicate a highly granular and specialized focus on the multifaceted nature of achievement motivation. This contrasts with broader motivation models by dissecting "achievement" into very specific components like "fearlessness" or "compensatory effort".¹² This depth positions it for roles where high individual drive and specific achievement-related behaviors are paramount, such as in sales or competitive environments.

The AMI is applied in various contexts, including vocational selection, development, career counseling, personnel selection, potential analysis, personnel development, profiling, sports psychology, and personality research.¹⁰ It has also demonstrated utility in predicting leadership styles.⁹

4.2. Motivational Styles Inventory (MSI)

The Motivational Styles Inventory (MSI) focuses on identifying an individual's preferred motivational style.⁵ It aims to help individuals understand their driving forces and potential obstacles in achieving goals.¹³ The MSI categorizes motivation into four main styles: Competitive, Collaborative, Contributory, and Conforming.⁵ Other descriptions also indicate it measures achievement, affiliation, power, and autonomy.³ The MSI's categorization into these behavioral styles suggests a focus on *how* individuals prefer to interact and operate within a team or organizational structure, rather than solely *what* motivates them (needs). This makes it suitable for team building and optimizing team dynamics, offering a different emphasis compared to a needs-based assessment.

Applications of the MSI include assisting individuals in aligning their goals and environments with their natural motivational tendencies.⁵ It is a useful tool for coaches to assess clients' motivation and guide interventions.¹³ Additionally, it can be employed in recruitment processes to ensure a good job fit and for existing employees in personal development plans.⁵

4.3. Self-Determination Theory (SDT) Assessments (e.g., Intrinsic Motivation Inventory - IMI)

Self-Determination Theory (SDT) assessments, rooted in the work of psychologists Edward Deci and Richard Ryan, measure the degree to which an individual's behavior is self-motivated and self-determined.⁵ SDT posits that three fundamental psychological needs—autonomy, competence, and relatedness—are crucial for propelling motivation and satisfaction.⁸

- **Autonomy:** The desire to feel in control of one's decisions and actions.⁷
- **Competence:** The need to feel effective, capable, and to develop skills, often reinforced by recognition.⁷
- **Relatedness:** The desire for a sense of connection, belonging, and support from others.⁷

The Intrinsic Motivation Inventory (IMI) is a widely used SDT-based tool that specifically measures aspects of intrinsic motivation such as interest/enjoyment, perceived competence, and effort/importance related to a target activity.¹³ SDT assessments, by focusing on these three universal psychological needs, offer a parsimonious yet powerful framework for understanding intrinsic motivation. This simplicity allows for broad applicability across various contexts, including work, education, and health.⁵ Its emphasis on internal drivers provides a strong theoretical basis for fostering sustainable motivation by addressing core human psychological requirements, rather than solely relying on external incentives.

These tools are applied to enhance employee motivation, engagement, and well-being.⁷ They can guide career choices, facilitate personalized growth strategies, and improve job satisfaction.⁵ Organizations can use SDT assessments to create environments that inherently encourage intrinsic motivation.⁸

4.4. Reiss Motivation Profile (RMP)

The Reiss Motivation Profile (RMP) is based on Steven Reiss's theory, which posits 16 basic desires that fundamentally guide human behavior and define individual identity.⁵ According to Reiss, true happiness is achieved indirectly, stemming from meaning derived through a lifestyle that affirms an individual's basic desires and values.¹⁷ The RMP measures the "satiating intensity" for each of these 16 desires through 128 items.¹⁶

The 16 basic desires are: Acceptance, Curiosity, Eating, Family, Honor, Idealism,

Independence, Order, Physical Activity, Power, Romance, Saving, Social Contact, Status, Tranquility, and Vengeance.¹⁵ The RMP's unique proposition of 16 basic desires provides a very broad and specific mapping of human motivation, covering aspects not typically found in workplace-focused tools (e.g., Eating, Romance, Vengeance, Saving, Family). This comprehensive, almost "life-motivation" approach can offer deeper personal insights, but its direct applicability to *workplace-specific* motivation might require careful interpretation, as some desires are less directly work-relevant.

The RMP is applied in business for leadership training, professional development, team building, conflict resolution, and succession planning.¹⁷ It is also used in sports and for self-discovery, helping individuals identify sources of frustration (unmet intense needs).¹⁷

4.5. Work Preference Inventory (WPI)

The Work Preference Inventory (WPI) is specifically designed to assess individual differences in intrinsic and extrinsic motivational orientations.³ Its primary objective is to capture the major elements of both types of motivation.¹⁸

The WPI measures:

- **Intrinsic Motivation:** Elements such as self-determination, competence, task involvement, curiosity, enjoyment, and interest.¹⁸
- **Extrinsic Motivation:** Concerns related to competition, evaluation, recognition, money or other tangible incentives, and external constraints.¹⁸

Originally a 30-item measure, a shortened 10-item version (WPI-10) has been developed, which assesses four factors with comparable validity and reliability.²⁰ The WPI's explicit design to differentiate between intrinsic and extrinsic motivational orientations makes it a straightforward tool for understanding these two core drivers. Its focus on the "labor of love" versus "response to something apart from the work itself" ¹⁸ provides a clear framework for assessing whether individuals are primarily driven by the work itself or by external rewards, which is fundamental for job design and reward systems. The WPI is primarily used to help individuals choose appropriate career paths ²⁰ and to understand how social contexts might influence motivational orientation.¹⁸

4.6. Wonderlic Select Motivation Test (RIASEC Model)

The Wonderlic Select Motivation Test is based on Holland's RIASEC occupational model, which measures how a candidate's work-related interests align with the

demands of a specific job.³ The test aims to predict not just who *can* do a job, but who *wants* to do it.²¹ It assesses six characteristic categories:

- **Realistic:** Hands-on, physically demanding work.
- **Investigative:** Analytical, scientific, intellectual positions.
- **Artistic:** Imaginative, creative, expressive work.
- **Supportive/Social:** Teaching, providing care, serving others.
- **Enterprising:** Persuasion, balancing a bottom line, revenue generation.
- **Conventional/Traditional:** Structured, repeatable, predictable work.³

Wonderlic Select's integration of motivation with cognitive ability and personality assessments³ is a key strength. This "incremental validity" approach²¹ suggests that understanding *what* a candidate is driven to do, combined with *what* they can do (cognitive ability) and *how* they interact (personality), provides a more robust prediction of job performance and retention than any single measure alone. This makes it particularly powerful for recruitment and talent acquisition.

The Wonderlic Select Motivation Test is primarily used as a pre-employment screening tool to gauge motivation levels and internal desires.³ It is part of a multi-measure assessment suite that includes cognitive ability and personality tests.³ Its application helps reduce employee turnover by matching candidates to roles where they inherently prefer the work.³ It can also be used for employee development by uncovering misalignments between an individual's motivators and their current role.³

The following table summarizes the key features of these notable workplace motivation assessment tools:

Table 1: Key Features of Notable Workplace Motivation Assessment Tools

Tool Name	Primary Theoretical Basis	Key Constructs Measured	Number of Scales/Dimensions	Typical Applications	Unique Features
OD-Tools MQ	Maslow, Herzberg, McClelland, Deci & Ryan (SDT), Flow, Burnout	15 Needs (Intrinsic/Extrinsic), Positivity, Perceived Control,	15 Primary Needs, 4 Primary Additional, 4 Secondary	Corporate L&D, Individual Coaching, Org. Diagnosis,	Integrated theoretical framework, IMI & OMI composite indices for

		Energy/Ability Output, IMI, OMI		Well-being	sustainable motivation & org. capital, explicit satisfaction measurement.
Achievement Motivation Inventory (AMI)	Achievement Motivation Theory	Perseverance, Dominance, Commitment, Security of Success, Desire to Learn, Goal Setting (17 subscales, 3 factors: Self-Confidence, Ambition, Self-Control)	17 subscales	Vocational Selection, Career Counseling, Personnel Development, Sports Psychology	Highly granular focus on various facets of achievement motivation.
Motivational Styles Inventory (MSI)	Motivational Styles	Competitive, Collaborative, Contributory, Conforming (or Achievement), Affiliation, Power, Autonomy)	4 styles	Team Building, Coaching, Job Fit, Development Plans	Focus on behavioral styles and interaction preferences within teams.
Self-Determination Theory (SDT) Assessments (e.g., IMI)	Self-Determination Theory (Deci & Ryan)	Autonomy, Competence, Relatedness (Basic Psychological Needs); Interest/Enjoyment	3 core needs, various sub-measures	Enhancing Employee Engagement, Well-being, Personalized Growth Strategies	Focus on fundamental psychological needs as drivers of intrinsic motivation.

		<p>yment, Perceived Competence</p> <p>, Effort/Import ance (for IMI)</p>			
<p>Reiss Motivation Profile (RMP)</p>	<p>Reiss's Theory of 16 Basic Desires</p>	<p>Acceptance, Curiosity, Eating, Family, Honor, Idealism, Independenc e, Order, Physical Activity, Power, Romance, Saving, Social Contact, Status, Tranquility, Vengeance</p>	<p>16 desires</p>	<p>Leadership Training, Team Building, Conflict Resolution, Self- Discovery</p>	<p>Comprehens ive mapping of 16 fundamental human desires, some less directly work- related.</p>
<p>Work Preference Inventory (WPI)</p>	<p>Intrinsic & Extrinsic Motivation</p>	<p>Intrinsic (Self- determinatio n, Competence , Curiosity, Enjoyment); Extrinsic (Competition , Evaluation, Recognition, Money, Constraint)</p>	<p>4 factors (shortened version)</p>	<p>Career Pathing, Understandi ng Motivational Orientations</p>	<p>Clear dichotomy and detailed assessment of intrinsic vs. extrinsic drivers.</p>

Wonderlic Select Motivation Test (RIASEC Model)	Holland's RIASEC Occupational Model	Realistic, Investigative, Artistic, Supportive/Social, Enterprising, Conventional	6 categories	Pre-employment Screening, Job Fit, Talent Acquisition, Employee Development	Integrates with cognitive ability and personality for robust job-fit prediction.
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5. Comparative Analysis: OD-Tools MQ vs. Other Tools

A thorough comparison of the OD-Tools MQ with other notable motivation assessment tools reveals both shared characteristics that underscore common objectives in the field and distinct differences that highlight the unique value proposition of each instrument.

5.1. Similarities

Several fundamental aspects are shared across the spectrum of motivation assessment tools:

- Shared Theoretical Underpinnings:** Many of these tools, including OD-Tools MQ ¹, the Work Preference Inventory (WPI) ¹⁸, and Self-Determination Theory (SDT) assessments ⁵, recognize and explicitly measure the critical distinction between intrinsic and extrinsic motivation. The importance of needs-based approaches, such as Maslow's Hierarchy for MQ and the 16 basic desires for the Reiss Motivation Profile (RMP), is also a recurring theme, emphasizing that understanding underlying human needs is central to comprehending motivation.
- Common Objectives:** Fundamentally, all discussed tools aim to achieve similar overarching goals in the workplace. These include enhancing overall employee performance, improving engagement levels, reducing costly staff turnover, and fostering greater job satisfaction.¹ They are designed to provide valuable insights that contribute to both individual employee well-being and broader organizational effectiveness.
- Reliance on Psychometric Principles:** The majority of notable motivation assessment tools, including MQ ¹, Achievement Motivation Inventory (AMI) ¹⁰, Motivational Styles Inventory (MSI) ¹³, RMP ¹⁷, WPI ²⁰, and Wonderlic Select ³, are built upon established psychometric principles. They typically employ

standardized questionnaires and strive for high levels of validity and reliability in their measurements.²

- **Focus on Actionable Insights:** Beyond merely quantifying motivational factors, these tools are designed to generate data that can be directly translated into practical interventions. This includes guiding tailored coaching strategies, informing adjustments to leadership styles, facilitating job redesign, and developing targeted reward systems to optimize motivational outcomes.¹

5.2. Differences

Despite these commonalities, significant differences exist in their theoretical scope, measurement granularity, unique features, methodological approaches, and primary application focuses.

- **Theoretical Integration vs. Specific Focus:**
 - **OD-Tools MQ:** A distinguishing characteristic of OD-Tools MQ is its explicit synthesis of multiple classical motivation theories. It integrates Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, and insights derived from Deci and Ryan's Self-Determination Theory.¹ This multi-theoretical foundation provides a broad and holistic understanding of motivation within the workplace. The integrated theoretical approach allows the MQ to capture a wider array of motivational drivers, offering a comprehensive lens on employee needs and their satisfaction. This contrasts with tools that delve deeply into a specific motivational domain, such as AMI's granular 17 subscales for achievement motivation. The strength of MQ lies in its ability to provide a multi-faceted motivational profile, potentially offering a more complete picture for general organizational development.
 - **Other Tools:** Many other tools tend to focus on a single theoretical framework or a more specific set of constructs. For instance, the Reiss Motivation Profile (RMP) is built entirely on its 16 basic desires¹⁵, SDT assessments center on autonomy, competence, and relatedness⁵, AMI specializes in achievement motivation⁵, WPI concentrates on the intrinsic/extrinsic dichotomy¹⁸, and Wonderlic Select is rooted in the RIASEC occupational model.²¹ While this specialization allows for deep analysis within their chosen domain, it may offer a less comprehensive view of an individual's overall motivational landscape compared to MQ's integrated approach.
- **Scope and Granularity of Measurement:**
 - **OD-Tools MQ:** The MQ measures 15 distinct needs, complemented by 4

additional primary scales (Positivity, Perceived Control, Energy Output, Ability Output), and several composite secondary scales (Promotion Need, Critical Satisfaction Gap, Burnout Risk, IMI).¹ This provides a broad yet deep profile of both motivational needs and their corresponding levels of satisfaction. The 15 needs offer a balance between comprehensive coverage and manageable granularity for practical application.

- **Other Tools:** The scope and granularity vary significantly among other tools:
 - **AMI:** Provides 17 detailed subscales specifically for achievement motivation.⁹
 - **MSI:** Focuses on 4 main motivational styles⁵ or 4 specific motivators (achievement, affiliation, power, autonomy).¹³
 - **SDT Assessments:** Concentrates on 3 core psychological needs (autonomy, competence, relatedness).⁵
 - **RMP:** Identifies 16 basic desires.¹⁵ While it has 16 desires, some are less directly work-related, making MQ's focus on work-related needs potentially more directly applicable in an organizational context.
 - **WPI:** Assesses 4 factors related to intrinsic/extrinsic motivation.²⁰
 - **Wonderlic Select:** Utilizes 6 RIASEC categories to align interests with job demands.²¹ MQ attempts to provide a comprehensive *work-related* motivational profile without becoming overly specialized in one area or overly general across all life domains.
- **Composite Indices (IMI & OMI):**
 - **OD-Tools MQ:** A significant innovation of the OD-Tools MQ is its unique offering of the Individual Sustainable Motivation Index (IMI) and the Organizational Motivation Index (OMI).¹ The IMI distills 34 MQ variables into a single measure of sustainable motivation, indicating an individual's proximity to a "theoretically ideal profile".¹ Crucially, the OMI provides an aggregated measure of "motivational capital" for benchmarking at the team or organizational level.¹ These indices transform individual assessment data into a strategic organizational metric. This allows HR and OD professionals to track the overall health of motivational practices, identify systemic issues, and measure the impact of interventions at a macro level.¹ This capability is not replicated by other tools, making MQ particularly valuable for large-scale organizational diagnosis and change management.
 - **Other Tools:** Generally, other tools provide scores on individual scales or factors, but they typically lack a single, theoretically derived composite score for "sustainable motivation" or an aggregated "organizational capital" metric.

- **Scale Derivation Methodology (Primary vs. Secondary Scales):**
 - **OD-Tools MQ:** The primary scales of MQ are developed through a combination of literature review, focus group discussions, and psychometric data (inter-item correlations). However, the secondary scales (such as Promotion Need, Critical Satisfaction Gap, Burnout Risk, and IMI) are explicitly stated to be created using a "Decision Matrix Analysis" method by an "expert panel" rather than purely psychometric considerations.¹ This methodological distinction is crucial; it indicates a deliberate design choice to prioritize practical utility and direct actionability for these composite scores, even if it means deviating from strict psychometric purity. For practitioners, this can be a strength, as these scores are designed to be immediately interpretable for decision-making (e.g., assessing employee leaving risk).
 - **Other Tools:** Most traditional psychometric tests strongly emphasize the derivation and validation of their scales through rigorous statistical methods, such as factor analysis, to ensure strong construct validity. For example, AMI and WPI highlight their factor structures and internal consistency.⁹
- **Application Focus:**
 - **OD-Tools MQ:** Primarily designed for corporate learning and development, individual coaching, facilitating optimal employee-employer relationships, and organizational diagnosis.¹ Its emphasis on sustainable motivation and the inclusion of a burnout risk assessment also highlights its utility in promoting employee well-being.¹ The focus on "motivational dialogs" ¹ suggests a strong post-hire, developmental, and diagnostic utility.
 - **Other Tools:** While many tools have broad applications, some have a more pronounced primary focus:
 - **Wonderlic Select:** Heavily emphasizes pre-employment screening and assessing job fit.³
 - **AMI:** Used for vocational selection, career counseling, and identifying high-potential performers.¹⁰
 - **MSI:** Useful for understanding preferred work styles, optimizing team dynamics, and guiding coaching interventions.⁵
 - **RMP:** Offers broad applications across business, sports, and self-discovery, with a focus on core desires.¹⁷
 - **WPI:** Primarily used for assessing intrinsic/extrinsic orientations to aid in career pathing.²⁰ The differing primary application focuses imply that organizations might utilize a suite of tools across the employee lifecycle, with MQ serving a key role in ongoing engagement and development.

- **Psychometric Properties and Validation:**

- **OD-Tools MQ:** The technical manual provides specific validity studies, demonstrating significant correlations between numerous MQ scales (e.g., Satisfaction with Recognition, Achievement, Excellence, Autonomy, IMI, Positivity) and job performance across a large dataset.¹ Furthermore, studies show significant differences in MQ scores between high and low performers in Assessment Centers.¹ Detailed gender effects analysis across different cultures is also provided, offering nuanced insights into potential demographic differences in motivational profiles.¹ This level of transparency regarding validation studies is highly valuable for an expert audience.
- **Other Tools:** Generally, other tools state that they possess good reliability and validity (e.g., AMI, MSI, WPI, SDT assessments).⁵ Wonderlic Select specifically highlights "incremental validity" when its motivation assessment is combined with cognitive and personality assessments, suggesting enhanced predictive power.²¹

The following table provides a structured, side-by-side comparison across multiple critical dimensions, allowing for a comprehensive and nuanced understanding of each tool's strengths and weaknesses relative to OD-Tools MQ.

Table 2: Comparative Matrix: OD-Tools MQ vs. Other Notable Tools

Comparison Criteria	OD-Tools MQ	Achievement Motivation Inventory (AMI)	Motivational Styles Inventory (MSI)	Self-Determination Theory (SDT) Assessments	Reiss Motivation Profile (RMP)	Work Preference Inventory (WPI)	Wonderlic Select Motivation Test (RIASEC Model)
Primary Theoretical Basis	Maslow, Herzberg, McClelland, Deci & Ryan (SDT), Flow,	Achievement Motivation Theory	Motivational Styles	Self-Determination Theory (Deci & Ryan)	Reiss's Theory of 16 Basic Desires	Intrinsic & Extrinsic Motivation	Holland's RIASEC Occupational Model

	Burnout						
Number of Primary Constructs/Scales	15 Needs, 4 Additional Primary Scales	17 subscales (grouped into 3 factors)	4 main styles (or 4 motivators)	3 core psychological needs (Autonomy, Competence, Relatedness)	16 basic desires	4 factors (shortened 10-item version)	6 RIASEC categories
Key Composite/Unique Indices	Individual Sustainable Motivation Index (IMI), Organizational Motivation Index (OMI), Promotion Need, Critical Satisfaction Gap (Employee Leaving Risk), Burnout Risk	AMI Overall Score, Self-Confidence, Ambition, Self-Control factors	N/A	Intrinsic Motivation Inventory (IMI) for activity-specific intrinsic motivation	N/A	Intrinsic & Extrinsic Motivation primary scales	Combined score with Cognitive and Personality assessments
Scale Derivation Method	Secondary scales derived by	Factor analysis for underlying	Based on theoretical	Based on theoretical	Empirically derived 16 basic	Factor analysis for intrinsic/	Proprietary interest-based

ology (for composite scores)	expert panel using Decision Matrix Analysis for practical utility ¹	ng factors ⁹	categori zation ⁵	construc ts ⁵	desires ¹⁶	extrinsic factors ¹⁹	test and RIASEC model ³
Primary Application Focus	Corpora te L&D, Individu al Coachin g, Organiz ational Diagnosi s, Well-being, Employe e-Employe r Relation ship ¹	Vocation al Selectio n, Career Counseli ng, Personnel Develop ment, Profilin g ¹⁰	Team Building, Coachin g, Job Fit, Develop ment Plans ⁵	Enhanci ng Employe e Engage ment, Well-being, Personal ized Growth ⁷	Leaders hip Training, Team Building, Conflict Resoluti on, Self-Discover y ¹⁷	Career Pathing, Underst anding Motivati onal Orientati ons ¹⁸	Pre-employ ment Screenin g, Job Fit, Talent Acquisiti on ³
Typical Completion Time	Median 15 minutes (126 items) ¹	Not specifie d, 170 items ⁹	Not specifie d	Varies by specific SDT assessm ent	15-20 minutes (128 items) ¹⁷	Not specifie d, 30 items (original) , 10 items (shorten ed) ²⁰	10-15 minutes (58 forced-choice items) ²²
Key Validation	Significa nt correlati	Correlat es with perform	Good reliabilit y and	Good reliabilit y and	Reliabilit y and validity	Adequat e internal	Incremen tal validity

Highlights	ons with job performance, AC results, detailed gender effects ¹	ance, predicts leadership styles ⁹	validity ¹³	validity, widely used in research ¹³	supported by research ¹⁷	consistency, good test-retest reliability, correlates with other motivation measures ¹⁸	when combined with cognitive and personality assessments ²¹
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6. Conclusion and Implications

Synthesis of Findings Regarding OD-Tools MQ's Comprehensive Theoretical Framework and its Unique Contributions

The OD-Tools MQ stands out in the landscape of motivation assessment tools due to its deliberate and comprehensive integration of multiple established motivation theories. By drawing from Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, and insights from Deci and Ryan's Self-Determination Theory, the MQ model offers a holistic and nuanced understanding of work-related motivation.¹ This multi-faceted theoretical grounding allows it to capture a broad spectrum of employee needs and their satisfaction, providing a more complete motivational profile than tools based on a single theoretical lens.

A significant contribution of the OD-Tools MQ lies in its unique composite indices: the Individual Sustainable Motivation Index (IMI) and the Organizational Motivation Index (OMI).¹ The IMI distills 34 MQ variables into a single measure of sustainable motivation, indicating an individual's proximity to a "theoretically ideal profile".¹ The OMI, derived as the average IMI for a group or organization, provides a distinct advantage by offering actionable metrics for organizational motivational capital.¹ This capability transforms individual assessment data into a strategic organizational metric, enabling HR and OD professionals to conduct strategic benchmarking and track the effectiveness of motivational practices at a macro level.¹

Furthermore, the inclusion of scales such as Positivity, Perceived Control, and

Burnout Risk enriches MQ's awareness-raising capabilities. This extends the tool's utility beyond mere motivation assessment to encompass crucial aspects of mental well-being and sustained performance, offering a proactive approach to identifying and addressing potential issues like chronic fatigue.¹

Discussion of How OD-Tools MQ Stands Out in the Landscape of Motivation Assessment Tools

While other notable tools offer specialized insights—for instance, the Achievement Motivation Inventory (AMI) provides a granular focus on various facets of achievement motivation⁹, the Reiss Motivation Profile (RMP) maps a broad array of human desires¹⁵, and Wonderlic Select positions itself for job fit prediction through its RIASEC model²¹—the OD-Tools MQ distinguishes itself through its balanced approach. It effectively combines theoretical depth with practical utility, offering both detailed individual coaching insights and robust organizational diagnostics.

The transparent methodology employed for its secondary scales, explicitly stating their derivation by expert panels for practical application rather than purely psychometric considerations¹, underscores its practitioner-oriented design. This design choice prioritizes direct actionability and interpretability for HR professionals. Moreover, the comprehensive validation studies presented in its technical documentation, including significant correlations with job performance and Assessment Center results, provide strong empirical support for its claims and enhance its credibility.¹

Practical Implications for HR and OD Professionals in Selecting and Utilizing Motivation Assessment Tools for Individual and Organizational Development

For human resources and organizational development professionals, the selection of a motivation assessment tool should be guided by the specific needs and strategic objectives of their organization.

For organizations seeking a single, comprehensive tool that provides a broad yet detailed understanding of employee motivation, satisfaction, and potential burnout risk, grounded in multiple established theories, the OD-Tools MQ presents a compelling option. Its ability to generate an OMI score is particularly valuable for HR leaders aiming to quantify and manage their "motivational capital" across departments or over time, thereby enabling data-driven strategic interventions and measuring the impact of organizational change initiatives.¹ For individual development and coaching, MQ's detailed needs and satisfaction profiles, coupled with insights

into positivity and perceived control, offer rich material for crafting personalized growth plans and fostering self-motivation.¹

However, for highly specialized recruitment needs—such as assessing candidates against specific occupational interests via the RIASEC model (e.g., Wonderlic Select)²¹—or for very deep dives into a single motivational construct like the granular aspects of achievement motivation (e.g., AMI)⁹, complementary tools might still be considered. The optimal choice of assessment tool should always align with the specific HR challenge at hand and the desired balance between theoretical depth and practical actionability. Ultimately, the OD-Tools MQ serves as a robust and versatile instrument, particularly valuable for organizations committed to fostering sustainable motivation, enhancing employee well-being, and driving overall organizational effectiveness through a holistic understanding of their workforce's motivational dynamics.

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