

HR Compensation & Salary Satisfaction Survey Report 2026

INSIGHTS FROM A NATIONAL SURVEY OF HR PROFESSIONALS IN GHANA

Prepared by: SEDAT Consult Ltd. | Date: June 2026 | Respondents: 232 HR Professionals

MESSAGE OF APPRECIATION

A NOTE TO OUR RESPONDENTS

Dear HR Professional,

Thank you for participating in the HR Compensation and Salary Satisfaction Survey conducted by SEDAT Consult Ltd.

Your contribution has helped generate one of the most comprehensive insights into how HR professionals in Ghana perceive their compensation, career value, and reward systems. The findings provide valuable evidence to support discussions on fair compensation, professional recognition, and talent retention within the HR profession.

We are pleased to share this summary report with you as promised.

Patricia Abena Kissi (Mrs.) | Founder & Managing Director | **SEDAT Consult Ltd.**

FOREWORD

FROM THE FOUNDER & MANAGING DIRECTOR

THE HR VALUE PARADOX

HR is expected to deliver strategic outcomes, yet many professionals feel compensation doesn't reflect that value.

PATRICIA ABENA KISSI (MRS.)
Founder & Managing Director

The Human Resource profession has undergone a remarkable transformation over the past two decades. Once viewed primarily as an administrative function, HR has evolved into a strategic partner responsible for attracting, developing, engaging, and retaining the talent that drives organisational success.

Today, HR professionals are expected to influence business strategy, shape organisational culture, lead change initiatives, and contribute directly to sustainable organisational performance. Yet, despite this growing strategic responsibility, conversations among HR practitioners continue to reveal a recurring concern:

Are HR professionals being compensated in a manner that reflects the value they create?

It was this gap that inspired the HR Compensation and Salary Satisfaction Survey. Our objective was simple but important: to listen to HR professionals across Ghana, understand their experiences, and generate credible data that can contribute to meaningful discussions on compensation, professional recognition, and talent retention.

EXECUTIVE SUMMARY

FOUR KEY REALITIES REVEALED BY THE SURVEY

01

Low Salary Satisfaction

Salary satisfaction among HR professionals is generally low — more are dissatisfied than satisfied.

02

Widespread Underpayment Perception

Most HR professionals believe they are underpaid relative to other professional functions.

03

Below-Market Salaries

Many perceive their salaries as only average or below market levels in the Ghanaian labour market.

04

Salary-Driven Attrition Risk

Salary dissatisfaction is contributing significantly to intentions to leave current employers.

These findings suggest organisations may need to re-evaluate how HR roles are rewarded if they wish to attract, retain, and motivate HR talent.

ABOUT THE SURVEY

WHO PARTICIPATED?



232

HR Professionals
Surveyed Nationwide

ROLES INCLUDED

- ✓ HR Officers
- ✓ HR Business Partners
- ✓ HR Managers
- ✓ Heads of HR
- ✓ HR Directors
- ✓ HR Consultants

INDUSTRIES REPRESENTED

- ✓ Banking & Financial Services
- ✓ Healthcare
- ✓ Education
- ✓ Professional Services
- ✓ Manufacturing
- ✓ Mining & Oil & Gas

AGE PROFILE



*Mid-career & senior professionals
dominate (77.2%)*

GENDER

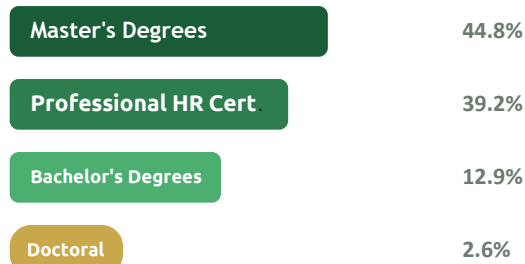
68.1%

Female



31.9% Male

EDUCATION



Survey at a Glance

Study design and methodology



RESPONDENTS

232 HR Professionals



COVERAGE

Multiple sectors across
Ghana



METHODOLOGY

Online structured survey



RESEARCH DESIGN

Descriptive survey



DATA COLLECTION PERIOD

March - April 2026



LEAD ORGANISATION

SEDAT Consult Ltd.



KEY OUTPUT

SEDAT HR Compensation
& Salary Satisfaction
Report - Ghana 2026



THEME OF LAUNCH

The HR Value Paradox in
Ghana

KEY STATISTICS AT A GLANCE

HR Compensation Satisfaction Survey 2026



232

HR Professionals
Surveyed



42.2%

Dissatisfied with salary



71.1%

Believe HR is underpaid



64.7%

Paid less than
Finance/IT/Eng.



71.1%

Considered leaving due to
salary



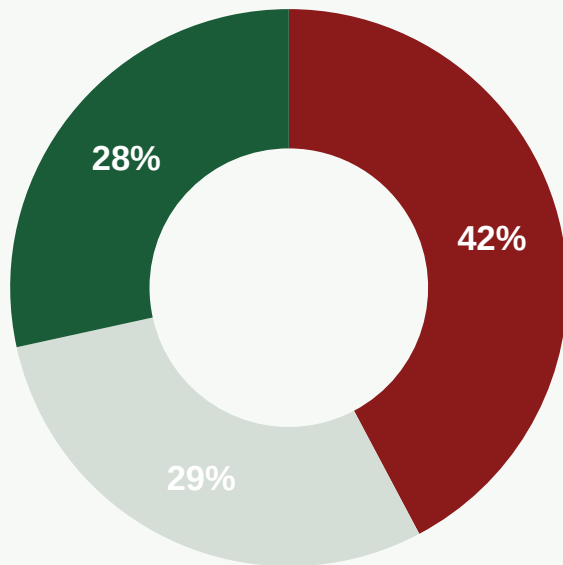
61.7%

Would leave for 20%
raise

HR is expected to deliver strategic outcomes — but compensation has not kept pace.

FINDING 1 OF 6

SALARY SATISFACTION IS LOW



■ Dissatisfied / Very Dissatisfied ■ Neutral ■ Satisfied / Very Satisfied

More HR professionals are dissatisfied than satisfied – a 14-point gap

42.2%

Dissatisfied or Very Dissatisfied

29.3%

Neutral – neither satisfied nor not

28.4%

Satisfied or Very Satisfied

The findings suggest that compensation remains a significant concern within the profession.

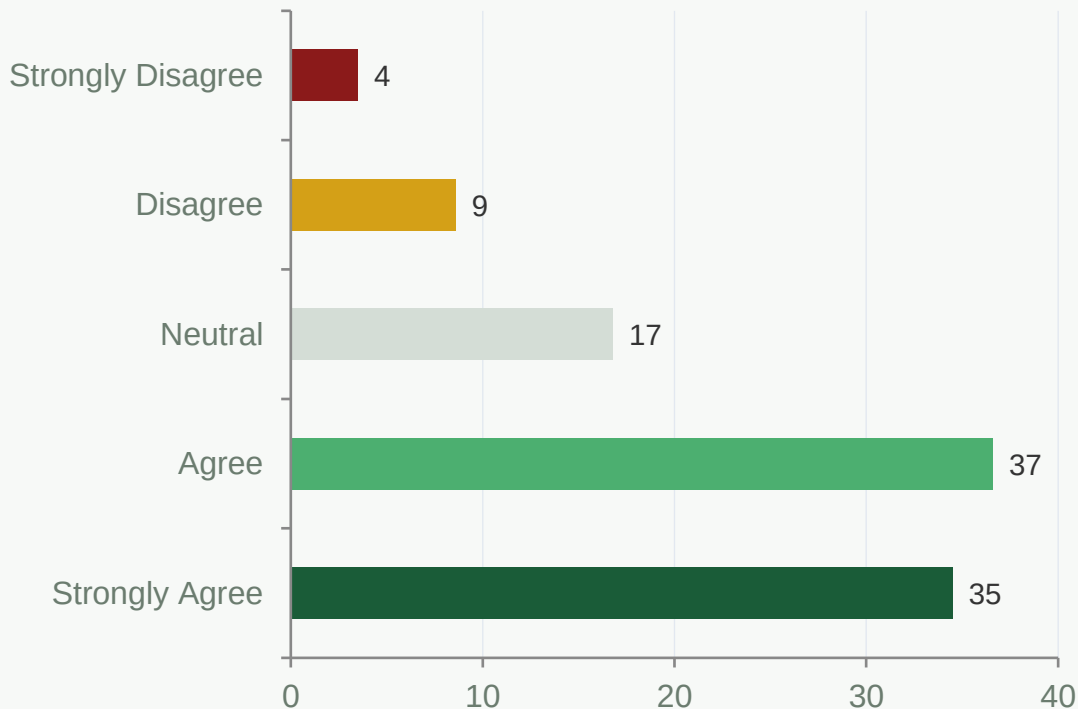
FINDING 2 OF 6

MOST HR PROFESSIONALS BELIEVE THEY ARE UNDERPAID



71.1%

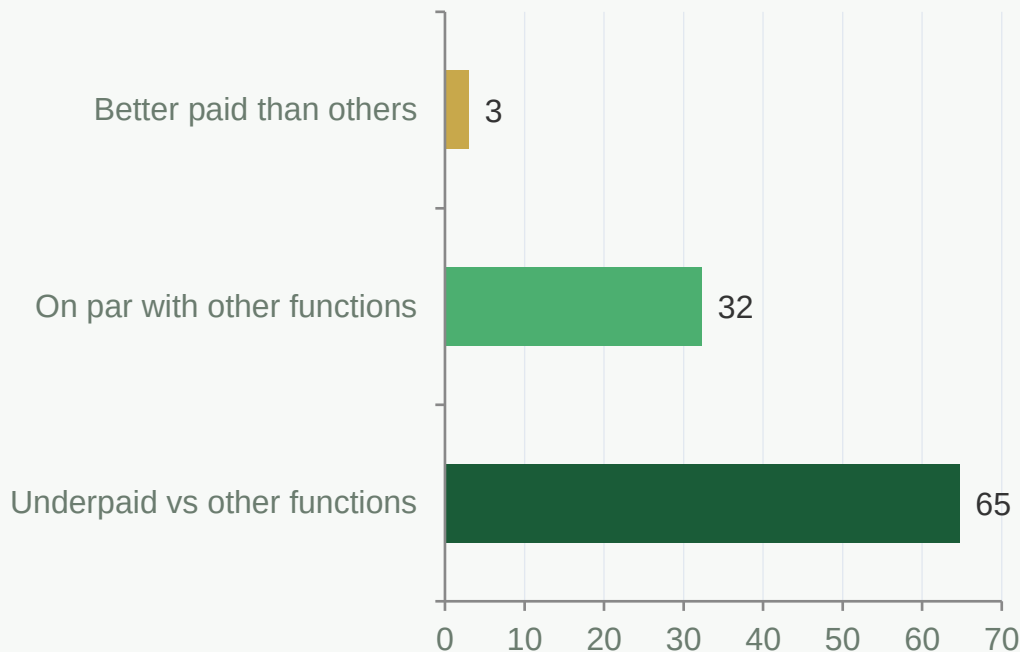
agreed or strongly agreed
that HR professionals in Ghana
are generally underpaid



This is a shared perception across a large proportion of HR practitioners – not an isolated view.

FINDING 3 OF 6

HR PROFESSIONALS ARE PAID LESS THAN OTHER FUNCTIONS



FUNCTIONS COMPARED



Finance



Information Technology



Engineering



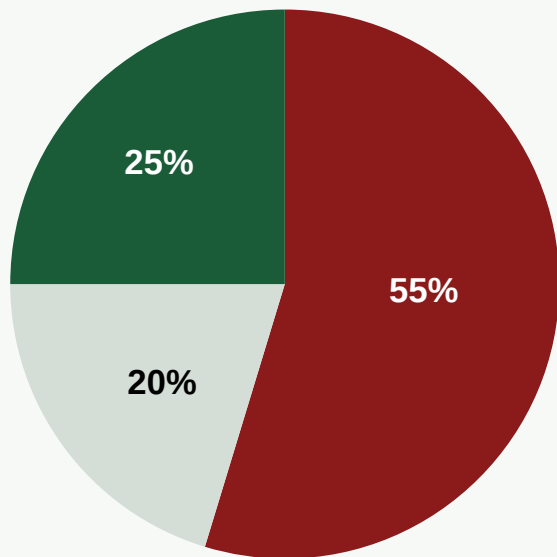
Operations

Many HR professionals believe their contribution to organisational success is not rewarded at the same level as peers in Finance, IT, Engineering, and Operations.

FINDING 4 OF 6

INTERNAL PAY EQUITY IS A MAJOR CONCERN

"Are HR professionals paid fairly compared with other departments within the same organisation?"



■ No — Not Paid Fairly ■ Unsure ■ Yes — Paid Fairly

54.7%

Said "NO" — HR is not paid fairly vs other departments

25.0%

Said "YES" — compensation is fair

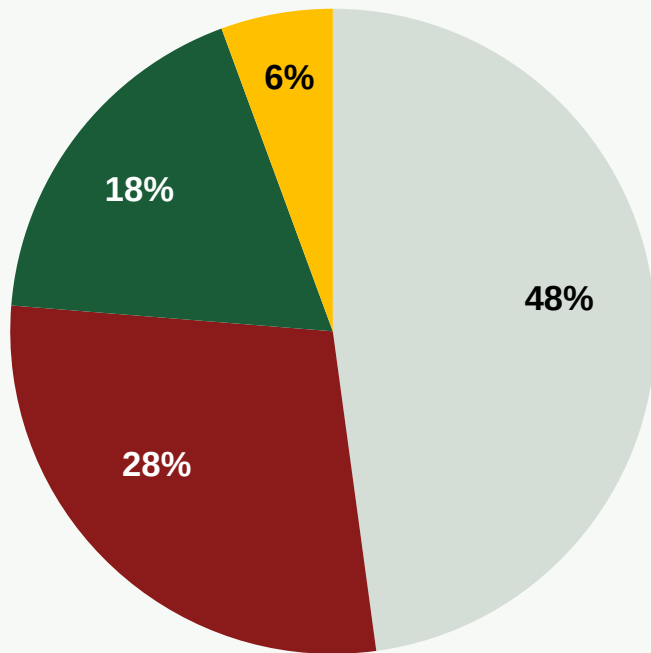
20.3%

Unsure about pay fairness

More than half of HR professionals feel their organisations' compensation structures do not treat HR fairly.

FINDING 5 OF 6

MARKET COMPETITIVENESS



■ Average ■ Below Market ■ Competitive ■ Highly Competitive

47.8%

Described salaries as average

28.4%

Consider salaries below market

23.7%

Consider salaries competitive

6%

Consider salaries highly competitive

Many HR professionals do not see their salaries as sufficiently competitive to attract or retain top HR talent.

SALARY CONCERNS ARE DRIVING TURNOVER INTENTIONS



71.1%

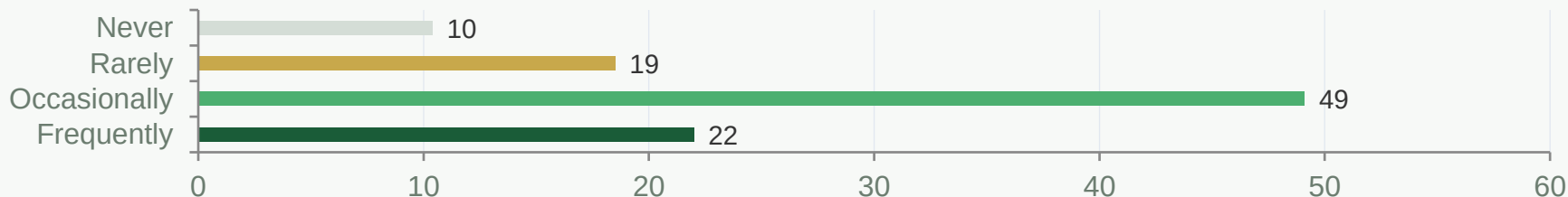
Have considered leaving their organisation
due to salary concerns



61.7%

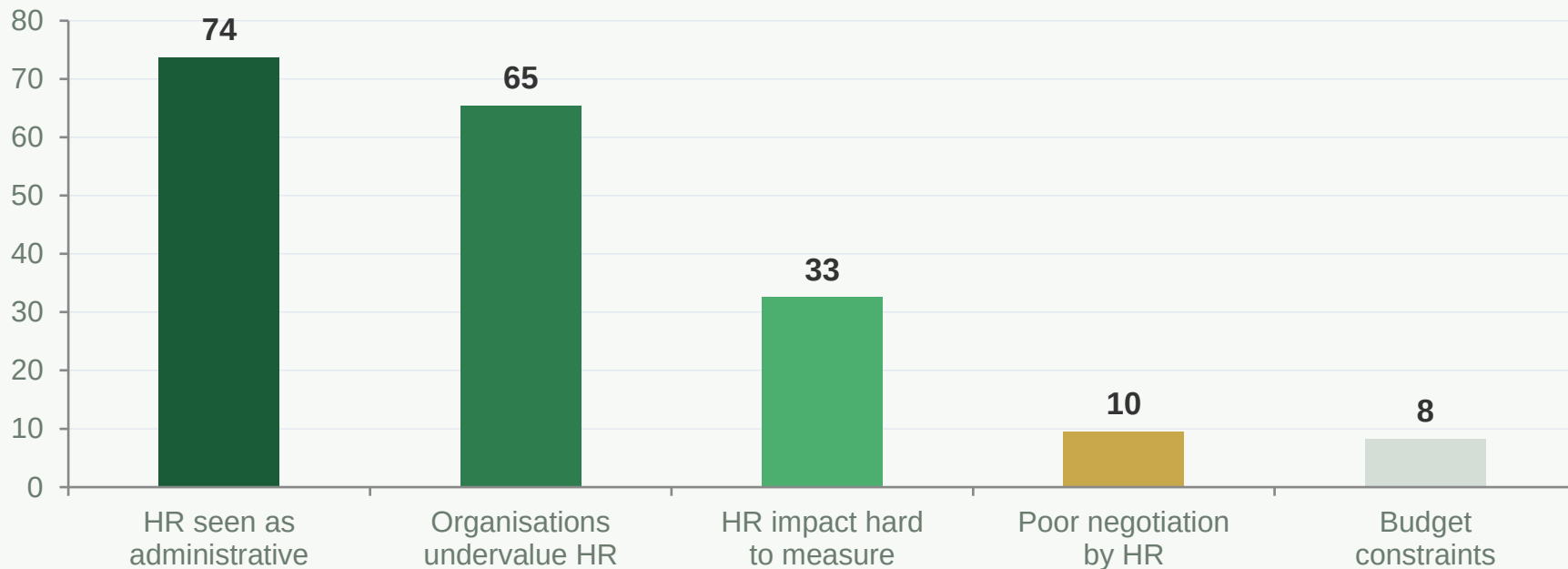
Would likely leave if offered a 20% salary increase
elsewhere

Frequency of Considering Leaving Due to Salary



DEEP DIVE

WHY DO HR PROFESSIONALS BELIEVE THEY ARE UNDERPAID?



Interpretation: Many respondents believe the issue is not simply financial – it reflects how organisations perceive and value the HR function itself. Administrative labelling is the dominant barrier.

THE HR VALUE PARADOX

KEY INSIGHTS FROM THE SURVEY

WHAT ORGANISATIONS EXPECT FROM HR

- Strategic leadership
- Talent management
- Culture transformation
- Employee engagement
- Workforce productivity

VS

HOW HR PROFESSIONALS FEEL REWARDED

- ⚠ Salaries that lag market rates
- ⚠ Below-peer departmental pay
- ⚠ Little performance-based reward
- ⚠ Treated as administrative support
- ⚠ Minimal compensation benchmarking

HR is expected to deliver strategic business outcomes, yet many HR professionals feel their compensation does not reflect that value.

RECOMMENDATIONS

FOR ORGANISATIONS – FOUR ACTION AREAS



Conduct HR Compensation Benchmarking

Regular benchmarking can help ensure HR salaries remain competitive and equitable with market standards.



Review Internal Pay Structures

HR roles should be evaluated based on strategic contribution and organisational impact, not job title alone.



Strengthen Performance-Based Rewards

Linking performance and rewards more closely can improve motivation, engagement, and retention of HR talent.



Recognise HR as a Strategic Function

Organisations that expect strategic outcomes from HR must ensure compensation structures reflect those expectations.

These action areas can help organisations attract, retain, and motivate the HR talent responsible for managing their most valuable asset – their workforce.

RECOMMENDATIONS

FOR HR PROFESSIONALS - FIVE GROWTH STRATEGIES

1

Build HR Analytics & Measurement

Strengthen HR analytics and measurement capabilities.

2

Demonstrate Business Impact

Demonstrate the business impact of HR initiatives.

3

Invest in Continuous Development

Pursue professional certifications, postgraduate studies, and specialised HR training consistently.

4

Build Business & Financial Acumen

Develop a deep understanding of organisational finance and strategy to strengthen your seat at the table.

5

Negotiate Compensation Confidently

Develop confidence in compensation discussions and negotiations.

FINAL THOUGHTS

These findings provide an important opportunity for reflection within the HR profession and among organisational leaders.

Addressing this gap will strengthen organisational performance by helping attract, retain, and motivate the people responsible for managing the most valuable asset: the workforce.

THE WAY FORWARD

While HR continues to play a critical role in organisational success, many HR professionals believe that compensation practices have not fully evolved to reflect that reality.

Employers

Review compensation structures and ensure reward systems align with strategic expectations placed on HR.

HR Professionals

Continuously demonstrate measurable business impact, strengthen capabilities, and advocate for fair recognition.

Professional Bodies

Provide a foundation for broader conversations around compensation benchmarking and the future of HR in Ghana.

ABOUT SEDAT CONSULT LTD.

YOUR TRUSTED HR & ORGANISATIONAL DEVELOPMENT PARTNER

SEDAT Consult Ltd. is a leading Human Resource and Organisational Development consulting firm in Ghana, providing expert solutions to organisations across all sectors.

Our Services Include:



Staff &
Service
Outsourcing



Compensation &
Benefits
Management



Salary
Benchmarking



HR
Outsourcing



Recruitment &
Talent
Acquisition



Learning &
Development



HR Advisory
Services



Organisational
Development
Consulting

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