



SURVEY RESULTS · H2 2026

Workplace Trust Check

People are proud to work here and like each other, but fairness is slipping.



ORGANISATION

**Meridian Tech
Services**

IT & IT-enabled services, Bengaluru,
India

RESPONSES

577 / 720

80% response rate

COMPARED WITH

H1 2026

528 responses, 73%

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

People are proud to work here and like each other, but fairness is slipping.

80%

Response rate (577 of 720), was 73%

4.05

Strongest theme: Camaraderie

2▲ 1▼

Themes that genuinely improved / worsened since H1 2026

Key findings

- 1 Camaraderie is the strongest dimension (4.05), and pride rose significantly to 3.93.
- 2 Fairness fell significantly to 3.19, the lowest dimension. The weakest statement is whether promotions go to those who have earned them.
- 3 Customer Success shows the sharpest drop in fairness, to 2.94 (−0.36).
- 4 Credibility (leaders' honesty and consistency) and fairness are the two strongest drivers of pride, so fixing fairness protects the gains in pride.

About this module

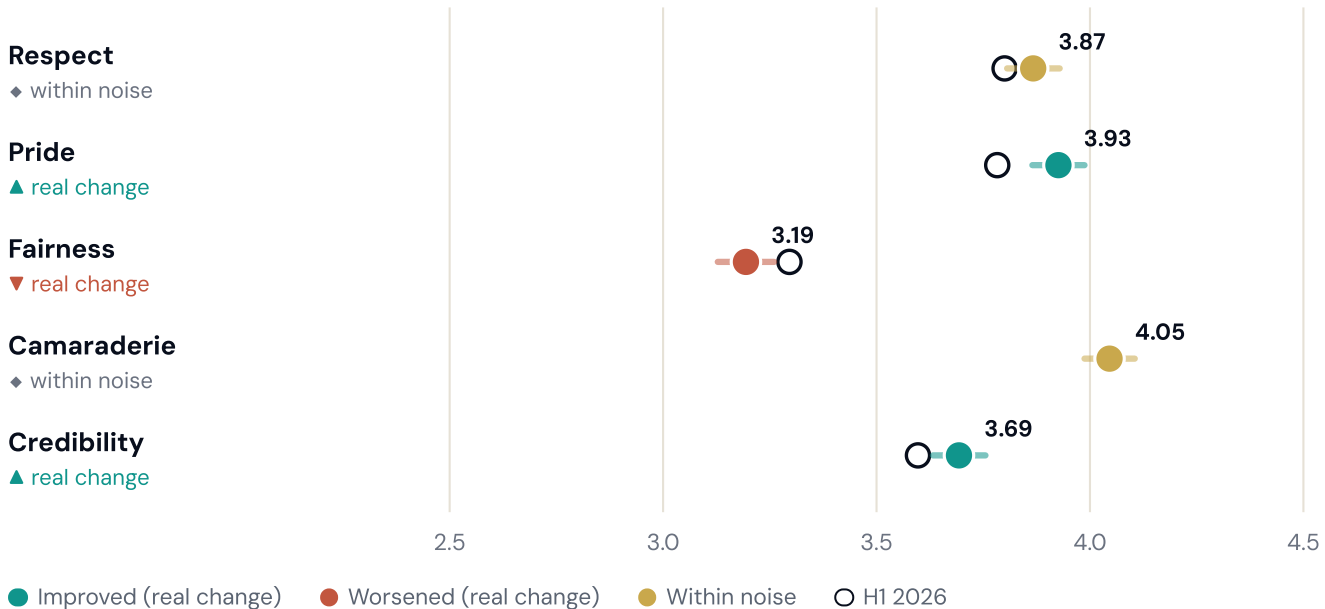
A 10-item pulse across credibility, respect, fairness, pride and camaraderie — the dimensions of trust between people and their organisation identified in Robert Levering's (1988) foundational research on great workplaces.

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
Respect	3.87	3.81 – 3.93	3.80	+0.07	within noise
Pride	3.93	3.87 – 3.99	3.78	+0.14	▲ real change
Fairness	3.19	3.13 – 3.26	3.30	-0.10	▼ real change
Camaraderie	4.05	3.99 – 4.11	4.05	0.00	within noise
Credibility	3.69	3.63 – 3.75	3.60	+0.10	▲ real change

BY TEAM

How each team experiences it

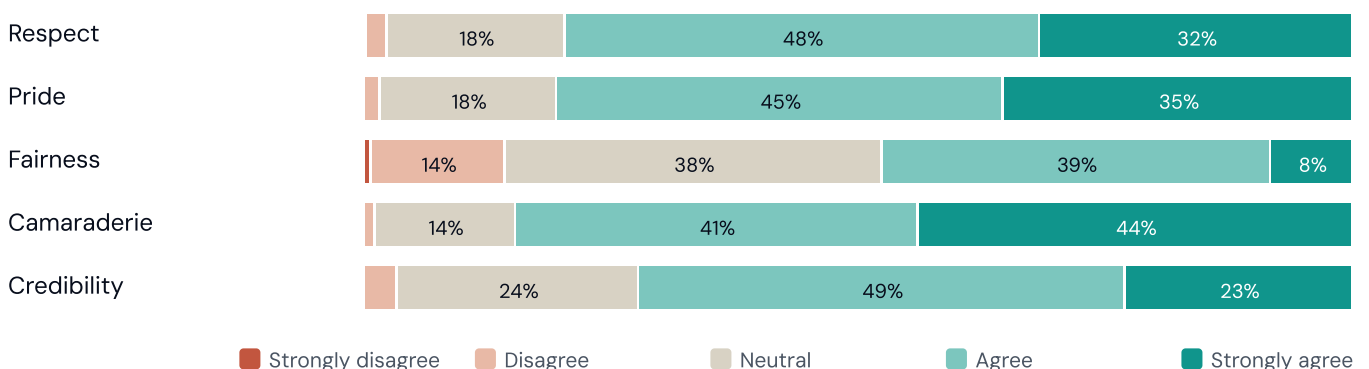
Scores for each team in H2 2026. Darker teal is stronger, terracotta is weaker.

		Respect	Pride	Fairness	Camaraderie	Credibility
Whole organisation	n=577	3.87	3.93	3.19	4.05	3.69
Engineering	n=220	3.97	4.04	3.35	4.07	3.75
Delivery & Projects	n=159	3.80	3.85	3.14	4.03	3.61
Customer Success	n=107	3.87	3.91	2.94	4.07	3.77
Sales & Marketing	n=60	3.64	3.70	3.05	3.89	3.46
HR & Finance	n=27	3.91	4.09	3.61	4.20	3.87
Leadership Office	n=4	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 pride

Key-driver analysis across 577 respondents: how strongly each theme moves pride when the others are held equal (standardised β). Together they explain 47% 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.

Customer Success · Fairness: 2.94 declining -0.36

Publish how promotion and allocation decisions are made, and calibrate them across teams.

Sales & Marketing · Fairness: 3.05 declining -0.16

Same starting point as above, tailored to this team.

Sales & Marketing · Camaraderie: 3.89 declining -0.14

Discuss the result with the team and agree one change to try before the next wave.

Strongest and weakest statements

Strongest

- **4.06** This is a friendly place to work.
- **4.03** When someone new joins my team, they are made to feel welcome.
- **3.94** I feel genuine pride in what my team accomplishes.

Weakest

- **3.19** Promotions and opportunities go to the people who have earned them.
- **3.20** People are treated fairly here, regardless of who they are.
- **3.69** I have confidence in the decisions leadership makes.

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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