

## **SALARY STRUCTURE ISSUES IN THE ALBANIAN HIGHER EDUCATION INSTITUTIONS**

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### **Abstract**

This paper is focused on salary structures in the Higher Education Institutions (HEI) in Albania. University salary structures have been subject of many changes by country environment factors, as political, economical and social. Changes have reflected structural gaps and incongruence in pay-scale. The evidence of changes is studied in this paper during the last 10 years in the Albanian Universities. The aim of this paper is to provide an evidence-based study of the salary structure changes of academic staff. It was compared the standard models of salary structure pay-scale that are applied by a cohort of International Universities, selected by the information collected on the official website Association of Commonwealth Universities. The questions that were raised during the study are focused on the current salary structures that are applied in the public sector of Higher Education. Hypotheses have been verified by qualitative research. This study answers to the questions: Is it optimal or not the current salary structure and categorization of work applied in HEI; Is the organizational hierarchy maintained in these structures; Is the concept of pay equity respected; What is the effect of this system in employees motivation. The research has demonstrated that the effects that salary structures in Albanian HEI bring are an overlap and disrespect in the organizational hierarchy. In addition, findings have reflected an inadequate reward system in pay-scale in Albania HEI. Foreign Universities pay a proper attention to employees' reward in order to motivate them and raise their productivity. The reward system is a prominent element in the universities, not only for didactics, but also for research work and function as a motivation process on their work. Based on the comparison among International Universities, it was proposed a reward-based salary structures for academic staff in Albanian HEI. This paper is a first attempt in academics to summarize the Albanian situation in HEI salary structures. Further studies can provide a thorough connection between motivation process and reward system that will include policy-makers and stakeholders to improve productivity in HEI.

**Keywords:** *salary structures, organizational hierarchy, pay equity, motivation, universities.*