

# WESTERN BALKANS UNIVERSITY EVALUATION REPORT OF THE ADMINISTRATIVE STAFF 2024-2025

<b>Institution</b>	: Western Balkan University (WBU)
<b>Responsible Unit</b>	: Internal Quality Assurance Unit (IQAU)
<b>Time Period</b>	: May 26 -June 06, 2025
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<b>Number of Participants</b>	: 44 administrative staff members
<b>Prepared by</b>	: Internal Quality Assurance Unit
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**Brief Description:** *This report presents the results of the evaluation of the perceptions and satisfaction of WBU's administrative staff, aimed at identifying strengths and areas for improvement to support the development and quality of the work environment.*

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## **Introduction**

The evaluation of administrative staff is a fundamental component for maintaining and enhancing quality within Western Balkan University (WBU). As an institution committed to continuous improvement and upholding high standards, WBU has established a comprehensive quality package that includes various instruments designed to ensure a stable and motivated work environment. This questionnaire, developed and managed by the Internal Quality Assurance Unit (IQAU), is one of the key elements of this package.

At the end of each academic year, the questionnaire is utilized to collect valuable data on the perceptions and experiences of the administrative staff. This practice aims to identify strengths and areas that require improvement, ensuring that the voices of staff members are heard and considered in the decision-making process. The broad participation and honest evaluations from the staff contribute to building an open and supportive work environment where employees feel valued and included.

The online tool, distributed through the SMART-WBU platform, ensures a smooth and efficient data collection process while maintaining the confidentiality and anonymity of participants. The analysis of these data provides a clear and reliable overview of staff perceptions, which can be used to develop policies and strategies that strengthen management, increase efficiency, and enhance job satisfaction.

Evaluating the administrative staff is not just a measure to understand current satisfaction levels but also a strategic step to foster continuous development and ensure the quality of services provided by WBU.

## **Methodology**

### ***Purpose and Objective of the Questionnaire***

This questionnaire was developed to gather data on the perceptions and satisfaction of the administrative staff at Western Balkan University (WBU) regarding key aspects of their work, with the aim of identifying strengths and areas that need improvement. The primary objective was to create an in-depth understanding of the staff's experience within the institution and to further enhance the work environment and organizational processes.

### ***Time Period of the Questionnaire Implementation***

The questionnaire was conducted over a two-week period, between May 26 and June 6, 2025. To provide participants with flexibility in completing it, the questionnaire was administered online through the SMART-WBU platform, known for its data security and user-friendly interface for university staff.

### ***Participants in the Questionnaire***

The questionnaire was completed by a total of 44 out of 21 administrative staff members at WBU. The targeted group included all members of the administrative personnel, with the goal of

capturing a broad representation of their experiences and perceptions. The selection process was inclusive, aiming to encompass individuals holding various administrative roles to provide a balanced and comprehensive analysis of staff feedback.

This inclusive selection contributed to collecting reliable and valuable data for assessing the quality of work and staff experience, providing an analysis that accurately reflects the internal diversity and structure of the university's administrative personnel.

### ***Method of Administration***

The questionnaire was designed and distributed through the SMART-WBU platform, allowing for the secure and structured collection of data. Participants were informed in advance about the purpose of the questionnaire and the importance of their input. This online method facilitated easy and timely participation, reducing barriers of time and location that could have impacted participation rates.

### ***Structure of the Questionnaire***

The questionnaire consisted of a mix of closed-ended and open-ended questions. Closed-ended questions were used to collect quantitative data, rated on a Likert scale from 1 to 5, where 1 indicated "Strongly Disagree" and 5 "Strongly Agree." This structure allowed for the collection of standardized data that could be easily analyzed to understand the level of satisfaction and perceptions of the participants. To complement this, the questionnaire included open-ended questions, where staff had the opportunity to provide qualitative feedback on their experiences within the institution. These open-ended questions were essential for collecting detailed evaluations, suggestions, and personal insights that could not be captured by closed-ended questions alone.

### ***Ethics and Confidentiality***

To ensure participant confidentiality, it was guaranteed that all collected data would be treated anonymously and used solely for research and improvement purposes. Participants were informed about this aspect before completing the questionnaire, fostering trust in the process and encouraging honest responses. Open-ended responses were handled with discretion, ensuring that no personal details were identifiable in the final analysis.

### ***Data Processing and Analysis***

The data collected from the closed-ended questions were processed using SPSS to identify patterns and general trends in participants' responses. Percentages of responses on the Likert scale were categorized, with ratings of 4 and 5 combined as expressions of agreement and 1 and 2 as expressions of disagreement, while a rating of 3 was considered neutral. For the open-ended questions, qualitative analysis techniques were used to extract key themes and ideas representing the staff's perceptions and suggestions.

After the data were collected and organized, they were initially processed using the statistical program SPSS to ensure accurate structuring of responses and to generate the relevant indicators for each question. Following this, in support of the final analysis, artificial intelligence (AI) was employed to facilitate the interpretation process through a system trained for evaluative and

summary data analysis.

In every case, the AI-generated results were manually verified by comparing them to the original data to ensure accuracy and full consistency. The use of AI did not replace human analysis but complemented it by enabling quicker identification of trends and comparative formulation of results across data categories.

This approach aligns with best practices currently applied by various companies and institutions worldwide, which integrate artificial intelligence tools into their quality assurance processes to enhance analytical efficiency and objectivity.

### ***Methodological Limitations***

Although the online questionnaire provided ease and speed in data collection, a potential limitation was the lack of direct interaction that could have clarified ambiguous questions. Additionally, while participation was comprehensive, any responses influenced by external factors such as time constraints or other commitments may have affected the reported perceptions. For open-ended questions, the interpretation of responses can be subjective and requires a careful approach to maintain objectivity.

This methodology, which included a combination of closed-ended and open-ended questions, a secure online platform, and guaranteed confidentiality, was well-suited to provide a comprehensive and reliable overview of the perceptions of WBU's administrative staff. The results of the questionnaire will aid in the improvement of the institution's strategies and policies to better support staff and promote a productive and motivated work environment.

### ***Findings and Data Analysis***

This section of the report presents a detailed analysis of the data collected from the evaluation of the administrative staff at Western Balkans University (WBU). The analysis encompasses the description of key findings and their interpretation, highlighting staff perceptions and attitudes regarding their work environment, institutional support, and opportunities for development. Through this analytical approach, strengths will be identified along with areas for potential improvement, providing a solid foundation for future recommendations and policy development aimed at enhancing staff satisfaction and commitment.

## **Composition of the Internal Quality Assurance Unit (IQAU) for the Academic Year 2024-2025**

The Internal Quality Assurance Unit (IQAU) consists of 5 (five) members, of whom 3 (three) are representatives of the academic staff from the main units, one from each faculty, 1 (one) external expert, and 1 (one) representative from the Student Council. The Chair and members of the unit are approved by the Academic Senate upon the proposal of the Rector.

No.	Name Surname	Position	Representation
1	Nertil Bërdufi	Chair	Faculty of Dental Medicine

2	Elizabeta Susaj	Member	Faculty of Economics, Technology, and Innovation
3	Ardita Emiri	Member	Faculty of Medical Technical Sciences
4	Ramadan Çipuri	Member	External Expert
5	Franci Brahollari	Member	Student Representative

## PHYSICAL AND TECHNOLOGICAL ENVIRONMENT OF THE INSTITUTION

### Gender composition of the participants in the evaluation

A total of 44 individuals participated in the evaluation, out of 51 in total, of whom 36 were women (81.8%) and 8 were men (18.2%).

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female / Femër	36	81.8	81.8	81.8
	Mashkull / Male	8	18.2	18.2	100.0
	Total	44	100.0	100.0	

Table 1 Gender composition of the participants in the evaluation

### Evaluation of workspace as a motivational factor in the institution

The results show a high level of agreement among administrative staff regarding workspace as a motivational factor. Approximately 84% (37 out of 44) of staff members provided positive ratings (scores 4 and 5), indicating that the workspace is perceived as sufficient and stimulating for performance. Meanwhile, 13.6% (6 out of 44) expressed a neutral stance (score 3), which may reflect differing needs depending on unit or position. Only 2.3% (1 out of 44) gave a negative rating (score 2), which remains a very low percentage. Overall, the strong positive evaluation of this item reflects a well-organized and conducive work environment.

The space I have at the workplace is sufficient and motivating					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	6	13.6	13.6	15.9
	4	16	36.4	36.4	52.3
	5	21	47.7	47.7	100.0
	Total	44	100.0	100.0	

Table 2 Evaluation of workspace as a motivational factor in the institution

### Evaluation of the technological system provided by the institution

The statement regarding the institution's technological system received very positive feedback from the majority of administrative staff. 93.2% (41 out of 44) of respondents provided positive or neutral ratings (scores 3, 4, and 5), with 59.1% (26 out of 44) stating that the system fully meets their needs (score 5), and 34.1% (15 out of 44) indicating that it is generally satisfactory (score 4). Only 2.3% of staff gave a negative rating (score 2), suggesting that any potential improvements are limited to specific cases. These results reflect effective investment in technological



infrastructure, ensuring appropriate support for the daily administrative work of the staff.

The institution provides a technological system that meets my needs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	2	4.5	4.5	6.8
	4	15	34.1	34.1	40.9
	5	26	59.1	59.1	100.0
	Total	44	100.0	100.0	

Table 3 Evaluation of the technological system provided by the institution

### Assessment of the cleanliness of common areas

The cleanliness of common areas is rated very positively by the vast majority of administrative staff. 93.2% (41 out of 44) of respondents gave positive and neutral ratings, with 68.2% (30 out of 44) being fully satisfied (score 5) and 25.0% (11 out of 44) considering it generally within acceptable standards (score 4). Only 6.8% (3 out of 44) gave a neutral response (score 3), and there were no negative ratings. These results confirm the perception of consistent attention to the maintenance of shared spaces such as toilets, corridors, classrooms, and offices, contributing directly to a respectful and healthy working environment.

The cleanliness of common areas (toilets, corridors, classrooms, offices) is within the standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	3	6.8	6.8	6.8
	4	11	25.0	25.0	31.8
	5	30	68.2	68.2	100.0
	Total	44	100.0	100.0	

Table 4 Assessment of the cleanliness of common areas

### Assessment of the institution's security system

The institution's security system receives overwhelmingly positive feedback from administrative staff. 84.1% (37 out of 44) of employees gave the highest possible rating (score 5), indicating a strong sense of safety and confidence in the institution's security measures. An additional 13.6% (6 out of 44) expressed partial satisfaction (score 4), while only one respondent (2.3%) provided a neutral rating (score 3). No negative evaluations were recorded. This exceptionally high level of satisfaction reinforces the perception of a safe work environment and highlights the institution's serious commitment to ensuring the physical well-being and protection of its personnel.

I am satisfied with the security system provided by the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	2.3	2.3	2.3
	4	6	13.6	13.6	15.9
	5	37	84.1	84.1	100.0
	Total	44	100.0	100.0	

Table 5 Assessment of the institution's security system

### Satisfaction with the medical services provided by the institution

The administrative staff expressed a high level of satisfaction with the medical services available at the institution. 68.2% (30 out of 44) gave the highest score (5), and 22.7% (10 out of 44) rated the services with a positive score (4), resulting in a total of 91% positive evaluations. This strong approval is closely linked to the fact that the institution employs in-house medical staff available to both administrative and academic personnel to address any health-related needs during working hours. Only 9.1% (4 out of 44) gave a neutral rating (score 3), and there were no negative evaluations. These results reflect a broadly favorable perception of the institution's commitment to employee well-being through accessible medical support on site.

Jam i kënaqur me shërbimet mjekësore në këtë institucion edical services at this institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	9.1	9.1	9.1
	4	10	22.7	22.7	31.8
	5	30	68.2	68.2	100.0
	Total	44	100.0	100.0	

Table 6 Satisfaction with the medical services provided by the institution

### Summary of evaluation on physical and technological environment of the institution

The collected data indicate a high level of satisfaction among administrative staff regarding the physical work environment and technological infrastructure of the institution. The evaluation of **workspace as a motivating factor** was particularly positive, with *around 68%* (30 out of 44) of staff giving ratings of 4 and 5, while only 6.8% expressed dissatisfaction. Regarding the **technological system**, 93.2% (41 out of 44) gave positive evaluations, confirming that the available tools meet their work-related needs. The **cleanliness of shared areas** also received very high ratings, with 93.2% (41 out of 44) of respondents assigning scores of 4 and 5. Similarly, 97.7% (43 out of 44) expressed satisfaction with the **institution's security system**, highlighting a strong sense of safety in the workplace. Moreover, the **medical services** were rated positively by

91% of staff, a result that also reflects the presence of dedicated medical personnel within the institution for addressing staff needs. Overall, this field stands out as one of the strongest aspects of the institutional environment, contributing to a safe, functional, and well-organized atmosphere for administrative staff.

## RIGHTS, DUTIES, FREEDOM AND AUTONOMY OF ADMINISTRATIVE STAFF

### Staff rights and responsibilities – evaluation of institutional awareness

The data reflect a **very high level of awareness** among administrative staff regarding their rights and responsibilities within the institution. A substantial 93.2% (41 out of 44) of respondents provided positive ratings (scores 4 and 5), indicating that the information on this topic has been clearly and effectively communicated. Only a small portion, 6.8% (3 out of 44), expressed either a lack of awareness or a more neutral stance. This high level of transparency and institutional communication represents a best practice that enhances employee engagement, accountability, and confidence in the workplace.

I am aware of my rights and responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	2	4.5	4.5	6.8
	4	9	20.5	20.5	27.3
	5	32	72.7	72.7	100.0
	Total	44	100.0	100.0	

Table 7 Staff rights and responsibilities – evaluation of institutional awareness

### Awareness of job description

The results indicate a **very satisfactory level of awareness** among administrative staff regarding their job descriptions. About 91% (40 out of 44) provided positive evaluations (scores 4 and 5), reflecting clear institutional communication and strong orientation of employees concerning their responsibilities. Only 9.1% (4 out of 44) selected a neutral rating (score 3), which may point to a need for further clarification in specific cases or among newer positions. These findings suggest a well-structured task organization that contributes to increased efficiency and accountability at work.

I am informed about the job description I have to do					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	9.1	9.1	9.1
	4	12	27.3	27.3	36.4
	5	28	63.6	63.6	100.0
	Total	44	100.0	100.0	

Table 8 Awareness of job description

### Ease of forwarding complaints to higher authorities

The data reflect a **very positive perception** among administrative staff regarding the ease of forwarding complaints to superior bodies. About 89% (39 out of 44) provided positive ratings (scores 4 and 5), indicating the existence of a functional vertical communication system and an organizational culture that encourages voicing concerns. 9.1% (4 out of 44) expressed a neutral stance (score 3), while only 2.3% (1 out of 44) reported a negative experience (score 2). This outlook suggests an open and responsive institutional climate where staff feel heard and supported when raising issues.

We can easily forward complaints to higher bodies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	4	9.1	9.1	11.4
	4	10	22.7	22.7	34.1
	5	29	65.9	65.9	100.0
	Total	44	100.0	100.0	

Table 9 Ease of forwarding complaints to higher authorities

### Consideration of staff input by administrative leaders

Administrative staff ratings show a **satisfactory level of inclusion** in decision-making processes by administrative leaders. 84% (37 out of 44) of respondents gave positive scores (4 and 5), indicating that their opinions are taken into account and valued within institutional processes. A smaller segment, 13.6% (6 out of 44), expressed a neutral stance, suggesting room for improvement in more active inclusion or direct consultation. Only 2.3% (1 out of 44) gave a negative response, representing a very minor portion of the feedback. Overall, the data reflect a generally collaborative environment where administrative leaders are perceived as open to staff contributions.

Administration leaders take our opinion into account					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	6	13.6	13.6	15.9
	4	13	29.5	29.5	45.5
	5	24	54.5	54.5	100.0
	Total	44	100.0	100.0	

Table 10 Consideration of staff input by administrative leaders

### Freedom to express opinions and beliefs in the workplace

The responses to this statement indicate a **supportive climate for free expression** among administrative personnel. 90.9% (40 out of 44) of staff members gave positive ratings (4 and 5), suggesting that they feel free and safe to express their opinions and beliefs in the workplace. 6.8% (3 out of 44) expressed a neutral stance, while only one person (2.3%) reported dissatisfaction in this area. This distribution reflects an organizational culture where freedom of expression is respected and encouraged, contributing to a healthy and open work environment.

As administrative personnel, we can freely express our opinions and beliefs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	3	6.8	6.8	9.1
	4	17	38.6	38.6	47.7
	5	23	52.3	52.3	100.0
	Total	44	100.0	100.0	

Table 11 Freedom to express opinions and beliefs in the workplace

### Participation in decision-making processes as an institutional value

The data reveal that the vast majority of administrative staff feel that **the institution values their involvement in decision-making**. 90.9% (40 out of 44) of respondents gave positive ratings (4 and 5), indicating a strong perception of an inclusive and participatory organizational culture. Only 6.8% (3 out of 44) responded neutrally, while 2.3% (1 out of 44) expressed disagreement. This high level of agreement highlights the institution's commitment to fostering a workplace environment where employees' voices are consistently heard and considered in decision-making processes.

The institution attaches importance to participation in the decision-making process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	3	6.8	6.8	9.1
	4	19	43.2	43.2	52.3
	5	21	47.7	47.7	100.0
	Total	44	100.0	100.0	

Table 12 Participation in decision-making processes as an institutional value

### Alignment of job responsibilities with the educational background of administrative staff

The results indicate a **good level of alignment between the work performed and the educational background of the administrative staff**. Approximately 82% (36 out of 44) of

respondents provided positive ratings (4 and 5), suggesting that their roles and responsibilities are largely consistent with their academic training. Meanwhile, 9.1% (4 out of 44) responded neutrally, and an equal percentage (4 out of 44) gave negative ratings (1 and 2), which may indicate the need to review task distribution or offer targeted training to improve this alignment. Overall, the data reflect a reasonable match between job duties and the educational qualifications of staff members.

The work I do fits my field of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	9.1	9.1	9.1
	3	4	9.1	9.1	18.2
	4	16	36.4	36.4	54.5
	5	20	45.5	45.5	100.0
	Total	44	100.0	100.0	

Table 13 Alignment of job responsibilities with the educational background of administrative staff

### Respect for initially agreed conditions regarding administrative staff engagement

The data reveal that the institution enjoys **a good level of trust in honoring the initial agreements with administrative staff**. Around 88.6% (39 out of 44) of respondents gave positive ratings (4 and 5), indicating that most feel their employment terms have been respected and upheld as agreed upon at the beginning of their engagement. Only 9.1% (4 out of 44) responded neutrally, and a very small portion, 2.3% (1 out of 44), gave a negative rating—possibly reflecting an isolated or specific case. These results reflect a healthy contractual relationship between the institution and its administrative personnel.

The institution respects the conditions agreed upon at the beginning regarding my commitment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	4	9.1	9.1	11.4
	4	17	38.6	38.6	50.0
	5	22	50.0	50.0	100.0
	Total	44	100.0	100.0	

Table 14 Respect for initially agreed conditions regarding administrative staff engagement

### Assessment of the sufficiency of administrative staff numbers

The responses indicate that **most staff consider the current number of administrative personnel sufficient for the institution's needs**. About 84.1% (37 out of 44) provided positive ratings (4 and 5), highlighting a generally favorable perception of the institution's administrative workforce capacity. A smaller segment, 13.6% (6 out of 44), responded neutrally, while only one

respondent (2.3%) expressed a negative opinion. This suggests that while some departments may experience localized staffing needs, overall human resource organization is perceived as well-managed and effective.

<b>The number of administrative personnel in the institution is sufficient</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	6	13.6	13.6	15.9
	4	21	47.7	47.7	63.6
	5	16	36.4	36.4	100.0
	Total	44	100.0	100.0	

Table 15 Assessment of the sufficiency of administrative staff numbers

### Assessment of cooperation between administrative units

The results reflect a high level of satisfaction among staff regarding **cooperation between the administrative offices of respective units**. Approximately 90.9% of respondents (40 out of 44) provided positive ratings (4 and 5), indicating an effective and well-coordinated collaboration between units. A small portion of the staff remained neutral (6.8%, 3 out of 44), and only one respondent (2.3%) expressed dissatisfaction. These figures suggest that the administrative cooperation infrastructure is well-established and contributes positively to the institution's overall functioning.

<b>I am satisfied with the cooperation between the administrative offices of the respective units</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	3	6.8	6.8	9.1
	4	22	50.0	50.0	59.1
	5	18	40.9	40.9	100.0
	Total	44	100.0	100.0	

Table 16 Assessment of cooperation between administrative units

### Administrative support in necessary cases

The data indicates a high level of satisfaction regarding **the administrative support provided within the institution when needed**. About 93.2% of the staff (41 out of 44) rated this aspect positively (4 and 5), confirming that support is accessible and effective when required. Only 6.8% (3 out of 44) expressed a neutral opinion (rating 3), and no negative responses were recorded. This outcome highlights the institution's **strong administrative responsiveness**, reinforcing a sense of support and reliability among staff members



Within the institution, I am offered administrative support in cases where it is necessary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	3	6.8	6.8	6.8
	4	14	31.8	31.8	38.6
	5	27	61.4	61.4	100.0
	Total	44	100.0	100.0	

Table 17 Administrative support in necessary cases

### Job security and workplace stability

The responses regarding **the institution's provision of job security and workplace stability** reveal a strong sense of trust among the administrative staff. 95.4% of participants (42 out of 44) rated this aspect positively (4 and 5), indicating that their positions are perceived as secure and protected from unexpected instability. Only 4.5% (2 out of 44) gave neutral or lower scores (2 and 3), which reflects a minor share of reserved perceptions that do not alter the overwhelmingly positive outlook. This high evaluation confirms that the institution offers a **stable and secure work environment** for its personnel.

The institution offers security and stability at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	1	2.3	2.3	4.5
	4	10	22.7	22.7	27.3
	5	32	72.7	72.7	100.0
	Total	44	100.0	100.0	

Table 18 Job security and workplace stability

### Evaluation of the general atmosphere in the institution

The general atmosphere in the institution is rated very positively by the majority of the administrative staff. 90.9% of respondents (40 out of 44) gave positive scores (4 and 5), confirming a cooperative, calm, and supportive working environment. Only 6.8% (3 out of 44) expressed a neutral stance (score 3), while 2.3% (1 out of 44) gave a negative score (2), representing a minimal level of dissatisfaction. These results indicate that the institution has succeeded in creating a **healthy social climate and constructive interpersonal relationships in the workplace**.

I am satisfied with the general atmosphere in the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	3	6.8	6.8	9.1

	4	19	43.2	43.2	52.3
	5	21	47.7	47.7	100.0
	Total	44	100.0	100.0	

Table 19 Evaluation of the general atmosphere in the institution

### Evaluation of collaboration among administrative colleagues

The results reflect a very positive perception of collaboration among administrative staff at the institution. 86.3% of employees (38 out of 44) provided positive ratings (4 and 5), indicating a cooperative culture and strong professional relationships among colleagues. 11.4% (5 out of 44) expressed a neutral stance (score 3), while only 2.3% (1 out of 44) gave a negative rating (score 2). These findings suggest that the *collegial environment is healthy and contributes positively to the day-to-day performance of the administrative staff*.

I am satisfied with the collaboration with my colleagues in the institution's administration					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	5	11.4	11.4	13.6
	4	14	31.8	31.8	45.5
	5	24	54.5	54.5	100.0
	Total	44	100.0	100.0	

Table 20 Evaluation of collaboration among administrative colleagues

### Evaluation of cooperation with the institution's academic staff

The data show a satisfactory assessment of the relationship between administrative and academic staff. 79.6% of respondents (35 out of 44) gave positive ratings (4 and 5), indicating a good level of cooperation between the two groups essential to the institution's functioning. On the other hand, 18.2% (8 out of 44) expressed a neutral opinion (score 3), which may point to areas where communication or coordination can be improved. Only 2.3% (1 out of 44) gave a negative rating, which remains minimal. Overall, *the relationship between academic and administrative staff is seen as positive and functional*.

I am satisfied with the cooperation of the academic staff of the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	8	18.2	18.2	20.5
	4	20	45.5	45.5	65.9
	5	15	34.1	34.1	100.0
	Total	44	100.0	100.0	

Table 21 Evaluation of cooperation with the institution's academic staff

## Evaluation of the institution's use of the administrative staff's professional experience

Most administrative staff members responded positively regarding how the institution values and utilizes their professional experience. 81.9% of respondents (36 out of 44) gave positive ratings (4 and 5), reflecting the institution's commitment to recognizing and leveraging the human capital and experience brought by its staff. However, 15.9% (7 out of 44) remained neutral (score 3), suggesting that in some cases, professional experience might not be fully utilized. Only 2.3% (1 out of 44) expressed dissatisfaction, which remains minimal. *These results indicate that the institution is generally acknowledged for incorporating staff expertise into decision-making and operational processes.*

The institution values and properly uses the professional experience of the administrative staff					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	7	15.9	15.9	18.2
	4	16	36.4	36.4	54.5
	5	20	45.5	45.5	100.0
	Total	44	100.0	100.0	

Table 22 Evaluation of the institution's use of the administrative staff's professional experience

## Evaluation of support for participation in professional training

The results indicate a high level of agreement regarding the support the institution provides for staff participation in professional training. 93.2% of employees (41 out of 44) gave positive evaluations (scores 4 and 5), confirming that the institution actively encourages and facilitates staff involvement in development activities. This reflects an institutional culture focused on the continuous improvement of staff capacities. Only 6.8% (3 out of 44) provided neutral or negative feedback, indicating isolated cases where such support might not have been equally felt. *Overall, the institution is perceived as a strong promoter of professional development through training initiatives.*

The institution encourages and supports the participation of personnel in professional training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	2	4.5	4.5	6.8
	4	22	50.0	50.0	56.8
	5	19	43.2	43.2	100.0
	Total	44	100.0	100.0	

Table 23 Evaluation of support for participation in professional training

## Evaluation of training opportunities for professional development

The majority of administrative staff consider the institution's training offerings for professional development to be satisfactory. 84.1% of respondents (37 out of 44) provided positive evaluations (scores 4 and 5), reflecting a generally favorable perception of available training opportunities. However, around 15.9% gave lower ratings (2 and 3), which may indicate the need to expand the scope, format, or frequency of training programs to better meet diverse staff needs. *Overall, the results highlight a strong institutional commitment to professional development, while also pointing to areas where training opportunities can be further enhanced.*

<b>Institucioni ofron mundësi të mjaftueshme trajnimesh për zhvillimin profesional të personelit administrativ / The institution offers sufficient training opportunities for the institutional development of administrative personnel</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	4.5	4.5	4.5
	3	5	11.4	11.4	15.9
	4	27	61.4	61.4	77.3
	5	10	22.7	22.7	100.0
	Total	44	100.0	100.0	

Table 24 Evaluation of training opportunities for professional development

## Summary of the field: Rights, duties, freedom and autonomy of administrative personnel

The evaluations provided by administrative staff in this area are predominantly very positive, reflecting a general atmosphere of mutual understanding, institutional respect, and a clear functioning of internal structures. Most respondents expressed high satisfaction with their right to be informed about their job description, awareness of their rights and responsibilities, and their freedom to express their opinions. High scores were also given for collaboration among colleagues, the institution's appreciation of professional experience, and the support offered for trainings.

However, in a few isolated cases, some dissatisfaction or neutrality is observed, particularly regarding:

- respecting the conditions agreed upon at the beginning of employment (5 dissatisfied, 4 neutral out of 44)
- alignment between work and field of education (8 dissatisfied, 4 neutral out of 44)
- cooperation with academic staff (9 dissatisfied, 8 neutral out of 44)

**Suggestion:** *Although these cases are sporadic and do not represent the majority, it may be useful to organize periodic listening or orientation meetings with administrative staff in order to identify specific situations and better address any concerns that might not have been fully captured through the standard institutional processes.*

## MISIONI, VIZIONI DHE DREJTIMI STRATEGJIK I INSTITUCIONIT

### Awareness of the institution's vision and mission

The results show that **42 out of 44 respondents** (95.5%) rated this statement positively (**4 or 5**), indicating that the vast majority of the administrative staff is informed and engaged with the institution's strategic orientation. Only **2 respondents** (4.5%) gave a neutral rating, while **none** expressed disagreement. *This very high percentage of positive evaluations reflects strong institutional communication and an organizational culture that effectively involves employees in its shared vision and mission.*

I am aware of the vision and mission of the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	4.5	4.5	4.5
	4	11	25.0	25.0	29.5
	5	31	70.5	70.5	100.0
	Total	44	100.0	100.0	

Table 25 Awareness of the institution's vision and mission

### Dignified management of the institution

The data show that **41 out of 44 respondents** (93.1%) rated this statement positively (**4 or 5**), indicating a strong perception of dignified and capable institutional leadership. Meanwhile, **3 respondents** (6.8%) were neutral, and **none** expressed disagreement. *This high level of positive evaluation reflects the staff's trust and respect toward the institutional leadership, highlighting a stable and professional management approach.*

The institution is managed in a dignified manner					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	3	6.8	6.8	6.8
	4	13	29.5	29.5	36.4
	5	28	63.6	63.6	100.0
	Total	44	100.0	100.0	

Table 26 Dignified management of the institution

### Importance of the institution's national and international presentation

The data show that **42 out of 44 respondents** (95.4%) rated this statement positively (**4 or 5**), confirming the broad perception that the institution actively invests in its national and international image. Only **2 respondents** (4.5%) were neutral, and **no one expressed disagreement**. *This very high level of agreement reflects the institution's strong commitment to enhancing its profile through credible representation and active engagement in academic and professional networks.*

Importance is given to the national and international presentation of the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	4.5	4.5	4.5
	4	6	13.6	13.6	18.2
	5	36	81.8	81.8	100.0
	Total	44	100.0	100.0	

Table 27 Importance of the institution's national and international presentation

### Perception of the institution as a place for professional growth

The data show that **30 out of 44 employees** (68.2%) rated this statement positively (**4 and 5**), reflecting a considerable level of confidence in WBU as a place for long-term career development. However, **13 employees** (29.5%) were neutral and **1 employee** (2.3%) expressed a negative opinion. *This distribution suggests a stable foundation of institutional trust, yet also indicates the need for moderate efforts to increase the sense of long-term prospects among those who are currently unconvinced of the institution's career development opportunities.*

I consider WBU as the place where I can develop my professional career					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	13	29.5	29.5	31.8
	4	11	25.0	25.0	56.8
	5	19	43.2	43.2	100.0
	Total	44	100.0	100.0	

Table 28 Perception of the institution as a place for professional growth

### WBU as a place for long-term career development

The evaluation of the statement *"I think of WBU as the place where I can stay until I retire"* indicates a **moderate level of commitment to long-term retention**, with **only 14 out of 44 employees (31.8%)** responding positively (ratings 4 and 5). Meanwhile, **22 employees (50%)** gave a neutral rating (3), and **8 employees (18.2%)** expressed negative views (rating 2), suggesting

that the **long-term professional outlook within the institution remains unclear for a considerable number of staff**. These results should be interpreted in light of the **generally young age of the administrative staff**, many of whom are still in the early stages of their professional careers and may not yet have a defined vision for their long-term trajectory. This may influence their readiness to commit to WBU as a long-term workplace.

I think of WBU as the place where I can stay until I retire					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	8	18.2	18.2	18.2
	3	22	50.0	50.0	68.2
	4	4	9.1	9.1	77.3
	5	10	22.7	22.7	100.0
	Total	44	100.0	100.0	

Table 29 WBU as a place for long-term career development

### WBU as One of the Best Career Choices

The evaluation of the statement “*I suggest WBU as one of the best choices*” reflects a **very high level of satisfaction and institutional trust**, with **41 out of 44 staff members (93.2%)** giving positive ratings (43.2% rated 4 and 50% rated 5). Only **3 respondents** provided neutral or negative feedback (1 rated 2 and 2 rated 3), which is a negligible percentage relative to the total. This outcome reinforces the perception that **WBU enjoys a strong internal reputation as an institution that values work, offers development opportunities, and fosters a positive environment**, making it a highly recommended choice for others.

I suggest WBU as one of the best choices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	2.3	2.3	2.3
	3	2	4.5	4.5	6.8
	4	19	43.2	43.2	50.0
	5	22	50.0	50.0	100.0
	Total	44	100.0	100.0	

Table 30 WBU as One of the Best Career Choices

### Satisfaction with the Financial Conditions Offered by the Institution

The evaluation of the statement “*I am satisfied with the financial conditions offered by the institution*” shows a **moderate distribution of satisfaction**, with **20 out of 44 employees (45.5%)** giving positive ratings (12 rated 4 and 8 rated 5). Meanwhile, **17 participants (38.6%)** expressed a **neutral stance (rating 3)**, while **7 others (15.9%)** gave **negative ratings (rating 2)**. These results indicate that **financial conditions remain an area for potential improvement**, given the

notable share of neutral and critical responses.

I am satisfied with the financial conditions offered by the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	7	15.9	15.9	15.9
	3	17	38.6	38.6	54.5
	4	12	27.3	27.3	81.8
	5	8	18.2	18.2	100.0
	Total	44	100.0	100.0	

Table 31 Satisfaction with the Financial Conditions Offered by the Institution

### Evaluation of the institution's mission, vision and strategic direction

The data collected in this area reflect a **high level of engagement and alignment of the administrative staff with the institution's strategic direction**. Nearly all participants stated they are aware of WBU's mission and vision, while evaluations regarding the institution's leadership were overwhelmingly positive. Notably, **81.8% of respondents (36 out of 44)** agree that the institution places importance on its national and international representation, and **93.1% (41 out of 44)** consider the institution to be managed in a dignified manner.

Moreover, the majority of participants **identify with the institution's mission**, and **65.9% (29 out of 44)** consider WBU as a place where they can develop their professional careers. These results indicate a **sustained level of trust and motivation**, as well as a positive perception of institutional stability and strategic orientation.

However, there are some elements that **require reflection and careful improvement**. For example, in response to the statement *"I think of WBU as the place where I can stay until I retire"*, only **14 participants (31.8%)** responded positively (score 4 or 5), while **30 others (68.2%)** gave neutral or negative responses. This should **not necessarily be interpreted as a lack of trust**, but rather as **a reflection of the fact that most administrative staff are relatively young**, and may have open or unclear expectations regarding their long-term professional path. **The institution may consider implementing mechanisms that foster long-term staff engagement**, such as career development planning, professional growth support, and cultivating a shared vision for future contributions within the institution.

In addition, **the financial conditions offered by the institution** emerged as an aspect that **requires further attention**. A considerable portion of administrative staff expressed neutral or reserved opinions, suggesting room for reflection and improvement. **The institution could explore the possibility of reviewing motivational compensation packages**, as well as creating **mechanisms to improve transparency and perceived fairness** in



**remuneration.** Furthermore, it may be beneficial to strengthen **non-financial motivation factors**, such as professional development opportunities, public recognition of contributions, involvement in decision-making, and building a workplace culture that enhances a sense of belonging and mutual appreciation.