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**NON-FINANCIAL REWARD AND EMPLOYEE PERFORMANCE IN**  
**DAHABSHIIL BANK, MOGADISHU, SOMALIA**  
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**ABSTRACT**

This study was carried out to investigate the relationship between non-financial rewards and performance in Dahabshiil Bank, Mogadishu, Somalia. Specifically, it sought to establish how recognition, promotion and career development affect employee performance in Dahabshiil Bank, Mogadishu, Somalia. In this study, the researcher adopted a correlational research design. Primary data was collected using closed ended questionnaires. 133 respondents were selected out of a total population of 170 individuals by use of census and simple random sampling techniques. Pearson's correlation coefficients were used to establish the relationship between the study variables. A stepwise multiple regression analysis was also carried out to establish the best predictor variable to performance of employees in Dahabshiil Bank. The correlations revealed that there is significant positive relationship between recognition and employee Performance in Dahabshiil Bank ( $r=.633$ ,  $p\text{-value}<.05$ ). Consequently, the researcher concluded by rejecting the null hypothesis and upholding the alternative that there is a statistically significant positive relationship between recognition and employee performance in Dahabshiil Bank. The correlations revealed that there is significant positive relationship between promotion and employee Performance in Dahabshiil Bank ( $r=.788$ ,  $p\text{-value}<.05$ ). Consequently, the researcher concluded by rejecting the null hypothesis and upholding the alternative that there is a statistically significant positive relationship between recognition and employee performance in Dahabshiil Bank. There was also a significant positive relationship between career development and employee Performance in Dahabshiil Bank ( $r=.883$ ,  $p\text{-value}<.05$ ). Consequently, the researcher concluded by rejecting the null hypothesis and upholding the alternative that there is a statistically significant positive relationship between career development and employee performance in Dahabshiil Bank. On the other hand, the multiple regression analysis results show that career development is the most significant predictor to employee job performance in Dahabshiil Bank. Its relationship with employee performance is 0.883; its effect on the sample is 0.780 while its effect on the total population is 0.772. The results indicate that 78.0% ( $R^2=.780$ ,  $p<0.005$ ) variation in employee job performance in Dahabshiil Bank is being explained by career development. To improve employee job performance in Dahabshiil Bank, it is recommended that management of Dahabshiil Bank needs to further appreciate employee's contributions in the organisation. This can be done by introducing formal recognition systems like gifts, certificates, employee of the year awards in each section among others. Management also needs to adopt a more transparent system of promotion which is based on performance and seniority of employees as this will improve feelings of equity and social exchange. Similarly, management needs to offer more external training opportunities to workers instead of focusing on internal training workshops and seminars.