Additional file 2: Data Extraction Form

| Author(s) & Year of | Internal/Individual Determinants | | Organisational/Institutional Determinants | | Socio-Cultural Determinants | | Relationship Types | Trust Issues Identified |
|----------------------------|--|--------------|--|--|-------------------------------|---|---|---|
| Publication | Motivators | Demotivators | Motivators | Demotivators | Motivators | Demotivators | Identified | |
| Agyepong et al 2003 [1] | | | Additional duty hours allowance; In- service training | Low salaries; Lack of essential equipment, tools and supplies for work; Lack of work transport; Delayed promotions; Inadequate staffing; Housing; Inequitable additional duty hours allowance | | Effect of the job on family; Social isolation and loneliness | | Outward display of frustration through rudeness, anger, unfriendly behavior and resentment to patients |
| Alhassan et al 2013[2] | | | Availability of drugs and medical resources; | Low salaries; Lack of transport to work; Inadequate resources; Lack of career development prospects | | | Poor relations due to resource inadequacy | Trusting relations through professionalism |
| Campbell et al 2011[3] | Altruism; Achievement/p atient recoveries; Personal experiences with HIV; Pride | | | Staff shortages; Inadequate drugs and supplies; | | | Relationship with patients | Losing confidence to patients |
| Chandler et al 2009[4] | Altruism; Pride; Respect | | | Low salaries; Poor working conditions; | Social status expectations | | | Patient respect and appreciation; Lack of respect between ranks |

| Dickin, Dollahite & Habicht 2011[5] | Altruism/desire to help; Autonomy/free dom; Pride | | Supportive supervision; Benefits | Work overload; Low pay; | | Caring relationships with participants; Relationships with supervisors; Teamwork and good relationships with colleagues | Trust with supervisor; Respect from supervisor |
|---|--|--|---|--|--|---|--|
| Dieleman et al 2003 [6] | Respect; Job and income stability; love for work | | Recognition; Appreciation and support by managers and colleagues; In- service training | Low income and allowance; Difficult transportation; Lack of updated information and knowledge; Heavy workload; Supervision without feedback; Inadequate performance appraisal | Community appreciation and respect | Recognition from colleagues, managers, and clients; Good relationships with managers and colleagues at workplace. Relationships with community | People believe in HWs, people ask for help when needed and respect them; I need to work hard for them; Inviting health workers to participate in community activities and parting in health educational campaigns |
| Dieleman et al 2006[7] | Feeling responsible; | Partner living far away; Living far away from urban centre and decision making places | In-service training: Recognition and appreciation | Lack of material and equipment; Lack of recognition; Difficult living conditions; Lack of job descriptions; Subjective: Poor functioning of the health committee performance appraisal; Poor management; Lack of rewards | | Recognition and appreciation by superiors, colleagues and patients | Having good colleagues; Holding staff responsible |

| Franco et al | Self- | | Organizational | Lack of transparency | Societal | | Teamwork; | Communication; |
|-----------------|------------------|-----------------------------|-------------------|------------------------|-----------------|------------------|------------------|---------------------|
| 2004[8] | efficacy/desire | | citizenship | in performance | values and | | social respect; | Management |
| | for | | behavior; | appraisals; Little | beliefs; | | increasing pride | support; |
| | achievement; | | Management | opportunity for | Culture and | | through | Recognition; |
| | Work locus of | | openness; | promotion; | organizational | | recognition by | Organizational |
| | control (goals | | Resource | - | function; | | hospital and | citizenship through |
| | and | | availability; | | Culture and | | community; | rewards to |
| | preferences); | | Job properties; | | provider- | | provider-patient | encourage |
| | Pride; | | Regular | | patient R/ship; | | relationship; | teamwork; |
| | Attitudes to | | feedback; | | Social respect | | work | Managers perceived |
| | change | | Organizational | | | | relationships | to be less open |
| | (motives); | | culture; | | | | within the | |
| | Autonomy: | | Management | | | | organization | |
| | Values (work, | | practices; | | | | | |
| | self-respect) | | Communication | | | | | |
| | | | ; Recognition; | | | | | |
| | | | Financial | | | | | |
| | | | rewards | | | | | |
| Greenspan et al | Altruism/ | | Financial | Inadequate | | Moral, monetary, | Relationships | Insults from |
| 2013[9] | dedication to | | incentives; | remuneration; | | material and | with | community |
| | public service; | | Work | Inadequate supplies | | work-related | community; | members; Trusting |
| | Knowledge | | equipment and | | | support from | Relationship | supervision |
| | gained | | supplies; In- | | | family; | with supervisor | |
| | | | service training; | | | Recognition from | | |
| | | | Adequate | | | society | | |
| | | | supervision | | | | | |
| Hegney, Plank & | | Emotional | Teamwork and | Poor remuneration; | | Poor regard of | Teamwork and | |
| Parker 2006[10] | | challenges; Lack | support; | Lack of rewards for | | nursing by | support from | |
| | | of autonomy; | Availability of | skills and experience; | | community | colleagues | |
| | | High work stress; | equipment for | Inconvenient ; | | | | |
| | | Physical demands of work | work; Career | working hours; | | | | |
| | | OI WORK | advancement | Workplace safety | | | | |
| Kahler et al | Influence or | | prospects | | | | Good | |
| 2012[11] | Influence on the | | Transparency | | | | relationships | |
| 2012[11] | job/autonomy; | | | | | | with colleagues | |
| | Patient-centred | | | | | | with concagues | |
| | care | | | | | | | |
| | care | | 1 | 1 | | | | |

| Kok & Muula 2013[12] | | | | Low salary; Poor access to training; Heavy workload; Extensive job description; Lack of supervision, communication & transport. | Low recognition | Relationship with supervisors and management | |
|------------------------------------|--|----|--|---|---|--|--|
| Kontodimopoulo s et al 2009[13] | Achievements (pride, appreciation, respect) | R | Remuneration; Relationship vith co-workers | | Social acceptance | Relationships with supervisors and colleagues; Professional relationships | Appreciation, respect and social acceptance |
| Kudo et al 2010[14] | Pride; Altruism; Personal growth | | | Poor communication; Low salaries; Workplace safety; Poor working relationships with superiors and colleagues | | Relationship with superiors and colleagues | |
| Kyaddondo & Whyte 2003[15] | Ability to help family and relatives | рі | ack of rofessional utonomy | Unclear employment terms and conditions of service; Lack of employment confirmation; Low remuneration; Lack of promotions; Resource constraints; Lack of in-service training opportunities; Shortage of equipment and supplies | Lack of respect due to supervision by community members; | Diminished social value and respect due to supervision by community and loss of professional autonomy (provider- patient relationship) | Suspicion and circumscribing freedom of action by community due to closer community monitoring; Use of professional skills for respect and mutual social relations |

| Lambrou et al | Respect; Job | | Relationships | | Social | | Interpersonal | Respect; Pride |
|-----------------|------------------|--------------------|------------------|-------------------------------------|--------------|------------------|-------------------|----------------|
| 2010[16] | meaningfulness | | with supervisors | | acceptance; | | relationships | |
| _010[10] | ; Pride | | and colleagues; | | Appreciation | | with supervisors | |
| | , | | Salary; Work | | | | and colleagues | |
| | | | Environment | | | | 8 | |
| Leshabari et al | | | | Low salaries; | | | Lack of concern | Lack of intra- |
| 2008[17] | | | | Working | | | by employers | organizational |
| | | | | environment; | | | for staff welfare | communication |
| | | | | Inadequate | | | | |
| | | | | equipment and | | | | |
| | | | | facilities; Lack of job | | | | |
| | | | | description; Lack of | | | | |
| | | | | feedback; Infrequent | | | | |
| | | | | job performance | | | | |
| | | | | evaluation; Lack of | | | | |
| | | | | rewards; No in- | | | | |
| | | | | service training; Poor | | | | |
| | | | | intra-organizational | | | | |
| | | | | communication; Lack | | | | |
| | | | | of inclusion in | | | | |
| | | _ | | decision making | | | | |
| Malik et al | Altruism/servin | Less career | Opportunities | Poor supervision; | Social | Disrespect; Poor | Disrespect, poor | |
| 2010[18] | g people; Work | growth; Inability | for higher | Few opportunities for | rewards; | interpersonal | Interpersonal | |
| | interest; Career | to support oneself | qualification; | career development; | Respect | relations; Less | relations | |
| | growth; Ability | and family | Good working | Resource | | social rewards; | | |
| | to support | | environment; | unavailability; Poor | | Less social and | | |
| | oneself and | | Personal safety; | working conditions; | | personal time | | |
| | family; | | Good pay and | Less pay; Heavy | | | | |
| | Autonomy; | | other financial | workload and long | | | | |
| Mana Canada 1 | Empowerment | | incentives | working hours | | | Datational | |
| Manafa et al | Low cost of | | | Lack of job | | | Relationship | |
| 2009[19] | living in rural | | | descriptions; Unfair | | | with patients | |
| | area; | | | selection for | | | | |
| | | | | continuous education | | | | |
| | | | | and in-service | | | | |
| | | | | training; Lack of | | | | |
| | | | | rewards; High workloads; Lack of | | | | |
| | | | | , | | | | |
| | | | | supplies and | | | | |

| | | | | equipment; Inadequate supervision; Lack of autonomy; Lack of performance appraisal; Limited opportunities for career progression | | | |
|--|--|--|---|--|-----------------------------|--|---|
| Manongi, Merchant & Bygbjerg 2006[20] | | | | Understaffing; Unclear job description (acting upwards or downwards);Gamblin g with health due to inadequate work facilities; Lack of in- service training; Lack of feedback after referrals; Inadequate supervision; Lack of promotions | | Lack of inter- professional exchange (during referrals); Lack of professional identity and recognition by employer and community | Distrust regarding promotion; To be trusted by community important for motivation |
| Mathauer & Imhoff 2006[21] | Professional and vocational conscience;Altr uism; | su Co am Gu en M m av se Ro re Aj | ecognition by upervisors; communication nd feedback; dood work nvironment; feans and naterial vailability; In- ervice training; egular emuneration; ppreciation nd rewards | | Recognition by community | Recognition by community; Unhelpful and distant supervision rather than personal and supportive; Inadequate communication and bad treatment of staff | Reserved reaction towards patients with HIV because of fear of infection; Appreciation by patients; Envy among colleagues |

| Mbilinyi, Daniel & Lie 2011[22] | Altruism/desire to help; Responsibility | Perceived risk of contracting HIV and tuberculosis | Essential drugs; Sufficient infrastructure; Human resources | Lack of acknowledgement and appreciation; Lack of clear job description; Shortage of essential supplies; Overtime work without pay of non- financial incentives; Staff shortages; Lack of fairness | Support & cooperation from community | Undervalued by community | Relationship with patient (perceived stigma) | Patients blame HWs for poor services; Lack of trust between colleagues |
|------------------------------------|---|--|---|--|---|--|--|--|
| Mbindyo et al 2009[23] | Altruism; prestige; Job security | Unmet expectations | Supportive managers | Staff shortages; Non- medical supplies and drug shortages; Relationships with colleagues; Lack of fairness in equal access to training opportunities; Lack of incentives; Lack of recognition and appreciation; Inadequate communication; Lack of promotions; Low salaries; Poor schemes of service; Lack of career development | | Negative attitude from the community | Relationships with colleagues and supervisors; Relationship with patients; Poor teamwork across cadres | Young workers not trusting the system; Breakdown of trust between workers and central bureaucracy |
| Mubyazi et al 2012[24] | | | | Understaffing; Increased workload; Less supportive supervision; Limited career development opportunities; Poor health facility infrastructure | | | Relationship with supervisor | |

| Newton et al 2009[25] | Desire to help; Caring motive; Sense of achievement (positive acknowledgem ent) | | | Recognition and appreciation by patients | | Relationship with patients | |
|-----------------------------|---|---|---|---|--|---|--|
| Peters et al 2010[26] | | Job location; Income levels; Training opportunities; Tools for job; Good employment benefits; Recognition; Good supervision | Work demands; | Time for family life | | Relationships with colleagues | Trusted by clients |
| Prytherch et al 2012[27] | | In-service training; | Understaffing; Heavy workload; Lack of promotion; Work environment; Low pay; Poor security; Lack of job description; Poor supervision and performance appraisal; Lack of autonomy; Unfair promotions | Community appreciation | Lack of professional association | Relationship with community (congratulate & appreciate HW); Relationship with supervisor; Relationship with patients | Blames by supervisor; Mistrust; Patients blames management |
| Prytherch et al 2013[28] | Altruism; Appreciation | Good supervision; Support from managers; Transparent salary levels; Salary increase & retirement benefits | Inadequate living conditions; Lack of incentives; Lack of job description; Heavy workload; Difficult working conditions | | | Relationships with managers, supervisors, colleagues and patients | Asking colleague for help; Keeping quiet when unsure |

| Razee et al 2012[29] | | Meeting family obligations; Inadequate Personal safety and security | | Workplace safety | Support from local community; Respect and appreciation by patients and community; Social belonging | Societal expectation on gender roles | Relationships with colleagues and patients | Lack of trust and respect; Trust for community cooperation |
|--------------------------|----------------------------|---|--|--|---|--|---|---|
| Siril et al 2011[30] | Altruism/desire to help | Emotional drainage | Adequate supervision; Feedback and performance appraisal; In- service training; Availability of resources; Teamwork; Good working environment; Adequate support; Availability of information | | | | Teamwork; Good relationship with supervisors | Understanding each other; Respect |
| Zinnen et al 2012[31] | Job security | | Career development; Supportive supervision | Inadequate salary & retirement benefits; Inadequate basic working equipment; Staff shortages; Work overload; Lack of services; Favouritism; Inadequate promotions | | | Relationship with management Relationship with supervisor | Disrespect, harsh language |

References

1. Agyepong IA, Anafi P, Asiamah E, Ansah EK, Ashon DA, Narh-Dometey C: Health worker [internal customer] satisfaction and motivation in the public sector in Ghana. Int J Health Plann Manage 2004, **19**(4):319-336.

2. Alhassan RK, Spieker N, van Ostenberg P, Ogink A, Nketiah-Amponsah E, de Wit TFR: Association between health worker motivation and healthcare quality efforts in Ghana. Hum Resour Health 2013, 11(1).

3. Campbell C, Scott K, Madenhire C, Nyamukapa C, Gregson S: Sources of motivation and frustration among healthcare workers administering antiretroviral treatment for HIV in rural Zimbabwe. AIDS Care Psychol Socio-Med Asp AIDS HIV 2011, 23(7):797-802.

4. Chandler CIR, Chonya S, Mtei F, Reyburn H, Whitty CJM: Motivation, money and respect: a mixed-method study of Tanzanian non-physician clinicians. Soc Sci Med 2009, .

5. Dickin KL, Dollahite JS, Habicht J-: Enhancing the intrinsic work motivation of community nutrition educators: How supportive supervision and job design foster autonomy. J Ambul Care Manage 2011, **34**(3):260-273.

6. Dieleman M, Cuong P, Anh L, Martineau T: Identifying factors for job motivation of rural health workers in North Viet Nam. Human Resources for Health 2003, 1.

7. Dieleman M, Toonen J, Touré H, Martineau T: The match between motivation and performance management of health sector workers in Mali. Hum Resour Health 2006, 4(2):00035-00033.

8. Franco LM, Bennett S, Kanfer R, Stubblebine P: Determinants and consequences of health worker motivation in hospitals in Jordan and Georgia. Soc Sci Med 2004, 58(2):343-355.

9. Greenspan JA, McMahon SA, Chebet JJ, Mpunga M, Urassa DP, Winch PJ: Sources of community health worker motivation: A qualitative study in Morogoro Region, Tanzania. Hum Resour Health 2013, 11(1).

10. Hegney D, Plank A, Parker V: Extrinsic and intrinsic work values: Their impact on job satisfaction in nursing. J Nurs Manage 2006, 14(4):271-281.

11. Kahler L, Kristiansen M, Rudkjobing A, Strandberg-Larsen M: Surgeons' motivation for choice of workplace. Dan Med J 2012, 59(9):A4508.

12. Kok MC, Muula AS: Motivation and job satisfaction of health surveillance assistants in Mwanza, Malawi: An explorative study. Malawi Med J 2013, 25(1):5-11.

13. Kontodimopoulos N, Paleologou V, Niakas D: Identifying important motivational factors for professionals in Greek hospitals. BMC health services research 2009, 9(1):164.

14. Kudo Y, Kido S, Shahzad MT, Shida K, Satoh T, Aizawa Y: Enhancing work motivation for Japanese female nurses in small to medium-sized private hospitals by analyzing job satisfaction. Tohoku J Exp Med 2010, 220(3):237-245.

15. Kyaddondo D, Whyte SR: Working in a decentralized system: a threat to health workers' respect and survival in Uganda. Int J Health Plann Manage 2003, **18**(4):329-342.

16. Lambrou P, Kontodimopoulos N, Niakas D: Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. 2010, .

17. Leshabari MT, Muhondwa EPY, Mwangu MA, Mbembati NAA, M TL, Muhondwa E, M AM, Mbembati N: Motivation of health care workers in Tanzania: a case study of Muhimbili National Hospital. *East African Journal of Public Health* 2008, **5**; **5**(1; 1):32; 32-37; 37.

18. Malik AA, Yamamoto SS, Souares A, Malik Z, Sauerborn R: Motivational determinants among physicians in Lahore, Pakistan. BMC Health Serv Res 2010, 10:201-6963-10-201.

19. Manafa O, McAuliffe E, Maseko F, Bowie C, MacLachlan M, Normand C: Retention of health workers in Malawi: perspectives of health workers and district management. Human Resources for Health 2009, 7(1):65.

20. Manongi RN, Marchant TC, Bygbjerg IC: Improving motivation among primary health care workers in Tanzania: a health worker perspective. Human resources for health 2006, **4**(1):6.

21. Mathauer I, Imhoff I: Health worker motivation in Africa: the role of non-financial incentives and human resource management tools. Human resources for health 2006, **4**(1):24.

22. Mbilinyi D, Daniel ML, Lie GT: Health worker motivation in the context of HIV care and treatment challenges in Mbeya Region, Tanzania: a qualitative study. BMC Health Serv Res 2011, 11:266-6963-11-266.

23. Mbindyo P, Gilson L, Blaauw D, English M: Contextual influences on health worker motivation in district hospitals in Kenya. Implementation Science 2009, 4(1):43.

24. Mubyazi GM, Njunwa K: Perceived Impact of Health Sector Reform on Motivation of Health Workers and Quality of Health Care in Tanzania: the Perspectives of Healthcare Workers and District Council Health Managers in Four Districts. Rwanda Journal of Health Sciences 2013, **2**(1):43-54.

25. Newton JM, Kelly CM, Kremser AK, Jolly B, Billett S: The motivations to nurse: An exploration of factors amongst undergraduate students, registered nurses and nurse managers. J Nurs Manage 2009, **17**(3):392-400.

26. Peters DH, Chakraborty S, Mahapatra P, Steinhardt L: Job satisfaction and motivation of health workers in public and private sectors: Cross-sectional analysis from two Indian states. Hum Resour Health 2010, 8.

27. Prytherch H, Kakoko DC, Leshabari MT, Sauerborn R, Marx M: Maternal and newborn healthcare providers in rural Tanzania: in-depth interviews exploring influences on motivation, performance and job satisfaction. Rural Remote Health 2012, 12:2072.

28. Prytherch H, Kagone M, Aninanya GA, Williams JE, Kakoko DC, Leshabari MT, Ye M, Marx M, Sauerborn R: **Motivation and incentives of rural maternal and neonatal health care providers: a comparison of qualitative findings from Burkina Faso, Ghana and Tanzania.** BMC Health Serv Res 2013, **13**:149-6963-13-149.

29. Razee H, Whittaker M, Jayasuriya R, Yap L, Brentnall L: Listening to the rural health workers in Papua New Guinea - The social factors that influence their motivation to work. Soc Sci Med 2012, 75(5):828-835.

30. Siril H, Hirschhorn LR, Hawkins C, Garcia ME, Li MS, Ismail S, Mdingi SG, Chalamilla G, Fawzi W, Kaaya S: **Stress, motivation and professional satisfaction among health care workers in HIV/AIDS care and treatment centers in urban Tanzania: a cross-sectional study.** East Afr J Public Health 2011, **8**(1):17-24.

31. Zinnen V, Paul E, Mwisongo A, Nyato D, Robert A: Motivation of human resources for health: A case study at rural district level in Tanzania. Int J Health Plann Manage 2012, **27**(4):327-347.