

report
based on the results of a survey of TEACHERS 'AND EMPLOYEES'
SATISFACTION with THE UNIVERSITY

Period: February 2026.

Target audience: Teaching staff and university staff.

Method of collecting information: an anonymous online survey using **the Google Forms service**, which ensured voluntary participation, confidentiality of responses and a high degree of frankness of respondents.

The purpose of the survey is to get objective feedback and improve working conditions, educational and managerial processes.

The questionnaire included:

- ""closed "" questions with a fixed rating scale ("fully satisfied", "partially satisfied", "not satisfied");
- multiple choice questions.
- open questions aimed at identifying problem areas and suggestions for improving working conditions.

The questionnaire consisted of **12 questions** grouped in the following main areas:

- general information about respondents.
- satisfaction with working conditions;
- professional activity and development;
- management and corporate culture;
- educational process (for teaching staff);
- overall satisfaction and intentions.
- problems and suggestions.

The presented structure of the questionnaire allowed us to comprehensively assess the level of satisfaction of teachers and employees of the university, identify the most pressing problematic issues, as well as identify priority areas for further improvement of working conditions, the educational process and the management system.

В анкетировании приняли участие **186 university employees took part in the survey**, of which **55.9% (104 people)** were representatives of the faculty, **25.3% (47 people)** were employees of structural divisions, **10.2% (19 people)** were heads of structural divisions, and **8.6% (16 people)** – were deans, vice-deans and heads of educational institutions. programs.

At the time of the survey, the overall survey coverage was **53.9%** of the university's employees. The highest participation rate was observed among deans, vice-deans and heads of educational programs (**80%**), while among heads of structural divisions, teaching staff and employees, the level of coverage was **56%**, **53%** and **49%**, respectively.

The data obtained indicate a fairly high involvement of various categories of staff and allow us to consider the results of the study representative for assessing the level of satisfaction of university employees.

Сіздің лауазымыңыз / Ваша должность

186 ответов



Work experience at the university

Most of the survey participants have significant work experience at the university: **41.4% (77 people)** of respondents have been working at the university for more than 20 years. At the same time, the study presents employees with various work experience: **21% (39 people)** work at the university for up to 5 years, **19.9% (37 people)** – up to 20 years, **10.8% (20 people)** – up to 10 years, and **7% (13 people)** have less than one year of experience.

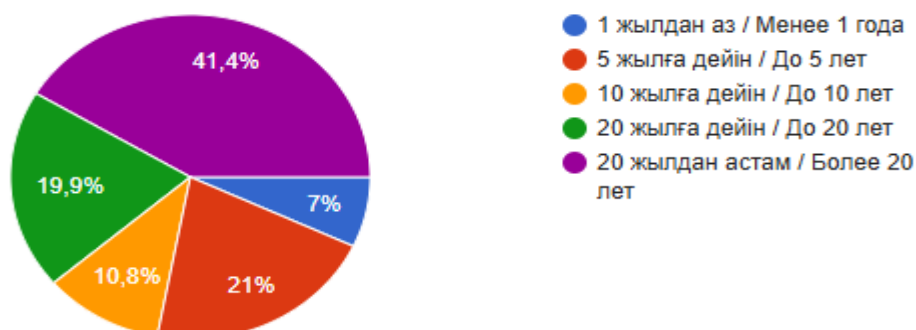
Thus, employees with different professional experience and work experience are represented in the survey, which ensures comprehensive consideration of the opinions of various categories of personnel and increases the objectivity and representativeness of the results obtained.

Figure 2

Университеттегі жұмыс өтіліңіз / Стаж работы в университете

186 ответов

 Копировать



Age

The age structure of respondents is characterized by a predominance of middle-aged and older employees: the largest share was made up of participants aged **41-50 years-34.4% (64 people)** and **51-60 years-24.2% (45 people)**.

At the same time, other age groups were also represented in the survey: **31-40 years – 17.2% (32 people)**, **61 years and older – 13.4% (25 people)**, as well as employees **under 30 years – 10.8% (20 people)**.

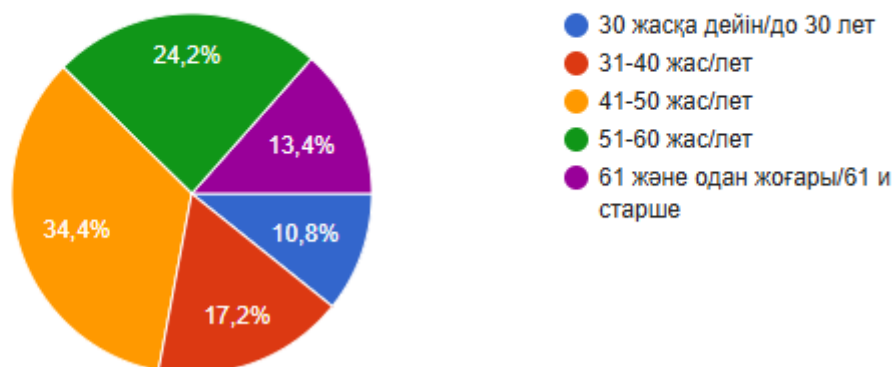
Thus, the results of the study reflect the opinion of representatives of various age categories of university employees.

Figure 3

Жасы/Возраст

186 ответов

 Копировать



Satisfaction with working conditions

Figure 4

Еңбек жағдайларына қанағаттану/Удовлетворённость условиями труда

 Копировать

Қанағаттану дәрежесін бағалаңыз/Оцените степень удовлетворённости:

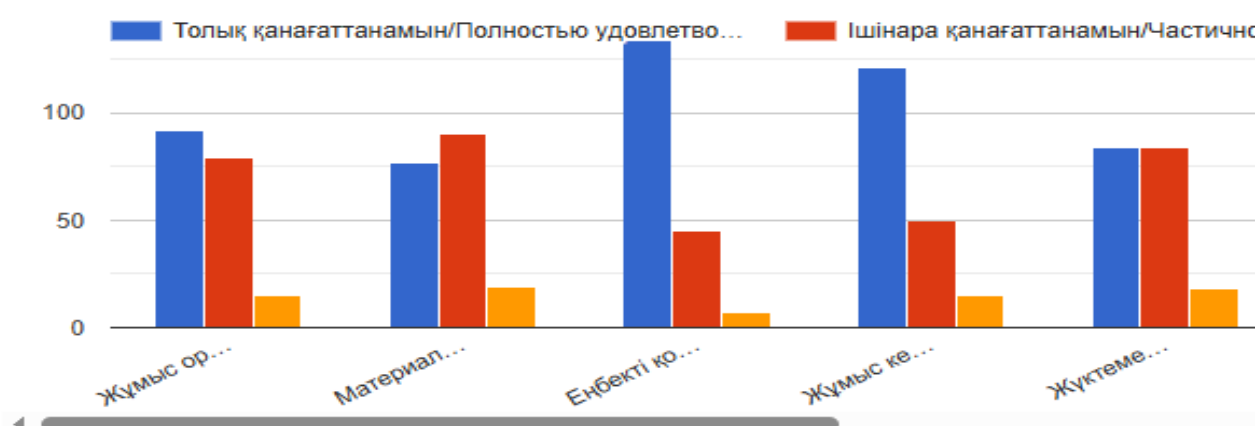


Figure 5

Еңбек жағдайларына қанағаттану/Удовлетворённость условиями труда



Қанағаттану дәрежесін бағалаңыз/Оцените степень удовлетворённости:



Table 1

Indicator	Nis fully satisfied, pers.	Share , %	Partially satisfied, pers.	Share , %	Not Dissatisfied, pers.	Share , %
Workplace organization	92	49.5	79	42.5	15	8.1
Material and technical support	77	41.4	90	48.4	19	10.2
Occupational health and safety	134	72.0	45	24.2	7	3.8
Work schedule	121	65.1	50	26.9	15	8.1
Volume and load distribution	84	45.2	84	45.2	18	9.7
Salary level	33	17.7	84	45.2	69	37.1
Surcharges, allowances, incentives	41	22.0	79	42.5	66	35.5
Social guarantees and benefits	60	32.3	69	37.1	57	30.6

The survey results indicate a fairly high level of employee satisfaction with working conditions at the university. The highest indicators of complete satisfaction were recorded for occupational **health and safety (72%)** and **work schedule (65.1%)**, which indicates the creation of comfortable and safe conditions for professional activity.

At the same time, the most problematic aspects remain **the level of wages (37.1% of dissatisfied employees)**, **the system of surcharges, allowances and incentives (35.5%)**, as well as **social guarantees and benefits (30.6%)**.

In addition, a significant proportion of employees expressed only partial satisfaction **with material and technical support (48.4%)** and **the volume and**

distribution of workload (45.2%), which also indicates that there are reserves for improving working conditions.

The overall **level of satisfaction with working conditions** (workplace organization, logistics, occupational health and safety, work schedule, volume and load distribution) is **92.1%** (fully and partially satisfied employees).

At the same time, the system of financial incentives and social support requires further improvement.

The results obtained allow us to conclude that there is a predominance of positive assessments of working conditions while maintaining the need for further improvement of the system of material incentives, social support for employees and material and technical support of the university.

Professional activity and development

Figure 6

Кәсіби қызмет және даму/Профессиональная деятельность и развитие



Қанағаттану дәрежесін бағалаңыз/Оцените степень удовлетворённости

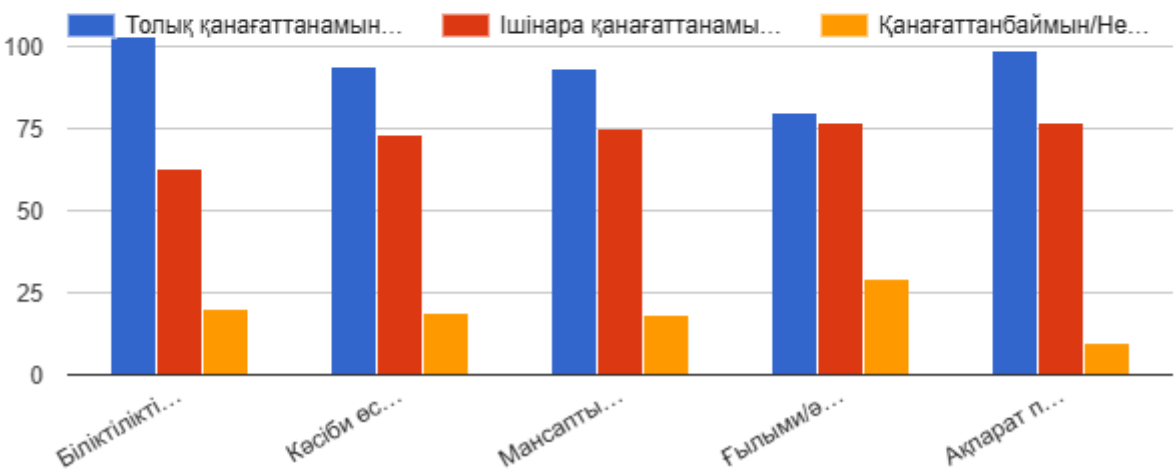


Table 2

Indicator	Nis fully satisfie d, pers.	Share , %	Parti ally satisfi ed, pers.	Share , %	Not Dissat isfied, pers.	Shar e, %
Professional development opportunities	103	55.4	63	33.9	20	10.8
Conditions for professional growth	94	50.5	73	39.2	19	10.2
Career opportunities	93	50.0	75	40.3	18	9.7

Support for scientific /methodological activities	80	43.0	77	41.4	29	15.6
Access to information and resources	99	53.2	77	41.4	10	5.4

Employees highly appreciate the opportunities for professional development at the university. The highest ratings were given to **professional development opportunities (55.4%)** and **access to information and resources (53.2%)**, which reflects the availability of conditions for professional growth and improvement of employee competencies.

At the same time, a significant proportion of respondents expressed partial satisfaction **with the support of scientific and methodological activities** and **access to information and resources (41.4% each)**, which indicates that there is potential for further improvement of these areas. The most problematic aspect remains **the support of scientific and methodological activities**, where the share of dissatisfied employees reached **15.6%**, which is the highest indicator in this block.

In general, the overall level of satisfaction with professional development opportunities (fully and partially satisfied) is **90%**, which indicates favorable conditions for professional growth of employees.

At the same time, the results indicate the need to further strengthen support for scientific activities, methodological work and academic development of staff.

Governance and corporate culture

Figure 7

Қанағаттану дәрежесін бағалаңыз/Оцените степень удовлетворённости

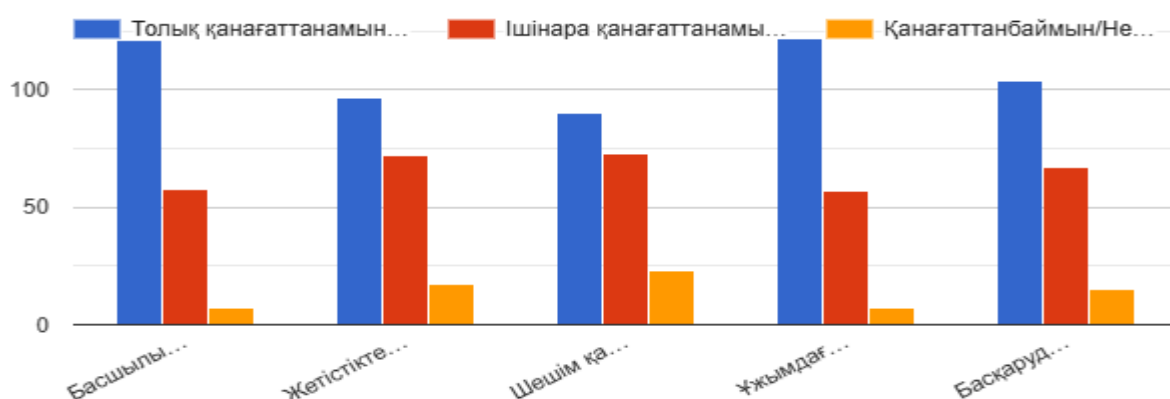


Table 3

Indicator	Nis fully satisfie d, pers.	Share , %	Partially satisfied, pers.	Share , %	Not Dissatis fied, pers.	Share , %
Attitude of the management	121	65.1	58	31.2	7	3.8
Recognition of achievements	97	52.2	72	38.7	17	9.1
Participation in decision-making	90	48.4	73	39.2	23	12.4
Psychological climate in the team	122	65.6	57	30.6	7	3.8
Openness and transparency of management	104	55.9	67	36.0	15	8.1

The results indicate a high level of employee satisfaction with the university's management system and corporate culture. On average, 57.4% of respondents are fully satisfied, and 35.1% are partially satisfied with the considered aspects.

The highest indicators of overall satisfaction were noted for the **psychological climate in the team (65.6%)** and **attitude on the part of management (65.1%)**, which indicates a favorable working atmosphere and effective interaction between employees and management. A significant proportion of employees also positively assesses **the openness and transparency of management (55.9%)**.

At the same time, the largest share of partially satisfied employees is observed in terms of **participation in decision-making (39.2%)**, which is simultaneously characterized by the highest level of dissatisfaction (**12.4%**) in this block. This indicates the need to further expand the mechanisms for involving employees in the discussion and decision-making processes of management.

Overall, **92.5%** of employees are more or less satisfied with the state of management and corporate culture at the university, which makes this area one of

the university's strengths. At the same time, employee participation in decision-making remains one of the key areas for further development.

Educational process for teaching staff

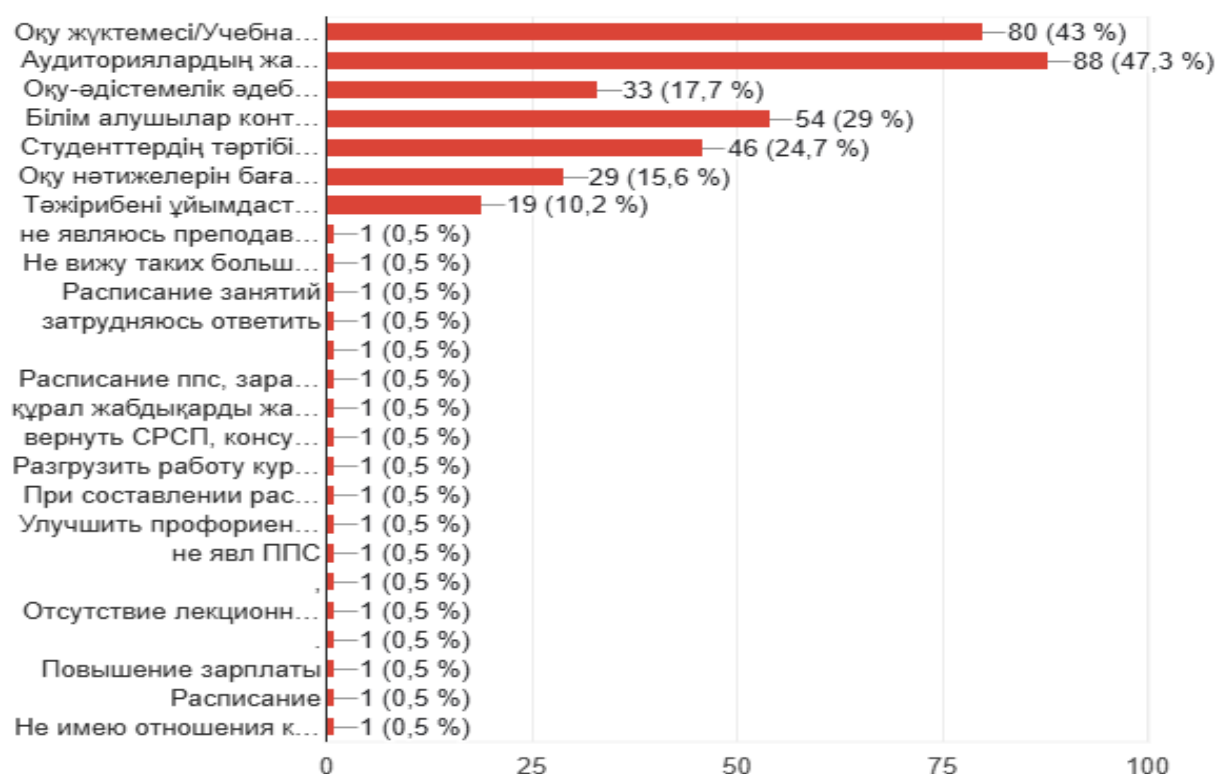
Figure 8

Білім беру процесі (ОПҚ үшін)/Образовательный процесс (для ППС)

 Копировать

Қандай мәселелер бірінші кезектегі шешімді қажет етеді?
(бірнешеуін таңдауға болады)/Какие проблемы требуют
первоочередного решения? (можно выбрать несколько)

186 ответов



The results of the survey of teaching staff showed that the most urgent problems of the educational process are **the equipment of classrooms (47.3%)** and **the training load (43.0%)**, which were noted by almost every second respondent.

Significant attention is also paid to issues related to **the quality of the student body (29.0%)** and **the discipline and motivation of students (24.7%)**.

Less often, teachers pointed out the need to improve **the educational and methodological support (17.7%)**, **the system for evaluating learning outcomes (15.6%)** and **the organization of practices (10.2%)**.

Individual suggestions (2-0. 5%) related to improving the schedule, career guidance, updating equipment, and certain organizational issues.

In general, the results indicate the need for priority attention to the material and technical support of the educational process, optimizing the academic load of teachers and improving the quality of training of students.

Overall satisfaction and intentions

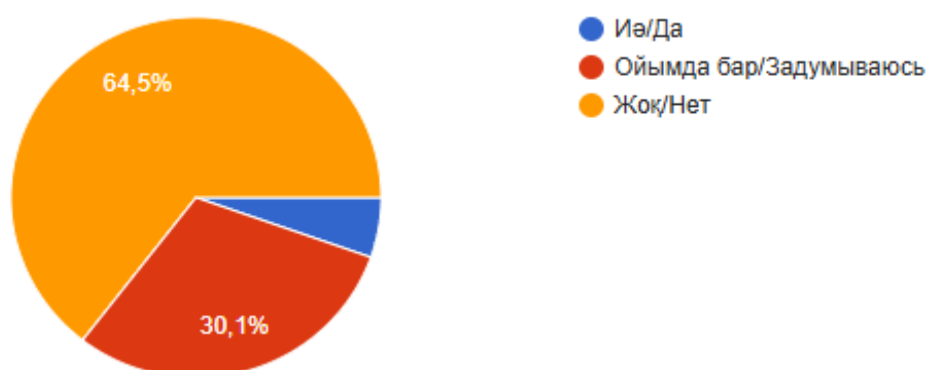
Figure 9

Жалпы қанағаттану және ниет/Общая
удовлетворённость и намерения

 Копировать

Алдағы жылы ЖОО-дан кету мүмкіндігін
қарастырып жатырсыз ба?/Рассматриваете ли Вы
возможность ухода из вуза в ближайший год?

186 ответов



When asked about the possibility of leaving the university in the next year, **64.5% (120 people)** of respondents said that they do not consider such a possibility, **30.1% (56 people)** are thinking about leaving, and **5.4% (10 people)** are planning to change their place of work.

In general, the results indicate a fairly high level of commitment of employees to the university. At the **same time, 35.5% of respondents** admit the possibility of leaving to some extent, which indicates the presence of potential risks of staff turnover and requires attention from management.

Based on the survey results, it can be assumed that the main factors influencing the intention of employees to consider changing their place of work are the level of wages, insufficient material motivation, high workload, and certain aspects of labor organization.

The data obtained emphasize the need to implement measures aimed at increasing employee satisfaction with working conditions, developing a system of motivation and retaining qualified personnel.

What could increase your professional and work activity?

The analysis of open responses allowed us to identify the main factors that, in the opinion of employees, can increase their professional and labor activity. The proposals received were grouped by topic category and presented in the table below.

Table 4

N	category	number of references to	the Proportion of respondents	sample answers
1	the Increase in wages, material incentives, awards and bonuses	72	54%	"higher wages", "a decent salary", "SN", "SN increase", "Laity galay", "Ebony Karl", "Prize", "additional Payments, allowances," "financial incentives", "financial motivation", "material side", "decent pay", "pay", "bonuses, premiums, raising wages"
2	Optimization of load schedules and distribution of responsibilities	31	23%	"adequate load", "loyal to the schedule, less hours in bet", "don't change disciplines every year, unpaid replacement", "load reduction", "lack of supervision", "account extracurricular activities, a balance of intense work and recovery", "uniform distribution of social work"
3	training, internship, academic mobility	29	22% of	"professional development", "refresher courses", "internships", "academic mobility", "seminars", "workshops", "exchange of experience", "education through University," "traveling abroad", "a study of the experience of other universities," "free courses", "travel to other universities"
4	Comfortable working conditions and logistics	20	15%	"comfortable working conditions", "repair audiences", "modern office", "office work", "space research", "modern equipment", "working atmosphere", "organization space for work", "new academic building"
5	Fair system of motivation and recognition of	17	13%	"Differentiated KPI", "advancements", "tangible and intangible motivation, recognition of the results of work", "to consider social work", "additional replacement", "the recognition of professional achievements", "stimulation of publication activity"
6	Support research activities and professional development	16	12%	"the opportunity to engage in scientific activities, time for R & d", "support of publications, reducing the burden for science", "science projects", "commercialization of ideas," "the ability to do science not swoop", "support of young scientists"

7	improving the management and psychological climate	13	10%	"support guide", "quality management", "emotional intelligence managers", "feedback", "ausbrechen", "a favorable working atmosphere", "the effective organization of processes and a clear assignment of responsibilities"
8	Reducing bureaucratic and administrative burden, process automation	10	8%	"optimization of administrative procedures", "automation", "don't download reporting", "eradicate the management of surprises, less social work", "do not distract on duty"
9	Flexible and modern work	9	7%	"flexible", "remote work", "blended learning format, agenda, not to 20.20", "timetables"
10	the quality of the contingent of students	6	5%	"selection of the contingent", "unmotivated students", "nice and inquisitive students", "studenten excellent lherm"
11	All suits/undecided	11	8%	"currently, there are all the necessary conditions, All satisfied", "Satisfied", "active enough", "hard to say", "don't know", "nothing"

The key factor for increasing professional and labor activity, according to employees, is **improving the system of material incentives**: more than half of respondents (54%) indicated the need to increase wages, bonuses, and other forms of financial motivation.

Существенное значение для повышения трудовой активности также имеют **Optimizing the workload and schedule (23%)**, as well as expanding opportunities for **professional development, internships and academic mobility (22%) are also essential for increasing labor activity**.

Some employees attribute the increase in their professional efficiency to improved working conditions and logistics (15%), the introduction of a fair system of recognition of achievements and motivation (13%), as well as increased support for scientific activities (12%).

Less frequently, respondents noted the need to improve management and psychological climate (10%), reduce the administrative burden (8%) and introduce more flexible forms of work organization (7%).

Overall, the results show that employees associate increasing their engagement and productivity primarily with improving material motivation, creating favorable working conditions, optimizing workload, and expanding opportunities for professional and scientific development.

Problems and suggestions

1. What aspects need improvement?

Based on the results of the analysis of open responses of respondents, the main aspects that, in the opinion of employees, require improvement are identified. The responses were grouped by topic category and presented in table 5.

Table 5

No	aspects that should be improved,	the number of references	% of respondents	sample answers
1	the wage, the system of motivation and material incentive	41	27%	"raise the wage", "additional payments, allowances, KPI", "incentives, bonuses, benefits, system of motivation and remuneration", "wages", "compensation PPS", "the fee for replacement of a teacher," "the increase in holiday", "to consider pedagogical experience", "additional master's degree, pay for the harm"
2	Material-technical base and equipment	39	26%	"logistical support of the educational process, update technical support", "modern computer equipment", "equipment audiences," "do not operate the projectors", "computer classes", "updated furniture", "extension of the classroom Fund", "the equipment of libraries, technical support audiences"
3	Teaching load, timetable and organization of work	31	20%	"load balancing", "planning of workload", "working day from 8 to 5," "not to run around to different buildings", "too much pressure", "to reduce the number of disciplines", "to consider extracurricular activity", "professional day", "to reduce the number of students for practical training"
4	process automation, digitalization and the bureaucratic burden	20	13%	"automation", "digitalisation of processes", "the introduction of digital systems of reporting, reducing redundant reporting, Informatization", "automation of load estimation and standardization of documents, streamlining business processes"
5	Organization of the educational process and academic policy	18	12%	"quality of education", "academic policy", "a unified approach to assessment", "quality of teaching", "the selection of the contingent", "studentoriented learning, academic freedom", "the quality of training received"
6	Academic activities and professional development of PPS	17	11%	"assistance in publications, funding publications", "grant support", "training", "training", "research office", "instructions", "assistance in the preparation of articles"
7	Internal communication and management	13	9%	"feedback", "timely notification", "clarity of responsibilities, job managers", "the participation of faculty in decision-making", "the consistency of internal communications", "partnerships in the management of"
8	Conditions of work and working environment	12	8%	"comfortable working conditions, work environment", "prevention of professional burnout", "sanitary condition of the premises",

				"organization power PPP", "environmental hygiene and purity, illumination, and ventilation"
9	HR policy	10	7%	"add posts", "support of young talent, securing the young professionals", "to consider the status of teachers, development of leadership skills PPS", "burden-sharing"
10	the quality of the contingent of students and educational work	9	6%	"selection of the contingent is set", "discipline of students", "education", "the quality of training received, raising the activity of students", "career-oriented job,"
11	criticisms there is / there are no offers	20	13%	"all happy", "barley gay", "no offers", "answer", "critical aspects no", "normal", "all is well"

Among the aspects that need to be improved, respondents most often noted the need to improve **the level of remuneration, the system of motivation and material incentives** (27% of mentions), as well as **the material and technical base and equipment of the university** (26%).

Every fifth respondent (20%) paid attention to the issues **of optimizing the academic load**, schedule and work organization.

13% of employees' responses emphasized the need for further **process automation, digitalization, and reduction of administrative workload**. Improvement of the educational process and academic policy was noted in 12% of responses, development of scientific activity and professional growth of teaching staff-in 11%, improvement of internal communications and management system - in 9%, working conditions and working environment-in 8%, personnel policy-in 7%, and the quality of the student body and educational work - in 6% of responses.

At the same time, 13% of respondents noted that they do not see any significant aspects that need improvement or found it difficult to answer.

In general, employees note the need for further improvement of the financial incentive system, modernization of infrastructure, optimization of labor organization and further development of internal processes of the university.

2. Your suggestions for improving working conditions:

Table 6

N o.	suggestions for improving working conditions	number of references	% of respondents	sample answers
1	the Increase in wages and improvement of the system of material and non-material motivation	39	26%	"wage increase", "increase salary", "annual indexing of wages", and "bonus", "100% payment of the replacement", "additional representative", "surcharge for public work, payment, health", "financial incentives", "prize", "extra bonus", "KPI", "pay for the replacement of teachers", "raise the salary of all, increase wages in connection with the price increase,"

2	Modernization of material-technical base and equipment	36	24%	"repair office", "modern equipment", "updated technology", "office", "modern furniture", "office chairs", "blinds", "air conditioners", "to improve the coverage of", "ventilation", "heating system", "printers on chairs", "software update", "ergonomic work space, technical equipment of the rooms, renew furniture"
3	optimization of the load, timetable and organization of work	29	19%	"to reduce the load, uniform load distribution", "correct schedule, to prevent large Windows", "classes in a single housing, reduce the hourly load", "to separate administrative and teaching work", "working day from 8 till 17", "to consider research activities by sharing the load, uniform load per semester", "professional day"
4	automating processes and reducing the burden of red tape	17	11%	"digitalization processes, the reduction of reporting, workflow optimization, no download PPS permanent record", the "administrative simplification", "digital services", "automation workflows"
5	improving the organization of the educational process	16	11%	"proper management of the educational process, increase clock on Spedition", "equipment audiences" to "improve the schedule," "to reduce the number of students for practical training", "the expulsion of unmotivated students", "to consider the social burden"
6	Support research activities and professional development	14	9%	"paid training", "education abroad", "professional development", "development of scientific activity", "management training", "to take account of scientific work load distribution", "professional growth"
7	Improving governance and internal communications	11	7%	"the clarity of objectives, transparency of decision-making", "to consider the opinions of PPP in schedule", "the best customer experience managers", "United content plan, to support the initiatives of employees," "articulate tasks"
8	creating a comfortable working environment	10	7%	"place of rest", "Teacher's office", "organization power PPP", "ergonomics jobs," "a favorable psychological climate", "the improvement of the microclimate", "lighting", "ventilation", "private rooms for professors"
9	no Offers / existing conditions are satisfied	18	12%	"all happy", "conditions satisfactory", "no offers", "unsure" "sinus a", "A", "Conditions I am satisfied," "Not my responsibility"

Most of the proposals of teaching staff and employees to improve working conditions are aimed at **increasing wages and improving the system of material and non-material incentives (26%)**, as well as **upgrading the material and technical base and equipping workplaces (24%)**.

A significant part of respondents suggest **optimizing the training load, schedule and work organization (19%)**, which indicates the need to improve the efficiency of the organization of the work process.

In addition, employees suggest expanding the automation of administrative procedures, improving the organization of the educational process, strengthening support for scientific activities and creating a more comfortable working environment.

At the same time, 12% of respondents noted that they **were completely satisfied with the existing working conditions** or did not make suggestions for improving them.

In general, employees' proposals are aimed at creating more favorable conditions for professional activity, improving labor efficiency and strengthening the staff motivation system.

In general, the results show that employees associate improving the quality of working conditions not only with improving material security, but also with creating a modern, safe and comfortable working environment, efficient labor organization, and developing the university's human resources potential.

3. Your suggestions for university development:

Table 7

No	proposals for the development of the University	, the number of references	% of respondents	sample answers
1	the Development of material-technical base and infrastructure	41	27%	of the "new academic building", "expand classroom Fund", "modern equipment", "repair office", "sports complex", "the co-working spaces and recreation areas, renew the computer equipment, modern laboratory equipment", "new housing for students," "Parking", "ergonomic training space," and "equipping classrooms with modern equipment,"
2	the Development of science, academic mobility and research activities	33	22% of	"academic mobility", "scientific training", and "participation in international grants", "support publications Scopus/WoS", "exchange of teachers", "internship", "scientific schools and research centres, international exchange of pedagogical experience", "support students 'science", "the opportunity to attend the international conference", "development of scientific potential"

3	"" "" "" "" "" "" "" "" Improving the system of remuneration and motivation of staff	20	13%	"" increase salary", ""co-payments for publications", ""employee support", "KPI system", "material incentives", "co-payment for a master's degree", "optimization of the payment structure", "promotion of employees with long experience", ""support of employees with long experience", ""employees in difficult life situations"
4	Digitalization and introduction of modern technologies	18	12%	""digitalization of processes", "informatization and AI", "electronic educational environment", "introduction of modern technologies", "development of digital infrastructure", "artificial intelligence", "development of digital learning", "process automation"
5	Internationalization and brand University	17	11%	"to attract foreign students, international exchange of experience", "a branch of a foreign higher education institution", "the increasing presence of digital media, to uplift the image of the University", "educational programs in English, international cooperation, attraction of foreign professionals", "the recognition of the University"
6	Improvement of educational programs and practice-based learning	16	11%	"updating of educational programs", "dual training", "new disciplines, interdisciplinary programs, practice-oriented learning, the increase in the share of digital technologies", "the practicing professionals," "communication with the requirements of the labor market"
7	human resources Development and support of young professionals	14	9%	"support for young teachers", "human capital development", "young professionals", "the professional development of teachers", "mentoring", "internships for young people", "to appreciate the employees" "the development of professional growth"
8	the Development of partnerships with employers, schools and educational organizations	13	9%	"cooperation with other universities," "joint educational programs, liaison with the schools," "the involvement of employers," ""career-oriented work," "exchange of experience", "the practice of students in other regions, cooperation with foreign universities"
9	the Improvement of the management system and administrative processes	10	7%	"optimization of administrative procedures", "operation precision services", "constructivism units", "rotation managers", "academic freedom", "the participation of faculty in decision-making", of "academic freedom"

10	the development of the student environment and initiatives	10	7%	"support startups", "science student", "activity for students", "Olympiad", "space for independent work", "activities for students", "the return of the intra-University competitions startups"
11	improving the quality of the contingent of students and the educational environment	8	5%	"selection of the contingent is set," "deduction unmotivated students" "not to lose the quality of teaching", "academic freedom," "to bring up patriots of their country,"
12	no Offers/existing level of development suits	19	13%	"are satisfied", "no offers", "the University is moving in the right direction," "satisfied," "everything is OK" "hard to say"

According to staff and faculty, the priority areas of university development are, first of all, modernization of the material and technical base and infrastructure (27%), development of scientific activities, academic mobility and research potential (22%).

A significant part of respondents consider it a priority to improve the system of remuneration and staff motivation (13%), digitalization of management and educational processes (12%), as well as internationalization and strengthening the university brand (11%).

Less frequently, employees noted the need to improve educational programs, develop human resources, expand partnerships with employers and educational organizations, improve the management system and support student initiatives.

At the same time, 13% of respondents did not make any suggestions, or positively assessed the existing vector of development of the university.

In general, the staff's proposals are aimed at improving the university's competitiveness, developing its scientific potential, modernizing the educational infrastructure, introducing modern technologies, and strengthening the university's position in the national and international educational space.

General conclusions

The conducted research showed a high level of satisfaction of the faculty and staff with the university's activities, as well as their interest in the further development of the university. According to most of the studied indicators, the aggregate share of fully and partially satisfied respondents exceeds **90%**, and the overall level of satisfaction of university employees and teaching staff can be estimated as high, averaging 91.5%.

The highest ratings were given to occupational health and safety (96.2%), access to information and resources (94.6%), management and corporate culture (92.5%), organization of working conditions (92.1%) and professional development of employees (90%).

At the same time, the study allowed us to identify key areas for further improvement related to the system of remuneration and material incentives,

modernization of the material and technical base, optimization of the training load and administrative procedures, as well as expanding support for scientific activities and academic mobility of employees.

The analysis of open responses showed that employees are ready to actively participate in the development of the university and link its further development with the modernization of educational infrastructure, digitalization of processes, development of scientific potential, strengthening international cooperation and improving the management system.

Despite the high level of satisfaction in most areas of activity, **35.5% of employees** admit the possibility of changing jobs, which indicates the need for further development of the personnel motivation system and implementation of measures to retain qualified personnel.

Recommendations

1. **Improve the system of remuneration and material incentives**, including the development of transparent mechanisms for bonuses, material and non-material incentives for employees.

2. **Continue modernization of the university's material and technical base**, paying special attention to equipping classrooms, laboratories, employee workplaces and developing university infrastructure.

3. **Optimize the organization of work**, including the distribution of the training load, improving the class schedule, reducing the administrative load and further digitalization of work processes.

4. **Expand measures to support research activities and professional development of employees**, providing for the development of academic mobility, internships, advanced training programs, grant support and support for publication activities.

5. **Improve the management and internal communication system**, increasing employee participation in the discussion and adoption of management decisions, increasing the transparency of management processes and the quality of feedback.

6. **Develop the university's human resources potential**, paying special attention to supporting young professionals, developing a mentoring system, creating a favorable psychological climate and strengthening the corporate culture.

7. **Continue implementing university development measures** aimed at digitalizing the educational environment, expanding international cooperation, strengthening ties with employers, improving the quality of educational programs and developing a modern educational infrastructure.