

Supplementary file 1 Open ended interview

This interview topic guide gives an indication of the main questions that will be asked in the interviews of health service managers and providers. Core questions were adapted to meet the specificity of each category (senior managers (Questions 1 to 4), intermediate managers (Questions 1 to 5); health professional (Questions 2 to 5).

Components	Objectives/Remarks / Questions
Introduction	Researcher presentation (Name, qualification, institution)
	Interview objectives
	Explain the procedure (Time, Clarification questions, information about voluntary participation and the autonomy to respond or not to sensitive question and information about consent forms)
	Explain confidentiality and data anonymisation procedures
	Ask permission to record the interview (Audio record and notes)
	Obtain informed consent
Adjust the recording device	Make sure that equipment is functioning and the room is not noisy
General part	To get overall idea about the interviewee and make him/ her comfortable
	Q : How old are you ?
	Q : Could you describe your actual job position? Your tasks?
	Q : How long have you been working in your actual position?
	Q : How long have you been working in this hospital?
	Q : Where have you worked before? In which function?
Introduction to specific questions	Transition to core questions
1) Leadership Practices	Q : Could you describe you task?
	Q : Could you describe your role as a manager? P
	Q : What is your vision about leadership? What do a good leader means to you?
	Q : Would you give me some examples of your practice of leadership?
	Q : What challenges are you confronted with in you leadership practice ?
	Q : In your opinion, how could you describe your influence on staff behaviours ?
2)Hospital Performance	Q : In your opinion, what explain the good/bad performance of your hospital in "Concours Qualité" ?
	Q : Is it related to leadership? Does leadership matters?
3) Individual Performance	Q : In your opinion, what are the major reasons why a health professional is performant in health care provision?
	Q : According to you, what are he facilitators to individual performance?

	<p>Q : In your opinion, what are the barriers to maintain a good individual performance for health professionals ?.</p> <p>Q : Is there a difference in the motivation between different cadres of health professionals or not?</p> <p>Q : How could you play a role in the motivation of your staff/ colleagues?</p>
4) Public Service Motivation	<p>Q : Could you explain what motivates you to work in this hospital ? (Motivation intrinsic/extrinsic)</p> <p>Q : how do you feel working in this hospital?</p> <p>Q : What attaches you to this hospitals, if any? Q: how do you describe this attachment?</p> <p>Q : serving citizens, what does it means for you?</p> <p>Q : Did you think about quitting the public service? If yes, why? If no, why?</p> <p>Q : Do you feel that you are doing tasks that go beyond your responsibilities, or not?</p> <p>Q : how could you describe you engagement about the organisational mission and vision?</p> <p>Q : Do you feel that you have the necessary information, tools and support to carry on your task, or not?</p> <p>Q : Do you engage in supplementary efforts without contingent financial rewards ? Could you give me some examples?</p>
5) Leadership in your organisation	<p>Q : Could you describe leadership practices in your organisations?</p> <p>Q : Do you feel that you are supported by your superior ? By management teams?</p> <p>Q : Could you provide some examples of leadership practices of your superior?</p> <p>Q : how could you describe relation between your interaction with your leader and your motivation?</p>
Summary and debriefing	<p>During this interview you gave me useful informations that are relevant to this study.</p>
	<p>Q : Is there something that you see as important regarding our topic we did not mention? If Yes we could discuss it. We do have time.</p>
	<p>Q: Do you have questions for me?</p>

