ABSTRACT
The present knowledge as reviewed in chapter 2 attests to the importance of rewards and incentives systems in motivating employees thereby affecting their productivity and that of organizations they work for. This in turn determines the ability of organizations to attain their operational and other objectives. In Uganda, red cross Society (RCS) organization, the case study, documentary review and draft questionnaire pre-tested suggested that there was a non-unified rewards and incentives system applicable at headquarters at regional and district levels. In particular the incentive packages appeared to be more substantive at national and regional levels that at the district levels. The study investigated how differences in the composition and administration of the rewards and incentives system has influenced motivation and productivity of URCS employees and volunteers at the national, regional, District levels and what implications such differences have had an employee productivity, outcomes, and impact of URC programs at district level, taking Kabale District as a reference case study. Data was collected applying systematic and purposive sampling techniques; descriptive statistics were used to analyses the data collected from the field. Important findings were that rewards and incentives especially training opportunities offered social hours, friendship formation at local, national and international levels have attracted more volunteers to join to join and be retained in Uganda Red Cross Society. It was also found out that volunteers and members participation in decision making was an important motivator to most employees and volunteers at national and regional levels but less at the district levels, where community mobilization and recruitment of members are key to success delivery, since URC is a membership organisation, the findings further suggested that while performance bonuses were awarded exceptionally, their use as a motivator could be applied more broadly targeting community/ URCS employees and volunteers. Results also suggested that opportunities for employees and volunteers to participate in decision making and training of staff should be expanded for enhanced motivation and human resource-driven institutional service delivery effectiveness.