

SURVEY RESULTS · H2 2026

Foundational Engagement Check

Recognition has fallen sharply, and it is the biggest single driver of belonging.



ORGANISATION

**Meridian Tech
Services**

IT & IT-enabled services, Bengaluru,
India

RESPONSES

559 / 720

78% response rate

COMPARED WITH

H1 2026

520 responses, 72%

Fictional organisation. Responses are simulated for illustration; every score, range, test and driver in this report was computed by the AXIS360 Pulse scoring engine.

EXECUTIVE SUMMARY

What the results say

Recognition has fallen sharply, and it is the biggest single driver of belonging.

78%

Response rate (559 of 720), was 72%

3.94

Strongest theme: Role Clarity

1▲ 3▼

Themes that genuinely improved / worsened since H1 2026

Key findings

- 1** Recognition fell significantly, from 3.27 to 2.97, now the lowest of the six foundations.
- 2** Recognition is also the strongest driver of belonging ($\beta +0.31$), so this decline puts belonging (3.74) at risk.
- 3** The drop is widespread. Engineering fell most (-0.44 , to 2.89), and every team's recognition score declined.
- 4** Resources and support improved significantly to 3.48, while role clarity stays the strongest foundation at 3.94.

About this module

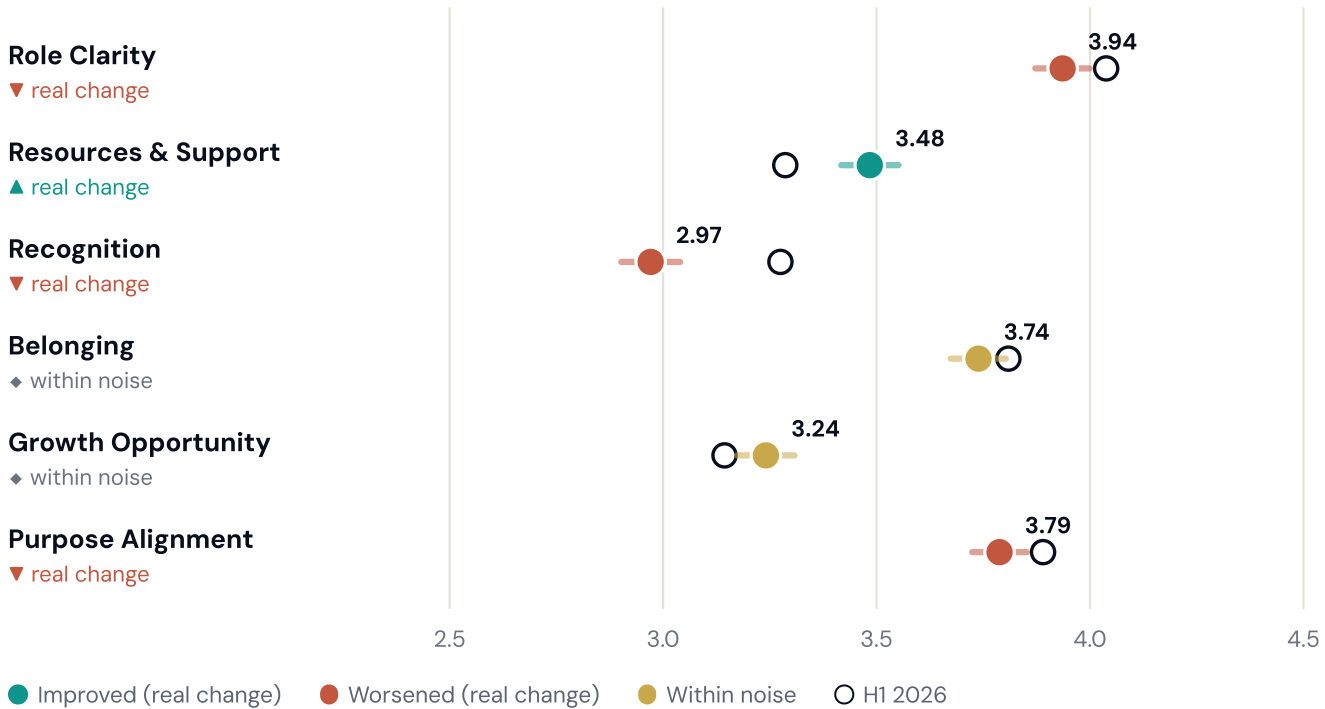
A 12-item pulse across the conditions research links to sustained engagement — role clarity, resources, recognition, belonging, growth and purpose — drawing on Kahn's (1990) psychological conditions for engagement and Saks' (2006) engagement antecedents.

Scale: 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once.

SCORES BY THEME

Where the organisation stands

Filled dot: H2 2026 score with its 95% confidence range. Hollow dot: H1 2026. Only changes larger than chance would explain ($p < 0.05$) are marked as real change.



THEME	SCORE	95% RANGE	H1 2026	CHANGE	VERDICT
Role Clarity	3.94	3.87 – 4.00	4.04	-0.10	▼ real change
Resources & Support	3.48	3.42 – 3.55	3.29	+0.20	▲ real change
Recognition	2.97	2.90 – 3.04	3.27	-0.30	▼ real change
Belonging	3.74	3.67 – 3.80	3.81	-0.07	within noise
Growth Opportunity	3.24	3.17 – 3.31	3.14	+0.10	within noise
Purpose Alignment	3.79	3.72 – 3.85	3.89	-0.10	▼ real change

BY TEAM

How each team experiences it

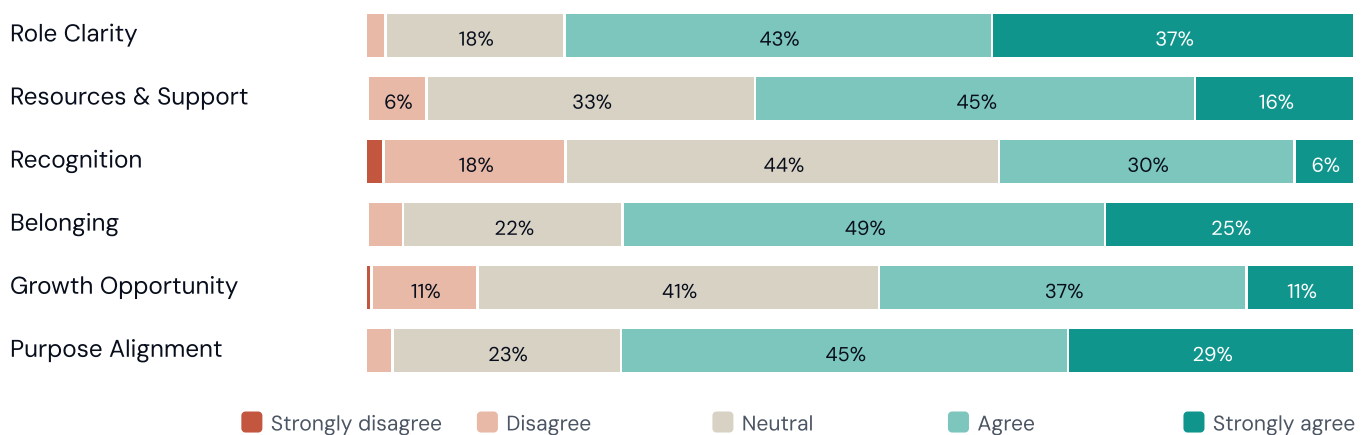
Scores for each team in H2 2026. Darker teal is stronger, terracotta is weaker.

		Role Clarity	Resources & Support	Recognition	Belonging	Growth Opportunity	Purpose Alignment
Whole organisation	n=559	3.94	3.48	2.97	3.74	3.24	3.79
Engineering	n=205	3.98	3.55	2.89	3.79	3.30	3.92
Delivery & Projects	n=157	3.86	3.32	3.02	3.65	3.17	3.66
Customer Success	n=107	4.10	3.68	3.11	3.87	3.34	3.88
Sales & Marketing	n=60	3.60	3.33	2.76	3.52	2.97	3.50
HR & Finance	n=26	4.13	3.46	3.17	3.77	3.42	3.69
Leadership Office	n=4	hidden	hidden	hidden	hidden	hidden	hidden

Why is a team hidden? Any group with fewer than 5 respondents is never shown, so no one can work out who said what. Leadership Office had 4 respondents. Their answers are still included in the whole-organisation score.

How answers are spread

Each person's average for a theme, rounded to the nearest point on the scale. Averages can hide a split team; this shows it.



FROM INSIGHT TO ACTION

Where to focus

What drives belonging

Key-driver analysis across 559 respondents: how strongly each theme moves belonging when the others are held equal (standardised β). Together they explain 51% of its variation.



Priority areas

Pulse ranks team-and-theme results with falling scores first, then the lowest, so emerging problems surface before they become the lowest scores. Each comes with a suggested starting point.

Sales & Marketing · Recognition: 2.76 declining -0.31

Build a recognition rhythm: specific, timely acknowledgement in team meetings, plus a simple peer-to-peer recognition channel.

Engineering · Recognition: 2.89 declining -0.44

Same starting point as above, tailored to this team.

Delivery & Projects · Recognition: 3.02 declining -0.11

Same starting point as above, tailored to this team.

Strongest and weakest statements

Strongest

- **3.94** I know how my day-to-day work connects to my team's goals.
- **3.94** I have a clear understanding of what's expected of me in my role.
- **3.79** I believe the work I do here matters.

Weakest

- **2.97** In the last two weeks, someone has acknowledged good work I've done.
- **2.98** I feel that good work gets noticed here, not just problems.
- **3.21** In the past six months, someone has talked with me about my progress.

ABOUT THIS REPORT

How to read these results

Anonymity

Each person answered through a single-use link that carries no name or email. Results are only ever shown for groups of five or more; smaller groups are hidden everywhere, including in exports. Individual answers are never shown to anyone.

Scores and confidence ranges

Each theme is scored from 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once regardless of how many statements a theme has. The 95% range shows how much a score could plausibly move with a different set of respondents: smaller groups have wider ranges.

Real change versus noise

Changes since H1 2026 are tested statistically (a two-sided z-test). Only changes with $p < 0.05$ are marked as real change; anything else is within the movement you would expect by chance and should not drive decisions on its own.

Key drivers

Key-driver analysis is a standardised multiple regression across respondents: it shows which themes move the outcome most when the others are held equal. It identifies associations, not proven causes.

The science behind the module

All statements are original wording grounded in published, citable research. No licensed or proprietary item banks are used.

This is a sample report. Meridian Tech Services is a fictional organisation and the responses are simulated. Every number in this report was produced by the AXIS360 Pulse scoring engine, exactly as it would be for a real client.

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