

Analysis Report

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Sample Characteristics

The sample is characterized by a distribution of participants across three key demographic variables: year of birth, gender, and nationality.

In terms of year of birth, the largest proportion of participants (42.0%) were born between 1980 and 1995. This is followed by participants born after 1995, accounting for 29.6%, and those born between 1965 and 1979, who make up 28.3% of the sample.

Regarding gender, the majority of participants are male (60.8%), while females represent 39.2% of the sample.

For nationality, the vast majority of respondents (83.2%) are Omani, with the remaining 16.8% identified as expatriates.

| | | Count | Column N % |
|----------------------------|--------------|-------|------------|
| What is your year of Birth | 1965 to 1979 | 210 | 28.3% |
| | 1980 to 1995 | 312 | 42.0% |
| | After 1995 | 220 | 29.6% |
| Gender | Male | 451 | 60.8% |
| | Female | 291 | 39.2% |
| Nationality | Oman | 617 | 83.2% |
| | Expatriate | 125 | 16.8% |

The table below presents the average scores of different generations, genders and nationalities for each question present in the study.

| | What is your year of Birth | | | | | | Gender | | | | Nationality | | | | | |
|--|----------------------------|-------|--------------|-------|------------|-------|--------|-------|--------|-------|-------------|-------|------------|-------|-------|-------|
| | 1965 to 1979 | | 1980 to 1995 | | After 1995 | | Male | | Female | | Oman | | Expatriate | | Total | |
| | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD |
| I derive much pleasure from learning new things. | 4.420 | 0.721 | 4.602 | 0.584 | 4.234 | 0.873 | 4.470 | 0.703 | 4.394 | 0.779 | 4.441 | 0.734 | 4.438 | 0.740 | 4.440 | 0.735 |
| I like being challenged at work | 4.180 | 0.787 | 4.348 | 0.675 | 3.935 | 0.957 | 4.233 | 0.789 | 4.092 | 0.852 | 4.181 | 0.784 | 4.157 | 0.966 | 4.177 | 0.817 |
| I work for the satisfaction I experience when I am successful at doing difficult tasks | 4.176 | 0.917 | 4.341 | 0.693 | 4.065 | 0.937 | 4.295 | 0.778 | 4.085 | 0.925 | 4.223 | 0.814 | 4.157 | 0.983 | 4.212 | 0.845 |
| Work is part of who I am | 4.015 | 0.968 | 4.102 | 0.851 | 3.596 | 1.040 | 4.076 | 0.868 | 3.694 | 1.065 | 3.918 | 0.950 | 3.966 | 1.057 | 3.926 | 0.968 |
| Work is part of how I choose to live my life | 4.000 | 0.798 | 3.824 | 0.953 | 3.568 | 1.001 | 3.852 | 0.925 | 3.715 | 0.958 | 3.763 | 0.931 | 3.975 | 0.970 | 3.798 | 0.940 |
| Work-life balance is very important to me | 4.449 | 0.659 | 4.651 | 0.603 | 4.329 | 0.866 | 4.498 | 0.711 | 4.495 | 0.733 | 4.515 | 0.685 | 4.403 | 0.867 | 4.496 | 0.719 |
| Work is part of my life | 4.064 | 0.868 | 4.247 | 0.751 | 3.863 | 0.900 | 4.196 | 0.777 | 3.900 | 0.916 | 4.068 | 0.826 | 4.136 | 0.942 | 4.079 | 0.846 |
| Work is the most important part of my life | 3.281 | 1.137 | 3.164 | 1.173 | 2.986 | 1.233 | 3.250 | 1.154 | 2.982 | 1.216 | 3.081 | 1.171 | 3.458 | 1.210 | 3.144 | 1.185 |
| I put effort in my work because I personally consider it important to put efforts in this job. | 4.108 | 0.916 | 4.308 | 0.747 | 4.009 | 0.903 | 4.206 | 0.857 | 4.093 | 0.847 | 4.156 | 0.822 | 4.186 | 1.004 | 4.161 | 0.855 |
| Putting effort in my job aligns with my personal values | 4.139 | 0.998 | 4.326 | 0.709 | 4.100 | 0.815 | 4.289 | 0.775 | 4.073 | 0.913 | 4.219 | 0.806 | 4.127 | 0.983 | 4.204 | 0.838 |
| Putting effort will help me attain my career goals | 4.238 | 0.787 | 4.386 | 0.711 | 4.119 | 0.819 | 4.346 | 0.732 | 4.135 | 0.820 | 4.254 | 0.755 | 4.305 | 0.862 | 4.263 | 0.774 |
| I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle | 3.975 | 0.872 | 3.902 | 0.902 | 3.814 | 0.863 | 3.955 | 0.904 | 3.807 | 0.843 | 3.889 | 0.863 | 3.932 | 0.976 | 3.897 | 0.883 |
| I put effort in my work because I want to prove to myself I can | 3.906 | 0.944 | 4.165 | 0.872 | 3.967 | 0.895 | 4.060 | 0.905 | 3.985 | 0.908 | 4.023 | 0.892 | 4.068 | 0.976 | 4.030 | 0.907 |

| | What is your year of Birth | | | | | | Gender | | | | Nationality | | | | | |
|---|----------------------------|-------|--------------|-------|------------|-------|--------|-------|--------|-------|-------------|-------|------------|-------|-------|-------|
| | 1965 to 1979 | | 1980 to 1995 | | After 1995 | | Male | | Female | | Oman | | Expatriate | | Total | |
| | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD |
| I put effort in my work because it makes me feel proud of myself | 4.243 | 0.838 | 4.377 | 0.754 | 4.206 | 0.797 | 4.307 | 0.822 | 4.255 | 0.750 | 4.274 | 0.783 | 4.347 | 0.851 | 4.286 | 0.794 |
| I put effort in my work otherwise I will feel bad about myself | 3.812 | 1.053 | 3.979 | 0.991 | 3.641 | 1.083 | 3.993 | 0.971 | 3.578 | 1.106 | 3.806 | 1.038 | 3.941 | 1.080 | 3.829 | 1.046 |
| I put effort in my work because I risk losing my job if I don't put enough effort | 3.075 | 1.169 | 3.180 | 1.066 | 3.370 | 1.152 | 3.148 | 1.155 | 3.296 | 1.081 | 3.160 | 1.099 | 3.436 | 1.234 | 3.207 | 1.127 |
| I put effort in my work because I will be rewarded financially | 3.620 | 1.068 | 3.561 | 1.017 | 3.803 | 1.014 | 3.617 | 0.978 | 3.704 | 1.114 | 3.677 | 1.020 | 3.530 | 1.103 | 3.652 | 1.035 |
| I put effort in my work for the income it provides me | 3.910 | 0.944 | 3.730 | 0.963 | 3.817 | 0.976 | 3.830 | 0.940 | 3.777 | 0.997 | 3.792 | 0.950 | 3.889 | 1.024 | 3.809 | 0.963 |
| I prefer a job with flexible working hours | 3.995 | 0.926 | 4.520 | 0.700 | 4.257 | 0.951 | 4.238 | 0.844 | 4.363 | 0.918 | 4.358 | 0.832 | 3.949 | 0.999 | 4.288 | 0.876 |
| I prefer a job with working from home option | 3.636 | 1.144 | 3.978 | 1.077 | 4.218 | 0.956 | 3.738 | 1.129 | 4.271 | 0.927 | 4.037 | 1.056 | 3.538 | 1.126 | 3.952 | 1.084 |
| I put effort in my work to avoid being criticized by others (e.g. Supervisor, employer..etc.) | 3.146 | 1.146 | 3.379 | 1.102 | 3.466 | 1.085 | 3.206 | 1.146 | 3.535 | 1.040 | 3.362 | 1.104 | 3.222 | 1.168 | 3.338 | 1.116 |
| I put effort in my work because others will respect me more (e.g. supervisor, employer..etc.) | 3.126 | 1.085 | 3.484 | 1.068 | 3.398 | 1.058 | 3.352 | 1.083 | 3.355 | 1.075 | 3.355 | 1.081 | 3.345 | 1.072 | 3.353 | 1.079 |
| I put effort in my work to get others approval (e.g. employer, supervisors, colleagues) | 3.096 | 1.138 | 3.127 | 1.112 | 3.194 | 1.022 | 3.126 | 1.094 | 3.158 | 1.092 | 3.114 | 1.086 | 3.259 | 1.120 | 3.138 | 1.092 |

| | What is your year of Birth | | | | | | Gender | | | | Nationality | | | | | |
|---|----------------------------|-------|--------------|-------|------------|-------|--------|-------|--------|-------|-------------|-------|------------|-------|-------|-------|
| | 1965 to 1979 | | 1980 to 1995 | | After 1995 | | Male | | Female | | Oman | | Expatriate | | Total | |
| | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD |
| I don't seem to be able to manage the important task related to my work | 2.449 | 1.160 | 2.196 | 1.073 | 2.597 | 1.151 | 2.305 | 1.129 | 2.520 | 1.131 | 2.400 | 1.107 | 2.353 | 1.260 | 2.392 | 1.134 |
| We are provided with unrealistic working conditions. | 2.571 | 1.128 | 2.807 | 1.101 | 2.912 | 1.095 | 2.686 | 1.085 | 2.893 | 1.146 | 2.841 | 1.101 | 2.422 | 1.112 | 2.770 | 1.113 |
| At work too much is expected from us | 3.197 | 1.165 | 3.708 | 0.962 | 3.361 | 1.127 | 3.393 | 1.079 | 3.544 | 1.116 | 3.515 | 1.061 | 3.155 | 1.213 | 3.453 | 1.096 |

Kruskal Wallis's test for Year of Birth

Non-parametric tests were conducted due to the ordinal nature of the questions. Kruskal-Wallis tests were used to assess differences between generations, while Mann-Whitney tests were applied for comparisons between gender and nationality. The results can be consulted in the descriptive table provided earlier for specific mean scores and differences across the groups.

| Question | N | W | df | p |
|--|-----|--------|----|-------|
| I derive much pleasure from learning new things. | 718 | 26.416 | 2 | 0.000 |
| I like being challenged at work | 718 | 24.421 | 2 | 0.000 |
| I work for the satisfaction I experience when I am successful at doing difficult tasks | 718 | 8.85 | 2 | 0.012 |
| Work is part of who I am | 713 | 33.868 | 2 | 0.000 |
| Work is part of how I choose to live my life | 713 | 19.955 | 2 | 0.000 |
| Work-life balance is very important to me | 713 | 24.956 | 2 | 0.000 |
| Work is part of my life | 707 | 25.693 | 2 | 0.000 |
| Work is the most important part of my life | 707 | 5.76 | 2 | 0.056 |
| I put effort in my work because I personally consider it important to put efforts in this job. | 707 | 14.504 | 2 | 0.001 |
| Putting effort in my job aligns with my personal values | 697 | 9.603 | 2 | 0.008 |
| Putting effort will help me attain my career goals | 697 | 14.876 | 2 | 0.001 |
| I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle | 697 | 4.096 | 2 | 0.129 |
| I put effort in my work because I want to prove to myself I can | 695 | 12.773 | 2 | 0.002 |
| I put effort in my work because it makes me feel proud of myself | 695 | 6.879 | 2 | 0.032 |
| I put effort in my work otherwise I will feel bad about myself | 695 | 13.123 | 2 | 0.001 |
| I put effort in my work because I risk losing my job if I don't put enough effort | 686 | 6.069 | 2 | 0.048 |
| I put effort in my work because I will be rewarded financially | 686 | 7.972 | 2 | 0.019 |
| I put effort in my work for the income it provides me | 685 | 4.511 | 2 | 0.105 |
| I prefer a job with flexible working hours | 681 | 45.99 | 2 | 0.000 |
| I prefer a job with working from home option | 681 | 30.137 | 2 | 0.000 |
| I put effort in my work to avoid being criticized by others (e.g. Supervisor, employer..etc.) | 681 | 8.046 | 2 | 0.018 |
| I put effort in my work because others will respect me more (e.g. supervisor, employer..etc.) | 679 | 12.624 | 2 | 0.002 |
| I put effort in my work to get others approval (e.g. employer, supervisors, colleagues) | 679 | 0.598 | 2 | 0.741 |
| I don't seem to be able to manage the important task related to my work | 679 | 15.883 | 2 | 0.000 |
| We are provided with unrealistic working conditions | 677 | 10.438 | 2 | 0.005 |
| At work too much is expected from us | 677 | 24.221 | 2 | 0.000 |

Significant generational differences were observed across several items. For example, the items "I derive much pleasure from learning new things" ($W = 26.42, p < 0.001$) and "I like being challenged at work" ($W = 24.42, p < 0.001$) showed significant differences across generations. Additionally, intrinsic work elements like "Work is part of who I am" ($W = 33.87, p < 0.001$) and "Work is part of how I choose to live my life" ($W = 19.96, p < 0.001$) also displayed significant differences, as well as values associated with effort, such as "I put effort in my work because I personally consider it important" ($W = 14.50, p = 0.001$).

Other items, such as "I work for the satisfaction I experience when I am successful at doing difficult tasks" ($W = 8.85, p = 0.012$) and "I put effort in my work because I want to prove to myself I can" ($W = 12.77, p = 0.002$), also demonstrated significant generational variation, indicating differences in motivation. On the other hand, some items like "Work is the most important part of my life" ($W = 5.76, p = 0.056$) did not reach statistical significance.

Mann-Whitney's Test for Gender

Significant differences between genders were found on several items. For instance, there were significant gender differences on items like "I work for the satisfaction I experience when I am successful at doing difficult tasks" ($U = 54,432, p = 0.004$) and "Work is part of who I am" ($U = 48,713, p < 0.001$). Similarly, "I put effort in my work because I personally consider it important" ($U = 54,599, p = 0.037$) and "Putting effort in my job aligns with my personal values" ($U = 50,551, p = 0.002$) also revealed significant differences.

No significant differences were found for items like "Work-life balance is very important to me" ($U = 60,643, p = 0.982$), although significant results were observed for effort-driven motivations such as "I prefer a job with flexible working hours" ($U = 61,921, p = 0.007$).

| Question | Total N | Mann- Whitney U | SE | p |
|--|------------|--------------------|----------|-------|
| I derive much pleasure from learning new things. | 718 | 59204 | 2404.503 | 0.313 |
| I like being challenged at work | 718 | 56090.5 | 2503.101 | 0.027 |
| I work for the satisfaction I experience when I am successful at doing difficult tasks | 718 | 54432 | 2508.492 | 0.004 |
| Work is part of who I am | 713 | 48712.5 | 2541.178 | 0.000 |
| Work is part of how I choose to live my life | 713 | 56091.5 | 2541.43 | 0.070 |
| Work-life balance is very important to me | 713 | 60643 | 2328.187 | 0.982 |
| Work is part of my life | 707 | 49095.5 | 2443.141 | 0.000 |
| Work is the most important part of my life | 707 | 52229 | 2577.302 | 0.004 |
| I put effort in my work because I personally consider it important to put efforts in this job. | 707 | 54598.5 | 2454.213 | 0.037 |
| Putting effort in my job aligns with my personal values | 697 | 50551 | 2381.057 | 0.002 |
| Putting effort will help me attain my career goals | 697 | 49757.5 | 2370.898 | 0.000 |
| I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle | 697 | 51863 | 2440.415 | 0.012 |
| I put effort in my work because I want to prove to myself I can | 695 | 55041.5 | 2409.044 | 0.261 |
| I put effort in my work because it makes me feel proud of myself | 695 | 54216 | 2367.347 | 0.135 |
| I put effort in my work otherwise I will feel bad about myself | 695 | 45498 | 2463.613 | 0.000 |
| I put effort in my work because I risk losing my job if I don't put enough effort | 686 | 60526 | 2461.467 | 0.097 |
| I put effort in my work because I will be rewarded financially | 686 | 60362 | 2427.908 | 0.107 |
| I put effort in my work for the income it provides me | 685 | 55020.5 | 2376.736 | 0.588 |
| I prefer a job with flexible working hours | 681 | 61921 | 2295.248 | 0.007 |
| I prefer a job with working from home option | 681 | 71098 | 2390.768 | 0.000 |
| I put effort in my work to avoid being criticized by others | 681 | 64403 | 2427.795 | 0.000 |
| I put effort in my work because others will respect me more | 679 | 55358.5 | 2404.865 | 0.980 |
| I put effort in my work to get others approval | 679 | 56199.5 | 2417.661 | 0.747 |
| I don't seem to be able to manage the important task related to my work | 679 | 61610.5 | 2389.741 | 0.010 |
| We are provided with unrealistic working conditions | 677 | 60480.5 | 2408.015 | 0.025 |
| At work too much is expected from us | 677 | 59534 | 2399.003 | 0.063 |

Mann-Whitney's Test for Nationality

When comparing across nationalities, significant differences were noted for items like "Work is the most important part of my life" ($U = 41,004$, $p = 0.001$) and "I put effort in my work because I risk losing my job if I don't put enough effort" ($U = 37,894$, $p = 0.015$). Additionally, preferences for work arrangements showed nationality-based differences, with significant results for "I prefer a job with flexible working hours" ($U = 24,919$, $p < 0.001$) and "I prefer a job with working from home option" ($U = 24,400$, $p < 0.001$).

| Question | Total N | Mann- Whitney U | SE | p |
|--|------------|--------------------|----------|-------|
| I derive much pleasure from learning new things. | 718 | 36171.5 | 1840.777 | 0.977 |
| I like being challenged at work | 718 | 37228.5 | 1916.259 | 0.562 |
| I work for the satisfaction I experience when I am successful at doing difficult tasks | 718 | 36070.5 | 1920.386 | 0.980 |
| Work is part of who I am | 713 | 37173.5 | 1939.129 | 0.345 |
| Work is part of how I choose to live my life | 713 | 40248.5 | 1939.322 | 0.011 |
| Work-life balance is very important to me | 713 | 33672.5 | 1776.599 | 0.347 |
| Work is part of my life | 707 | 37530.5 | 1863.902 | 0.136 |
| Work is the most important part of my life | 707 | 41004 | 1966.255 | 0.001 |
| I put effort in my work because I personally consider it important to put efforts in this job. | 707 | 37136 | 1872.35 | 0.203 |
| Putting effort in my job aligns with my personal values | 697 | 33439 | 1826.953 | 0.693 |
| Putting effort will help me attain my career goals | 697 | 36490 | 1819.158 | 0.200 |
| I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle | 697 | 35836 | 1872.498 | 0.371 |
| I put effort in my work because I want to prove to myself I can | 695 | 35841 | 1849.621 | 0.331 |
| I put effort in my work because it makes me feel proud of myself | 695 | 36591.5 | 1817.607 | 0.161 |
| I put effort in my work otherwise I will feel bad about myself | 695 | 37103 | 1891.518 | 0.106 |
| I put effort in my work because I risk losing my job if I don't put enough effort | 686 | 37893.5 | 1890.249 | 0.015 |
| I put effort in my work because I will be rewarded financially | 686 | 30793 | 1864.478 | 0.181 |
| I put effort in my work for the income it provides me | 685 | 35536 | 1825.794 | 0.206 |
| I prefer a job with flexible working hours | 681 | 24919 | 1766.651 | 0.000 |
| I prefer a job with working from home option | 681 | 24400 | 1840.173 | 0.000 |
| I put effort in my work to avoid being criticized by others | 681 | 30439 | 1868.672 | 0.172 |
| I put effort in my work because others will respect me more | 679 | 32596.5 | 1845.991 | 0.975 |
| I put effort in my work to get others approval | 679 | 34865.5 | 1855.813 | 0.233 |
| I don't seem to be able to manage the important task related to my work | 679 | 30984 | 1834.382 | 0.363 |
| We are provided with unrealistic working conditions | 677 | 25442.5 | 1850.792 | 0.000 |
| At work too much is expected from us | 677 | 27092 | 1843.866 | 0.003 |

| | What is your year of Birth | | | Gender | | Nationality | | |
|--|----------------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| | 1965 to 1979 | 1980 to 1995 | After 1995 | Male | Female | Oman | Expatriate | Total |
| I derive much pleasure from learning new things. | 4.420 _a | 4.602 _b | 4.234 _c | 4.470 _a | 4.394 _a | 4.441 _a | 4.438 _a | 4.440 |
| I like being challenged at work | 4.180 _a | 4.348 _a | 3.935 _b | 4.233 _a | 4.092 _b | 4.181 _a | 4.157 _a | 4.177 |
| I work for the satisfaction I experience when I am successful at doing difficult tasks | 4.176 _{a,b} | 4.341 _a | 4.065 _b | 4.295 _a | 4.085 _b | 4.223 _a | 4.157 _a | 4.212 |
| Work is part of who I am | 4.015 _a | 4.102 _a | 3.596 _b | 4.076 _a | 3.694 _b | 3.918 _a | 3.966 _a | 3.926 |
| Work is part of how I choose to live my life | 4.000 _a | 3.824 _a | 3.568 _b | 3.852 _a | 3.715 _a | 3.763 _a | 3.975 _b | 3.798 |
| Work-life balance is very important to me | 4.449 _a | 4.651 _b | 4.329 _a | 4.498 _a | 4.495 _a | 4.515 _a | 4.403 _a | 4.496 |
| Work is part of my life | 4.064 _a | 4.247 _b | 3.863 _c | 4.196 _a | 3.900 _b | 4.068 _a | 4.136 _a | 4.079 |
| Work is the most important part of my life | 3.281 _a | 3.164 _{a,b} | 2.986 _b | 3.250 _a | 2.982 _b | 3.081 _a | 3.458 _b | 3.144 |
| I put effort in my work because I personally consider it important to put efforts in this job. | 4.108 _a | 4.308 _b | 4.009 _a | 4.206 _a | 4.093 _a | 4.156 _a | 4.186 _a | 4.161 |
| Putting effort in my job aligns with my personal values | 4.139 _a | 4.326 _b | 4.100 _a | 4.289 _a | 4.073 _b | 4.219 _a | 4.127 _a | 4.204 |
| Putting effort will help me attain my career goals | 4.238 _{a,b} | 4.386 _a | 4.119 _b | 4.346 _a | 4.135 _b | 4.254 _a | 4.305 _a | 4.263 |
| I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle | 3.975 _a | 3.902 _a | 3.814 _a | 3.955 _a | 3.807 _b | 3.889 _a | 3.932 _a | 3.897 |
| I put effort in my work because I want to prove to myself I can | 3.906 _a | 4.165 _b | 3.967 _a | 4.060 _a | 3.985 _a | 4.023 _a | 4.068 _a | 4.030 |
| I put effort in my work because it makes me feel proud of myself | 4.243 _a | 4.377 _a | 4.206 _a | 4.307 _a | 4.255 _a | 4.274 _a | 4.347 _a | 4.286 |
| I put effort in my work otherwise I will feel bad about myself | 3.812 _{a,b} | 3.979 _a | 3.641 _b | 3.993 _a | 3.578 _b | 3.806 _a | 3.941 _a | 3.829 |
| I put effort in my work because I risk losing my job if I don't put enough effort | 3.075 _a | 3.180 _{a,b} | 3.370 _b | 3.148 _a | 3.296 _a | 3.160 _a | 3.436 _b | 3.207 |

| | What is your year of Birth | | | Gender | | Nationality | | |
|---|----------------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| | 1965 to 1979 | 1980 to 1995 | After 1995 | Male | Female | Oman | Expatriate | Total |
| I put effort in my work because I will be rewarded financially | 3.620 _{a,b} | 3.561 _a | 3.803 _b | 3.617 _a | 3.704 _a | 3.677 _a | 3.530 _a | 3.652 |
| I put effort in my work for the income it provides me | 3.910 _a | 3.730 _a | 3.817 _a | 3.830 _a | 3.777 _a | 3.792 _a | 3.889 _a | 3.809 |
| I prefer a job with flexible working hours | 3.995 _a | 4.520 _b | 4.257 _c | 4.238 _a | 4.363 _a | 4.358 _a | 3.949 _b | 4.288 |
| I prefer a job with working from home option | 3.636 _a | 3.978 _b | 4.218 _c | 3.738 _a | 4.271 _b | 4.037 _a | 3.538 _b | 3.952 |
| I put effort in my work to avoid being criticized by others (e.g. Supervisor, employer..etc.) | 3.146 _a | 3.379 _{a,b} | 3.466 _b | 3.206 _a | 3.535 _b | 3.362 _a | 3.222 _a | 3.338 |
| I put effort in my work because others will respect me more (e.g. supervisor, employer..etc.) | 3.126 _a | 3.484 _b | 3.398 _b | 3.352 _a | 3.355 _a | 3.355 _a | 3.345 _a | 3.353 |
| I put effort in my work to get others approval (e.g. employer, supervisors, colleagues) | 3.096 _a | 3.127 _a | 3.194 _a | 3.126 _a | 3.158 _a | 3.114 _a | 3.259 _a | 3.138 |
| I don't seem to be able to manage the important task related to my work | 2.449 _a | 2.196 _b | 2.597 _a | 2.305 _a | 2.520 _b | 2.400 _a | 2.353 _a | 2.392 |
| We are provided with unrealistic working conditions. | 2.571 _a | 2.807 _{a,b} | 2.912 _b | 2.686 _a | 2.893 _b | 2.841 _a | 2.422 _b | 2.770 |
| At work too much is expected from us | 3.197 _a | 3.708 _b | 3.361 _a | 3.393 _a | 3.544 _a | 3.515 _a | 3.155 _b | 3.453 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.¹

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

Integrated Scales

Items were averaged to form the scores of integrated scales, which were structured following the logic of questions presented below.

Intrinsic Motivation (WEIMS):

Questions that relate to personal satisfaction, enjoyment, and challenge:

- I derive much pleasure from learning new things.
- I like being challenged at work.
- I work for the satisfaction I experience when I am successful at doing difficult tasks.

Integrated Regulation (WEIMS):

Questions that show how work is part of one's identity or aligns deeply with values:

- Work is part of who I am.
- Work is part of how I choose to live my life.
- Work-life balance is very important to me.
- Work is part of my life.
- Work is the most important part of my life.

Identified Regulation (WEIMS/MWMS):

These questions reflect tasks or efforts that are personally important and aligned with long-term goals:

- I put effort in my work because I personally consider it important to put efforts in this job.
- Putting effort in my job aligns with my personal values.
- Putting effort will help me attain my career goals.
- I put effort in my work because this is the type of work I chose to do to attain a certain lifestyle.
- I put effort in my work because I want to prove to myself I can.
- I put effort in my work because it makes me feel proud of myself.

Introjected Regulation (MWMS):

Motivation here is driven by internal pressures such as guilt, anxiety, or ego:

- I put effort in my work otherwise I will feel bad about myself.
- I put effort in my work because I risk losing my job if I don't put enough effort.

- I put effort in my work because I will be rewarded financially.
- I put effort in my work for the income it provides me.
- I put effort in my work to avoid being criticized by others (e.g. supervisor, employer..etc.).
- I put effort in my work because others will respect me more (e.g. supervisor, employer..etc.).
- I put effort in my work to get others' approval (e.g. employer, supervisors, colleagues).

External Regulation (MWMS):

Motivation comes from external rewards or avoiding punishment:

- I put effort in my work because I will be rewarded financially.
- I put effort in my work for the income it provides me.
- I put effort in my work because I risk losing my job if I don't put enough effort.

Amotivation (MWMS):

These reflect a lack of motivation, typically driven by feelings of incompetence or helplessness:

- I don't seem to be able to manage the important task related to my work.
- We are provided with unrealistic working conditions.
- At work, too much is expected from us.

The Cronbach's alpha values for the scales measuring various types of motivation are reported to evaluate internal consistency. **Intrinsic Motivation** yielded a Cronbach's alpha of 0.690 with 3 items, indicating an acceptable but somewhat low level of internal consistency. **Integrated Regulation**, after the removal of the Work-Life Balance item due to a low item-to-total correlation (0.101), produced a Cronbach's alpha of 0.725 across 5 items, showing adequate reliability. **Identified Regulation** displayed a strong internal consistency with a Cronbach's alpha of 0.802 over 6 items. **Introjected Regulation** had a reliability score of 0.729 across 7 items, demonstrating good internal consistency. **External Regulation** showed a Cronbach's alpha of 0.600 with 3 items, which is lower, indicating moderate reliability. Lastly, **Amotivation** produced a Cronbach's alpha of 0.616 with 3 items, also reflecting a moderate level of reliability.

| Scale | Cronbach's Alpha | Number of Items |
|------------------------|------------------|-----------------|
| Intrinsic Motivation | 0.690 | 3 |
| Integrated Regulation | 0.725 | 5 |
| Identified Regulation | 0.802 | 6 |
| Introjected Regulation | 0.729 | 7 |
| External Regulation | 0.600 | 3 |
| Amotivation | 0.616 | 3 |

The table below shows the means and standard deviations for the six scales under study, after averaging the scores for their respective questions.

| | What is your year of Birth | | | | | | Gender | | | | Nationality | | | | Total | |
|------------------------|----------------------------|-------|--------------|-------|------------|-------|--------|-------|--------|-------|-------------|-------|------------|-------|-------|-------|
| | 1965 to 1979 | | 1980 to 1995 | | After 1995 | | Male | | Female | | Oman | | Expatriate | | | |
| | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD | M | SD |
| Intrinsic Motivation | 4.259 | 0.681 | 4.430 | 0.489 | 4.078 | 0.692 | 4.333 | 0.611 | 4.190 | 0.647 | 4.281 | 0.616 | 4.251 | 0.692 | 4.276 | 0.629 |
| Integrated Regulation | 3.841 | 0.658 | 3.834 | 0.728 | 3.504 | 0.758 | 3.844 | 0.708 | 3.573 | 0.743 | 3.708 | 0.720 | 3.882 | 0.783 | 3.737 | 0.733 |
| Identified Regulation | 4.101 | 0.616 | 4.246 | 0.595 | 4.030 | 0.598 | 4.191 | 0.625 | 4.060 | 0.575 | 4.135 | 0.605 | 4.161 | 0.627 | 4.140 | 0.609 |
| Introjected Regulation | 3.405 | 0.660 | 3.495 | 0.683 | 3.534 | 0.631 | 3.477 | 0.663 | 3.486 | 0.661 | 3.471 | 0.660 | 3.528 | 0.673 | 3.481 | 0.662 |
| External Regulation | 3.534 | 0.780 | 3.490 | 0.792 | 3.663 | 0.748 | 3.531 | 0.746 | 3.592 | 0.824 | 3.543 | 0.761 | 3.618 | 0.857 | 3.556 | 0.778 |
| Amotivation | 2.739 | 0.881 | 2.905 | 0.759 | 2.953 | 0.886 | 2.796 | 0.852 | 2.983 | 0.807 | 2.918 | 0.800 | 2.644 | 0.980 | 2.871 | 0.839 |

Descriptive statistics were computed for six scales: **Intrinsic Motivation**, **Integrated Regulation**, **Identified Regulation**, **Introjected Regulation**, **External Regulation**, and **Amotivation**. For each scale, skewness and kurtosis values were examined to assess the distributional assumptions required for parametric testing.

The skewness values for all scales ranged from **-1.015** (Intrinsic Motivation) to **0.085** (Amotivation), indicating that the distributions are either slightly negatively skewed or close to symmetrical. Similarly, kurtosis values varied from **-0.362** (Amotivation) to **1.386** (Intrinsic Motivation), suggesting that most scales exhibit only minor deviations from normality, with some displaying a slightly leptokurtic distribution (e.g., Intrinsic and Identified Motivation). Importantly, skewness and kurtosis values fall within the acceptable range (± 2), supporting the assumption of approximate normality.

Given the acceptable levels of skewness and kurtosis, parametric tests such as ANOVA and t-tests were deemed appropriate for comparing differences across **generations**, **gender**, and **nationality** in subsequent analyses.

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | Kurtosis | | |
|------------------------|-----------|-----------|-----------|-----------|-------------------|-----------|---------------|-----------|---------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Intrinsic Motivation | 718 | 1.67 | 5.00 | 4.276 | 0.629 | -1.015 | 0.091 | 1.386 | 0.182 |
| Integrated Regulation | 713 | 1.00 | 5.00 | 3.737 | 0.733 | -0.310 | 0.092 | -0.106 | 0.183 |
| Identified Regulation | 707 | 1.00 | 5.00 | 4.140 | 0.609 | -0.744 | 0.092 | 1.345 | 0.184 |
| Introjected Regulation | 695 | 1.57 | 5.00 | 3.481 | 0.662 | -0.079 | 0.093 | -0.067 | 0.185 |
| External Regulation | 686 | 1.00 | 5.00 | 3.556 | 0.778 | -0.341 | 0.093 | 0.141 | 0.186 |
| Amotivation | 679 | 1.00 | 5.00 | 2.871 | 0.839 | 0.085 | 0.094 | -0.362 | 0.187 |
| Valid N (listwise) | 679 | | | | | | | | |

An analysis of variance (ANOVA) was conducted to examine the differences in motivation across generations. Significant differences were found for **Intrinsic Motivation**, $F(2, 715) = 20.79$, $p < 0.001$, **Integrated Regulation**, $F(2, 710) = 16.11$, $p < 0.001$, **Identified Regulation**, $F(2, 704) = 8.47$, $p < 0.001$, **External Regulation**, $F(2, 683) = 3.07$, $p = 0.047$, and **Amotivation**, $F(2, 676) = 3.70$, $p = 0.025$. However, there were no significant differences in **Introjected Regulation**, $F(2, 692) = 2.05$, $p = 0.130$. These results indicate that motivation types like intrinsic and identified regulation significantly differ across generations, with intrinsic motivation having the highest mean of 4.28 (SD = 0.63).

ANOVA

| | | Sum of Squares | df | Mean Square | F | Sig. |
|------------------------|----------------|----------------|-----|-------------|--------|-------|
| Intrinsic Motivation | Between Groups | 15.583 | 2 | 7.792 | 20.790 | 0.000 |
| | Within Groups | 267.965 | 715 | 0.375 | | |
| | Total | 283.548 | 717 | | | |
| Integrated Regulation | Between Groups | 16.618 | 2 | 8.309 | 16.112 | 0.000 |
| | Within Groups | 366.143 | 710 | 0.516 | | |
| | Total | 382.761 | 712 | | | |
| Identified Regulation | Between Groups | 6.143 | 2 | 3.071 | 8.469 | 0.000 |
| | Within Groups | 255.321 | 704 | 0.363 | | |
| | Total | 261.464 | 706 | | | |
| Introjected Regulation | Between Groups | 1.792 | 2 | 0.896 | 2.050 | 0.130 |
| | Within Groups | 302.475 | 692 | 0.437 | | |
| | Total | 304.267 | 694 | | | |
| External Regulation | Between Groups | 3.693 | 2 | 1.847 | 3.070 | 0.047 |
| | Within Groups | 410.767 | 683 | 0.601 | | |
| | Total | 414.460 | 685 | | | |
| Amotivation | Between Groups | 5.161 | 2 | 2.580 | 3.697 | 0.025 |
| | Within Groups | 471.828 | 676 | 0.698 | | |
| | Total | 476.989 | 678 | | | |

Independent t-tests were conducted to compare motivation between **genders** and **nationalities**. For gender, significant differences were observed in **Intrinsic Motivation**, $t(716) = 2.98$, $p = 0.003$ (mean difference = 0.142), **Integrated Regulation**, $t(711) = 4.91$, $p < 0.001$ (mean difference = 0.271), and **Identified Regulation**, $t(705) = 2.81$, $p = 0.005$ (mean difference = 0.131). No significant differences were found for **Introjected Regulation**, **External Regulation**, or **Amotivation**, although amotivation showed a significant difference in the opposite direction, with a mean difference of -0.187, $t(677) = -2.86$, $p = 0.004$. Levene's tests indicated that variances are equal for all scales.

| | Levene's Test for Equality of Variances | |
|------------------------|---|-------|
| | F | Sig. |
| Intrinsic Motivation | 1.520 | 0.218 |
| Integrated Regulation | 0.224 | 0.636 |
| Identified Regulation | 0.944 | 0.331 |
| Introjected Regulation | 0.014 | 0.907 |
| External Regulation | 3.864 | 0.050 |
| Amotivation | 2.755 | 0.097 |

Independent Samples Test

| | t-test for Equality of Means | | | | | | |
|------------------------|------------------------------|-----|-----------------|-----------------|-----------------------|---|--------|
| | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | Lower | Upper |
| Intrinsic Motivation | 2.984 | 716 | 0.003 | 0.142 | 0.048 | 0.049 | 0.236 |
| Integrated Regulation | 4.907 | 711 | 0.000 | 0.271 | 0.055 | 0.163 | 0.380 |
| Identified Regulation | 2.813 | 705 | 0.005 | 0.131 | 0.047 | 0.040 | 0.223 |
| Introjected Regulation | -0.165 | 693 | 0.869 | -0.009 | 0.051 | -0.109 | 0.092 |
| External Regulation | -1.011 | 684 | 0.312 | -0.061 | 0.061 | -0.180 | 0.058 |
| Amotivation | -2.856 | 677 | 0.004 | -0.187 | 0.065 | -0.315 | -0.058 |

For nationality, significant differences were found in **Integrated Regulation**, $t(711) = -2.37$, $p = 0.018$ (mean difference = -0.174), and **Amotivation**, $t(148.16) = 2.83$, $p = 0.005$ (mean difference = 0.275). Where Levene's test indicated unequal variances (such as for **Intrinsic Motivation** and **Amotivation**), SPSS's standard Welch's t-test adjustment for unequal variances was applied to ensure accurate p-values. In cases where Levene's test indicated unequal variances (e.g., **Intrinsic Motivation** and **Amotivation**), SPSS's standard adjustment for these cases, the **Welch's t-test**, was applied to provide accurate p-values.

| | Levene's Test for Equality of Variances | |
|------------------------|---|-------|
| | F | Sig. |
| Intrinsic Motivation | 6.185 | 0.013 |
| Integrated Regulation | 1.219 | 0.270 |
| Identified Regulation | 0.987 | 0.321 |
| Introjected Regulation | 0.052 | 0.820 |
| External Regulation | 2.260 | 0.133 |
| Amotivation | 8.389 | 0.004 |

Independent Samples Test

| | t-test for Equality of Means | | | | | |
|------------------------|------------------------------|---------|-----------------|-----------------|-----------------------|---|
| | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference |
| | | | | | | Lower Upper |
| Intrinsic Motivation | 0.453 | 160.837 | 0.651 | 0.031 | 0.068 | -0.103 0.164 |
| Integrated Regulation | -2.371 | 711.000 | 0.018 | -0.174 | 0.073 | -0.318 -0.030 |
| Identified Regulation | -0.417 | 705.000 | 0.677 | -0.026 | 0.061 | -0.146 0.095 |
| Introjected Regulation | -0.860 | 693.000 | 0.390 | -0.058 | 0.067 | -0.189 0.074 |
| External Regulation | -0.956 | 684.000 | 0.340 | -0.075 | 0.079 | -0.231 0.080 |
| Amotivation | 2.831 | 148.164 | 0.005 | 0.275 | 0.097 | 0.083 0.466 |

Post-hoc pairwise comparisons of the generational means revealed that older generations (1965-1979) had significantly higher **Intrinsic Motivation** ($M = 4.26$) compared to younger generations (after 1995, $M = 4.08$), $p < 0.05$. Similarly, the **Integrated Regulation** mean was significantly higher for older generations ($M = 3.84$) compared to the youngest group ($M = 3.50$), $p < 0.05$. For **Identified Regulation**, middle generations (1980-1995) scored higher ($M = 4.25$) than the youngest group ($M = 4.03$), $p < 0.05$. However, no significant generational differences were observed for **Introjected Regulation** or **External**

Regulation, although **Amotivation** was significantly lower for the oldest generation compared to the youngest, $p < 0.05$.

Overall, the results indicate that older generations display higher intrinsic and identified regulation, while younger generations report higher amotivation. These trends align with the t-test findings, which also demonstrate significant gender and nationality-based differences in certain motivational scales.

| | What is your year of Birth | | | Gender | | Nationality | | Total |
|------------------------|----------------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| | 1965 to 1979 | 1980 to 1995 | After 1995 | Male | Female | Oman | Expatriate | |
| | Mean | Mean | Mean | Mean | Mean | Mean | Mean | |
| Intrinsic Motivation | 4.259 _a | 4.430 _b | 4.078 _c | 4.333 _a | 4.190 _b | 4.281 _a | 4.251 _a | 4.276 |
| Integrated Regulation | 3.841 _a | 3.834 _a | 3.504 _b | 3.844 _a | 3.573 _b | 3.708 _a | 3.882 _b | 3.737 |
| Identified Regulation | 4.101 _a | 4.246 _b | 4.030 _a | 4.191 _a | 4.060 _b | 4.135 _a | 4.161 _a | 4.140 |
| Introjected Regulation | 3.405 _a | 3.495 _a | 3.534 _a | 3.477 _a | 3.486 _a | 3.471 _a | 3.528 _a | 3.481 |
| External Regulation | 3.534 _{a,b} | 3.490 _a | 3.663 _b | 3.531 _a | 3.592 _a | 3.543 _a | 3.618 _a | 3.556 |
| Amotivation | 2.739 _a | 2.905 _{a,b} | 2.953 _b | 2.796 _a | 2.983 _b | 2.918 _a | 2.644 _b | 2.871 |

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.¹