



SURVEY RESULTS · H2 2026

Motivation & Hygiene Check

The work itself motivates people. Recognition, pay and job security are pulling the other way.



ORGANISATION

**Meridian Tech
Services**

IT & IT-enabled services, Bengaluru,
India

RESPONSES

548 / 720

76% response rate

COMPARED WITH

H1 2026

530 responses, 74%

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

The work itself motivates people. Recognition, pay and job security are pulling the other way.

76%

Response rate (548 of 720), was
74%

3.89

Strongest theme: The Work Itself

2▲ 2▼

Themes that genuinely improved
/ worsened since H1 2026

Key findings

- 1 The work itself is the strongest motivator (3.89) and the top driver of achievement and growth (β +0.35).
- 2 Recognition fell significantly to 2.99, matching the decline seen in the Foundational Engagement Check.
- 3 Compensation and security is the lowest factor at 2.94 and falling, weakest in Sales & Marketing (2.60).
- 4 Supervision and policy improved significantly, to 3.60.

About this module

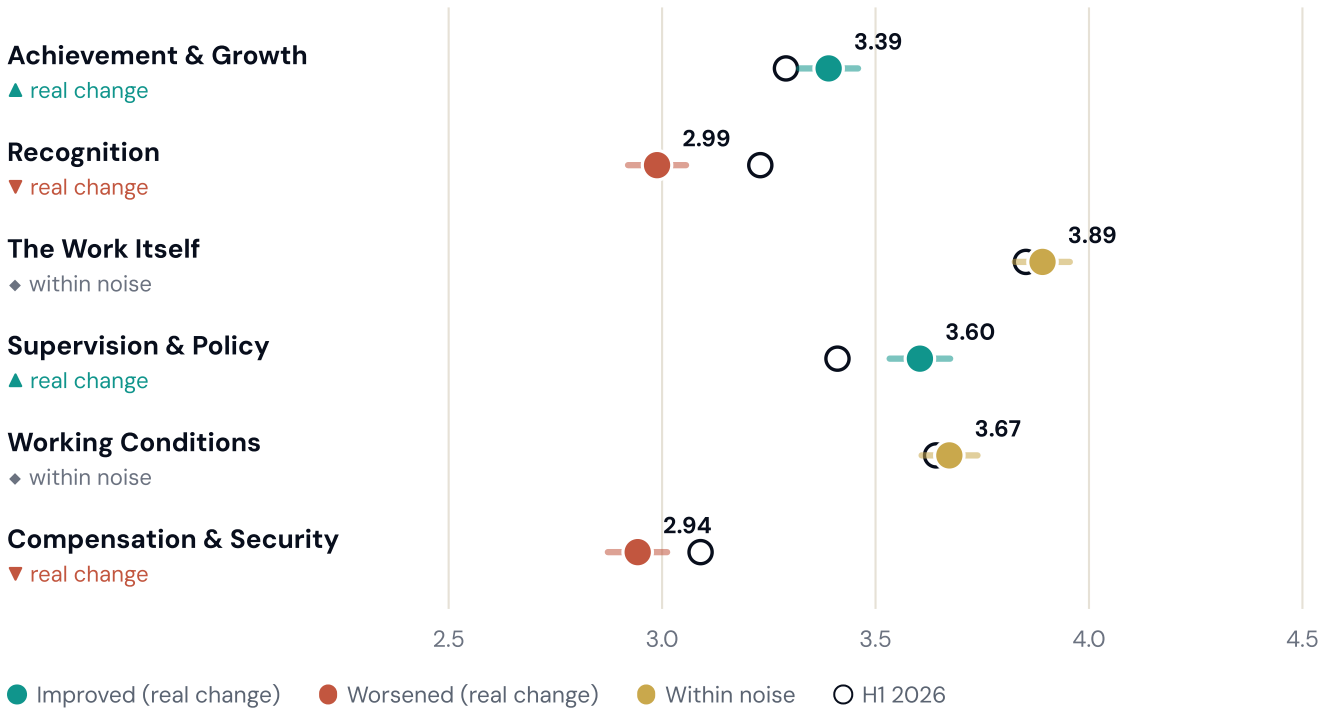
Separately tracks motivators (achievement, recognition, the work itself) from hygiene factors (supervision, conditions, security) — the two-factor distinction from Herzberg's (1959) theory, since raising hygiene factors prevents dissatisfaction but rarely drives real motivation.

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
Achievement & Growth	3.39	3.32 – 3.46	3.29	+0.10	▲ real change
Recognition	2.99	2.92 – 3.06	3.23	-0.24	▼ real change
The Work Itself	3.89	3.83 – 3.96	3.85	+0.04	within noise
Supervision & Policy	3.60	3.53 – 3.67	3.41	+0.19	▲ real change
Working Conditions	3.67	3.61 – 3.74	3.64	+0.03	within noise
Compensation & Security	2.94	2.87 – 3.01	3.09	-0.15	▼ real change

BY TEAM

How each team experiences it

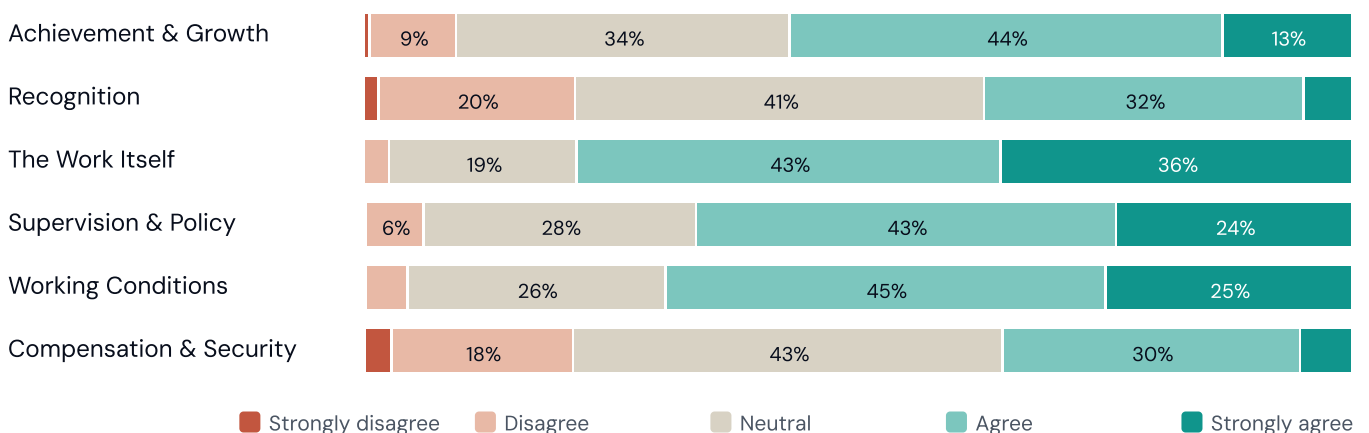
Scores for each team in H2 2026. Darker teal is stronger, terracotta is weaker.

		Achievement & Growth	Recognition	The Work Itself	Supervision & Policy	Working Conditions	Compensation & Security
Whole organisation	n=548	3.39	2.99	3.89	3.60	3.67	2.94
Engineering	n=206	3.54	2.94	4.02	3.75	3.86	3.06
Delivery & Projects	n=155	3.30	2.98	3.81	3.48	3.43	2.93
Customer Success	n=100	3.40	3.08	3.90	3.56	3.69	2.91
Sales & Marketing	n=57	3.10	2.80	3.60	3.46	3.41	2.60
HR & Finance	n=26	3.44	3.37	3.87	3.73	4.00	3.04
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 achievement & growth

Key-driver analysis across 548 respondents: how strongly each theme moves achievement & growth when the others are held equal (standardised β). Together they explain 48% 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 · Compensation & Security: 2.60 declining -0.12

Communicate the pay philosophy and how pay is reviewed; address job-security concerns openly in town halls.

Sales & Marketing · Recognition: 2.80 declining -0.32

Pair the recognition rhythm with visible links between recognition and growth opportunities.

Customer Success · Compensation & Security: 2.91 declining -0.20

Same starting point as above, tailored to this team.

Strongest and weakest statements

Strongest

- **3.90** I have real responsibility over the work I do.
- **3.88** The work itself is genuinely interesting to me.
- **3.68** My day-to-day workload is manageable.

Weakest

- **2.94** I feel secure in my job here.
- **2.95** I feel fairly compensated for the work I do.
- **2.97** I feel my achievements get noticed, not just my mistakes.

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.

To see Pulse with your own organisation: hi@nonverbals.com · +91 76767 09796 · axis360pulse.com