

HR Answers Job Satisfaction Pulse Check

A leadership reflection tool to evaluate whether your workplace is intentionally building job satisfaction — or unintentionally eroding it.

Instructions:

Rate each statement from 1–5 (1 = Strongly Disagree | 5 = Strongly Agree).

Listening & Communication

- Employees feel safe raising concerns. 1 2 3 4 5
- Leaders respond to feedback with clarity and follow-up. 1 2 3 4 5
- Communication about organizational goals is transparent. 1 2 3 4 5
- Employees understand how their work contributes to success. 1 2 3 4 5

Trust & Autonomy

- Managers delegate effectively. 1 2 3 4 5
- Employees are trusted to make appropriate decisions. 1 2 3 4 5
- Micromanagement is rare. 1 2 3 4 5
- Expectations are clear and realistic. 1 2 3 4 5

Growth & Development

- Employees have clearly defined growth paths. 1 2 3 4 5
- High performers are identified and developed. 1 2 3 4 5
- Mentorship or coaching opportunities exist. 1 2 3 4 5
- Career progression is transparent and fair. 1 2 3 4 5

Recognition & Appreciation

- Good work is acknowledged regularly. 1 2 3 4 5
- Achievements (big and small) are celebrated. 1 2 3 4 5
- Leaders say “thank you” frequently. 1 2 3 4 5

Employees feel seen and valued. 1 2 3 4 5

Culture & Work Environment

Team relationships are respectful and collaborative. 1 2 3 4 5

Work flexibility is considered when possible. 1 2 3 4 5

The environment supports both productivity and wellbeing. 1 2 3 4 5

Leadership models the behaviors they expect. 1 2 3 4 5

Scoring Interpretation

80–100: You are intentionally designing job satisfaction. Keep reinforcing what's working.

60–79: Strong foundation — but some areas need strategic focus.

40–59: Warning signs. Satisfaction may be fragile or uneven across teams.

Below 40: Immediate attention required. Retention risk likely present.

Reflection Questions

Where are our lowest scores?

What leadership behaviors contribute to those scores?

What is ONE action we can take in the next 30 days?

If employees completed this anonymously, would their scores match leadership's?