A descriptive approach of motivation factors enhancing health workers’ effective maintaining in Togolese healthcare system

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ABSTRACT

In this twentieth century, the term motivation is appeared as a center debate of Enterprises’ HRM Strategy and still be the most interested topic in nowadays health system. Thus in the thirty years, business leaders have always tried toward the system of motivation to encourage workers and staff for more commitment. However a lack or a less system of motivation in health sanitary system particularly in Togolese health sanitary system provoked a high departure of some health professional from public sector to private sector and from poor countries to developing countries.

To shed this problem of health sanitary system, this research is focused on a descriptive approach of motivation factors enhancing heath workers effective maintaining in Togolese healthcare system. The objective of this article is to determine the factors that increase employee’s motivation and to examine the relationship between employee’s motivation factors that enhance effective caregivers maintaining.

To explore this research a descriptive methodology was considered as ideal to determine and examine key motivation factors that magnetize and maintain effectively and efficiency caregivers. Primary data was collected using structured questionnaire as an effective instrument. Data was tabulated and analyzed using SPSS to test the effects of motivational factors on effective caregivers maintaining.

The findings were taken up for drawing logical conclusions. Based on the findings, suitable suggestions and recommendations were brought.

Keywords: Motivation factors, effective maintaining, health workers, healthcare system,

1. Introduction

The term motivation has evolved along the year and has answered a constantly changing in the economy. Thus motivation has become a recurrent topic in the most part of today enterprise or organization that lives through competition due to the market globalization. The motivation can come from any source and can vary from one person to another. For some, it can come from money, that is to say, work for the money for finally live, it comes from the desire to acquire the power, for other it is also due to the fear of the feeling to be punished, of feelings of guilt, for the health worker, which can be their determinants of motivation.
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According to Encarta encyclopedia of Microsoft, "Motivation is a whole conscious or unconscious causes that are, at the origin of individual behavior." For Stephen Robbins and Timothy A. Judge, “the motivation is the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal”.

1.1 Research objective

The research objective is:

1. To determine the factors that increase employees motivation,
2. To examine the relationship between employees motivation factors that enhance effective heath workers maintaining.

1.2 Research hypothesis

In order to reach the objectives of our research, the subsequent hypotheses are therefore formulated:

1. Ho1: Employee’s work recognition does not tend to be a motivator factor enhancing health workers maintaining.
   H11: Employee’s work recognition tends to be a motivator factor enhancing health workers maintaining.
2. Ho2: Remuneration policy is not tended to be a motivational factor that magnetized, maintained health workers.
   H12: Remuneration policy is tended to be a motivational factor that magnetize, maintain health workers.
3. Ho3: Employee empowerment is not a motivational factor that enhanced and maintained the effective caregivers.
   H13: Employee empowerment is a motivational factor that enhanced and maintained the effective caregivers.
4. Ho4: Method of allocating of variables compensations is not semed to be a motor of motivation that magnetize and maintain caregivers.
   H14: Method of allocating of variables compensations is semed to be a motor of motivation that magnetize and maintain caregivers.
5. Ho5: There is no impact of hierarchy’s supervision, participation and control on effective caregivers maintaining,
   H15: There is an impact of hierarchy’s supervision, participation and control on effective caregivers maintaining.
6. Ho6: Employees’ training does not motivate and maintain caregivers.
   H16: Employees’ training motivates and maintains caregivers.
7. Ho7: Medical equipment is not a key motivational factor due to maintain caregivers.
   H17: Medical equipment is a key motivational factor due to maintain caregivers.

2. Literature review
According to Bartol and Martin (1998) motivation is described as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farhad et al, 2011). Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is a performance or a procedure of presenting an intention that origin a person to capture some accomplishment. Kalimullah et al, (2010) argued that motivation is a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets. Barron (1983) also mentioned that, motivation is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions.

2.1 Employee motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al, 2010). Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, Training and development, job security, organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees.

Employee motivation is one of the policies of managers that increased effectual job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he or she must achieve, therefore he or she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

2.2 Key factors affecting employees’ motivation

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (Houran. J). Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). Rewards are management tools that hopefully contribute to firm’s effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009).

To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for
you and the organization, they need to be motivated (Baldoni, J, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani, K, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni, J, 2005).

Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, B.O. et al, 2011).

Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees’ motivation (Annamalai, T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010). No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensible strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeloyinka et al, 2007).

From the theoretical framework, literature gathered for the study, the factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

3. Research methodology

The research is adopted a descriptive method based on a mail survey method. Sampling design begins by specify the target population relevant to this study is all medical and paramedical personnel (nurses and the midwives, the medical assistants, and health technicians.. the nurses and the midwives, the medical assistants, and health technicians.. ) who are in charge of providing health care services to the population. Primary as well as secondary data were collected. Primary data has been collected using structured questionnaire with personal interviews say. brief all the health professionals such as those who work in medical imaging services, laboratory, emergency and operating rooms. Secondary data has been collected from various quality magazines, research papers, text books, related websites and related reports emanating from the organizations such as the WHO, the World Bank, USAID, GTZ, SYNPHOT (“Syndicat National des Praticiens Hospitaliers du Togo”), Ministry of Health, and to the management of the health system was very useful.
Sampling techniques may be broadly classified as nonprobability and probability. As a mail survey method will be applied in this research, it is possible to use a probability sampling technique. Hence, a proportionate stratified sampling design was selected. This method is efficient when differentiated information is needed regarding various strata within a population because it provides more information within a given sample size (Sekaran 2000). In addition, it allows for a reduction of standard error over simple random sampling (Kinnear and Taylor 1996; Zikmund 1997). For the sampling unit, survey was conducted in the chief place of the following regions: Kozah for Kara’s region and Dapaong for savanna’s region. We chose these regions to facilitate our study because of some perfect knowledge we have of these regions.

This statistical approach determining sample size is based on confidence intervals which will be smaller. These approaches may involve the estimation of mean or proportion. When estimating the mean, determination of sample size using the confidence interval approach requires the specification of precision level, confidence level, and the population standard deviation. In the case of proportion, the precision level, confidence level, and an estimate of the population proportion must be specified. The decision on sample size was based on a minimum amount for data analysis using SPSS suggested a sample size of 150 to 500 should be adequate for the data analysis technique (Hair et al. 1998; Sudman 1976).

In order to achieve this final sample size, a much greater number of potential respondents have to be contacted to account for reduction in response due to incidence rates and completion rates. Due to budget constraints and practicalities of the sample frame, 1,000 questionnaires will be mailed to all medical and paramedical workers selected through the above sampling method. A sample size of 200 respondents is expected for this research from return mails. That is, in this research the final or net sample size is determined proportion approach using the maximum possible population variation in Table 1.

**Table 1: Determining sample size**

<table>
<thead>
<tr>
<th>Steps</th>
<th>Determination</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Specify the level (D)</td>
<td>D = p - π = +/- 0.05</td>
</tr>
<tr>
<td>2. Specify the confidence level (CL)</td>
<td>CL = 95%</td>
</tr>
<tr>
<td>3. Determine the z value associate with the CL</td>
<td>Z = 1.96</td>
</tr>
<tr>
<td>4. Estimate the population proportion (π)</td>
<td>π = 0.85</td>
</tr>
<tr>
<td>5. Determine the sample size</td>
<td>n = [\frac{\pi (1-\pi) (z)^2}{(D)^2}]</td>
</tr>
<tr>
<td></td>
<td>n = [\frac{0.85 (1-0.85)(1.96)^2}{(0.05)^2}]</td>
</tr>
<tr>
<td></td>
<td>n = 195.9216</td>
</tr>
<tr>
<td>6. The finite population correction (fpc).</td>
<td>fpc = [\frac{n x N}{(N + n - 1)}]</td>
</tr>
<tr>
<td></td>
<td>fpc = [\frac{196 x 1000}{(1000 + 196 - 1)}]</td>
</tr>
<tr>
<td></td>
<td>fpc = 164.0167364</td>
</tr>
<tr>
<td></td>
<td>fpc = 165</td>
</tr>
</tbody>
</table>

Source: developed for this research
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Therefore the 196 sample size that is determined using the formula for the standard error of the proportion is represented 10 percent or more of population (N= 1000) and so we apply the finite population correction (fpc). Hence, 165 respondents determined would be the final or net sample size for the data analysis. SPSS was used for purpose of analysis.

4- Data analysis and interpretations

4.1 Employee’s work recognition

Graphically representation of percentage share of our study reveals that 85% of the population believes that employee’s work recognition is a motivator factor enhancing health workers maintaining against 15% of survey professionals. Receiving the congratulations from superiors create a self-confidence and motivation.

![Employee's work recognition chart]

This analysis is reinforced by testing a null hypothesis (Ho1).

Ho1: Employee’s work recognition does not tend to be a motivator factor enhancing health workers maintaining.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, r</th>
<th>Significant, p</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s work recognition</td>
<td>.572**</td>
<td>.000</td>
<td>3.09</td>
<td>1.242</td>
<td>Ho1 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level

Ho1 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship Employee’s work recognition and employee effective maintaining. The positive value of Pearson correlation, r, indicates that the relationship between Hierarchy EC and employee effective maintaining is positive.

4.2 Remuneration policy as a source of encouragement

Graphically representation of percentage share of data analysis obtained showed that 91% of employees are supporting the idea that the various remuneration namely; salary, bonuses and other rewards paid to employees are for them a source of incentive motivation. Only a minority around 9% of the survey are rejecting this idea. This is once more checked by the
universal character of remuneration on the motivation of employees at work. In Togo wages of public sector is very low and is not likely encouraging in health system. Some bonuses even if they existed are like wages insignificant. Despite the insignificant values of these bonuses, it has been noticed that, there is an ill-will of the authorities who still accumulate some delays in the payment of these bonuses which often let employees go on strike. Then remuneration policy is intended to be a motivational factor that magnetized, maintained health workers.

This analysis is reinforced by testing a null hypothesis (Ho2).

Ho2: Remuneration policy is not tended to be a motivational factor that magnetized, maintained health workers.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, r</th>
<th>Significant, p</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration policy</td>
<td>.672**</td>
<td>.000</td>
<td>3.79</td>
<td>1.341</td>
<td>Ho2 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level

Ho2 was rejected after Pearson correlation testing was conducted. From the results of the significant value $p < 0.05$, this indicated that there is a relationship between remuneration policy and employee effective maintaining. The positive value of Pearson correlation, r, indicates that the relationship between remuneration policy and employee effective maintaining is positive.

4.3 Employee empowerment

Graphically representation of percentage share of the employee empowerment shows that the major part of professional survey more than 81% affirmed to get or have encouragement from their hierarchy after accomplishing a work, 13% affirmed to have fair congratulation from their staff after accomplishing a work and 6% of professionals’ survey often don’t receive the congratulations. Then, empowerment creates motivation and energy in workforce to do their work efficiently and effectively. Employee empowerment is imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation.
This analysis is reinforced by testing a null hypothesis (Ho3).

Ho3: Employee empowerment is not a motivational factor that enhanced and maintained the effective caregivers.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, r</th>
<th>Significant, p</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee empowerment</td>
<td>.585**</td>
<td>.000</td>
<td>3.09</td>
<td>1.261</td>
<td>Ho3 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level

Ho3 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship between satisfaction and employee effective maintaining. The positive value of Pearson correlation r, indicates that the relationship between satisfaction and employee effective maintaining is positive.

4.4 Bonus awarding allocating

Graphically representation of percentage share of data analysis obtained showed that with regard to the method of allocation of professionals bonuses, opinions are shared. The half (57%) of professional surveys allowed to give bonuses or others awards according to merit of various works accomplished. Over 28% would like to give these bonuses according to additional hours of works accomplished. Only the minority of the workforce survey 5% agree that bonuses must be given to all employees, finally the rest 10% of the workforce would like to give theses bonuses according to work seniority. The analysis here retain two methods of attributions bonuses and rewards that are expressed by the majority of professionals interview according to additional work, to merit. Employees would like a fair treatment from their boss. The fair treatment we reminded in the theory of Adam, is an important factor of motivation that HRD should take in account. Bonus awarding allocating is semed to be a motor of motivation that magnetize and maintain caregivers.
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This analysis is reinforced by testing a null hypothesis (Ho4).

Ho4: Method of allocating of variables compensations is not seemed to be a motor of motivation that magnetize and maintain caregivers.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, r</th>
<th>Significant, p</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus awarding</td>
<td>.602**</td>
<td>.000</td>
<td>3.09</td>
<td>1.242</td>
<td>Ho4 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level

Ho4 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship bonus awarding and employee effective maintaining. The positive value of Pearson correlation, r, indicates that the relationship between bonus awarding and employee effective maintaining is positive.

4.5 Hierarchy supervision, participation and control (Hierarchy SPC)

Graphically representation of percentage share of hierarchy supervision, participation and control (Hierarchy SPC) shows that for this item, over 93% of professional’s surveys believed that the supervision and the control of the activities by hierarchy are a kind of encouraging and reassuring ways against 7% of surveys population. Indeed the feedback of the hierarchy that is obtained from this activity allowed employees to assess themselves and strengthen their self-confidence. Then there is an impact of hierarchy’s supervision, participation and control on effective caregivers maintaining.
This analysis is reinforced by testing a null hypothesis (Ho5).

Ho5: There is no impact of hierarchy’s supervision, participation and control on effective caregivers maintaining (Hierarchy SPC).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, r</th>
<th>Significant, p</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchy SPC</td>
<td>.602**</td>
<td>.000</td>
<td>3.46</td>
<td>1.386</td>
<td>Ho5 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level

Ho5 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship hierarchy SPC and employee effective maintaining. The positive value of Pearson correlation, r, indicates that the relationship between hierarchy SPC and employee effective maintaining is positive.

4.6 Employees training

Graphically representation of percentage share of our research indicates that over 67% of the majority of professional respondents affirmed not have taken a special training courses offered by the direction against only 33% who affirmed to receive a small training courses. If it is evident that the direction organizes training courses in order to master and acquire the new medical equipments.

The conclusion is clear that the direction does not have a continuous training program for its employees. Training is the only way that enables professionals to consolidate their gains and learn by the way the scientific knowledge evolution. The direction must take it in account if it wants to improve the quality of services and motivate its professional’s workers. Employees’ training is a motivational factor that is, maintained effectively and efficiently caregivers.
**Correlation is significant at the 0.01 level**

Ho6 was rejected after Pearson correlation testing was conducted. From the results of the significant value \( p < 0.05 \), this indicated that there is a relationship employee training and employee effective maintaining. The positive value of Pearson correlation, \( r \), indicates that the relationship between employee training and employee effective maintaining is positive.

### 4.7 The impact of medical equipment on caregivers

Graphically representation of percentage share of the study has shown that more than 63\% of professional surveys supported that the insufficient and the bad quality of medical equipments let the work difficult and not in nature to motivate the next generation of caregivers against only 37\% of population concerned. Indeed, the medical equipment can prevent the caregivers to provide better quality care, which may tarnish their image, the department image and brand, or even the image of hospital causing the loss of income. Then medical equipment is a key motivational factor due to maintain caregivers.

This analysis is reinforced by testing a null hypothesis (Ho7).

**Ho7: Medical equipments are not a key motivational factor due to maintain caregivers**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation, ( r )</th>
<th>Significant, ( p )</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical equipments</td>
<td>.457**</td>
<td>.000</td>
<td>3.16</td>
<td>1.282</td>
<td>Ho7 Rejected</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level**
Ho7 was rejected after Pearson correlation testing was conducted. From the results of the significant value $p < 0.05$, this indicated that there is a relationship medical equipment and employee effective maintaining. The positive value of Pearson correlation, $r$, indicates that the relationship between medical equipments and employee effective maintaining is positive.

From the analysis conducted to test relationships, all attributes of employee motivational factors had a significant relationship with employee effective maintaining.

5. Recommendations

Based on primary as well as secondary data collection, data analysis of the research formulated some suggestions that are applied to all institutions of Togolese public sectors. As finance is seemed to be stone spear, an effective foundation of HRM; organization should invest in HRM in order to achieve objectives that were fixed and to get good result. A good performance is always based on a good motivation. So to achieve that, the government should improve and develop practice that could allow employees to be kept motivate for their work which they are responsible. To do so, the authorities should think about an establishment of a new salary scale that takes into account the nationally and internationally current living standards. In the short term, the HR manager can apply an indirect remuneration or performance remuneration which is linked to an individual or a collective merit.

The HR managers should advocate the same policy in managing of health workers. All kind of discriminatory nature like the nepotism, friendships, ethnic, religious or political must be avoided because it causes a frustration, inefficiency, and especially cause a total no motivation of employees.

The supervision and control of the activities of employees by the human resources department must be complete with serenity. Managers should relax controls by making its less apparent as usual, and by making a feedback to workers.

Develop an effective network communication between staff only and between staff and their hierarchy tended to develop a strong cohesion and interpersonal relationships in the health system. A good cohesion assures the full integration of employee in service. Indeed, an employee who is well integrated into his jobs will feel more motivated in his work than an employee who is not integrated.

Managers are expected to develop recognition policy in the health system. Indeed recognize the caregivers’ efforts, skills, results and praise is very important because of the direct impact it has on employee motivation. HR management must take training as a policy of personnel incitation. HR management has an obligation to give opportunity and same chances to all employees. Then, distinguished persons who can participate to a training session or to recycling program let him improve his level of knowledge or take better care of the problem of health.

Togo is a country which must develop its leadership and its good governance of health institutions. First of all, the number of caregivers should be increased. The government should implement a good plan of development of human resources in the health system and should develop recognition policy in heath sector in order to recognize the efforts, the skills, the results and congratulation of health workers.
5.1 Conclusions

The main goal of our studies was to provide an overview of health workers motivation and in-depth analysis of the main variables of motivation. From the data analysis conducted to test relationships, all attributes of employee motivational factors had a significant relationship with employee effective maintaining. Then the analysis confirmed that all motivational factors are likely contributing to maintain effectively and efficiency health workers.

Following this research it has been found that, efforts still have been made to close the health institutions of the population. However, these institutions are suffering from insufficiency of professional staff especially those located in some far villages. Apart from this insufficiency of professional caregivers, we also notice: the worst organization of staff, the old medical equipments that are not adapted and the inadequacy of the buildings which are not allowed to give citizens health services.

The results of this research without the pretension of being exhaustive can serve as a basis or can contribute to improve the motivational factors that are magnetize and maintain efficiency caregivers.

The decentralization process initiated and finalized by the government with the support of international organizations should be allowed an autonomous management of health institutions to involve more people in the management of local affairs by taking control of their underway. The assistance of foreign partners would be welcome but it would hence forth regard as a necessity.

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6. References


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