

Culture of silence: Is self-expression a matter of personality or organisational culture? Evidence from public health institutions

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Robert Ipiin Gnankob and Tamrisha Patnaik
School of Business, Woxsen University, Hyderabad, India

Samuel Etse Dzakpasu

*Department of Business and Social Science Education, University of Cape Coast,
Cape Coast, Ghana, and*

Millicent Wiafe-Kwagyan

*Department of Organisation and Human Resource Management,
University of Ghana, Accra, Ghana*

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Abstract

Purpose – The study examines whether employee self-expression in Ghana's public health sector is primarily a function of individual personality traits or perceived organisational cultural values. Drawing on trait activation theory and Hofstede's cultural dimensions framework, it investigates the direct effects of the Big Five personality traits on self-expression and the moderating roles of power distance, collectivism and uncertainty avoidance.

Design/methodology/approach – A cross-sectional survey was employed, using data from 275 health professionals at three teaching hospitals in Ghana. Personality traits were measured using the Mini-IPIP, cultural values using CVSCALE and self-expression using an adapted authenticity scale. Data were analysed using PLS-SEM to test direct and moderating effects, complemented by NCA to identify necessary conditions for achieving high levels of self-expression.

Findings – Openness to experience and extraversion were positively associated with self-expression, whereas conscientiousness was negatively associated with self-expression. Agreeableness and neuroticism were not significant predictors. Contrary to conventional assumptions, power distance, collectivism and uncertainty avoidance had positive direct effects on self-expression, suggesting that expression in hierarchical health facilities may be structured, authorised and procedurally mediated. The cultural values also differentially moderated the personality–self-expression relationships. NCA showed that agreeableness, extraversion, power distance and uncertainty avoidance were the most salient necessary conditions for high self-expression.

Originality/value – The study reconceptualises self-expression as a structured, institutionally mediated behaviour rather than purely individual assertiveness. It extends trait activation theory by showing how perceived cultural values may not only suppress but also enable the behavioural expression of personality in hierarchical public-sector organisations.

Keywords Self-expression, Culture of silence, Personality traits, Organisational culture, NCA

Paper type Research article

Introduction

In everyday organisational life, employees continuously decide whether to share concerns, question decisions, warn about risks, or propose improvements. These micro-judgements shape information flow, learning and organisational adaptation. Classic scholarship (LePine and Van Dyne, 1998; Morrison, 2011) refers to such expressions as corrective mechanisms through which employees influence organisational responsiveness. Most notably, Hirschman's (1970) exit–voice–loyalty framework defines voice as discretionary and change-oriented communication. When employees feel safe to express themselves, organisations benefit from richer dialogue, diverse perspectives, and stronger problem-solving (Kokkoris, 2024). Conversely, when silence is safer or more rewarded, risks remain unreported, and opportunities for improvement are lost (Hashemian *et al.*, 2025). In this sense,



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self-expression (SE) functions as a behavioural and dispositional mechanism through which organisations access the collective intelligence and moral agency of their workforce (Wood *et al.*, 2008).

In this study, SE refers to employees' perceived ability to articulate their genuine thoughts, concerns, and ideas at work, particularly on issues affecting performance and integrity. It aligns closely with proactive behaviours, such as employee voice, speaking up, and upward communication (Wang *et al.*, 2024). In healthcare institutions, proactive behaviours are central to patient safety, error detection, and organisational learning (Bahadurzada *et al.*, 2024). On the contrary, when healthcare professionals feel unsafe to speak up, avoidable harm and latent risks persist (Hashemian *et al.*, 2025; Tetteh *et al.*, 2022). As a result, organisational silence literature (Pinder and Harlos, 2001; Van Dyne *et al.*, 2003) describes silence not merely as the absence of expression or voice but as a systematic withholding of ideas, concerns, or information about organisational problems. Organisational silence is often ingrained in contextual factors such as fear of negative consequences, perceived futility of speaking up, and norms discouraging upward communication (Morrison, 2011).

Despite recognition that self-expression may be constrained, existing research remains limited in explaining how and when such limitations override individual dispositions. Much of the literature treats self-expression and related speaking-up behaviours as either a function of personality traits such as extraversion and openness (Zhang *et al.*, 2023; Judge *et al.*, 2002), and views agreeableness and neuroticism as inhibiting expression (Tedone and Bruk-Lee, 2022; Yi *et al.*, 2022) or of contextual and organisational influences, including leadership, climate, and cultural norms (Morrison, 2011; Detert and Edmondson, 2011; Farooq and Tripathi, 2024), with limited integration of the two perspectives. It remains unclear whether self-expression is fundamentally a dispositional behaviour moderated by context, or whether, in highly institutionalised environments, it is structurally shaped to the extent that individual differences become secondary.

Furthermore, prevailing assumptions about SE largely reflect Western organisational contexts, which are often associated with lower power distance, greater autonomy and stronger psychological safety (Farooq and Tripathi, 2024; Edmondson, 2018). Such assumptions may not hold in "strong situations" in which cultural norms and institutional expectations supersede individual differences (Judge and Zapata, 2015; Mischel, 1977). Public-sector organisations in Africa, including Ghana, often operate within hierarchical, obedience-oriented and rule-bound institutional structures (Asante, 2025; Ayee, 2001). These environments socialise employees to display deference and loyalty, making critique appear risky or inappropriate (Hofstede, 2011). Empirical studies in Ghana's health sector document reluctance to question decisions, challenge errors or propose alternatives, even when silence undermines organisational effectiveness (Iddrisu and Mohammed, 2024; Gyensare *et al.*, 2019). These patterns reflect cultural configurations of high power distance, collectivism and uncertainty avoidance that discourage deviation and risk-taking (Hofstede, 2011; Yoo *et al.*, 2011). This context challenges the underlying assumption that SE is primarily an individual-level behaviour (LePine and Van Dyne, 1998; Morrison, 2011; Detert and Edmondson, 2011), suggesting instead that it may be institutionally structured in ways that regulate or redefine the expression of personality.

These realities raise three under-examined questions:

- Q1. To what extent do employees' personality traits shape SE in Ghana's public health sector?
- Q2. To what extent do organisational cultural values shape SE?
- Q3. How do power distance, collectivism and uncertainty avoidance moderate the personality–SE relationship?

To address these questions, the paper draws on trait activation theory (Tett *et al.*, 2021) and Hofstede's cultural dimensions framework (Hofstede, 2011) to examine how personality traits

and organisational cultural values jointly shape SE in Ghanaian public health institutions. The study makes three contributions. First, it enriches research on employee voice and silence in the African public health sector, where communication is high-stakes yet underexplored. By situating SE within Ghana's hierarchical and bureaucratic public health context, the study shows how voice-related behaviour may be shaped by deference, authority relations and institutionalised communication norms (Asante, 2025; Ayee, 2001). Second, it enriches TAT and Hofstede's cultural framework by demonstrating how power distance, collectivism and uncertainty avoidance condition the trait-behaviour relationship. Third, it offers practical insights for teaching hospital settings seeking to build safer, more legitimate communication channels that enable staff to raise concerns, report risks, and contribute improvement ideas.

Theoretical foundations and hypotheses development

Theoretical underpinning

Employee SE can be examined through TAT (Tett *et al.*, 2021) and Hofstede's cultural dimensions framework (Hofstede, 2011), which together explain how individual predispositions are expressed, narrowed, or reconfigured under specific cultural conditions. TAT posits that personality traits are latent behavioural tendencies that become observable when situational cues signal that such behaviours are appropriate, safe, or rewarded (Tett and Guterman, 2000; Tett *et al.*, 2021). Traits such as openness and extraversion may foster communicative, exploratory, and proactive tendencies, whereas agreeableness, conscientiousness, and neuroticism may constrain SE under certain conditions. Agreeableness may heighten sensitivity to harmony and interpersonal disruption, conscientiousness may encourage compliance with rules and authority, and neuroticism is often associated with withdrawal, risk aversion, and sensitivity to threat. However, these traits are more likely to translate into SE or silence depending on whether organisational environments provide individual safety and role-based opportunities for expression (Frazier *et al.*, 2017). Studies show that even employees with expressive tendencies may restrict their voice when contextual cues signal sanctions, reputational damage, or career risk (Manteli and Galanakis, 2022; Oxendahl *et al.*, 2025). TAT therefore explains why personality alone may be insufficient to account for SE in hierarchical public-sector settings.

Hofstede's cultural dimensions complement TAT by explaining how shared cultural values, particularly power distance, collectivism, and uncertainty avoidance, define behavioural expectations within public hospitals. High power distance legitimises authority and discourages questioning, collectivism emphasises harmony over assertiveness, and uncertainty avoidance fosters rule-following and risk aversion (Hofstede, 2011; Yoo *et al.*, 2011). These cultural values may foster silence when SE is interpreted as disrespectful, disruptive, or professionally risky (Gyensare *et al.*, 2019; Iddrisu and Mohammed, 2024). Integrating TAT and Hofstede's framework, therefore, provides a multilevel explanation of SE in Global South public health institutions: personality traits may predispose employees toward expression, but cultural norms can inhibit, alter, or redirect those predispositions. Importantly, this suggests that cultural values may not only discourage SE but also shape its form. In authority-centred public institutions, expression may be redirected away from spontaneous or oppositional voice toward institutionally channelled forms of communication.

This theoretical integration is further enriched by scholarship on organisational silence and psychological safety. Organisational silence research positions silence not simply as the absence of voice but as the intentional withholding of ideas, concerns, or information about organisational problems (Pinder and Harlos, 2001; Van Dyne *et al.*, 2003). This perspective is relevant because the "culture of silence" in public organisations is not merely a behavioural failure but a socially and institutionally produced condition shaped by fear, futility, hierarchy, and perceived risk. Relatedly, psychological safety research shows that employees are more likely to speak up when they believe that doing so will not expose them to interpersonal punishment, embarrassment, or career-related consequences (Edmondson, 1999; Detert and Burris, 2007; Frazier *et al.*, 2017).

Consistent with African public-sector literature, bureaucratic legacies, deference to authority, and politicised administration define employee behaviour and upward communication (Aye, 2001; Antwi and Analoui, 2008; Asante, 2025). By integrating these perspectives, the study posits that SE is a culturally and institutionally situated form of expression.

Personality traits and self-expression

Employee SE in organisations has been a key topic related to employee voice (Badru *et al.*, 2024), participation, and learning. Early scholars, such as Hirschman (1970), viewed voice as a means for employees to signal dissatisfaction and help organisations adapt. Subsequent research (Morrison, 2011; Wood *et al.*, 2008) broadened this view, treating employee voice as discretionary, change-oriented communication aimed at improving performance rather than merely airing grievances. Sacramento *et al.* (2024) show that SE is influenced by relational and contextual factors, with employees' willingness to speak up shaped by perceptions of safety, legitimacy, and potential outcomes. For Wood *et al.* (2008), SE reflects authenticity at work—the capacity to share thoughts, emotions, and ideas freely, without fear.

The Big Five personality (Costa and McCrae, 2010; Donnellan *et al.*, 2006) framework has long been advanced as a parsimonious and robust taxonomy for understanding SE and stable individual differences in behaviour across work contexts. Within this framework, openness to experience, extraversion, conscientiousness, agreeableness, and neuroticism capture enduring patterns of cognition, affect, and interpersonal orientation that are theoretically relevant to communicative and expressive behaviours (Cobb-Clark and Schurer, 2012). While prior research (Hao *et al.*, 2022; Li and Xu, 2020) has frequently examined these traits as direct predictors of voice and related behaviours, such an approach risks overstating the autonomy of personality and underestimating the constraining role of organisational context, particularly in authority-laden public institutions.

TAT (Tett *et al.*, 2013; Tett and Burnett, 2003) challenges the idea that personality traits automatically lead to behaviour. It suggests traits are latent potentials whose expression depends on situational cues (Tett *et al.*, 2021). SE is thus not just dispositional but also context-sensitive, influenced by perceived safety, legitimacy, and consequences. This aligns with public health settings, where communication is discretionary, hierarchy is strict, and speaking up may have costs. Traits like openness and extraversion are believed to predispose individuals to SE (Ojedokun, 2018). Open individuals question routines and imagine alternatives, while extraverts engage socially and assertively (Silvia *et al.*, 2024). However, rigid environments with strict authority can inhibit the manifestation of these traits. An open-minded or assertive subordinate may have concerns but hide them if the context discourages deviation from norms. Therefore, openness and extraversion alone may not explain SE unless the organisational environment supports them.

The case of conscientiousness further complicates simplistic trait–behaviour assumptions. Conscientious individuals are often portrayed as compliant and rule-following, which may constrain expressive behaviour in highly formalised work settings (Alingh *et al.*, 2019). From a TAT perspective, conscientiousness may motivate SE only when silence threatens task integrity, ethical standards, or service quality. In public hospitals, conscientious employees may experience tension between obedience to authority and responsibility to professional standards. Whether this tension results in expression or silence depends not on the trait itself, but on whether the organisational environment normalises speaking up as a professional duty rather than as insubordination (Tett *et al.*, 2013). In highly hierarchical and rule-bound environments, conscientious employees may therefore prioritise compliance and procedural adherence over discretionary expression, particularly when speaking up is perceived as deviating from formal expectations (Hashemian *et al.*, 2025). Accordingly, conscientiousness may be negatively associated with SE in healthcare organisations.

Similarly, agreeableness and neuroticism highlight how personality may actively dampen SE. Highly agreeable individuals prioritise harmony and relational stability, making them

especially sensitive to the interpersonal costs of dissent. Similarly, individuals high in neuroticism are viewed as anxious and sensitive to negative evaluation (Faur *et al.*, 2025). This set of employees is likely to perceive SE as risky, predominantly in environments where errors are punished and reputations are fragile (Tett *et al.*, 2021). Importantly, these tendencies do not operate in isolation; they are intensified or muted by situational cues that define what is socially and professionally acceptable.

To this end, these arguments suggest that the relationship between personality traits and SE is neither linear nor universal. Rather than asking whether certain traits predict SE, a more theoretically meaningful question is: under what conditions does personality become behaviourally consequential? On this basis, the following hypotheses are proposed.

H1a. Openness to experience is positively related to SE.

H1b. Extraversion is positively related to SE.

H1c. Conscientiousness is negatively related to SE.

H1d. Agreeableness is negatively related to SE.

H1e. Neuroticism is negatively related to SE.

Moderating role of organisational culture

If TAT alerts us that personality does not automatically become behaviour, Hofstede's cultural framework explains why specific organisational environments systematically shape that translation. In many public institutions characterised by hierarchical bureaucracies, SE is evaluated not only on the merits of the message but also on its social meaning, namely, who speaks, to whom, when, and at what perceived cost (Alingh *et al.*, 2019). In this regard, organisational culture functions as a behavioural governance system that signals what is safe, legitimate, and rewarded within the workplace (Morrison, 2011; Hofstede, 2011). While cultural values are often theorised as constraints on individual behaviour, such an assumption may be overly restrictive in highly institutionalised environments (Schwartz, 2014; Gelfand *et al.*, 2011). Drawing on TAT (Tett *et al.*, 2021), situational contexts do not uniformly mute trait expression; rather, they provide cues that may either enable or inhibit the behavioural manifestation of personality traits depending on their relevance and legitimacy within a given context (Christiansen and Tett, 2008; Lievens *et al.*, 2006). Accordingly, cultural values such as power distance, collectivism, and uncertainty avoidance may weaken some personality-driven aspects of SE while simultaneously strengthening others by legitimising role-consistent forms of communication (Chamberlin *et al.*, 2017; Liang *et al.*, 2012). This implies that the moderating role of culture is unlikely to be unidirectional and may differentially shape the expression of personality traits, amplifying behaviours that align with institutional norms while suppressing those that deviate from them (Bowling *et al.*, 2016).

As a dimension of Hofstede's cultural model, power distance captures the extent to which unequal power relations are accepted and sanctioned (Hofstede, 2011). In high power-distance organisations, authority is formal and symbolic to the extent that superiors are positioned as unquestionable, and subordinates are expected to comply rather than deliberate. This has direct implications for SE, as speaking up is easily misrecognised as "crossing boundaries." Under such conditions, organisational cues reward deference and caution, and SE is redefined from a professional contribution to a relational risk (Detert and Edmondson, 2011). From a TAT perspective, high power distance operates as a trait-suppressive situational cue, weakening the behavioural expression of traits typically associated with SE. Extraversion, for example, may predispose individuals toward assertiveness and verbal engagement. However, in a high power-distance culture, the perceived cost of assertiveness is heightened: the same behaviour may be interpreted as a sign of disrespect. Similarly, openness to experience may predispose individuals to question routines and generate alternatives, yet the organisational meaning of

“questioning” in a hierarchical culture is often negative. Even conscientiousness, typically associated with responsibility and standards, may not translate into speaking up if conscientious employees infer that maintaining compliance and loyalty is the safer route to preserving professional standing (Oxendahl *et al.*, 2025). Thus, power distance may reshape the conditions under which personality traits translate into SE, amplifying some trait expressions while restricting others depending on their alignment with hierarchical expectations. Based on these assertions, we propose that power distance may moderate the relationship between personality traits and SE. Hence, the following hypothesis was developed;

- H2a-e.* Power distance moderates the relationships between the Big Five personality traits (openness to experience (a), extraversion (b), conscientiousness (c), agreeableness (d), neuroticism (e)) and SE.

Moreover, collectivism shapes whether individuals prioritise personal assertiveness or group harmony. In collectivist organisational cultures, the preservation of relational cohesion is central, and behaviours that risk embarrassment, conflict, or disruption are discouraged (Hofstede, 2011). When employees have legitimate concerns, they may view SE as socially costly and capable of threatening relationships, reputations, or team stability (Iddrisu and Mohammed, 2024). Under such a cultural logic, silence may become a social strategy for self-protection and relational preservation rather than an absence of ideas or commitment (Yeganeh, 2023).

In trait terms, collectivism is expected to blunt the effect of traits that ordinarily promote SE. Extraversion may foster interpersonal engagement, but collectivist norms can redirect that engagement toward relationship maintenance rather than upward challenge. Openness may stimulate alternative thinking, but collectivist settings may discourage the presentation of ideas that diverge from group consensus or hierarchical expectations. Moreover, collectivism may amplify the inhibiting influence of agreeableness because both share a harmony-preserving orientation. In such contexts, highly agreeable employees may be especially reluctant to express dissent because it violates both their dispositional preference for harmony and the cultural expectation of avoiding disruption (Srivastava *et al.*, 2023a). Even employees low in neuroticism, who may otherwise feel confident speaking, might refrain if collectivist norms signal that expressing concerns publicly risks being labelled a “troublemaker” or as undermining group unity (Srivastava *et al.*, 2023b). Thus, collectivism may recast SE as either socially hazardous or collectively genuine, depending on whether expression is perceived as disrupting harmony or protecting group welfare. This leads us to the following hypothesis;

- H3a-e.* Collectivism moderates the relationships between the Big Five personality traits (openness to experience (a), extraversion (b), conscientiousness (c), agreeableness (d), neuroticism (e)) and SE.

According to Hofstede (2011), uncertainty avoidance refers to the extent to which an organisation prefers predictability, rules, and routine to experimentation and ambiguity. In high uncertainty-avoidance environments, deviation is treated as risky, and uncertainty is managed through strict adherence to protocols. This is particularly salient in public health settings where errors can be consequential and procedural compliance is often emphasised (Bahadurzada *et al.*, 2024; Leonard *et al.*, 2004). While such structures protect standardisation, they may also discourage the communication of novel ideas or the questioning of established routines. These are precisely the forms of expression that enable learning and improvement. From a TAT perspective, high uncertainty avoidance may alter the activation of traits that support creative expression and risk-tolerant communication. Likewise, openness, which predisposes individuals toward novelty and alternative thinking, is especially likely to be muted when organisational cues penalise deviation. Similarly, extraverted health workers may become cautious if speaking up is seen as generating “unnecessary complications.” For individuals high in neuroticism, uncertainty and error-prone environments may heighten fear

of blame and negative evaluation. These Individuals high in neuroticism may be especially likely to interpret SE as a way to expose themselves to blame. Conversely, employees low in neuroticism may remain silent if cultural cues frame speaking up as destabilising or challenging (Manteli and Galanakis, 2022). On this basis, we propose that;

H4a-e. Uncertainty avoidance moderates the relationships between the Big Five personality traits (openness to experience (a), extraversion (b), conscientiousness (c), agreeableness (d), neuroticism (e)) and SE.

In Figure 1, we illustrate the proposed hypotheses on the conceptual framework.

Methodology

Sample and data collection

The population of the study comprised frontline and technical health professionals, including nurses, midwives, pharmacists, pharmacy technicians, radiologists, biomedical scientists, and laboratory technicians (See Appendix 1), drawn from three teaching hospitals in Ghana. These occupational groups were considered relevant because their roles require discretionary communication, professional judgement, and coordination, although they operate under strict hierarchical supervision (Edmondson, 2018). We chose these hospitals because teaching hospitals are generally characterised by pronounced professional and high-accountability pressures (Aye, 2001), which may intensify the salience of cultural norms such as power distance, collectivism, and uncertainty avoidance. Data were collected using a self-administered structured questionnaire between July and October 2025, with participation being voluntary and anonymous to reduce evaluation apprehension and social desirability bias, especially in hierarchical public-sector settings (Podsakoff et al., 2024). Respondents were informed that there were no right or wrong answers and that responses would be used solely for academic purposes.

In total, 275 usable responses were obtained, exceeding the minimum sample size recommended for partial least squares structural equation modelling (PLS-SEM) in models with multiple predictors and moderating effects, thereby ensuring adequate statistical power and robustness (Hair et al., 2022). Given the cross-sectional and self-reported nature of the data, common method variance (CMV) was assessed using Harman's single-factor test

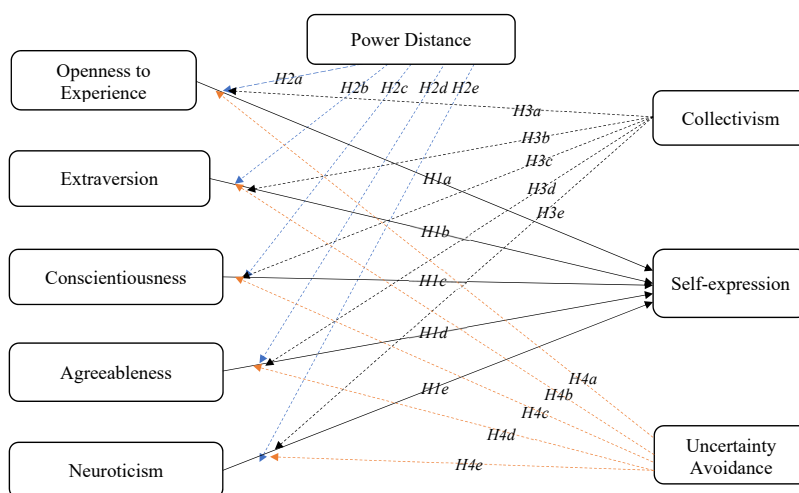


Figure 1. Research model. Notes: Blue, black, and orange broken lines represent moderation of power distance, collectivism and uncertainty avoidance, respectively. Source: Authors' own work

(Podsakoff *et al.*, 2024). The unrotated principal component analysis revealed that the first factor accounted for 38.87% of the total variance, which is below the recommended threshold of 50% (Podsakoff *et al.*, 2003). This suggests that CMV is unlikely to pose a serious threat to the validity of the findings (See Appendix 2).

Variables

The study elicited personality traits questions from the Mini International Personality Item Pool (Mini-IPIP) developed by Donnellan *et al.* (2006) to measure openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. The Mini-IPIP is a concise 25-item instrument that is psychometrically robust, making it suitable for professional settings such as hospitals. Organisational cultural values, specifically power distance (5 items), collectivism (6 items), and uncertainty avoidance (6 items), were measured using the CVSCALE developed by Yoo *et al.* (2011). Consistent with the scale's original operationalisation, the instrument captures employees' individual-level assessments of cultural norms and behavioural expectations within organisational settings. SE was measured using 12 items adapted from the Authenticity Scale (Wood *et al.*, 2008).

Data analysis

Data were analysed using PLS-SEM, implemented via SmartPLS vs 4, and complemented by Necessary Condition Analysis (NCA). PLS-SEM was chosen for its suitability to theory development and prediction-oriented research, particularly in studies involving complex models with multiple latent constructs, interaction effects, and non-normal data distributions (Hair *et al.*, 2022). The method was appropriate for this study, given its focus on examining both the direct effects of personality traits and the moderating effects of organisational cultural values. Following established guidelines, the analysis proceeded in two stages: first, the measurement model was assessed to establish internal consistency reliability, convergent validity, and discriminant validity; second, the structural model was evaluated to test the hypothesised relationships and moderation effects using product-indicator approaches (Hair *et al.*, 2022). To extend beyond sufficiency-based explanations, we additionally employed NCA. While PLS-SEM assesses whether personality traits and cultural values are sufficient to influence SE, NCA examines whether certain conditions are indispensable prerequisites for SE (Dul, 2016). This dual-analytic strategy aligns with the study's theoretical grounding in TAT, allowing assessment of whether personality traits or cultural conditions are not only influential but also necessary for employee SE in hierarchical public health institutions (Dul *et al.*, 2023).

Results

Measurement model evaluation

The measurement model was assessed to establish indicator reliability, internal consistency reliability, convergent validity, discriminant validity, and multicollinearity, following established PLS-SEM guidelines (Hair *et al.*, 2022). Results are reported in Tables 1 and 2. As shown in Table 1, most indicator loadings exceeded the recommended threshold of 0.70, indicating satisfactory indicator reliability. Although a few items loaded below 0.60, these indicators were retained because their removal did not improve composite reliability or average variance extracted (AVE). Further, their inclusion preserved the conceptual breadth of the constructs, consistent with recommendations for theory-driven models (Hair *et al.*, 2022).

Internal consistency reliability was assessed using Cronbach's alpha (α) and composite reliability (CR). All constructs exceeded the minimum threshold of 0.70 for both α and CR, indicating strong reliability. Specifically, Cronbach's alpha ranged from 0.790 (EX) to 0.939 (CL), while composite reliability values ranged from 0.802 (EX) to 0.952 (CL). These results confirm that the latent constructs exhibit satisfactory internal consistency. Again, we evaluated

Table 1. Constructs' reliability, convergent validity and multicollinearity

Construct	Item	Loading	VIF	α	CR	AVE
<i>Agreeableness (AG)</i>	AG1	0.821	3.019	0.859	0.900	0.644
	AG2	0.762	2.898			
	AG3	0.877	3.222			
	AG4	0.681	1.643			
	AG5	0.856	2.783			
<i>Collectivism (CL)</i>	CL1	0.911	4.325	0.939	0.952	0.768
	CL2	0.925	3.132			
	CL3	0.941	4.706			
	CL4	0.927	4.218			
	CL5	0.737	2.257			
	CL6	0.798	3.267			
<i>Conscientiousness (CS)</i>	CS1	0.700	3.038	0.805	0.865	0.564
	CS2	0.736	3.116			
	CS3	0.828	3.448			
	CS4	0.817	3.380			
	CS5	0.660	1.403			
<i>Extraversion (EX)</i>	EX1	0.747	1.828	0.790	0.802	0.554
	EX2	0.750	1.923			
	EX3	0.555	1.269			
	EX4	0.511	1.147			
	EX5	0.761	1.473			
<i>Neuroticism (NM)</i>	NM1	0.648	1.211	0.872	0.906	0.661
	NM2	0.792	3.168			
	NM3	0.860	3.414			
	NM4	0.889	4.845			
	NM5	0.854	3.429			
<i>Openness to experience (OE)</i>	OE1	0.695	1.476	0.815	0.872	0.577
	OE2	0.767	1.803			
	OE3	0.725	1.726			
	OE4	0.843	2.078			
	OE5	0.759	1.610			
<i>Power distance (PD)</i>	PD1	0.780	1.818	0.801	0.868	0.579
	PD2	0.863	2.549			
	PD3	0.832	2.421			
	PD4	0.814	2.106			
	PD5	0.432	1.071			
<i>Uncertainty avoidance (UA)</i>	UA1	0.639	1.466	0.846	0.888	0.576
	UA2	0.819	2.366			
	UA3	0.722	1.827			
	UA4	0.877	4.239			
	UA5	0.868	4.179			
	UA6	0.576	1.443			
<i>Self-expression (SE)</i>	SE1	0.643	2.660	0.848	0.872	0.670
	SE2	0.669	2.368			

(continued)

Table 1. Continued

Construct	Item	Loading	VIF	α	CR	AVE
	SE3	0.728	2.365			
	SE4	0.742	2.033			
	SE5	0.560	2.693			
	SE6	0.640	2.302			
	SE7	0.578	1.891			
	SE8	0.661	1.813			
	SE9	0.677	1.811			
	SE10	0.720	1.985			
	SE11	0.616	1.894			
	SE12	0.656	1.495			

Source(s): Authors' own work

Table 2. Discriminant validity-HTMT ratios

Constructs	AG	CL	CS	EX	NM	OE	PD	UA	SE
AG									
CL	0.403								
CS	0.711	0.483							
EX	0.726	0.565	0.719						
NM	0.753	0.278	0.412	0.726					
OE	0.507	0.456	0.502	0.519	0.444				
PD	0.809	0.263	0.662	0.901	0.749	0.442			
UA	0.847	0.554	0.755	0.891	0.704	0.560	0.865		
SE	0.642	0.577	0.562	0.767	0.588	0.697	0.771	0.766	

Source(s): Authors' own work

convergent validity using AVE, with the constructs exceeding the recommended AVE cutoff of 0.50, ranging from 0.554 (EX) to 0.768 (CL). This indicates that each construct explains more than half of the variance in its indicators, providing evidence of adequate convergent validity. Regarding multicollinearity, all Variance inflation factors (VIFs) values were below the conservative threshold of 5.0, with most indicators well below 3.5.

Discriminant validity was assessed using the heterotrait–monotrait ratio (HTMT). The HTMT matrix in Table 2 indicates that most inter-construct correlations were below the 0.85 threshold. Although most HTMT ratios were below conventional thresholds, one value slightly exceeded the liberal threshold of 0.90, namely power distance and extraversion (HTMT = 0.901), while uncertainty avoidance and extraversion approached it (HTMT = 0.891). This suggests some conceptual proximity among selected cultural and personality constructs. Given the hierarchical and highly institutionalised nature of public health organisations, such overlap may be theoretically plausible. Nevertheless, the constructs demonstrated acceptable convergent validity, internal consistency and indicator adequacy, supporting their retention in the structural model (Henseler *et al.*, 2015; Sarstedt *et al.*, 2021).

Structural model evaluation

Having established the reliability and validity of the measurement model, the following section reports the results of the structural model assessment, including hypothesis testing, effect sizes, predictive relevance, and the moderating effects of organisational cultural values on the personality–SE relationship.

Table 3 shows OE’s strong positive link with SE ($\beta = 0.300, p < 0.001; f^2 = 0.218$), supporting H1a. EX also positively relates to SE ($\beta = 0.291, p < 0.001; f^2 = 0.046$), supporting

Table 3. Structural model and hypotheses testing

Path	β	SD	<i>t</i> -value	<i>p</i> -value	2.5% CI	97.5% CI	f^2	Hypothesis	R^2	Q^2
SE									0.795	0.273
<i>Hypothesised path</i>										
OE → SE	0.300	0.037	8.086	0.000	0.225	0.372	0.218	H1a: Supported		
EX → SE	0.291	0.069	4.201	0.000	0.157	0.430	0.046	H1b: Supported		
CS → SE	−0.266	0.042	6.353	0.000	−0.349	−0.184	0.076	H1c: Supported		
AG → SE	−0.009	0.052	0.178	0.859	−0.111	0.094	0.000	H1d: Not supported		
NM → SE	0.060	0.042	1.428	0.153	−0.014	0.150	0.006	H1e: Not supported		
<i>Moderators (direct)</i>										
PD → SE	0.300	0.054	5.551	0.000	0.187	0.397	0.100	Significant		
CL → SE	0.199	0.044	4.546	0.000	0.113	0.284	0.073	Significant		
UA → SE	0.220	0.056	3.919	0.000	0.111	0.330	0.049	Significant		
<i>Interaction path (hypthesised)</i>										
PD × OE → SE	0.138	0.055	2.512	0.012	0.025	0.242	0.016	H2a: Supported		
PD × EX → SE	0.146	0.131	1.117	0.264	−0.108	0.407	0.004	H2b: Not supported		
PD × CS → SE	0.179	0.082	2.177	0.029	0.012	0.335	0.019	H2c: Supported		
PD × AG → SE	−0.228	0.086	2.637	0.008	−0.397	−0.055	0.018	H2d: Supported		
PD × NM → SE	−0.201	0.047	4.305	0.000	−0.288	−0.102	0.039	H2e: Supported		
CL × OE → SE	0.096	0.045	2.149	0.032	0.008	0.186	0.019	H3a: Supported		
CL × EX → SE	−0.201	0.087	2.312	0.021	−0.365	−0.027	0.015	H3b: Supported		
CL × CS → SE	0.061	0.069	0.885	0.376	−0.071	0.198	0.003	H3c: Not supported		
CL × AG → SE	0.241	0.069	3.486	0.000	0.102	0.381	0.031	H3d: Supported		
CL × NM → SE	−0.216	0.054	4.019	0.000	−0.310	−0.099	0.057	H3e: Supported		
UA × OE → SE	−0.089	0.067	1.343	0.179	−0.215	0.050	0.005	H4a: Not supported		
UA × EX → SE	0.269	0.136	1.974	0.048	0.002	0.532	0.012	H4b: Supported		
UA × CS → SE	−0.410	0.107	3.842	0.000	−0.637	−0.215	0.073	H4c: Supported		
UA × AG → SE	0.037	0.106	0.347	0.729	−0.172	0.242	0.000	H4d: Not supported		
UA × NM → SE	0.120	0.065	1.837	0.066	−0.012	0.243	0.009	H4e: Not supported		
Source(s): Authors' own work										

H1b. CS expectedly shows a negative association with SE ($\beta = -0.266, p < 0.001; f^2 = 0.076$), supporting **H1c**. AG shows no significant association ($\beta = -0.009, p = 0.859$), and neuroticism has a positive but non-significant association with SE ($\beta = 0.060, p = 0.153$); therefore, it does not support **H1d** and **H1e**. All three cultural dimensions significantly affect SE: PD ($\beta = 0.300, p < 0.001$), CL ($\beta = 0.199, p < 0.001$), and UA ($\beta = 0.220, p < 0.001$). These suggest that organisational culture influences expressive behaviour within public healthcare settings. **Table 3** also shows interaction effects, with PD moderating openness ($\beta = 0.138, p = 0.012$), conscientiousness ($\beta = 0.179, p = 0.029$), agreeableness ($\beta = -0.228, p = 0.008$), and neuroticism ($\beta = -0.201, p < 0.001$), supporting **H2a**, **H2c**, **H2d**, and **H2e**. The moderation effect of PD on extraversion and SE is not significant ($\beta = 0.146, p = 0.264$), thereby rejecting **H2b**. Collectivism moderates openness ($\beta = 0.096, p = 0.032$), extraversion ($\beta = -0.201, p = 0.021$), agreeableness ($\beta = 0.241, p < 0.001$), and neuroticism ($\beta = -0.216, p < 0.001$), supporting **H3a**, **H3b**, **H3d**, and **H3e**, but not for conscientiousness ($\beta = 0.061, p = 0.376$), rejecting **H3c**. Uncertainty avoidance moderates extraversion ($\beta = 0.269, p = 0.048$) and conscientiousness ($\beta = -0.410, p < 0.001$), supporting **H4b** and **H4c**, but not openness, agreeableness, or neuroticism, which **H4a**, **H4d**, or **H4e** do not support.

The structural model demonstrated that personality traits, cultural values, and their interaction terms jointly accounted for 79.5% of the variance in SE ($R^2 = 0.795$; see **Figure 2**), indicating substantial explanatory power. In addition, the Stone-Geisser predictive relevance value for SE was positive and well above zero ($Q^2 = 0.273$), indicating strong out-of-sample predictive relevance.

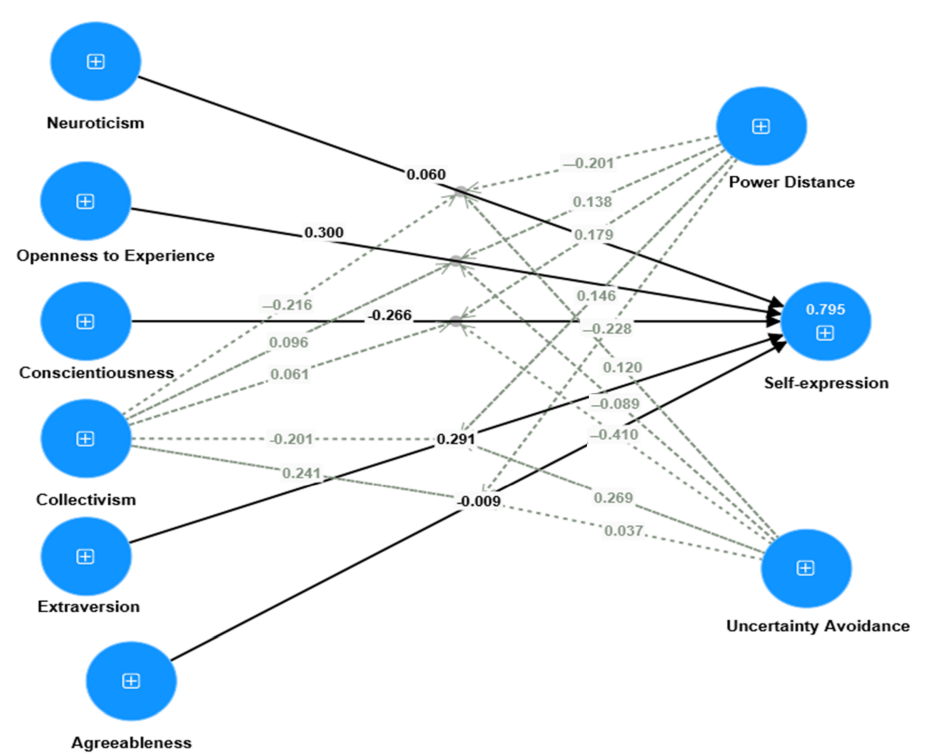


Figure 2. Path coefficients. Source: Authors' own work

Insights from NCA

Necessary Condition Analysis (NCA) was employed to complement the PLS-SEM results. While PLS-SEM identifies sufficient conditions for SE, NCA examines whether certain individual or cultural factors constitute necessary preconditions for achieving high levels of SE (Dul, 2016). Latent variable scores obtained from SmartPLS 4 were exported and used as inputs to the NCA, in accordance with established methodological recommendations (Dul et al., 2023). The CR-FDH ceiling technique was applied, and statistical significance was assessed using permutation tests (Appendix 3). A bottleneck table was generated to identify the minimum threshold levels of the necessary conditions for different SE levels (see Appendix 4).

Results (Appendix 3) of the CR-FDH analysis show that several predictors constitute necessary conditions, although the magnitude of necessity varies. Using established benchmarks (Dul, 2016), agreeableness ($d = 0.388$), extraversion ($d = 0.342$), power distance ($d = 0.384$), and uncertainty avoidance ($d = 0.385$) show medium-sized necessary effects, indicating that high SE is unlikely without minimum levels of these conditions. Neuroticism ($d = 0.243$) and conscientiousness ($d = 0.188$) show small-to-moderate necessity, whereas collectivism ($d = 0.068$) and openness to experience ($d = 0.089$) show very small necessary effects despite statistical significance. The bottleneck analysis reported in Appendix 4 further illustrates that minimum levels are required across different SE levels.

Cultural factors, especially PD and UA, limit outcomes at low levels (see Appendix 4). For instance, achieving 50% SE requires $PD = -1.114$ and $UA = -1.011$; at 70%, these rise to $PD = -0.254$ and $UA = -0.215$. Higher levels (80 and 90%) require PD of 0.177 and 0.607, and UA of 0.183 and 0.581, indicating that SE requires permissive authority and uncertainty norms. Conversely, CL is not necessary up to 70% SE, only becoming binding at 90% ($CL = -0.673$) and 100% ($CL = 0.769$). OE is also not necessary until 80%, with thresholds at $OE = -1.574$ (80%), $OE = -0.270$ (90%), and $OE = 1.035$ (100%). This suggests that openness and collectivism matter for very high levels of SE but not for routine levels. Traits like AG and EX show intermediate necessity such that at 50%, $AG = -1.187$ and $EX = -1.290$, which tighten at 70% ($AG = -0.342$; $EX = -0.457$) and 80% ($AG = 0.080$; $EX = -0.040$). The presence of several “NN” (not necessary) cells confirms that necessity is outcome-level dependent, reinforcing the configurational logic of NCA. As organisations seek greater SE, desirable personality qualities become increasingly essential.

Discussion

The study examined whether SE among Ghanaian public health workers is mainly influenced by personality or organisational culture. According to employee voice research, SE is a discretionary, improvement-focused communication that supports learning and responsiveness (Hirschman, 1970; LePine and Van Dyne, 1998; Morrison, 2011). However, findings suggest that in hierarchical public institutions with strong norms of deference and bureaucratic legacies, expression is driven by “strong situation” cues that can override personality traits. PLS-SEM findings indicate that OE and EX positively predict SE, suggesting that cognitively flexible and socially assertive employees are more likely to speak up (Judge et al., 2002; Zhang et al., 2023). Conversely, CS negatively affects SE, implying that in rule-bound hospitals, conscientious employees may prioritise compliance over upward challenge, aligning with the tenets of TAT (Tett and Guterma, 2000; Tett et al., 2021).

AG and NM were not significant, suggesting that harmony orientation and threat sensitivity do not independently influence SE under strong contextual constraints (Iddrisu and Mohammed, 2024; Gyensare et al., 2019). The non-significant effects of AG and NM further reinforce the contextual nature of SE in hierarchical public-sector institutions. Agreeableness may simultaneously encourage relational sensitivity while discouraging interpersonal disruption, thereby producing competing behavioural tendencies that neutralise direct expressive effects (Srivastava et al., 2023b). Similarly, although neurotic individuals are

often associated with withdrawal tendencies, anxiety, and communication apprehension (Faur *et al.*, 2025; Judge *et al.*, 2002), highly institutionalised environments may constrain expressive behaviour so strongly that emotional dispositions become less behaviourally consequential (Judge and Zapata, 2015; Tett *et al.*, 2021). These findings align with the “strong situation” logic underlying TAT, where contextual norms, hierarchical expectations, and behavioural constraints reduce the observable influence of certain personality traits on workplace behaviour (Mischel, 1977; Tett and Burnett, 2003).

All three cultural values (PD, CL, UA) have positive direct effects on SE. While this appears counterintuitive given their typical association with conformity (Hofstede, 2011; Yoo *et al.*, 2011), it is consistent with SE operating as a structured/institutional expression, i.e. as a communication channelled through authorised hierarchies and procedures rather than as an oppositional voice (Asante, 2025). In this sense, PD and UA may stabilise expression by clarifying acceptable channels and legitimising procedurally mediated communication, rather than enabling informal challenge (Detert and Edmondson, 2011; Edmondson, 2018).

Findings from moderation are consistent with TAT, which posits that cultural cues can translate into SE (Tett *et al.*, 2021). PD strengthens the OE-SE and CS-SE links but weakens the AG-SE and NM-SE links, indicating that hierarchy can enable role-consistent expression while suppressing harmony- and threat-sensitive tendencies (Hofstede, 2011; Judge and Zapata, 2015). CL strengthens OE-SE and AG-SE but weakens EX-SE and NM-SE, implying that collectivist norms reward expressions framed as group-benefiting while discouraging socially risky or disruptive forms of speaking up (Hofstede, 2011; Iddrisu and Mohammed, 2024). UA strengthens EX-SE but weakens CS-SE, suggesting that risk-averse cultures may permit procedural communication while discouraging conscientious speaking up that could introduce ambiguity (Hofstede, 2011). NCA complements these sufficiency results by showing that several predictors are necessary conditions for achieving higher SE levels (Dul, 2016; Dul *et al.*, 2023). The bottleneck logic indicates outcome-level dependence in which some conditions become binding only at higher SE levels, supporting the argument that SE in healthcare organisations is produced by an interplay of traits and cultural constraints rather than by personality alone.

Theoretical implications

Based on the documented findings, the study contributed to the theory and public management and administration literature. First, the results answer the foundational question posed in the title by rejecting the personality-culture dichotomy and theorising SE as a joint product of individual dispositions and institutional constraints. Rather than asking whether SE is a function of who employees are or the cultures in which they work, the analysis shows that SE is an emergent behavioural outcome produced through the interaction of latent traits and cultural-institutional signals. This moves the field beyond individualist explanations of silence and beyond purely cultural determinism, toward a relational model in which agency is always conditionally enabled. Thus, the study replaces trait determinism with situated agency, showing that personality provides behavioural capacity, while organisational culture governs its legitimacy.

Second, the study extends TAT by embedding it within public-sector institutional logic. TAT has often been applied in organisational contexts where situational cues are treated as interpersonal, relational or task-based. This study extends that logic by showing how formal institutional arrangements and cultural expectations may also function as trait-activation cues in public-sector organisations. In public bureaucracies, trait activation is more strongly governed by institutional legitimacy than by interpersonal climate. This reframing refines TAT from a micro-situational theory into an institutional activation theory appropriate for public management literature.

Third, the study contributes to Hofstede’s cultural dimensions model by referring to cultural values as mechanisms of behavioural regulation rather than static national characteristics. Hofstede’s dimensions are typically used as descriptive indicators of national culture.

This paper contributes to the model by theorising power distance, collectivism, and uncertainty avoidance as dynamic institutional forces that structure the permissibility of behaviour. The study argued that these dimensions are governance mechanisms that regulate voice, dissent, conformity, and expressive legitimacy within organisations.

Fourth, the study advances an institutionally grounded understanding of SE as a structured behaviour rather than a purely discretionary or oppositional act. Prior studies define SE as voluntary, spontaneous, and often change-oriented. This study introduces the concept of structured SE to capture how expression in public institutions is often role-bounded and procedurally mediated. In hierarchical contexts, expression is not absent but transformed — shifted from informal challenge to authorised communication.

Practical implications

The study's findings imply that improving SE in Ghana's public health institutions is primarily a matter of institutional and governance reform, not merely individual disposition. Although personality traits such as openness and extraversion predict self-expression, their effects are strongly conditioned by organisational culture. Ministries of Health, regulatory bodies and hospital administrators should therefore prioritise structural and procedural redesign over personality-based interventions. This requires recognising silence as a governance risk and embedding self-expression into formal accountability systems through protected reporting mechanisms, mandatory feedback loops and legally safeguarded escalation channels that legitimise speaking up as part of professional duty. The positive effects of power distance and uncertainty avoidance further suggest that expression in hierarchical systems may be most effective when authorised, formalised, and procedurally embedded. Strengthening clinical governance systems, non-punitive incident reporting and institutionalised learning routines is therefore essential.

Furthermore, hospital management should redefine professional responsibility to include constructive expression, especially for conscientious employees who may prioritise rule compliance over speaking up. Managers should create environments in which raising concerns is framed as protecting collective outcomes such as patient safety and service quality. Collectivist norms can also be leveraged by positioning voice as a collective obligation, thereby aligning expression with social and professional identity.

Performance management, training and promotion systems should also reward participation in improvement and reporting processes, reframing self-expression as a core professional competency. More broadly, public-sector reform efforts aimed at improving integrity, learning and responsiveness must treat communication structures as governance infrastructure rather than cultural artefacts. Without institutional guarantees of safety and accountability, even employees predisposed toward openness may remain silent.

Nonetheless, implementing such reforms within health-sector organisations may not be straightforward. Protected reporting systems, psychologically safe communication structures and formal escalation mechanisms require enabling governance conditions, including political commitment, administrative coordination, legal safeguards and sustained resource investment. In Ghana's health sector, individual hospital managers may have limited authority to institutionalise such mechanisms, as reporting rules and accountability procedures are set by ministries, professional regulatory bodies, and broader public service regulations. Public-sector bureaucratic traditions and fear of victimisation may further slow implementation (Ayee, 2001; Antwi and Analoui, 2008). Consequently, efforts to strengthen SE should be approached as gradual and system-level reforms rather than isolated managerial interventions. At the hospital level, managers can begin by normalising structured feedback, non-punitive incident reporting and routine debriefing practices. At the sectoral level, ministries of health and professional bodies should provide clearer reporting protocols, legal protections and accountability safeguards that make self-expression institutionally, professionally and practically safe.

Limitations and directions for future research

The research has limitations that provide important directions for future research. First, the study relied on cross-sectional, self-reported data, which limits causal inference and may introduce common-method concerns. Although procedural remedies were adopted and Harman's single-factor test suggested that common method variance was unlikely to pose a serious threat, the design does not permit firm conclusions about the temporal ordering of personality traits, cultural values and SE. The hypothesised direction is theoretically grounded because personality traits are generally understood as relatively stable individual dispositions, while cultural values represent contextual conditions that shape behavioural expression. Nevertheless, reverse or reciprocal relationships cannot be ruled out entirely. Employees who frequently express themselves, for instance, may gradually perceive their organisational culture as more permissive. Accordingly, the findings should be interpreted as initial theory-testing evidence rather than causal proof. Future studies should employ longitudinal, time-lagged, experimental or multi-source designs to examine whether personality traits and cultural values predict changes in SE over time.

Second, the study did not include a formal assessment of non-response bias, and nurses constituted the largest occupational subgroup in the sample. Although respondents were drawn from multiple professional categories across three teaching hospitals, it remains possible that participants differed from non-respondents in their willingness to express views on workplace authority, organisational culture, and SE. Similarly, the findings may reflect nursing professionals' communicative and hierarchical experiences more strongly than those of other health occupations. Future research should apply early-late response comparisons, response-wave analysis, or follow-up checks, and should employ subgroup, comparative, or multigroup analyses to examine whether personality-SE relationships vary across nurses, midwives, pharmacists, laboratory professionals, radiographers, and other professional groups.

Third, although the measurement model produced acceptable reliability and convergent validity, some HTMT values approached the liberal threshold of 0.90. This suggests that certain personality traits and cultural values, particularly those involving power distance, uncertainty avoidance and extraversion-related tendencies, may be conceptually close in hierarchical public health contexts. In addition, cultural values were measured using CVSCALE, which captures individual-level assessments of cultural norms and behavioural expectations rather than objective organisational-level culture. While this is consistent with the scale's original operationalisation, the findings should be interpreted as reflecting employees' cultural value orientations or assessments of organisational cultural norms rather than shared institutional culture in a strict multilevel sense. Future studies should further validate these constructs using alternative measures, confirmatory approaches, cross-contextual samples and multilevel designs that distinguish personal cultural value orientations from shared hospital-level or unit-level cultural norms.

Finally, the study introduced a structured and institutionally mediated understanding of SE, but this construct requires further empirical refinement. Future studies should develop and validate a dedicated, structured SE scale that distinguishes between informal self-expression, formalised institutional expression, role-consistent speaking up, and oppositional voice. Such a measure would clarify whether employees are genuinely expressing themselves or merely communicating within authorised procedural boundaries. Comparative studies across public and private hospitals, other public-sector agencies, and African and non-African institutional settings would also help determine whether SE is primarily shaped by individual dispositions, perceived cultural norms, shared organisational culture or their cross-level interaction. In addition, because the moderation findings suggest complex boundary conditions, future research could apply complementary techniques, such as polynomial regression or Johnson-Neyman analysis, to identify regions of significance, nonlinear patterns, and boundary conditions in the interaction between personality traits and cultural values.

Conclusion

The study examined whether SE in Ghana's public health sector is primarily a matter of personality or organisational culture. Drawing on TAT and Hofstede's cultural dimensions framework, and using PLS-SEM and NCA, the findings show that SE is shaped by both individual dispositions and cultural conditions. Openness and extraversion enhance SE, whereas conscientiousness constrains it in hierarchical, rule-bound settings. Cultural values not only influence SE directly but also condition how personality traits are expressed. The study therefore shows that SE in health facilities is neither purely dispositional nor purely cultural; rather, it is structured by the interaction among personality, hierarchy, collective norms, and procedural expectations. By positioning SE as an institutionally mediated expression, the study advances understanding of voice and silence in Global South public-sector organisations.

Appendix 1

Table A1. Demographic characteristics of respondents

Variable	Frequency	Percent
<i>Gender</i>		
Male	102	37.1
Female	173	62.9
Total	275	100.0
<i>Age group</i>		
18–30	133	48.4
31–45	134	48.7
46–60	7	2.5
61+	1	0.4
Total	275	100.0
<i>Education level</i>		
Diploma/Nursing	108	39.3
Undergraduate	124	45.1
Master's degree	24	8.7
Professional qualifications	19	6.9
Total	275	100.0
<i>Job role</i>		
Biomedical scientist	41	14.9
Laboratory technician	23	8.4
Midwife	37	13.5
Nurse	139	50.5
Pharmacist	18	6.5
Pharmacy technician	4	1.5
Radiographer	13	4.7
Total	275	100.0

Source(s): Authors' own work

Table A2. Total variance explained

Component	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	20.987	38.865	38.865	20.987	38.865	38.865
2	5.670	10.500	49.365	5.670	10.500	49.365
3	3.973	7.357	56.722	3.973	7.357	56.722
4	3.094	5.730	62.452	3.094	5.730	62.452
5	2.741	5.076	67.528	2.741	5.076	67.528
6	2.144	3.970	71.498	2.144	3.970	71.498
7	1.536	2.844	74.342	1.536	2.844	74.342
8	1.319	2.443	76.785	1.319	2.443	76.785
9	1.056	1.956	78.741	1.056	1.956	78.741
10	0.953	1.766	80.506			
11	0.832	1.541	82.047			
12	0.728	1.348	83.395			
13	0.629	1.165	84.560			
14	0.573	1.060	85.620			
15	0.502	0.930	86.550			
16	0.461	0.854	87.404			
17	0.426	0.789	88.193			
18	0.417	0.773	88.966			
19	0.388	0.718	89.684			
20	0.374	0.692	90.376			
21	0.334	0.619	90.995			
22	0.294	0.545	91.540			
23	0.291	0.538	92.078			
24	0.269	0.497	92.575			
25	0.247	0.458	93.033			
26	0.243	0.450	93.483			
27	0.226	0.419	93.902			
28	0.215	0.398	94.300			
29	0.212	0.392	94.693			
30	0.200	0.370	95.063			
31	0.194	0.359	95.421			
32	0.174	0.323	95.744			
33	0.167	0.309	96.053			
34	0.163	0.302	96.355			
35	0.148	0.274	96.629			
36	0.143	0.265	96.894			
37	0.140	0.259	97.153			
38	0.132	0.244	97.397			
39	0.127	0.235	97.632			
40	0.125	0.231	97.863			
41	0.119	0.220	98.083			
42	0.113	0.209	98.293			
43	0.109	0.203	98.495			
44	0.105	0.195	98.690			
45	0.095	0.175	98.866			
46	0.092	0.169	99.035			
47	0.089	0.165	99.200			
48	0.075	0.138	99.338			
49	0.073	0.135	99.473			
50	0.070	0.129	99.602			
51	0.058	0.108	99.710			
52	0.055	0.103	99.813			
53	0.053	0.099	99.912			
54	0.048	0.088	100.000			

Extraction Method: Principal Component Analysis

Source(s): Authors' own work

Appendix 3

Table A3. CR-FDH effect size and significance

Predictor	Accuracy	Slope	Intercept	Effect size (d)	Permutation <i>p</i> -value	Condition inefficiency	Outcome inefficiency
AG	90.265	0.984	1.029	0.388	0.000	10.655	13.071
CL	99.115	0.288	1.717	0.068	0.000	24.468	81.928
CS	98.23	0.62	1.791	0.188	0.000	28.514	47.362
EX	92.92	0.997	1.147	0.342	0.000	19.966	14.499
NM	96.46	0.668	1.319	0.243	0.000	11.785	44.834
OE	98.23	0.319	1.609	0.089	0.000	25.836	75.903
PD	92.92	0.965	0.937	0.384	0.000	11.489	13.321
UA	92.035	1.044	0.917	0.385	0.000	14.979	9.329

Note(s): Effect sizes – Small: $d \geq 0.10$; Medium: $d \geq 0.30$; Large: $d \geq 0.50$

Source(s): Authors' own work

Appendix 4

Table A4. Bottleneck levels

Level	SE	AG	CL	CS	EX	NM	OE	PD	UA
0%	–2.216	NN	NN	NN	NN	NN	NN	NN	NN
10%	–1.801	NN	NN	NN	NN	NN	NN	NN	–2.603
20%	–1.385	–2.453	NN	NN	–2.54	NN	NN	–2.406	–2.205
30%	–0.97	–2.031	NN	NN	–2.124	NN	NN	–1.975	–1.807
40%	–0.554	–1.609	NN	NN	–1.707	NN	NN	–1.545	–1.409
50%	–0.139	–1.187	NN	–3.114	–1.29	–2.183	NN	–1.114	–1.011
60%	0.277	–0.764	NN	–2.443	–0.873	–1.561	NN	–0.684	–0.613
70%	0.692	–0.342	NN	–1.773	–0.457	–0.939	NN	–0.254	–0.215
80%	1.108	0.08	NN	–1.102	–0.04	–0.316	–1.574	0.177	0.183
90%	1.523	0.502	–0.673	–0.432	0.377	0.306	–0.27	0.607	0.581
100%	1.939	0.924	0.769	0.239	0.794	0.928	1.035	1.038	0.979

Source(s): Authors' own work

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Further reading

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Corresponding author

Robert Ipiin Gnankob can be contacted at: robert.gnankob@woxsen.edu.in, irobert.ucc@gmail.com