

**Cultivating Diverse Perspectives or Inhibiting Them?
The Unexamined Consequences of Leader Voice Solicitation
for Organizations and Their Members**

Blair Middlebrook

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Reading Committee:

Crystal Farh, Chair

Ryan Fehr

Bruce Avolio

Program Authorized to Offer Degree:

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University of Washington

Abstract

Cultivating Diverse Perspectives or Inhibiting Them?
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Blair Middlebrook

Chair of the Supervisory Committee:
Crystal Farh
Department of Management & Organization
Foster School of Business

In this dissertation, I examine the practice of leader voice solicitation—leaders’ individually-directed requests to employees for improvement-oriented ideas—and consider its value as a means for transforming employees’ unique perspectives into organizational value. Departing from the prior literature’s focus on the extent to which leader voice solicitation promotes greater voice quantity, I assess the resulting organizational value of this behavior through the outcome of voice quality. I hypothesize that leader voice solicitation can positively affect voice quality by increasing felt social worth, yet also argue that women experience this positive effect to a lesser extent due to the gender-based challenges to voice that they can face. I further describe the specific mechanisms behind these gendered inequities and explore potential mitigating factors to present a theoretical model of these hypothesized effects. Using a set of newly developed and validated scales, I test my hypotheses in two empirical studies. Study 1 consisted of a three-wave, multi-source field survey in a male-dominated organizational setting, and Study 2 consisted of in-person, interactive laboratory experiment featuring manipulations of leader voice solicitation through the work of a professional actor. Results from the two studies indicate that leader voice solicitation is indeed associated with higher voice quality, suggesting that this leader behavior can offer meaningful organizational value, via the performance-enhancing potential

provided by voice. Additional analyses provide further insight into the differences in these effects for men and women under varied conditions and uncover numerous opportunities for future research. Taken together, this dissertation offers valuable contributions to the leader voice solicitation literature, as well as to the voice, diversity, gender, and inclusion literatures.

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INTRODUCTION AND RESEARCH OVERVIEW

To achieve optimal performance, an organization must effectively transform the knowledge and abilities of its members into practical, realized value. One vital means by which this conversion can occur is through employee voice, which is the sharing of work-related suggestions, concerns, and ideas for improvement by members of an organization (LePine & Van Dyne, 1998; Morrison, 2011, 2014). A rich body of research has demonstrated that employee voice is associated with many valuable organizational outcomes, such as better decision-making quality, safety outcomes, and overall performance (Bashshur & Oc, 2015; Morrison, 2011, 2014). Voice is also a crucial channel through which organizations can benefit from a diverse workforce, as diversity across members can create a greater range of creativity, perspective-taking, relevant knowledge and information, and many other expanded resources that promote richer and more beneficial voice (Cha & Roberts, 2019; Nishii, 2013; Roberson et al., 2017). However, for a myriad of reasons, employees often do not share the ideas, suggestions, or concerns they have (i.e., potential voice) with their leader, resulting in forgone benefits for the organization (Morrison, 2014; Pinder & Harlos, 2001).

Leaders who recognize this cost may engage in active efforts to procure their followers' unexpressed voice by directly requesting their opinions, suggestions, and concerns—a behavior known as leader voice solicitation (Fast et al., 2014; Sherf et al., 2019). In the literature to date, the overarching benefit or goal of leader voice solicitation is generally described as combatting the problem of employee silence (i.e., withheld voice) (Sherf et al., 2019; Tangirala & Ramanujam, 2012). The literature suggests that leader voice solicitation can accomplish this outcome by prompting individuals to share more of the ideas that they otherwise would have not

voiced, resulting in employees voicing more ideas, suggestions, and concerns (Fast et al., 2014; Sherf et al., 2019). Accordingly, the extent to which voice *quantity* increases as a result of leader voice solicitation has thus far served as the barometer of the level of success or efficacy of this approach. By this measure, leader voice solicitation has demonstrated effectiveness across a variety of settings (e.g., Fast et al., 2014; Martin & Harrison, 2022; Sherf et al., 2019; Tangirala & Ramanujam, 2012).

This promising trend has also led to the theoretical assertion that leader voice solicitation is an especially well-suited strategy for unlocking the uniquely valuable voice of women in organizations (Creary et al., 2015; Leroy et al., 2022). Indeed, women, particularly in majority men settings, foster unique perspectives, information, and strengths that can offer outsized value to a team's creativity, decision-making quality, and overall performance, in comparison to men in the same settings (Amabile et al., 1996; Kearney & Gebert, 2009; Mesmer-Magnus & DeChurch, 2009; Williams & O'Reilly, 1998). Yet, the gender-specific challenges and barriers to voice that women experience render them much less likely to actually speak up with these uniquely valuable ideas (Farh et al., 2020; McClean et al., 2018). As such, leader voice solicitation appears not only to be an effective way for leaders to increase employee voice in general, but it also seems poised to offer especially pronounced benefits when used to solicit the voice of women.

Though the extant literature highlights this promising potential for leader voice solicitation to promote valuable outcomes for a leader and organization, the literature to date maintains critical limitations that are relevant to accurately and thoroughly understanding the nature of this potential. One such factor is the literature's outsized emphasis on the *quantity of voice* that results from leader voice solicitation as the paramount outcome of this leader behavior.

As a result of this disproportionate emphasis, the consequences and organizational impact of leader voice solicitation are understood only through a narrow scope, obscuring insight into other outcomes of leader voice solicitation that may carry equal or even greater importance to an organization. In particular, voice quantity alone does not provide a clear picture of how much value leader voice solicitation generated in the form of potential to improve organizational performance. For example, an individual could share several ideas in response to leader voice solicitation (i.e., increased voice quantity), but if those ideas are impractical, unoriginal, or otherwise not useful (i.e., lacks quality), then the leader will have gained no substantial benefit from their efforts in soliciting voice. Without an understanding of the nature of the quality of voice resulting from leader voice solicitation, we are left to wonder: are leaders getting what they actually hope for from leader voice solicitation?

A second factor is the uncontested view of leader voice solicitation as a positive promoter of voice, when in reality, leader voice solicitation may also present potential risks of costs. This oversight then begs another question: can leader voice solicitation produce unintended consequences, which might actually detract from desired outcomes? These questions are particularly salient in the case of leaders soliciting voice from women, as women are often faced with gender-specific phenomena that may interfere with or complicate their experience in having their voice solicited (Chattopadhyay et al., 2004; Heilman, 2012; Kanter, 1977; McClean et al., 2018; Roberts et al., 2008). For example, women are commonly subject to a heightened scrutiny of their behavior and performance, accompanied by expectations from others to perform perfectly to justify their presence in the setting (Kanter, 1977; Schmader & Sedikides, 2018). Further, women who recognize that their ideas may differ significantly from a male majority may anticipate painful social risks associated with the expression of challenging or dissenting

opinions (Abrams et al., 2000; Bassili, 2003; Neuwirth et al., 2007; Noelle-Neumann, 1974). If leader voice solicitation adds to and amplifies these concerns, a woman may drain valuable cognitive resources in managing this anxiety and may be more restrained or withholding in what they share if they do express voice.

As such, the literature to date leaves no conclusive understanding of how well leader voice solicitation delivers value by increasing the quality of voice, and lacks insight into the potential risks and rewards when voice solicitation is directed toward women. Failure to address these questions curbs theoretical understanding of leader voice solicitation and restricts the ability to derive theoretical insights and practical guidance as to whether, and under what circumstances, leader voice solicitation should be employed. As such, the purpose of this dissertation is to address these theoretical limitations in the leader voice solicitation literature through the advancement of novel developments to the theoretical and empirical understanding of this behavior.

Toward this aim, this dissertation examines the effects of leader voice solicitation on *voice quality*—defined as the potential that an individual’s voice has for enhancing organizational performance (Farh et al., 2024)—to evaluate the extent to which leader voice solicitation offers performance-enhancing value back to the leader. To understand the voice quality promoted by leader voice solicitation, I draw from the relational theory of procedural justice (Lind & Tyler, 1988; Tyler & Blader, 2003; Tyler & Lind, 1992). Using this theory, I argue that leader voice solicitation is positively associated with voice quality, through increased sense of social worth for the target of the solicitation.

I then introduce the potential complexities of leader voice solicitation for women, in comparison to men, by drawing from social self-preservation theory (Dickerson & Kemeny,

2004; Park et al., 2023) and tokenism theory (Kanter, 1977). Applying the tenets of these theories, I argue that the stereotype-driven challenges, expectations, and demands that women can face in organizational settings may interfere with and disrupt their experience of leader voice solicitation. Specifically, I posit that women may experience the aforementioned positive effects of leader voice solicitation via feelings of social worth to a lesser extent than men, and they may also experience greater feelings of social evaluative threat than men when their voice is solicited. In other words, I expect that women may *benefit less* (via weaker boost to social worth) and also *suffer more* (via greater feelings of social evaluative threat) from leader voice solicitation than their male counterparts, ultimately resulting lower voice quality for women.

As an additional inquiry into the potential gender disparity in these outcomes, I consider and identify the factors that may combat these gender inequities in the experience of leader voice solicitation and help to reconcile the discrepancy between men and women in this context. Looking to the literature on similar leader behaviors (e.g., feedback seeking; Ashford et al., 2003; Sherf et al., 2024), I consider potential variations in *how* a leader solicits voice from the members of their team. Specifically, I identify two factors—*expected response immediacy* (i.e., the extent to which a leader expects an immediate response to the voice solicitation) and *solicitation publicity* (i.e., the extent to which leader voice solicitation takes place in front of others)—as potential moderating factors in the extent to which leader voice solicitation elicits social evaluative threat for women, which also carries downstream effects for resulting voice quality.

Taken together, this dissertation offers a novel theoretical model that enhances understanding of the consequences of leader voice solicitation for individual employees (i.e., the effects on social worth and social evaluative threat) and for organizations (i.e., the performance-

enhancing value captured by voice quality). I also explicate how those effects may carry unintended consequences for women, and consider elements of a leader's approach to voice solicitation that could help mitigate these discrepancies between men and women.

I tested my hypotheses in two empirical studies. In Study 1, I examined the effects of leader voice solicitation among over 400 front-line employees and their 75 leaders in a coal power organization in China using a three-wave survey. This was an excellent context for testing my hypotheses, not only because of the strong external validity this organizational setting offered, but also because this environment was a compositionally (about 90% men) and normatively (physical labor in industrial power plant) male-dominated organization, therefore more likely to reveal potential gender disparities in the effects of leader voice solicitation. In Study 2, I conducted an interactive experiment in the university's behavioral lab in which leader voice solicitation and solicitation immediacy were manipulated through the work of a professional actor. This study's design offered many complementary strengths to the design of Study 1, together creating a robust package of empirical tests of the proposed hypotheses.

This research offers several key contributions to the leader voice solicitation literature, as well as the diversity, identity, and social belonging literatures. In shifting focus from prior literature to examine a novel outcome of leader voice solicitation—voice quality—this work contributes to the leader voice solicitation by introducing and providing insight into the organizational value produced by leader voice solicitation. Examining this outcome is an essential step in gaining an understanding of the true value of leader voice solicitation beyond simply combating silence, and helps uncover nuances and considerations in the context of leader voice solicitation that have not yet received attention in the literature to date.

In addition, this research also offers advancements to understanding the importance of individual differences in leader voice solicitation and illuminates some of the complexities associated with using leader voice solicitation to access the uniquely valuable voice of women in particular. In considering how women may experience relatively less favorable outcomes from leader voice solicitation than their male counterparts, this work presents a more complete and balanced understanding of the effects of leader voice solicitation, expanding the existing literature's predominant focus on its positive consequences for the voicer and the organization (see Park et al., 2022 for an exception). Moreover, differentiating leader voice solicitation and its resulting consequences based on the specific nature of how the leader solicits voice provides an important step forward from the existing projection of leader voice solicitation as one, undifferentiated behavior.

Outside the domain of voice, there are many contributions that this work offers to the diversity, equity, inclusion, and belonging literatures. Many organizations and their leaders directly aim to foster and support a diverse workforce, specifically for the potential value contained within the differentiated aspects of diverse individuals (Chrobot-Mason & Aramovich, 2013; Leroy et al., 2022; Randel et al., 2018). The insights of this work offer valuable advancements to understanding how leader voice solicitation can effectively support these aims or, if utilized poorly, prevent the achievement of these aims. Relatedly, the proposed theoretical model contributes to the developing understanding of and attention to the potential for well-intended actions directed at minorities (in this case, women) resulting instead in inadvertent harm or costs for them (e.g., Georgeac & Rattan, 2023; Kroeper et al., 2022). While leader voice solicitation is often framed as a tool to elevate underrepresented voices, this research

demonstrates that without careful attention to context and execution, it may inadvertently impose greater costs on women.

In conclusion, leader voice solicitation is a phenomenon that has rich, unique intricacies and the potential to influence, through the voice it produces, organizational performance, efficiency, and optimization of diverse talent. By examining how leader voice solicitation influences voice quality, illuminating the differentiated dynamics of leader voice solicitation for women (in comparison to men), and presenting practical and novel considerations for how leaders can influence the strength of these effects, this dissertation advances theoretical and practical value for understanding how leaders and individual employees can find mutual benefit through the effective use of leader voice solicitation.

CHAPTER 1: A REVIEW OF LEADER VOICE SOLICITATION AND THE RELATED LITERATURE

The members of an organization often conceive of and mentally develop ideas, suggestions, opinions, and concerns that have the potential to improve organizational functioning. If an individual then speaks up and shares their idea with their leader, the expression can be referred to as “voice” or “expressed voice” (Detert & Edmondson, 2011; Morrison, 2014). Traditionally, the expression of voice was expected to be solely the responsibility of the individual who thought of the idea, such that the individual had to independently make the decision of when, if, and how to express voice to their leader, and execute their decision strictly through self-initiated action (Morrison, 2011; Van Dyne & LePine, 1998). However, in recent years, the voice literature has begun to examine a concept known as “leader voice solicitation,” illuminating the possibility that a leader may actually play an active role in triggering the voice development process and helping ensure that voice is expressed. Indeed, leader voice solicitation is defined as a leader’s individually-directed request for ideas, suggestions, opinions, and concerns from an individual employee (Fast et al., 2014; Sherf et al., 2019).

As such, employee voice, as the improvement-oriented ideas and suggestions of members of an organization, may originate from an individual’s independent and self-initiated choice to speak up or it may begin with the thrust of a leader’s direct request for voice through leader voice solicitation. The final outcome in either case is of the expression of voice, but the effects on a voicer and how they experience the process leading to that expression may differ in meaningful ways. Because individuals commonly feel some resistance or aversion to the self-initiated route to voice, as evidenced by a high incidence of unexpressed or withheld voice (Milliken et al., 2003; Morrison & Milliken, 2000), leader voice solicitation has been heralded by

researchers and practitioners alike as a practice that can increase the likelihood that employees will speak up with their work-related ideas and concerns, which can result in a greater amount of voice-based benefits for the organization (Fast et al., 2014; Sherf et al., 2019).

Although leader voice solicitation only emerged as a distinct construct in the voice literature just over a decade ago, the theoretical roots of concepts that are related to leader voice solicitation are deep and robust. Thus, although much is unknown or uncovered about the specific behavior of leader voice solicitation, a large, mature body of related literature offers rich opportunity for advancing conceptual and theoretical understanding of this behavior. Considering these factors, this chapter endeavors to comprehensively review what is known (and not known) about leader voice solicitation in order to lay a foundation for the later chapters of this dissertation. To do so, I first review the intersections and distinctions between leader voice solicitation and other similar or related constructs in adjacent literatures. This analysis intends to provide a clear picture of leader voice solicitation, its roots, and what makes it a distinctly unique leader behavior worthy of further dedicated study. Following this discussion of what leader voice solicitation *is*, I detail what is known about leader voice solicitation's *functions*, by reviewing the existing literature's insights on its antecedents, consequences, and important areas of variation. Finally, I conclude this chapter with an analysis of the questions and unknown dimensions that still surround the leader voice solicitation literature.

1. Distinguishing leader voice solicitation from related leadership styles and behaviors

The phenomenon of leaders choosing to share (or not share) their personal control, authority, and power over the functioning and decision making with their followers has been a topic of academic interest since well before the specific term and concept of "leader voice

solicitation” first appeared. Specifically, behaviors and concepts that match these general characteristics have been the subject of a myriad of work in the leadership literature. Thus, I begin with a review of the shared and distinguishing qualities of leader voice solicitation relative to other proactive leadership engagement behaviors.

(1.1) Empowering leadership and participative decision-making. One such leader behavior is empowering leadership. Empowering leadership refers to a leader’s transferring or surrendering some of their own power to their followers, such that the followers are given greater influence, agency, responsibility, trust, and other empowering qualities in their own roles (Ahearne et al., 2005; Sharma & Kirkman, 2015). Within this general conceptualization of empowering leadership, scholars have identified a set of specific behaviors that each uniquely create this follower empowerment. These empowering leadership behaviors include tactics known as coaching, informing, showing concern, conveying confidence, removing bureaucratic constraints, and participative decision-making (Ahearne et al., 2005; Arnold et al., 2000). Among these, leader voice solicitation bears the closest connection to participative decision-making, which refers to “a leader’s use of team members’ information and input in making decisions” (Arnold et al., 2000, p. 255). While leader voice solicitation shares the characteristic with empowering leadership of a leader investing time and effort in an individual to potentially improve team performance, important distinctions limit the extent to which findings and theory are directly applicable or interchangeable between the two behaviors.

First, participative decision making is typically a concept that refers to a leader’s generalized leadership approach over time and across followers, whereas leader voice solicitation is a much more specific, individually directed behavior that a leader likely does not utilize evenly among their followers (Ahearne et al., 2005; Arnold et al., 2000). This distinction is made clear

in the case in which a leader asks a few select employees to serve as a committee representing the full team during the process of making an important decision. For an individual who was not directly invited to take part in this committee, it is accurate to say that they *did not* experience leader voice solicitation, as their leader did not directly ask them for their personal ideas on a topic. However, it would also be accurate to say that this same individual (not in the committee) *did* experience participative decision making, both because their leader demonstrated a general use of participative decision making for the team, and because they were given indirect participation in the decision through the individuals on the committee who were serving as their representative (Arnold et al., 2000; Black & Gregersen, 1997).

Another important distinction between these two leader behaviors is in the scope and nature of what each aims to achieve and through what means. Participative decision making may be used for a broader range of goals than leader voice solicitation, and may also utilize a broader range of content to achieve these aims. For example, leader voice solicitation specifically seeks actionable, improvement-oriented ideas, suggestions, and concerns (i.e., voice) from followers (Fast et al., 2014). This same type of voice content may also be desirable in participative decision making; however, leaders could alternatively incorporate other types of content from their followers that may not meet the strict definitional qualifications of voice. For example, a leader could use followers' situation-relevant information and expertise or their personal preferences and objections in participative decision making, whereas leader voice solicitation deals specifically with seeking out followers' voice (Arnold et al., 2000; Black & Gregersen, 1997; Gao et al., 2011).

Similarly, participative decision making may also be used by a leader to achieve a wider array of goals than the use of leader voice solicitation. When a leader solicits voice, the

immediate objective is to hear the ideas of the targeted individual, presumably for the eventual possibility of using that voice to improve team functioning (Sherf et al., 2019; Tangirala & Ramanujam, 2012). Though participative decision making could also be used with a similar goal as leader voice solicitation, it may also be used for other purposes, such as be trying to promote perceptions of procedural justice, to increase the likelihood that followers will support and adhere to a decision, or to reflect an ethical dedication to democratic or humanistic practices (Ahearne et al., 2005; Black & Gregersen, 1997; Gao et al., 2011).

Taken together, the similarities between these two concepts suggest that the more mature literature of participative decision making (and empowering leadership at large) may offer helpful insights or theoretical support in advancing leader voice solicitation literature. For example, prior work has shown that participative decision making can be very beneficial to an individual's psychological well-being, as it promotes feelings of empowerment, influence, and impact, which may suggest that leader voice solicitation could offer a similar effect (Ahearne et al., 2005; Gao et al., 2011). However, the differences between these concepts reveal the limits of what leader voice solicitation literature can glean from the participative decision making literature. For example, the participative decision making literature cannot shed light on the focal question of whether leader voice solicitation indeed draws forth the high quality, valuable voice content that leaders need, nor can it address how leader voice solicitation may affect men and women differently—both of which are critical questions that this dissertation seeks to answer.

(1.2) *Leader resource seeking.* Another leader behavior with relevance to leader voice solicitation is leader resource seeking. Leader resource seeking refers to a leader's deliberate efforts to obtain resources that enable them to achieve work-related goals (Lim et al., 2020). The larger category of "resource seeking behaviors" includes the specific behaviors of advice

seeking, help seeking, feedback seeking, and information seeking. While each of these four specific behaviors have characteristics in common with leader voice solicitation, help seeking—defined as the solicitation of instrumental or emotional assistance to manage some problem (Bamberger, 2009)—is particularly similar to leader voice solicitation.

Leader help seeking and leader voice solicitation share some key qualities, as both involve a leader's active efforts to procure valuable resources from followers. However, the specific resources that the leader is in pursuit of, and the reasons they want those resources, differ meaningfully between these two leader behaviors. In leader voice solicitation, the valuable resource that the leader seeks is an individual's improvement-oriented ideas, suggestions, or concerns (i.e., voice) (Fast et al., 2014; Sherf et al., 2019). In contrast, the resource that help seeking pursues is “instrumental or emotional assistance” (Bamberger, 2009, p. 51), which is comparatively much broader than voice content alone.

Indeed, instrumental assistance could involve giving physical assistance, providing financial or other tangible resources, teaching a skill or providing expertise that will help resolve the problem, and many other efforts that do not require the recipient of the request to think of a novel idea or suggestion (i.e., the desired resource in leader voice solicitation) (Bamberger, 2009; Ehrhart, 2018). In addition, the desired resource of emotional assistance differentiates leader help seeking even further from leader voice solicitation. Emotional assistance is not aimed at directly solving organizational issues, but rather may include actions such as listening to the person's thoughts and emotions about a problem, helping to distract from or help them eliminate their difficult emotions about a problem, or offering kind and empathetic words or actions—all clearly very distinct from the desired resource of leader voice solicitation (Bamberger, 2009; Nahum-Shani & Bamberger, 2011).

Moreover, the distinct reasons to use (i.e., the larger goal) of these two behaviors further differentiate them. Leader voice solicitation, in seeking to procure voice, presumably is used with the goal of achieving the organizational benefits that voice can yield, such as better decision making or increased innovation (Morrison, 2011; Tangirala & Ramanujam, 2012). On the other hand, when a leader engages in help seeking, their goal is to resolve a problem or finish a task more effectively or more efficiently (Bamberger, 2009). The literature specifies that the specific problem for which help is sought may be work-related or non-work-related, whereas leader voice solicitation focuses only on work-related content. In addition, the goal of help seeking behavior requires that the leader already have a specific problem or task in mind that they would like to get help with (Lee, 1997). While leader voice solicitation may similarly be used in the context of resolving a specific problem or completing a specific task, it also may be used without the leader having a clearly defined problem, such that the target might in fact be introducing them to the problem through voice (e.g., prohibitive voice; Liang et al., 2012)

Considering these distinctions, the help seeking literature and the broader resource seeking literature, can only provide limited insight into the outcomes of leader voice solicitation (specifically the content and quality of resulting voice), due to its comparatively specific intention and resource being sought (Park et al., 2022).

(1.3) *Leader influence tactics and consultation.* Leader voice solicitation is also distinct from the domain of leader influence tactics. Leader influence tactics are described as a leader's attempts to control and direct the behaviors of their followers in order to shape members' attitudes and behaviors toward their (the leader's) requests or desires (Falbe & Yukl, 1992; Yukl et al., 1995; Yukl & Tracey, 1992). While there are many designated leader influence tactics, including inspirational appeals, exchange, legitimation, and pressure, one tactic that shares

similarities and relevance to leader voice solicitation is “consultation” by a leader to their follower.

Consultation is a tactic wherein a leader involves their followers as participants in planning a strategy, activity, or change that the leader would like their support and assistance in executing (Falbe & Yukl, 1992). The specific way in which the leader “involves” the follower in this process can vary, but often includes actions like asking for their opinions or suggestions, engaging in a negotiation, or asking for the individual’s help either in the process of making a decision, or in implementing a decision after it has been made (Furst & Cable, 2008; Sparrowe et al., 2006; Yukl & Falbe, 1990). This tactic aims to create a sense for the follower that they have ownership of and influence over a particular change in their team, such that they feel “bought in” to the choice and promote, rather than resist, the effective transition through the proposed change (Sparrowe et al., 2006).

Consultation as a leader influence tactic and leader voice solicitation share meaningful similarities, in that both actions involve a leader strategically offering their followers an opportunity to give input, which may engender a sense that they have some influence over the team’s approach to functioning. This similarity is not coincidental, but rather a critical part of the origins of leader voice solicitation. Indeed, the earliest conceptualization of leader voice solicitation came from the work of Tangirala and Ramanujam (2012), who introduced the term “voice consultation,” to refer to “the extent to which managers are perceived, by employees, as soliciting and listening to employees’ suggestions or concerns on work-related issues” (Tangirala & Ramanujam, 2012, p. 255). Though this concept and definition are not precisely the same as the current conceptualization of leader voice solicitation, the chain that links consultation

literature to the leader voice solicitation literature is clear and important to consider (Park et al., 2022).

Despite this history, the distinction between leader voice solicitation and consultation is clear, stemming primarily from their respective reasons and occasions for use. In consultation, a leader has identified a problem they would like to resolve and developed some form of an idea or plan for addressing it. The leader then uses consultation with the goal of gaining the investment and support of a follower into a course of action the leader has already developed (Falbe & Yukl, 1992; Smith et al., 2013; Yukl & Falbe, 1990). On the other hand, leader voice solicitation relies on the solicited individual to provide the preliminary idea and possibly even to identify the problem that needs resolving in the first place. Evidently, the leader's immediate goal in soliciting voice is to collect and consider new suggestions and ideas for improvement, without necessarily attempting to persuade or compel their follower toward a particular course of action (Fast et al., 2014; Park et al., 2022). This distinction is further reflected in the evolution of the label and definition of leader voice solicitation from voice consultation.

Much like the other leader behaviors reviewed, these differences indicate that there are significant limitations to what the consultation literature can offer the leader voice solicitation literature. In particular, because effectiveness in consultation is measured by the level of compliance or support for the decision at hand, this literature does not offer insight into the effectiveness of leader voice solicitation, as this is not its aim. Rather, leader voice solicitation's aim, and thus its measure of effectiveness, is more connected to the *content* that the individual shares in response—a matter that the consultation literature does not consider. Thus, consultation literature offers insufficient theory and understanding in seeking to answer the guiding question

of whether leaders are getting what they hope for in soliciting voice, indicating the need for advancement specific to leader voice solicitation.

(1.4) Procedural justice and voice opportunity in decision making. Finally, there are critical differences between leader voice solicitation and the procedural justice literature and its associated components. The procedural justice literature is focused on understanding how individuals perceive the fairness of the *procedures* used to determine the outcome of a decision (Leventhal, 1980; Lind & Tyler, 1988; Thibaut & Walker, 1975). One of the most important influences on perceptions of procedural justice is the extent to which an individual is offered the chance to express facts, opinions, or perspectives pertaining to a decision in question (Rupp et al., 2017; Thibaut & Walker, 1975).

This concept within the procedural justice literature, often referred to as “voice”¹ (Folger, 1977) or “process control” (Thibaut & Walker, 1975, 1978), shares important features with leader voice solicitation. In both contexts, a more powerful individual (i.e., the decision maker or the leader) holds the ability to take actions that hold meaningful consequences for the other (i.e., making the decision or determining how the team will operate), and the more powerful party voluntarily decides to offer the other individual an opportunity to potentially influence those actions (i.e., inviting input about the decision or inviting ideas about the team’s functioning)

¹ The term “voice” in the procedural justice literature is distinct from the term “voice” in the extra-role behavior literature. The procedural justice literature’s “voice” refers to a decision maker’s choice to offer others the opportunity to give input into a decision. It is largely a binary concept, and is based on whether the decision maker (often the leader in a context) offers the opportunity or not, such that the presence of voice is not dependent on the extent to which individuals actually choose to actually speak up with their input and preferences. In contrast, the extra-role behavior literature’s “voice” refers to an individual’s proactive choice to share an idea, suggestion or concern. It is a behavior voluntarily engaged in by the voicing individual, and can vary in its characterization based on the nature of the content (e.g., promotive voice, ethical voice, etc.). To date, the concept of voice from the procedural justice literature and the concept of voice as an extra-role behavior have existed and been theoretically developed separately. Occasionally, work in one of these two domains may include a definitional clarification between the two to specify the focal concept of that work, but otherwise the only overlap these concepts have shared explicitly is their name. For more, see Avery and Quiñones (2002) for more detailed review, as well as Bashur & Oc (2015), Morrison (2011), and Tangirala and Ramanujam (2008) for additional distinguishing details.

(Blader & Tyler, 2015; Sherf et al., 2019). Scholars have speculated that because of these congruent dynamics between leader voice solicitation and procedural justice literature, there are likely important insights within each of these two literatures that could apply to the other, though these have yet to be examined to a meaningful degree (Ashford et al., 2009; Avery & Quiñones, 2002; Takeuchi et al., 2012).

Despite these shared qualities, there are crucial differences between these concepts that firmly distinguish them from one another. First, the presumed intentions driving the leader's actions (i.e., the desired outcomes) in each context are very different. In the context of "voice opportunity" within the procedural justice literature, a decision maker is seeking to appease the individuals who will be affected by a decision by improving the likelihood that they will feel that a decision was fair (Avery & Quiñones, 2002; Lind & Tyler, 1988). In this way, the leader is seeking to create a particular perception for the individual(s), such that they will feel more positively about the leader's decision and will be more likely to comply with the outcome (Lind et al., 1990). On the other hand, in leader voice solicitation, a leader's intended outcome is to receive useful ideas, suggestions, and concerns to optimize operations in a team (Tangirala & Ramanujam, 2012). Thus, whereas leader voice solicitation is focused on gaining information to improve organizational functioning, offering the procedural justice-focused opportunity for input into decisions aims to improve satisfaction and compliance with leader decisions.

Second, although both leader voice solicitation and procedural justice's voice opportunity allow an individual to give input regarding an outcome that can affect them, the scope of the input an individual can give differs. Within the context of the procedural justice literature, an individual is given the opportunity to share their input regarding a discrete decision where a decision-maker is determining how to allocate resources (e.g., distributing employee financial

bonuses) or deciding between a set of alternatives (e.g., determining who to promote for a particular position) (Blader & Tyler, 2015). As such, an individual's input must work within these boundaries, which may limit the type of input they can give. Further, an individual will likely feel motivated to provide input prioritizing their personal benefit in a decision, rather than the maximum benefit for the collective, as they are typically asked about their own perspective on a decision, not necessarily their opinion on how to make the decision most beneficial for the collective (Ståhl et al., 2008; Tyler, 1994).

In contrast, leader voice solicitation does not involve the constraints of the limited set of decision alternatives, but rather allows an individual to think more broadly in developing ideas to share, limited only by the resources available within an organization. Further, in responding to leader voice solicitation, the content an individual shares is less likely to be influenced by the prioritization of personal gain compared to cases in the context of procedural justice (Tyler, 1994; van den Bos, 2005). This is in part due to the nature of a procedural justice context, where there is typically a set of resources to be distributed that the individual wants to maximize their portion (Rupp et al., 2017), whereas leader voice solicitation may not involve such a direct distribution of valued resources. The other reason for this difference is in the nature of what is asked for and shared in response to leader voice solicitation (i.e., voice content), which by definition is expected to be improvement-oriented and designed to benefit the organization (Morrison, 2011).

In light of these differences, it is evident that there are meaningful boundaries and distinctions between the contexts and concepts of leader voice solicitation and voice opportunity within procedural justice literature. Because the procedural justice work focuses on promoting more positive attitudes and satisfaction with a decision, the literature has largely ignored the

nature of the content and the quality of the input that individuals share (Blader & Tyler, 2015; Lind et al., 1990). While the procedural justice literature may offer insight into the psychological effects of leader voice solicitation on the target individual, it offers little to no insight into the characteristics or the consequences of the particular content the individual shares with the leader. These overlooked outcomes carry critical relevance to the questions this dissertation endeavors to answer, further signaling the need for advancement beyond extant literature.

(1.5) Summary of leader behaviors. While leader voice solicitation has only recently been recognized and studied as a distinct leader behavior in the employee voice literature, decades of leadership research anteceding its emergence provide robust theoretical foundation for understanding its effects, particularly as it relates to follower motivation, compliance, and engagement. Still, leader voice solicitation is distinct from these other leader behaviors, particularly on the basis of each of their intentions and aims. The enumeration of the critical similarities and distinctions that exist between leader voice solicitation and other similar leader behaviors offers a more precise conceptual understanding of leader voice solicitation as a construct distinct from other leader behaviors. Another important outcome of this discussion is the consistent conclusion that the extant work on related leader behaviors is limited in the insights it can offer into the specific research questions guiding this dissertation.

2. Distinguishing leader voice solicitation from other voice-promoting phenomena

While an analysis of leader voice solicitation's distinctions from other leader behaviors helps to clarify what is unique about the behavioral nature of leader voice solicitation, it is also necessary to consider what is distinctive about its function and consequences. In particular, a major outcome of interest for leader voice solicitation is the extent to which it promotes more

employee voice. Prior research has established that leader voice solicitation can indeed result in this outcome, but there are also a number of other leader-driven phenomena that have been identified as possible catalysts or promoters of employee voice. Thus, to further refine the conceptualization of leader voice solicitation, it is essential to consider the similarities and differences between leader voice solicitation and other channels through which leaders might promote voice from followers.

(2.1) Managerial openness. Voice literature has consistently demonstrated that a significant determinant in an individual's willingness to voice is their perception of their leader's "managerial openness." Individuals who perceive a high level of managerial openness in their leader experience the sense that their leader "listens to them, is interested in their ideas, gives fair consideration to the ideas presented, and at least sometimes takes action to address the matter raised" (Detert & Burris, 2007, p. 871). As such, perceptions of managerial openness ostensibly inform an individual's psychological beliefs about how safe it is to voice, thus giving these perceptions significant influence in an individual's choices of whether to express voice (Ashford et al., 1998; Burris, 2012; Edmondson, 2003). Thus, like leader voice solicitation, managerial openness shares a positive association with voice quantity.

Still, leader voice solicitation and managerial openness are unequivocally distinct in their nature. While leader voice solicitation classifies as an active behavior by the leader, managerial openness is a subjective, individualized perception that an individual holds of the leader (Detert & Burris, 2007). As such, leader voice solicitation is in the direct control of the leader, may be objectively observed or measured, and can refer to a single occasion (Park et al., 2022). Conversely, perceptions of managerial openness exist mostly in the mind of the beholder and

thus are only somewhat in the leader's, assessed subjectively, and derived from a pattern of leader behavior over an extended time horizon (Detert & Treviño, 2010; Li et al., 2019).

In addition, because leader voice solicitation involves a leader's explicit communication that they would like to hear an individual's ideas, it is likely that it could promote perceptions of managerial openness (Martin & Harrison, 2022; Tangirala & Ramanujam, 2012). At the same time, because many other factors can contribute to an individual's perceptions of managerial openness, leader voice solicitation alone may not always result in a meaningful increase in perceived managerial openness, especially if there is only a single occurrence of leader voice solicitation (Detert & Burris, 2007; Morrison & Milliken, 2000). The incorporation of other cues to complete this perception may dilute, contradict, or boost the perceptions of openness that leader voice solicitation created, making the association between the two difficult to examine or understand in isolation. The potential for this inconsistent causality between the two offers strong evidence of these concepts as clearly distinct from one another and independent in their potential influence on voice quality.

(2.2) *Voice endorsement and enactment.* Leader responses to voice are another important influence in determining an individual's likelihood of expressing voice (King et al., 2019; Morrison, 2023). There are two primary responses that play a role in creating this effect on a voicer. The first is voice endorsement, which refers to a leader's expressed support for an idea, including their willingness and intention to share the idea with higher-level leaders, their assessment of the idea as valuable, and their opinion about if the idea should be implemented (Burris, 2012; Burris et al., 2017). The second response to voice that impacts an individual's future voice is voice enactment. Voice enactment is the extent to which a voiced idea is actually acted upon by the leader and other members of the collective in tangible ways (Farh et al., 2020).

Whereas voice endorsement offers a voicer the hope of seeing their proposed or implied changes come to fruition, voice enactment is reflective of those changes actually being incorporated into the actions of the group.

Like leader voice solicitation, leader responses to voice can also inform an individual's expectations about how their leader will respond if they speak up with their ideas. However, the nature of how these effects transpire is unique for each. A primary difference contributing to this distinction is that responses to voice offer information about the leader's assessment of voice *after* the idea has been shared, whereas leader voice solicitation *precedes* the expression of voice. This difference in timing means that leader voice solicitation uniquely has the ability to shape a particular instance of voice and what is said directly before it occurs. For example, a leader's solicitation of voice can indicate, at least to some extent, that they are open to and interested in voice, which may increase the target's sense of voice safety (Sherf et al., 2019). Perhaps less obviously, leader voice solicitation may also implicitly communicate information about their perceptions of the target's ability and value, which could affect the individual target and their voice in response (Blader & Tyler, 2015; Tyler & Lind, 1992).

These differences in the nature and timing of leader voice solicitation offer compelling evidence that its effects on the voicer and the content of their voice are distinct from the effects of the responses their voice receives from their leader or teammates. Though the literature at present does not definitively articulate the specific impact or effects of these distinctions on the content of voice (though this is a prominent consideration in this dissertation), their existence is evident for the reasons discussed. Thus, the inference an individual draws from the implicit messages embedded in a leader's choice to solicit their voice—which may be positive or

negative—will likely have psychological effects that in turn may influence the content of their voice response.

(2.3) *Summary of voice-promoting phenomena.* While leader voice solicitation shares certain similarities with other leader-driven promoters of employee voice, it also possesses distinct attributes that set it apart. In particular, leader voice solicitation is unique in its nature as a discrete, leader-initiated action directed at a specific individual (Martin & Harrison, 2022; Park et al., 2022). These qualities distinguish leader voice solicitation from perceptions of managerial openness, which is, in contrast, a subjective impression formed over a pattern of leader behavior that is not necessarily as personalized and individually-directed as leader voice solicitation (Detert & Burris, 2007). Moreover, these qualities set leader voice solicitation apart from responses to voice from a leader (i.e., voice endorsement and voice enactment), which come only as a reaction after the individual's expression of voice (Burris, 2012; King et al., 2019). Because of these differences, a leader's responses to voice are less likely to convey the same breadth of information about their perceptions of the voicer themselves (not strictly their idea), such as their beliefs about the voicer's ability to develop valuable ideas or their worthiness to be heard. The temporal precedence of these individualized messages to the actual expression of voice further differentiates the effects of leader voice solicitation from the responses one receives to voice from their leader or teammates, as these responses cannot influence the content of voice in the same episode, only the content of future voice expressions (Burris, 2012; Morrison, 2023). Taken together, these two sets of distinctions help to more clearly define and distinguish leader voice solicitation as a unique construct that warrants dedicated study and theoretical development.

3. A review of the established consequences and antecedents of leader voice solicitation

The chapter thus far has provided an exposition of what leader voice solicitation *is*, as a distinct theoretical construct that is related to, but distinct from, a variety of other domains of study within leadership, voice, and other literatures. Building from that foundation, I now transition to examining how leader voice solicitation *functions*, to complete the comprehensive picture of what is known (and unknown) about leader voice solicitation at present. In this section, I review the existing literature's insights on the antecedents, consequences, and important areas of variation in leader voice solicitation that carry relevance to the remaining content of this dissertation. I also include content that may be less directly relevant to the research questions guiding this project, but is nonetheless critical to providing background and illustrating the scope and presence of gaps, ambiguities, and confounds in the literature to date that *are* central to my focal research questions.

In addition to insights that stem from empirically established, leader voice solicitation specific findings, I also discuss insights that are based on somewhat more indirect evidence, such as findings associated with a similar construct or the theoretical principles that have been asserted, but not specifically been tested or applied to the domain of leader voice solicitation in particular. I first review the outcomes—both intended and unintended—of leader voice solicitation, then discuss the antecedent factors associated with the leader, the context, and the target of the solicitation, and finally, describe the questions and unknown dimensions that still surround this literature.

(3.1) Consequences of leader voice solicitation

To date, the primary consequence of interest associated with leader voice solicitation is the extent to which employee voice is expressed following the solicitation. Indeed, most of the

research related to leader voice solicitation has focused on voice (quantity) as the focal outcome of the research (e.g., Fast et al., 2014; Martin & Harrison, 2022; Tangirala & Ramanujam, 2012). This predominant focus on voice as an outcome of leader voice solicitation is a result of both the conceptual origins of leader voice solicitation and the organizational value that voice promises. The label of “leader voice solicitation” suggests that at a basic level, the goal of this behavior is to ask for, gather, and procure (i.e., solicit) voice from employees (Park et al., 2022). This fundamental conceptualization of leader voice solicitation seems to suggest that the amount of voice following leader voice solicitation should be the most direct reflection of the efficacy of this behavior. As such, it is unsurprising to see voice quantity receiving outsized attention, especially given that this literature is still establishing fundamental theoretical bedrock.

The scaffolding and foundation explaining the relationship between leader voice solicitation and voice (quantity) comes from the theoretical understanding of the psychological processes involved in voice expressions. According to prior voice literature, an individual decides to express or withhold voice by using a personalized cost-benefit analysis of what outcomes they expect will result if they voice (Detert & Burris, 2007; Morrison, 2011, 2014). While there are many considerations that may factor into an individual’s assessment of what the likely costs and benefits that may result from voice are in a given scenario, one of the most influential forces in these considerations is the voicer’s psychological beliefs about what will happen if they speak up (Morrison, 2014; Morrison et al., 2011). One such influential belief is the individual’s level of voice safety, or their expectations about whether they will suffer negative consequences if they choose to voice (Milliken et al., 2003; Morrison et al., 2011). In choosing to voice, an individual subjects themselves to many risks, including being perceived as disruptive or inconsiderate, or evoking a defensive or retaliatory response from the leader if they

feel offended or threatened by voice (Ashford et al., 2009; Detert & Burris, 2007). An individual's perception or expectation of how likely any of these potential negative consequences are to result if they speak up with their ideas and concerns—i.e., their sense of voice safety—strongly influences their willingness and desire to voice (Morrison, 2014).

Another decisive factor in an individual's choice to voice is their psychological beliefs about how effective they can be in expressing voice (Morrison, 2014; Morrison et al., 2011). A key component of this perception is the individual's sense of how confident they feel in their ability to formulate and articulate thoughtful ideas and suggestions, which is often referred to as voice efficacy or voice self-efficacy (Taiyi Yan et al., 2022; Tangirala et al., 2013). The other major component of this belief is the individual's expectations about how likely it is that their idea will actually be implemented and result in the outcome they desire (Ashford et al., 1998; Morrison et al., 2011; Ng et al., 2021). This concept is sometimes referred to as voice instrumentality (e.g., Avery & Quiñones, 2002; Ng et al., 2021; Poulton et al., 2024) and often lumped into the label of voice efficacy (e.g., Morrison, 2011; Morrison et al., 2011; Taiyi Yan et al., 2022). Like voice safety, these efficacy beliefs are a potent force in determining the extent to which individuals choose to share their valuable ideas, suggestions, and concerns (Morrison, 2014).

These principles associated with psychological voice beliefs feature prominently in the existing theoretical understanding of leader voice solicitation and its ability to promote employee voice (quantity). For example, Tangirala and Ramanujam (2012) demonstrated that leader voice solicitation can improve what they describe as an individual's "perceived influence" in the organization, which closely resembles the considerations involved in voice efficacy and instrumentality beliefs. They demonstrated that perceived influence mediates the indirect effect

of leader voice solicitation on subsequent voice quantity. In a similar way, other work in the leader voice solicitation literature has relied upon the theoretical basis of psychological voice beliefs to explain how and why leader voice solicitation can produce greater voice quantity (e.g., Fast et al., 2014; Martin & Harrison, 2022). For example, when Sherf et al. (2019) present their arguments hypothesizing a positive effect of leader voice solicitation on subsequent voice quantity, they directly refer to the effects of leader voice solicitation on voice safety, voice efficacy, and other overall beliefs about what will happen when they voice.

Thus, there are many studies that have discussed the effects that surround the relationship between leader voice solicitation and voice quantity. For example, Martin and Harrison (2022) demonstrated that an individual with upward socioeconomic mobility may voice less than employees of stable, higher-class backgrounds, as a direct result of their leader's comparatively less frequent solicitation of their voice and the decreased voice opportunities this causes for them. In another case, Fast et al. (2014) identified a positive association between leader self-efficacy and voice (quantity) within the leader's unit. Specifically, they demonstrated that lower self-efficacy, in creating feelings of ego threat for a leader, can decrease the leader's use of voice solicitation, subsequently resulting in lower levels of employee voice within their team. Similarly, Sherf et al. (2019) found that a leader's sense of personal control and long term orientation interact to predict the quantity of voice expressed by followers, mediated by the leader's engagement in voice solicitation. These studies collectively provide evidence of a consistent, positive association between leader voice solicitation and employee voice quantity, and also offer insight into the mechanisms supporting this relationship.

(3.2) Antecedents of leader voice solicitation

Finally, I conclude the review with a discussion of the established antecedents of leader voice solicitation, using two overarching categories based on the primary influences on leader voice solicitation: leader-related antecedents and target-related antecedents.

(3.2.1) *Leader-related antecedents of leader voice solicitation.* Leaders are under no requirements or obligations to engage in leader voice solicitation, and only do so on a voluntary basis (Fast et al., 2014; Sherf et al., 2019). As such, there are many factors that may contribute to a leader's choice of whether they will solicit voice, and if so, how they will do it and who will be the target of their solicitation. Just as an individual engages in a potential cost-benefit analysis prior to expressing voice (or choosing to withhold voice), a leader will likely weigh the risks and opportunities that are present when deciding whether or not to solicit voice (Fast et al., 2014; Martin & Harrison, 2022). While the comprehensive set of potential costs and benefits of leader voice solicitation will vary by context and leader, there are many risks and opportunities that are consistently present in any consideration of leader voice solicitation.

In terms of potential benefits, a leader will likely consider the personal and collective (considering the leader's responsibility and accountability for these outcomes) gains that may stem from the use of leader voice solicitation. Chief among these is the possibility that the solicitation will result in voice that can engender numerous additional benefits (Fast et al., 2014; Morrison, 2014; Tangirala & Ramanujam, 2012). In addition to the benefits to the organization that voice can bring, which may benefit a leader indirectly, there are also many gains that a leader may achieve through voice that more directly benefit them personally. For example, voice may lighten their workload by increasing operational efficiency, promoting positive attitudes and LMX quality among their followers, reducing the time they spend trying to solve problems, and

more (Detert et al., 2013; Sessions et al., 2020). Further, to the extent that their performance assessment is connected to team performance, the leader may also reap the rewards of exhibiting strong performance in their role, such as praise, financial benefits, and promotions (Li & Tangirala, 2021; Zaccaro et al., 2001; Zemba et al., 2006) if they successfully convert voice into performance improvements.

On the other hand, a leader must also consider the risks and potential costs in deciding whether to solicit voice. A leader risks the possibility of evoking various negative perceptions from their followers, such as being seen as incompetent, unmotivated, disruptive, or weak, as they could appear to be calling on others to do what should be their own responsibility (Fast et al., 2014; Sherf et al., 2019). A leader may also feel averse to leader voice solicitation, as it involves going out of their way to invite input that could feel critical, negative, and possibly offensive (Burris, 2012; Fast et al., 2014). These concerns may be especially acute for leaders who maintain lower leadership self-efficacy or imposter feelings about their credibility in their leadership role, as the risk of generating any further negative perceptions will feel particularly pronounced in this state (Bamberger, 2009; Fast et al., 2014; Kark et al., 2022; Lee, 1997). Finally, considering the value or scarcity of time resources in an organization, a leader may consider the investment of time spent on leader voice solicitation for both themselves and the target as a meaningful cost associated with the behavior, particularly if the resulting voice offers no substantial value (Bergeron et al., 2013; Northcraft et al., 2011; Ocasio, 1997).

While the factors discussed are all possible considerations in most decisions of whether to solicit voice, the specific factors that a leader considers and the weight that they place on each factor will be unique to them (Martin & Harrison, 2022; Tangirala & Ramanujam, 2012). Leaders may place greater weight on potential consequences that are strongly in opposition to or

alignment with their personality traits, values, preferences, or insecurities (Fast et al., 2014; Lee, 1997; Sherf et al., 2019). They may also have their consideration swayed by their leadership beliefs, such as their beliefs about power distance, or their generalized philosophy or style of leadership, such as empowering or authoritarian leadership styles (Botero & Van Dyne, 2009; Carnevale et al., 2020; Fast et al., 2014). A leader may also identify many other potential costs and benefits beyond those discussed, based on their own personal qualities and interests or the nature of the specific context they are in (Li et al., 2019; Lim et al., 2020; Pfrombeck et al., 2022). As such, leader voice solicitation, much like individual choices about voluntary voice expression, is complex and difficult to perfectly predict (Fast et al., 2014; Morrison, 2011, 2014; Sherf et al., 2019). In sum, leader voice solicitation is most likely to be used by the leaders who have concluded, through their personal and subjective perspective, that the potential benefits that may come from voice solicitation are greater than the potential costs they may incur.

(3.2.2) *Target-related antecedents of leader voice solicitation.* Prior research has demonstrated that leaders do not solicit voice in equal frequency among each of their followers, but rather are selective in who they solicit voice from (Martin & Harrison, 2022; Tangirala & Ramanujam, 2012). Because of the many potential costs and benefits at stake for the leader, their followers, and the organization, it is important to understand who leaders do and do not choose to solicit voice from.

As with any endeavor to collect important information, leaders will be inclined to solicit voice from the individuals that they expect will provide the best response for addressing the problem or opportunity at hand (Ashford et al., 2003; Martin & Harrison, 2022). The resource seeking literature has consistently demonstrated that a leader's choice of *who* to solicit resources from typically relies on their perceptions of an individual's competence or knowledge, which

could be informed by more objective metrics or less dependable factors such as stereotype beliefs (Ashford et al., 2003; Lim et al., 2020; Sherf et al., 2024). While the leader voice solicitation literature has not assessed the question of how leaders select a target to the same extent as the resource-seeking literature, there are strong indications that these same factors likely play a similar role in leader voice solicitation and some leader voice solicitation work has drawn from this literature explicitly to explain leader choices about voice solicitation targets (e.g., Martin & Harrison, 2022).

An example that provides compelling evidence of this is the recent work of Martin and Harrison (2022), who found that leaders were less likely to solicit voice from individuals with a lower socioeconomic class background. The authors' explanation of this effect—that stereotypes of lower competence associated with that social identity (Connor et al., 2021; Fiske et al., 2002) made leaders less interested in hearing their ideas—aligns with many findings in the resource seeking literature about the role of stereotype beliefs in a leader's choice of whether to solicit resources from an individual. Thus, while there is a need for examination of these factors in the specific domain of leader voice solicitation, the congruence of Martin and Harrison's (2022) finding with existing resource seeking literature suggests that the other findings from the resource seeking literature—such as the influence of an individual's perceived accessibility, likeability, and similarity to a leader (Ashford et al., 2003; Lim et al., 2020)—might similarly offer insight into a leader's selection of a target.

Moreover, the inclusive leadership literature testifies to the influence of a leader's pro-diversity beliefs on the frequency with which they choose to solicit voice from individuals with a minority identity (Mor Barak & Daya, 2013; Nembhard & Edmondson, 2006; Randel et al., 2018; Winters, 2013). This finding indicates that a minority individual may be more likely to be

the target of leader voice solicitation in certain circumstances if their leader holds strong pro-diversity views and exhibits an inclusive leadership style (Randel et al., 2018; Shore & Chung, 2022). In sum, a leader is likely to be thoughtful in determining who they would like to solicit voice from, and this determination plays a noteworthy role among the antecedents to leader voice solicitation.

4. Theoretical limitations and unanswered questions in the existing literature

The chapter thus far has provided an extensive review of what prior literature has said and demonstrated about leader voice solicitation. The definition and conceptualization of leader voice solicitation was articulated and made precise through the discussion of the distinctiveness of leader voice solicitation from other leader behaviors and other voice promoting phenomena, and the mechanics of the factors that come before and after the use of leader voice solicitation were detailed through the review of leader voice solicitation literature to date. Against this rich backdrop, it is possible to identify some of the critical theoretical limitations of this literature, and thus lay the groundwork for the remainder of this dissertation. As such, the final section of this chapter is dedicated to reviewing the major limitations and unanswered questions of the leader voice solicitation to date, as relevant to the central research questions of this project.

(4.1) Unanswered question #1: Does leader voice solicitation effectively generate valuable voice content? The first question that remains underexamined in the literature to date stems from the outsized focus on voice quantity as the paramount focal outcome of leader voice solicitation (e.g., Fast et al., 2014; Tangirala & Ramanujam, 2012). Because prior work has placed focus predominantly on the extent to which leader voice solicitation increases voice quantity, it does not offer any insight into whether or to what extent leader voice solicitation may

be able to bring value to an organization through the content and quality of the voice that it produces.

Uncovering answers to this question is critical to accurately understanding the functionality of leader voice solicitation. Advancing from simply *if* or how much voice was expressed (i.e., voice quantity) to examining the *value* of what was voiced (specifically voice quality) is essential to gaining accurate understanding of leader voice solicitation in both theory and practice. Without this advancement, leader voice solicitation risks being under-utilized, mis-utilized, over-utilized, or some combination or consequence of these.

(4.2) Unanswered question #2: Does the target's social identity affect the outcomes of leader voice solicitation? The extant leader voice solicitation literature is also limited by a lack of attention to *whose* voice is solicited—including how they might respond to leader voice solicitation, and the role that their social identity might play in the experience. The literature to date has provided only minimal insight into the influence of individual differences of the target in the experience of leader voice solicitation, limited primarily to the identification of one moderating factor of the outcomes of leader voice solicitation (self efficacy; Tangirala & Ramanujam, 2012), and one antecedent factor to the likelihood of leader voice solicitation (social class background; Martin & Harrison, 2022). As such, the literature provides limited insight into the role of the target's individual differences in any aspect of the leader voice solicitation domain, and virtually no insight into their potential influence on the content of the voice shared in response.

This question is important to address for a few reasons. First, the literature about other similar leader behaviors and employee voice in general emphasizes the importance of many individual factors, such as individual traits, emotions, and work attitudes (Avery & Quiñones,

2004; Lim et al., 2020; Morrison, 2011), suggesting that these are likely similarly important in the context of leader voice solicitation. Second, the nature of leader voice solicitation as an individually directed behavior (Martin & Harrison, 2022; Park et al., 2022) also implies that these individual differences are very relevant and likely consequential to the outcomes of the event. Third, the absence of consideration for individual differences in the theoretical understanding of leader voice solicitation implies that across individuals of many identities, voice solicitation will likely be experienced by and responded to in about the same way for any individual. Finally, this limitation is especially important to address given the differentiated value that leader voice solicitation is thought to offer individuals of certain marginalized and traditionally under-valued social identity groups (Leroy et al., 2022; Randel et al., 2018). This dissertation seeks to address this limitation by considering whether leader voice solicitation results in fewer benefits (and potentially greater threats) for women, in comparison to men.

(4.3) Unanswered question #3: What are the potential risks or costs of leader voice solicitation, and can they be combated?

Finally, through the contrast of leader voice solicitation literature's nearly exclusive focus on the potential positive outcomes of leader voice solicitation, this review of literature highlighted the limited understanding and identification of the potential risks that leader voice solicitation may carry for the organization and its members. Under the reasonable assumption that no leader behavior carries minimal potential to spur negative consequences, it is evident that leader voice solicitation research has left unanswered the questions of what these risks may be and who they might affect most. While the risks of leader voice solicitation remain shrouded and unknown, leader voice solicitation may be misunderstood and misused, potentially even causing

harm or other costs to organizations and their members, even when a leader's intentions in soliciting voice are positive.

Moreover, without also considering how the potential risks of leader voice solicitation can be avoided or mitigated, simply identifying the potential negative consequences of this behavior likely will not provide sufficient value to the theoretical and practical understanding of leader voice solicitation. Literature in adjacent phenomena suggests that one medium that might be especially relevant as a source of or protection from negative outcomes of leader voice solicitation is the possible variations in the specific approach a leader takes to soliciting voice. For example, research in feedback seeking demonstrates the consequential importance of the choices a seeker makes in their approach, such as the method used (e.g., direct inquiry or observational monitoring), the timing, the target information source, the topic, and the frequency of use (Ashford et al., 2003; Lim et al., 2020; Morrison, 1993; Vancouver & Morrison, 1995).

In all, the limited recognition and understanding of the potential risks of leader voice solicitation (and opportunities for addressing these risks) in the literature to date is a serious gap, warranting further investigation. So long as these questions remain unanswered, the literature suffers meaningful theoretical ambiguity and unknown contingencies, as well as missed opportunities for practical insights associated with leader voice solicitation and its consequences. In response, this dissertation explores the potential costs of leader voice solicitation and considers how these negative effects may be mitigated through differences in a leader's approach to voice solicitation.

5. Chapter 1 Conclusion

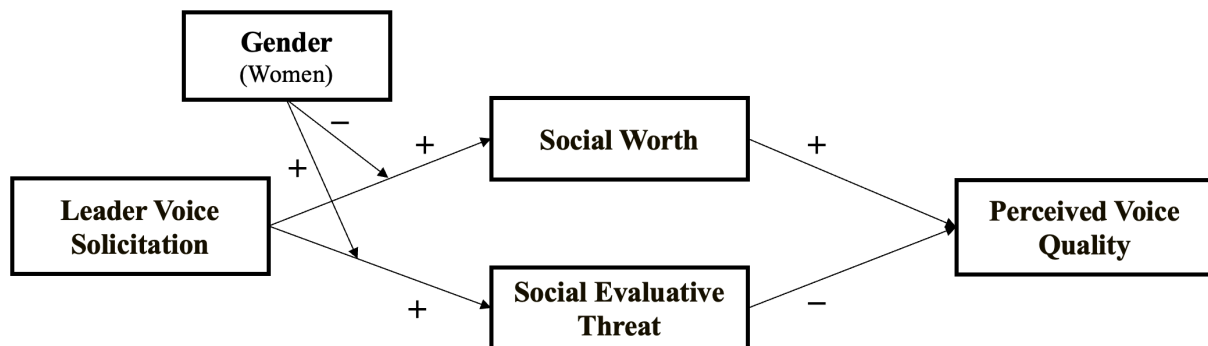
This chapter provides an in-depth review of the existing literature's understanding of leader voice solicitation, including its distinctiveness, antecedents, consequences, and theoretical

limitations. This review aimed to offer clarification of the definitional components and distinguishing features of leader voice solicitation, to shed light on the importance of dedicated study to the leader voice solicitation, and to provide a thorough summary of the known consequences and antecedents to leader voice solicitation, particularly with regard to leader-related and target-related factors. The survey of these findings illuminates promising potential leader voice solicitation offers to promote many valuable benefits to multiple parties (e.g., the leader, the individual target, the organization), yet it also reveals important theoretical limitations of this work. In particular, the existing literature lacks sufficient consideration of 1) the quality of the voice that results from leader voice solicitation (i.e., the value it may provide the organization), 2) the ways in which characteristics of an individual, particularly their gender, may shape the consequences of having their voice solicited, and 3) the potential influence of variations in approach to leader voice solicitation on its impact. In this dissertation, I aim to address these critical deficiencies to advance theoretical understanding and practical applications of leader voice solicitation.

CHAPTER 2: THEORETICAL DEVELOPMENT AND HYPOTHESES

Overview and introduction

In this chapter, I will provide the theoretical arguments for the model I intend to develop and test in this dissertation. A visual representation of the model discussed in this chapter appears below. This work aims to examine the process by which leader voice solicitation yields potential value for a leader and their organization, reflected by resulting voice quality, and also considers how these effects may differ in the context of leaders soliciting voice from women. In the following sections, I draw primarily from the relational theory of procedural justice to theorize the positive effects that leader voice solicitation may have on voice quality, and then draw on social self-preservation theory and theory regarding the differentiated experience of women in organizations to explore the more complicated dynamics of leader voice solicitation for women.



Focal outcome: Voice quality

Of particular interest in this dissertation is the unanswered question of whether, and to what extent, leader voice solicitation results in voice that is valuable to the organization. To

examine this question, the outcome I focus on is voice quality—defined as the potential of voice to enhance performance (Farh et al., 2024). Though voice quality has only emerged in the literature in recent years, it has quickly gained prominence as a construct of interest and importance in employee voice research. One of the earliest portrayals of voice quality was what Burris et al. (2017) referred to as “managerial value” of voice, defined as the manager’s general assessment of an idea’s usefulness and value for improvement in the team. A few years later, Brykman and Raver (2021) proposed a more detailed conceptualization of how voice quality is evaluated, aimed at identifying the specific content of voice that a leader or others would perceive as likely to be useful or valuable for improvement. Their model was composed of four dimensions: rationale, feasibility, organizational focus, and novelty. While this framework significantly advanced the understanding and conceptualization of voice quality, it lacked a few important qualities (Farh et al., 2024).

For example, this model did not explain how the context, including aspects of the organization, team, and voicer, may affect which dimensions of voice quality are more or less important in the setting. This conceptualization also incorporates elements of how voice is presented, particularly in the rationale and organizational focus dimensions, which creates some conflation between the performance enhancing potential of voice and constructs such as issue selling tactics (e.g., Mayer et al. 2019; Piderit & Ashford, 2003) or idea enactment (Lu et al., 2019). In addition, this framework and the specific items in the associated scale are oriented toward an ideal of voice that is creative and promotive in nature. While this is certainly a form that high quality voice may come in, this particular framework of voice quality is less likely to reward other forms of voice that can also enhance a team’s performance, such as expressions of prohibitive voice.

In addressing some of these limitations, Farh et al. (2024) presented a new model of voice quality. This new model offers a more performance-oriented conceptualization of voice quality than previous works, and is also more attentive to the context's influence on defining high-quality voice. Specifically, the model presents three dimensions of voice quality—desirability, feasibility, and degree of change from the status quo—that vary in importance depending on the context. For example, the relative value of the degree of change from the status quo (compared to voice desirability and feasibility) is weighed more heavily in contexts focused on exploration and innovation. Because this research aims to understand how leader voice solicitation affects the performance-enhancing potential of voice, I adopt the Farh et al. (2024) model to ensure that the focus is on voice's potential to improve performance and not reflective of other factors unrelated to performance (e.g., the way voice is presented, the nature of voice as promotive or prohibitive). To elucidate the ways in which leader voice solicitation may affect voice quality, I provide a brief discussion of the definition and key antecedents of each dimension.

Voice desirability. First, voice desirability is described as the extent to which voice has a high likelihood of generating a net positive impact on unit or organizational performance. Voice becomes more desirable the more closely it aligns with organizational goals and addresses significant organizational challenges (Crant et al., 2011; Farh et al., 2024). Developing highly desirable voice is most crucially dependent on an individual maintaining an understanding of critical problems in the group or organization, comprehending the task, interpersonal, and contextual factors that contribute to and are affected by the problem, and formulating thoughtful solutions for addressing the problems that consider the related factors (Brykman & Raver, 2021;

Ng et al., 2021). With this understanding, an individual is better equipped to select the right issues to confront and focus on the right avenues for addressing them.

Voice feasibility. Next, voice feasibility is described as the extent to which voice would be realistic to implement (i.e., would not require excessive resources), given the constraints of the context. Voice feasibility is most influenced by the depth and breadth of an individual's knowledge of the organization's resources, capabilities, cultural elements, and interdependencies (Burris et al., 2017; Farh et al., 2024). Thus, conceiving voice that exhibits high voice feasibility requires an individual to cultivate a strong understanding of the resources and capabilities available in the context, as well as the interpersonal and other dynamics that may offer opportunities or challenges to maximize the available resources (Brykman & Raver, 2021; Dutton et al., 2001). This understanding enables them to think thoroughly and practically about relevant contingencies and potential efficiencies in their suggestion.

Degree of change of voice from the status quo. Degree of change from the status quo is described as the extent to which voice proposes substantial changes to the existing rules of organizing and accomplishing work in the unit or organization, including the discontinuation of existing processes. This dimension depends on the uniqueness or freshness of an individual's perceptions of the organization, and benefits from many factors associated with creativity such as information availability, diversity, psychological safety, and divergent thinking (Amabile, 1983; Amabile et al., 1996; van Knippenberg et al., 2004; Zhou & Shalley, 2011). As such, degree of change tends to be stronger for those who are high in openness to experience, use an innovative cognitive style, maintain a creative personal identity, or are newcomers to an organization. This dimension is also affected by contextual factors, such as leadership that allows and encourages radical thinking and risk-taking. The value of the degree of change in voice is somewhat

nuanced. On one hand, voice with a high degree of change is often the most impactful, as it can result in the largest improvements, competitive advantages, and returns on investment. At the same time, implementing highly radical ideas generally requires immense disruptions, difficulties, and resources, which may offset the potential value. As such, the importance and value of the degree of change from the status quo to voice quality vary based on the importance of exploration in the context.

Assessing overall voice quality. The final critical component in this conceptualization of voice quality is the nature in which these three dimensions come together to determine an overall index of voice quality. Farh et al. (2024) specify that this formulation depends on the particular priorities and outcomes most valued in a given context. The dimensions are weighted accordingly based on whether any dimension is more important or valued than the others. For example, degree of change is weighted more heavily than desirability and feasibility in a context that prioritizes innovation. However, if the dimensions carry about the same level of importance as one another, they are given relatively equal weight in the overall assessment of voice quality.

In addition to this relative weighting, the formulation of overall voice quality also reflects the extent to which the three dimensions are interrelated and interdependent. For example, in a technology company, it is likely that for an idea to be desirable, it should capitalize on the core strengths of the organization's technology, which would also be critical to optimizing the feasibility of an idea. In this way, both dimensions depend on many of the same factors, and increasing one dimension is closely tied to increasing the other. In circumstances such as this, the three dimensions are combined multiplicatively to determine overall voice quality, as the product of these dimensions provides a better reflection of these interrelations than their sum. However, in settings where the dimensions each rely on more independent contributors, and the levels of

one dimension are not as strongly tied to the others, an additive combination is more appropriate. Put more simply, assessments of overall voice quality are not one-size-fits-all, but are instead tailored specifically for each organizational setting. Thus, selecting and describing the reasoning behind an appropriate approach to assessing overall voice quality is crucial in examining voice quality empirically.

Taken together, this model provides a comprehensive theoretical framework for understanding the key components of voice quality, their unique determinants, and the nuanced way in which they are integrated to determine overall voice quality. Building from this theoretical foundation, I now examine the effects of leader voice solicitation on voice quality, and the key mechanisms supporting this relationship.

The positive effects of leader voice solicitation on voice quality via social worth

Throughout prior leader voice solicitation literature, many works highlight that leader voice solicitation can have meaningful psychological effects on its targets. However, the literature to date has only examined a small number of specific psychological effects, and primarily focused only on how such effects could influence subsequent voice quantity (Sherf et al., 2019; Tangirala & Ramanujam, 2012). As such, considering the psychological phenomena that may drive the effects of leader voice solicitation on voice quality requires insight from beyond the extant leader voice solicitation literature. Toward this end, I draw from the relational theory of procedural justice (Lind & Tyler, 1988; Tyler & Blader, 2003; Tyler & Lind, 1992) to propose that feelings of social worth (i.e., a sense that one is valued, respected, and esteemed; Grant, 2008) is an influential link between leader voice solicitation and its resulting voice quality.

The relational theory of procedural justice explains that receiving an opportunity to share one's preferences, opinions, and other input into an authority figure's decision can be interpreted as a signal of social worth—that one's thoughts and opinions are important, valued, and desired (Grant, 2008; Tyler & Blader, 2003). This notion is also consistent with literature on empowering leadership and strengths-based leadership, which maintain that by allowing an individual the opportunity to have influence in the actions and consequences that are relevant to them personally, the individual can experience a heightened sense of value and esteem (Randel et al., 2018; Shore & Chung, 2022; van Woerkom & Meyers, 2015). Despite certain differences, leader voice solicitation mirrors the exchange involved in the procedural justice setting, as they both feature a more powerful party (i.e., the leader) voluntarily seeking out potentially influential input from an individual.

This congruence implies leader voice solicitation is similarly likely to convey a message that one's voice is valued and appreciated, boosting feelings of social worth. For example, the request for voice in particular (in contrast to other requests such as for feedback, help, or approval) can signal the leader's belief in the individual's ability to contribute value to the team with the ideas they share (Borgatti & Cross, 2003; Carnevale et al., 2020; Shore et al., 2011). A leader's invitation for input can also promote feelings of social worth that are more personal and less contingent on the individual's specific work contributions. Indeed, the relational theory of procedural justice asserts that a leader's invitation for input can communicate that the leader values the individual's unique perspective and believes that they are worthy of being treated with dignity and respect (Lind et al., 1990; Rothers & Cohrs, 2023; Shore et al., 2011; Tyler & Lind, 1992).

In turn, I argue that this enhanced sense of social worth consequently carries positive implications for voice quality. This effect comes as a result of the motivation that social worth can stir in the voice solicitation target as a result of the affirmation of their value to the team, encouraging them to exhibit the capabilities and personal qualities that they perceive this social worth to be based on.

Considering the individual dimensions of voice quality, enhanced feelings of social worth may compel an individual to invest greater time, effort, and attention to generate ideas that are more appealing and desirable to the team and organization, ultimately resulting in higher voice desirability (Blader & Tyler, 2009; Farh et al., 2024; Rothers & Cohrs, 2023). For example, an individual may devote time and attention to understanding the needs of the collective and use this knowledge to inform the content of their voice (Blader & Yu, 2017; Burris et al., 2017; Rothers & Cohrs, 2023). Social worth may also encourage an individual to leverage their unique strengths, qualities, and personal insights in the process of generating ideas and solutions to address critical problems of relevance for the team's performance, ultimately resulting in higher voice desirability. For example, an individual may make a connection between a work problem and generate a potential solution inspired by a hobby or aspect of their lived experience, which may result in a richer and more nuanced solution than one drawn from one's work experiences alone.

Regarding voice feasibility, social worth can motivate an individual to dedicate time to more carefully think through processes and contingencies related to an idea, resulting in a more feasible idea (Farh et al., 2024). Specifically, as social worth stirs motivation to maximize one's value to the group, an individual will be more inclined to take extra diligence in crafting voice, and the team oriented focus of the motivation can better attune them to the particular resources

and limitations that are most relevant to their team (Ashford & Barton, 2007; Burris et al., 2017; Van Dick et al., 2004). Similarly, social worth may also encourage an individual to draw on their unique strengths, qualities, and personal insights to consider an expanded set of ways to feasibly tackle a critical problem. For example, when faced with limited resources to act on a proposed idea, an individual may draw inspiration from an aspect of their lived experience when they were similarly resource-constrained, and propose less costly ways to accomplish the same ends.

Finally, through these same motivations of social worth, an individual may feel more dedicated and willing to engage in a broader search for relevant information and sources of inspiration for solutions (Li et al., 2018; Shore & Chung, 2022; Zhang & Bartol, 2010). In turn, this ability to draw on diverse information and connect disparate ideas should result in more divergent and unique ideation, ultimately increasing the degree of change from the status quo of the resulting voice (Amabile, 1983; Gilson & Shalley, 2004; Nijstad et al., 2010; Swann et al., 2003). Social worth could also help to draw out the individual abilities, insights, and resources that are unique to the voicer, resulting in valuable ideas that otherwise might not have surfaced in the team. As the team problem-solving literature (e.g., Mesmer-Magnus & DeChurch, 2009; van Knippenberg et al., 2004) and other voice research (e.g., Farh et al., 2020) have continually demonstrated, the unique information and resources accessible to only one individual in a group are often the most influential factors in determining the quality of a team's decisions and performance. Thus, as social worth encourages voicers to draw from and express more of the insights that may not be shared by other members of the team, it is probable to expect that social worth should promote voice that is higher in degree of change from the status quo.

Taken together, these arguments indicate that leader voice solicitation will positively influence voice quality, through the mechanism of social worth. The messaging implied by leader

voice solicitation can offer a boost to an individual's sense of social worth, which may invigorate them to invest greater effort in crafting voice and draw more from their unique personal capabilities and perspectives—resulting in higher voice quality across all three dimensions (i.e., voice desirability, feasibility, and degree of change). Summarizing these arguments, I propose the following hypothesis:

Hypothesis 1: There is a positive indirect association between leader voice solicitation and the solicitation target's perceived voice quality via the target's increased social worth.

The differentiated effects of leader voice solicitation for women

Considering the immense evidence and theory suggesting the pivotal role one's individual differences and social identities play in their experience of voice and other related phenomena (Ashforth & Mael, 1989; Judge et al., 2007; Morrison, 2011; Oc et al., 2023; Walton & Brady, 2017), I now consider the case of leader voice solicitation and its impact on women, compared to men, as targets of leader voice solicitation.

There are many reasons why gender is critical to examine within the context of leader voice solicitation. Within organizations, gender is one of the most salient social identities, affecting nearly all aspects of organizational life (Eagly & Wood, 2012; Heilman, 2012; Ridgeway & Correll, 2004). Compared to men, women often experience a myriad of unique dynamics, challenges, and considerations in organizational life (Heilman, 2012; Joshi, 2014; Kanter, 1977; McClean et al., 2018). Moreover, gender is an especially influential factor in the context of voice, as the agentic, challenging nature of voice can contradict with the stereotype-driven social expectations of women, yet align closely with social expectations of men (Correll & Ridgeway, 2003; Fiske, 1998; Heilman, 2012; McClean et al., 2018). Indeed, voice from women is often more likely to be ignored or rejected, less likely to result in the same positive

outcomes as men's voice, and may even trigger greater harm and backlash simply due to its origin (Farh et al., 2020; McClean et al., 2018). While gender-related differences may apply to any organization, they are especially likely to emerge in organizations characterized by norms, culture, and nature of the work or industry that are largely associated with masculine, male-dominated qualities (Cheryan & Markus, 2020; Kanter, 1977; Muragishi et al., 2024; Murphy et al., 2007).

For example, organizations in industries such as engineering, technology, science, construction, sports, or law enforcement are commonly not only more populated with male employees, but also are more likely to reflect norms or stereotypes connected to men and masculinity (Belanger et al., 2020; Cheryan et al., 2009; Murphy et al., 2007; Walton et al., 2015). These cultural reflections of masculinity may appear in various ways, such as the presence of norms or reward systems that value masculine-type qualities, such as competitiveness, agency, independence, and dominance (Cheryan et al., 2017; Cheryan & Markus, 2020; Gaucher et al., 2011; Heilman et al., 2004). In such contexts, women face a combination of challenges, risks, and inequities that can significantly differentiate their daily experiences at work from those of their male colleagues. I argue that, as a result of the concerns spawned by these challenges, the personal and organizational outcomes of leader voice solicitation differ distinctly for leader voice solicitation directed at women versus at men.

Weakened impact on women's social worth. One major area of concern that women often face, particularly in male-dominated settings, is the need to continually demonstrate and prove their competence through virtually flawless performance. Indeed, tokenism theory explains that women often face an implicit pressure to perform well enough to “justify” their presence in the setting, which can create a sense of unwanted visibility and insurmountable performance

demands (Kanter, 1977; Schmader & Sedikides, 2018; Sekaquaptewa & Thompson, 2003).

Further exacerbating these dynamics, women must reach these impossible performance standards in the face of stereotype-driven perceptions and expectations that they are less competent or capable than men (Fiske et al., 2002; Heilman, 2012; Hora et al., 2021). Thus, as they experience this incessant pressure of heightened scrutiny, women typically carry a higher baseline level of concern about whether their contributions are valued by the group, in comparison to their male counterparts (Forbes et al., 2008; Kirby & Kaiser, 2021; Kroeper et al., 2022; Leary & Downs, 1995).

A second major concern women commonly face in the workplace is the uncertainty of their social standing and belonging among the other members of the organization or team (Georgeac & Rattan, 2023; Pickett et al., 2002; Shore et al., 2011). In general, but particularly in organizational settings with masculine norms and cultures, women's status as a marginalized social identity group places them in a default position as an "outsider" or less accepted and valued member of an organization (Belanger et al., 2020; Cheryan & Markus, 2020; Schmader & Sedikides, 2018). This effect is often exacerbated and perpetuated by a tendency for men, typically unconsciously, to inflate and exaggerate the differences that they perceive between themselves and the women in the organization (Avery et al., 2013; Kanter, 1977). The result of this boundary heightening and "othering" of women is a perilous social climate, in which women experience a perpetual state of concern about the extent to which they are respected, accepted, and valued by the other members of their organization—i.e., their social worth (Crocker et al., 1991; Georgeac & Rattan, 2023; Joshi, 2014; Walton & Brady, 2017).

The undercurrent of these concerns can consequently distort their interpretation of any information they receive from others about their value to the team. For example, concerns in the

first category can lead women to be more inclined to discount, disbelieve, or differently interpret any positive messages that others communicate toward them about their contributions (Crocker et al., 1991; Murphy et al., 2007; Schmader et al., 2008). Similarly, concerns in the second category can contribute to a harmful negative information processing bias about the way others view them in the setting resulting in amplified perceptions of indications that they do not belong, and dampened perceptions of potential signals that they *do* belong (Crocker et al., 1998; Sherman & Hartson, 2011; Walton et al., 2015; Walton & Brady, 2017). Through this distorted lens, the extent to which leader voice solicitation effectively conveys a message of social worth will likely be stifled substantially, as women may not recognize the solicitation as a signal of their social value in the first place, or may be inclined to downplay or disbelieve any message of social worth they do detect (Badawy et al., 2018; Crocker et al., 1991; Tewfik, 2022; Walton & Cohen, 2007).

In contrast, while men could still entertain concerns about their perceived competence or social standing in the team, these concerns differ meaningfully from the climate that women face. First, the dynamic that women face promotes a constant state of concern and uncertainty about these assessments, whereas men may only face uncertainty in interstitial bursts with reprieve in between (Joshi, 2014; Rothbard & Ramarajan, 2009). Second, men are not presented with the same dynamics of hypervisibility and oppositional stereotypes as their female counterparts. Without the tyranny of being “under a microscope” like women, men are less likely to develop the same distortions and biases in their interpretation of messages about their competence and performance (Aday & Schmader, 2019; Cha et al., 2019; Chattopadhyay et al., 2004). Finally, for women, these concerns are nested within the larger societal and historical landscape of men’s hegemony over women, which brings weight, complexity, and barriers to

combatting these challenges that men would not face (Crocker et al., 1998; Schmader & Sedikides, 2018; Walton & Brady, 2017). As such, men are not subject to developing a persistent vigilance and distorted perception of their social standing and value in the team in the same way as women.

Together, these arguments propose that leader voice solicitation will be less likely to enhance social worth for women, compared to their male counterparts. This relative deficit in social worth in turn reduces the strength of the motivation social worth creates to invest greater personal resources, knowledge, and effort to generate ideas that will benefit the team. Thus, through the processes previously described, this comparatively weaker boost to social worth will ultimately translate into weaker downstream effects on voice quality for women. In sum, I hypothesize:

Hypothesis 2: The positive indirect association between leader voice solicitation and perceived voice quality via the solicitation target's increased social worth is stronger for targets who are men than for targets who are women.

Social evaluative threat from leader voice solicitation for women

Enhanced social evaluative threat for women. In addition to the possibility that women may be less positively affected by leader voice solicitation (via felt social worth), they may also experience an additional negative effect that further distinguishes their experience from men's—an increased sense of social evaluative threat. Drawing from social self-preservation theory, I propose that leader voice solicitation may promote feelings of social evaluative threat for women in particular, and that men will be less likely to experience this effect. Social self-preservation theory explains that when an individual detects a social evaluative threat (i.e., a threat to one's social value, esteem, status, and perceived social worth), their “social self-preservation system”

mobilizes a coordinated psychological, physiological, and behavioral response to manage or eliminate the threat (Dickerson & Kemeny, 2004; Sherman & Hartson, 2011).

As a result of the conditions described earlier, women are particularly likely to recognize leader voice solicitation as a threat to their social self in their team. For example, in experiencing heightened scrutiny over their performance and perceived ability to make valuable contributions, women are often quick to recognize situations where they must “perform” in some way, as it may function as a trial or test of their adequacy in the eyes of others (Kanter, 1977; Murphy et al., 2007; Schmader & Beilock, 2012). As such, a leader’s voice solicitation may be more likely perceived by a woman not as a signal of the leader’s confidence in and valuing of her abilities (i.e., social worth), but rather as a signal that the leader is trying to “test” her abilities or expecting her to demonstrate her value to the team (Farmer & Aguinis, 2005; Williams & O’Reilly, 1998). A woman may also be more likely to recognize that her response to leader voice solicitation could expose her to potential social harm, by drawing attention to and making vulnerable her differences from others in the team (Cha & Roberts, 2019; Hewlin, 2009; Kahn, 1990, 1992). As a result, leader voice solicitation will likely induce feelings of social evaluative threat, as a woman strives to prevent the social costs that could result from the leader’s and possible others’ judgments of her response.

In addition to leader voice solicitation being more likely to provoke social evaluative threat for women, there are many gender-related factors that may amplify this sense of threat even further. One such factor is the stereotype-driven perceptions and expectations of lower competence that women face (Fiske et al., 2002; Ridgeway & Correll, 2004), which make it more challenging for them to be heard and taken seriously when they speak up with suggestions or concerns (Karpowitz & Mendelberg, 2014; McClean et al., 2022; Williams & O’Reilly, 1998).

This stereotype-based expectation may not only skew others' perceptions, it may also be unconsciously internalized by a woman into self-limiting beliefs about her own competence in responding to a leader's solicitation of their voice (Hora et al., 2021; Williams & O'Reilly, 1998). Taken together, these arguments propose that a woman will be especially likely to recognize and perceive leader voice solicitation as a high-stakes situation that places her social standing in jeopardy while her "performance" in responding to the voice solicitation is closely evaluated.

In contrast, because a man is not under the same set of ongoing, systemic performance pressure, hypervisibility, and social exclusion that women experience, he may be less likely to perceive the leader's voice solicitation as an evaluative, threat-inducing context (Kanter, 1977; Park et al., 2023; Walton & Brady, 2017). Even if he did experience some awareness of threat, he would not be burdened with the added stereotype-based barriers that women might in this situation (e.g., having to overcome expectations of low competence), keeping the level of threat at a more manageable level (Blascovich, 2008; Eagly, 2013; Inzlicht & Kang, 2010; Van Laar et al., 2019). Thus, while men could experience some level of social evaluative threat in response to leader voice solicitation, this threat is more likely to be experienced—and experienced with greater strength—for women (Inzlicht & Kang, 2010; Van Laar et al., 2019).

Harm to voice quality via social evaluative threat. The feelings of social evaluative threat that women may experience in response to leader voice solicitation can further compromise their voice quality for two major reasons. First, the experience of threat is highly draining of one's resources, as the mind is consumed by thoughts of how to eliminate the threat, the stakes associated with the threat, and the emotional weight of stress and anxiety (Dickerson & Kemeny, 2004; Logel et al., 2009; Sherman & Hartson, 2011). Because the quality of voice,

particularly voice desirability and feasibility, depends critically on an individual drawing from ample cognitive, emotional, and other resources to dedicate rigorous thought, analysis, and integration of information toward the development of their idea, being in a depleted resource state can diminish the resulting voice quality (Brykman & Raver, 2021; Farh et al., 2024).

Second, in experiencing feelings of threat, an individual engages in highly constricted processing of information and is motivated to avoid any unnecessary risks (Blascovich, 2008; Staw et al., 1981). This state of rigid, cautious thinking will limit a voicer's access and ability to engage in the radical and rich thinking necessary for developing high-quality voice (Hora et al., 2021; Staw et al., 1981; Swann et al., 2003). In particular, because developing voice with a high degree of change from the status quo requires flexible and innovative thinking, as well as risk-taking in both the conception of the idea and the sharing of the idea, these information processing effects may be especially relevant to this dimension (Carnevale et al., 2017; Farh et al., 2024).

As these effects interfere with the processes and resources involved in developing high quality voice, feelings of social evaluative threat will harm the voice quality resulting from leader voice solicitation. This consequence, in conjunction with the hypothesized relationship between leader voice solicitation and social evaluative threat, proposes that there is an indirect negative effect of leader voice solicitation on voice quality, via social evaluative threat. Moreover, because theory would suggest that women are particularly likely to feel social evaluative threat in response to leader voice solicitation, this indirect effect is specifically expected to be experienced by women, more so than men. This further compounds the disadvantage that women may experience in the relationship between leader voice solicitation and voice quality, considering the effects proposed in Hypothesis 2. In other words, women may

not only *benefit less* from leader voice solicitation, they will also likely *suffer more* from it, in comparison to men. In sum, I propose the following hypothesis:

Hypothesis 3: There is a negative indirect association between leader voice solicitation and perceived voice quality via the solicitation target's increased sense of social evaluative threat, such that targets who are women experience the threat to a greater extent than targets who are men.

Exploratory research inquiry: *How* leaders solicit voice

The proposed hypotheses suggest that for women (compared to men), leader voice solicitation can yield lower benefits (via weaker effects of social worth) *and* potentially produce additional pain and distress (via the harmful effects of social evaluative threat). This differentiated experience comes at a personal cost to women, both emotionally and practically (Hall et al., 2015; MacPhail et al., 2009; Nishii, 2013). It also costs the organization, as it may create a detrimental obstacle to the critically valuable voice that women can offer (Cha & Roberts, 2019; Ferdman & Roberts, 2013; Shore & Chung, 2022). Indeed, research has demonstrated that women, particularly in male-dominated settings, can offer some of the most valuable ideas, suggestions, and insights in a group (Chrobot-Mason & Aramovich, 2013; Farh et al., 2020; Nemeth, 1986).

As such, to ensure that the positive effects of leader voice solicitation can be maximized and of equal strength for both men and women, we must examine the potential mitigating (or exacerbating) factors in determining leader voice solicitation's likelihood of promoting social evaluative threat (Blader & Tyler, 2015; Blader & Yu, 2017; Dutton et al., 2016; Rothers & Cohrs, 2023). Specifically, I consider this question by identifying factors that may influence the social evaluative threat women experience in response to leader voice solicitation. Though it is likely that any phenomena that influence the strength of effects on social evaluative threat may

also have some residual impact on social worth, I focus specifically on effects on social evaluative threat because this effect is particularly likely for women, and negative, loss-oriented cognitions (e.g., threat) tend to be more potent influences on behavior.

One potential means of answering this question is to consider the specific approach and tactics employed by the leader in their voice solicitation efforts. Though not yet considered in leader voice solicitation literature to date, some peripherally related literature suggests that this may be a meaningful factor to consider. For example, the literature on leader feedback and information seeking underscores the pivotal role that variation in tactics (e.g., inquiry, monitoring), sources (e.g., the seeker and the target), and timing of the inquiries play in determining the outcomes of the behavior (Ashford et al., 2003; Lim et al., 2020; Miller & Jablin, 1991). In addition, education-focused research has highlighted how variation in the way teachers present questions to their students can significantly influence learning outcomes (Brown & Wragg, 2003; McComas & Abraham, 2004; Stahl, 1980). In light of the resemblance that leader voice solicitation bears to these behaviors, it is probable to expect that some form of variation such as these may be influential in determining the outcomes of leader voice solicitation.

However, considering the tenuous and speculative nature of this notion, and the associated uncertainties it illuminates, I consider this research question as an explorative inquiry in this research, rather than as a central component of my hypothesized model. Drawing from adjacent literature (e.g., leader resource seeking behavior) and social self-preservation theory (Dickerson & Kemeny, 2004; Park et al., 2023), I propose two specific ways in which a leader's particular approach to voice solicitation may further moderate the extent to which women experience social evaluative threat in response to leader voice solicitation.

Expected response immediacy. The first factor I consider is the extent to which the leader expects an immediate or time-pressured response to their voice solicitation, which I refer to as the “expected response immediacy” of leader voice solicitation (see De Dreu, 2003; Payne et al., 1996). As discussed, a key reason why leader voice solicitation might generate social evaluative threat for women is by creating a context that feels like a “test” in which the target must perform successfully (i.e., provide a high quality voice response) to demonstrate their competence and justify their presence (Heilman, 2012; Kanter, 1977; Park et al., 2023). As such, the extent to which the context feels conducive (or obstructive) to crafting high-quality voice could substantially affect the amount of social evaluative threat felt (Blascovich, 2008; Dickerson & Kemeny, 2004). Considering this, expected response immediacy stands out as a potential moderating factor in the amount of threat experienced in response to leader voice solicitation.

This proposition is based on the profound impact that a severe time limit (i.e., high expected response immediacy) can have on one’s performance in a situation, which has been demonstrated over a variety of contexts. For example, time restrictions have been found to harm performance in creativity (Baer & Oldham, 2006; Farmer et al., 2003), group problem-solving (Kelly & McGrath, 1985), negotiations (Carnevale & Lawler, 1986; De Dreu, 2003), and even teacher-student exchanges in a classroom (McComas & Abraham, 2004; Stahl, 1980) and sports performance (Cao et al., 2011; Mesagno et al., 2012). These harmful effects are often the result of the truncation or premature conclusion of the process necessary for achieving optimal performance (e.g., Chirumbolo et al., 2004). In contrast, the provision of ample time to perform or generate an output does not produce the same disruptive effect of curtailing the process of

completing the task, but instead optimizes the conditions for performing at one's best (Baumeister & Showers, 1986; Dickerson et al., 2008).

In the same way, when a leader solicits voice from a woman with a low level of expected response immediacy (i.e., sufficient time to respond), the woman has the opportunity to engage in the deliberate, thoughtful processing needed to develop high-quality voice (Farh et al., 2024). There will not be an additional drain on resources associated with any time-related stress, which may enable greater confidence and efficacy in generating a high-quality response (Brown & Wragg, 2003; Leroy et al., 2022; Shore & Chung, 2022). In contrast, the expectation of high response immediacy will likely cause resource-depleting distress and concern that can further disrupt the ability to generate high-quality voice (Baumeister, 1984; Dickerson et al., 2004; Dickerson & Kemeny, 2004). Thus, if a woman intuitively feels that it will be extremely difficult for her to achieve these performance standards as a result of the limited time available to respond (i.e., high expected response immediacy), she will experience an even more pronounced sense of social evaluative threat, resulting in greater disruption to her ability to craft and provide high-quality voice.

Solicitation publicity. A second variation that may influence the degree to which leader voice solicitation elicits social evaluative threat for women is the extent to which the solicitation occurs in front of others, which I refer to as “solicitation publicity.” Solicitation publicity is connected to the concerns women may face about the risk of negative judgment or personal rejection based on others' evaluations of the personal characteristics and capabilities that they may display in their response to a leader's voice solicitation (Lynch & Rodell, 2018; Pickett et al., 2004; Walton & Brady, 2017). Considering these concerns, the amount of social evaluative threat that leader voice solicitation engenders will likely increase as a woman perceives greater

potential for others to develop these negative perspectives (Baumeister, 1982; Baumeister & Showers, 1986; Dickerson et al., 2008).

A greater degree of solicitation publicity implies a higher number of people who could potentially develop negative perceptions of the voicer (based on their response to the voice solicitation), increasing the potential risk of social harm for the voicer (Baumeister, 1984; Dickerson et al., 2008; van Veelen et al., 2020). Recognizing these higher stakes should result in a more substantial social evaluative threat, which may in turn harm the resulting voice quality, based on the previously discussed reasons (Baumeister & Showers, 1986; Dickerson & Kemeny, 2004; Steinmetz & Pfattheicher, 2017). In contrast, if a woman perceives a smaller “audience” will be scrutinizing her, concerns about social repercussions associated with reactions to any display of self she exhibits in her response or any deficit in the quality of her response will likely be abated (Baumeister, 1982; Hales et al., 2021; Kahn, 1990).

Taken together, these arguments predict that higher expected response immediacy or higher solicitation publicity could augment the amount of social evaluative threat resulting from leader voice solicitation, consequently harming subsequent voice quality. While I am particularly interested in understanding how these factors affect women’s feelings of threat in relation to leader voice solicitation, I will also examine the effects overall (independent of gender), and for outcomes of social worth and voice quality (both with and without moderating effects of gender). As an exploratory research query that extends beyond the focal effects being examined, I consider these as the following exploratory research questions:

Exploratory research question 1: What effect (if any) does the expected response immediacy of leader voice solicitation have on the outcomes of leader voice solicitation, and how does this differ between men and women?

Exploratory research question 2: What effect (if any) does solicitation publicity have on the outcomes of leader voice solicitation, and how does this differ between men and women?

CHAPTER 3: SCALE DEVELOPMENT STUDIES

The hypothesized model includes many components that are novel constructs or lack an appropriate scale for measuring the specific conceptualizations this work is built on. As such, I conducted a series of scale development studies to develop scales for leader voice solicitation, social worth, social evaluative threat, and voice quality.

I developed these scales using procedures recommended by Hinkin and Tracey (1999) and Colquitt et al. (2019), which I describe in further detail in the sections that follow. I completed this process in two separate series of studies—the first series focused on developing the predictor and mediator variables (leader voice solicitation, social worth, social threat), and the second focused on developing the outcome variable (voice quality). Though both used the same method, they were distinct in the participant sample, the time they were conducted, and the other measures included in the analysis. As such, I provide separate reports for each.

Scale Development Study A

Motivations for developing a new leader voice solicitation scale. As a newer construct of interest in organizational research, leader voice solicitation has been conceptualized—and as a result, measured—in slightly different ways throughout prior studies. In reviewing the measures of voice solicitation used in prior studies, it was evident that the existing scales would not effectively capture the particular characteristics of leader voice solicitation that are of greatest importance to the focus of this research.

In particular, a distinguishing element of leader voice solicitation is that the leader is specifically seeking *voice*, which is defined as “ideas, suggestions, concerns, problems, or

opinions about work-related issues, with the intent to bring about improvement or change” (Morrison, 2023, p. 80). In previous scales—especially the scale developed and used by Fast et al. (2014)—the descriptions of what a leader asked an individual for tended to extend beyond the scope of this definition of voice. For example, scale items specify that a leader asks for the individual to share “skills I have that [the leader] may not know about that might contribute to our performance here” and to “tell [the leader] about how things have been done in my previous job(s)” in the Fast et al. (2014) scale. While a leader’s requests for these outputs could possibly result in voice, it is also probable that an individual’s response to such a request may not specifically come in the form of an idea, suggestion, or concern that intends to bring about improvement. As discussed in Chapter 1, a leader’s efforts to acquire resources such as these—which are similar to but distinct from employee voice—classify under other existing constructs, such as leader resource-seeking behavior (Lim et al., 2020).

Another definitional component of leader voice solicitation that is critical to this research, yet not well captured in existing scales, was the nature of leader voice solicitation as a direct request to a specific individual. While some scale items reflected this nature, others incorporated a slightly broader scope of the way in which the leader was soliciting voice. For example, the item “my leader encourages me to express any concerns I may have about a proposed activity or change that they want me to support or implement” used in Tangirala and Ramanujam’s (2012) study is vague in its description of what the leader did, as a leader could “encourage” without explicitly asking an individual for voice. Another example of this is the item, “my leader listens carefully to any concerns that I express about their plans without getting defensive” (Park et al., 2022). This item focuses on how a leader responds to voice, and does not stipulate that the voice came as a result of the leader asking the individual for it.

Thus, to ensure that leader voice solicitation was measured in proper alignment with the definition of leader voice solicitation used in the theoretical development of this research, it was necessary to develop a new scale. In this scale, descriptions of voice were drawn from Liang et al.'s measures of promotive and prohibitive voice, to ensure the items accurately focused on the leader explicitly seeking voice. In addition, the scale items also used precise language that clearly specified that the leader was directly requesting voice from the individual.

Motivations for developing social worth and social evaluative threat scales. Developing scales for social worth and social evaluative threat was motivated by two major needs. First, neither of these constructs had existing scales that aligned with the theoretical roots that were used in the model development in this research. For social worth, an ideal scale would have come from literature grounded in the relational theory of procedural justice, as this was the theoretical basis of the proposed hypotheses. However, in the literature reviewed, studies that drew from this theory tended to measure perceptions of procedural justice, rather than directly measuring social worth (e.g., Colquitt, 2001). Though there were other measures of social worth that were viable for this research (e.g., Grant, 2008), the opportunity to ensure alignment with the relational theory of procedural justice provided part of the motivation to develop a new scale. For social evaluative threat, the existing social self-preservation theory literature predominantly relied on biological markers, rather than self-report scales, to measure social evaluative threat. Though scales for similar constructs exist, to ensure the scale was specifically aligned with the definition and theoretical conceptualization in the social self-preservation theory, developing a new scale was important.

While this theoretical alignment of scales was a meaningful reason to develop new scales, the more decisive factor in electing to develop new scales was the importance of capturing the

particular source or basis of one's feeling of worth or threat. Specifically, I sought to capture whether these feelings were related more to one's practical, role-related contributions (i.e., contribution-based) or one's individuality, self-concept, or identity at a more personal level (i.e., individual-based). As previously discussed, the literature identifies this distinction and its potential to generate differentiated consequences as an important consideration (Blader & Yu, 2017), yet no scales designed to distinguish between these appeared in my review of the literature. Thus, I created subscales that captured the contribution-focused (i.e., practical, performance focused) factors and the individual-focused (i.e., personal, self/identity-focused) factors that may drive the feelings of worth or threat, to allow for an examination of leader voice solicitation's effects through general social worth and social evaluative threat, as well as a more nuanced analysis of its effects through the specific bases of worth and threat.

Development of scale items. First, following recommended procedures by Hinkin (1998) and Hinkin and Tracey (1999), I developed numerous potential scale items for each of the constructs that aimed to be accurate and comprehensive reflections of the construct, consistent in structure and perspective, and comprehensible to those who would respond to the items. For leader voice solicitation, I drew from existing scales and theory related to both leader voice solicitation and voice to create 10 total items. For the contribution-based worth, individual-based worth, contribution-based threat, and individual-based threat items, I drew from theory and existing scales related to social worth and social evaluative threat, and from literature and scales related to contribution-based and individual-based assessments. Using these sources, I created 6 items per construct, resulting in a total of 24 items. The full list of items and their originating sources for all five scales appears in the Chapter 3 Appendix.

Items for all scales were written from the first-person perspective of an individual employee, not from a leader's perspective reporting on an employee. This perspective was theoretically necessary for the worth and threat scales, and thus to maintain consistency and prevent any confusion that a switch in perspective could introduce, the leader voice solicitation items were also written from this perspective, and reflected an individual employee's rating of their leader's voice solicitation behavior toward themselves. However, the scale was intended for use from either an employee or a leader's perspective, with minor grammatical adjustments (e.g., "my leader" to "I"), which is a format that prior scales of leader voice solicitation have used as well (e.g., Park et al., 2022). In addition to the precedence for leader voice solicitation scales to be used in this way, the items were written to reflect objective, observable descriptions of this behavior to minimize bias associated with the party responding to the scale. I provide further discussion on this topic in the report for Study 1.

Second, I tested the definitional correspondence of the proposed items to establish content validity, based on the guidance of Hinkin and Tracey (1999) and Colquitt et al. (2019). I recruited 165 participants using Prolific, and after removing participants who failed the attention check questions, the final sample included 162 full-time working adults in the US. The participants in the final sample were 35.8% women, 63.6% men, 73.5% White or Caucasian, 14.2% Black or African American, 2.5% Asian or Asian American, 3.7% Hispanic or Latino, and 6.2% multiracial or other. The average age of participants was 41.3 years ($SD = 11.5$), and their average tenure in their work role was 7.3 years ($SD = 6.3$).

After an initial set of general instructions for the survey, participants were presented with the definition of the first dimension of the focal construct, and asked to rate on a 7-point response scale (1 = *very poorly* to 7 = *very well*) how well each item reflected the definition provided. The

constructs were each presented on separate pages of the survey, and the items were presented in a randomized order on each page and for each participant. For the social worth and social evaluative threat items, both the contribution-based and individual-based items for the construct (either threat or worth) were included, such that each worth or threat construct included 12 items. Using these responses, I calculated the Hinkin-Tracy index (Colquitt et al., 2019) of each item and found that many items demonstrated strong definitional correspondence (see Chapter 3 Appendix). After evaluating the definitional correspondence and considering which items best captured a comprehensive picture of the construct, three items each were chosen for leader voice solicitation, contribution-based worth, and individual-based worth, and four items each for contribution-based threat and individual-based threat.

Assessment of convergent and discriminant validity. After developing the scale items and ensuring their content validity, I sought to examine their convergent and divergent validity by testing the factor structures of the measures (Hinkin, 1998; MacKenzie et al., 2011). To do so, I collected a new sample from Prolific of full-time working individuals in the US. After removing participants who failed the attention check questions, the final sample included 199 participants. In this sample, participants were 47.7% women, 50.3% men, 69.8% White or Caucasian, 10.1% Black or African American, 8.0% Asian or Asian American, 4.5% Hispanic or Latino, and 7.0% multiracial or other. The average age of participants was 39.0 years ($SD=11.9$), and their average tenure in their work role was 7.9 years ($SD=7.7$).

Because the scales were based on existing theory and developed from existing scales, I followed the precedent of other scale validation studies and conducted a confirmatory (rather than exploratory) factor analysis to assess the validity of the new scales (Baer et al., 2021; Kundro, 2023; Rubenstein et al., 2020; Welsh et al., 2020). The CFA for a five-factor model

consisting of contribution-based worth, individual-based worth, contribution-based threat, and individual-based threat, and leader voice solicitation showed strong fit with the data ($\chi^2_{(109)} = 258.16, p < 0.05$; CFI = .97, RMSEA = .08, SRMR = .03). As shown in the Chapter 3 Appendix, these fit the data better than a variety of alternative factor structures.

In accordance with recommendations by Hinkin (1998) and MacKenzie et al. (2011), the survey also included measures for constructs that may result from, lead to, or share underlying factors with the focal constructs.

For *leader voice solicitation*, these included voice beliefs, procedural justice perceptions, LMX, and empowering leadership behaviors of coaching, informing, and participative decision making. As seen in the Chapter 3 Appendix, the new leader voice solicitation measure demonstrated significant positive correlation with each of these variables. Moreover, the new scale was strongly correlated with other measures of voice solicitation, including Fast et al.'s (2014) and Park et al.'s (2022) scales. Thus, the new leader voice solicitation scale demonstrated strong convergent validity. Conversely, the new scale also demonstrated strong discriminant validity, as an 11 factor model—composed of the new scale of leader voice solicitation, Park et al.'s (2022) scale of voice solicitation, Fast et al.'s (2014) scale of voice solicitation, voice safety, voice efficacy, procedural justice perceptions, LMX, leader consulting behavior (from leader influence tactics), and three empowering leadership behaviors of coaching, informing, and participative decision making—fit the data reasonably well ($\chi^2_{(1025)} = 2249.09, p < 0.05$; CFI = .89, RMSEA = .08, SRMR = .05). Further, this factor structure fit the data better than a variety of alternative models with these same 11 variables, as displayed in the Chapter 3 Appendix. As such, the new leader voice solicitation scale demonstrated acceptable levels of face, convergent, and discriminant validity, and was used in my subsequent studies.

For measures of *social worth*, the orbiting constructs evaluated included organization-based self-efficacy (OBSE), belonging, self-confidence, authenticity, personal power, and status. In particular, I expected to see stronger correlations with contribution-based worth and OBSE and status (compared to individual-based worth's correlation with these two variables), and stronger correlations with individual-based worth and belonging and authenticity (compared to contribution-based worth's correlation with these two variables). As seen in the Chapter 3 Appendix, the new measures of contribution-based worth and individual-based worth demonstrated significant positive correlation with each of these variables. Moreover, as expected, contribution-based worth was more strongly correlated than individual-based worth with OBSE and status, and individual-based worth was more strongly correlated than contribution-based worth with belonging and authenticity. Together, these results indicate strong convergent validity for both contribution-based worth and individual-based worth.

For measures of *social evaluative threat*, the orbiting constructs evaluated included performance pressure, evaluation apprehension, self-presentational concerns, and authenticity. In particular, I expected to see stronger correlations between contribution-based threat and performance pressure and evaluation apprehension (compared to individual-based threat's correlation with these two variables), and stronger correlations between individual-based threat and self-presentational concerns and authenticity (compared to contribution-based threat's correlation with these two variables). As seen in the Chapter 3 Appendix, the new measures of contribution-based threat and individual-based threat demonstrated significant correlation with each of these variables in the expected direction (positive correlation for all except authenticity). Compared to contribution-based threat, individual-based threat demonstrated higher correlations with self-presentational concerns and authenticity. On the other hand, contribution-based threat

was more strongly correlated than individual-based threat with evaluation apprehension, though not for performance pressure. Despite this one discrepancy from the expected trends between the new measures of threat, the results as a whole indicate satisfactory convergent validity.

To assess discriminant validity, I tested a variety of alternative configurations of the scale items used in the new scales and the scales associated with these orbiting constructs, which appear in the Chapter 3 Appendix. Because of the related themes across the pairs of threat scales, worth scales, contribution-based scales, and individual-based scales, I tested the discriminant validity of these four constructs together, rather than each scale individually. Thus, I first tested a 13-factor model composed of contribution-based worth, individual-based worth, contribution-based threat, individual-based threat, OBSE, belonging, self-confidence, authenticity, personal power, status, performance pressure, evaluation apprehension, and self-presentational concerns. The CFA results indicate that this configuration fit the data reasonably well ($\chi^2_{(1097)} = 2249.20$, $p < 0.05$; CFI = .90, RMSEA = .07, SRMR = .07), and this fit the data better than a variety of other potential configurations (results available upon request). Thus, these four scales also exhibited sufficient discriminant validity, and were utilized in my studies.

Scale Development Study B

Motivations for scale development. Study B focused on developing a measure of voice quality that aligned with the theoretical conceptualization in Farh et al. (2024). While there have been other scales used to assess the quality or value of voice (e.g., Brykman & Raver, 2021; Burris et al., 2017), no scale based on this particular three-dimensional conceptualization of voice quality has been developed and validated to date. As noted in Chapter 1, there were strong theoretical reasons to draw on the Farh et al. conceptualization of voice quality for the purposes of this work. Developing a scale that is consistent with this conceptualization was thus an essential precursor to testing the hypothesized theoretical model.

Development of scale items. Following the same method that was used in Scale Development Study A (Hinkin, 1998; Hinkin & Tracey, 1999), I first developed potential scale items for each of the three dimensions of voice quality. Using the theoretical definitions established by Farh et al. (2024) and existing scales related to voice and voice quality, I drafted 30 total items that were designed to be concise and easy to understand, consistent in structure and perspective, and unlikely to be “leading” or “double barreled,” in accordance with Hinkin’s (1998) guidance. These items and their originating sources appear in the Chapter 3 Appendix.

Next, I examined the content validity of these items using Hinkin and Tracey’s (1999) and Colquitt et al.’s (2019) recommended process for assessing definitional correspondence. I recruited 175 participants using Prolific, and after removing participants who failed the attention check questions, the final sample included 154 full-time working adults in the US. The participants in the final sample were 57.8% women, 40.9% men, 70.1% White or Caucasian, 9.1% Black or African American, 7.1% Asian or Asian American, 5.8% Hispanic or Latino, and

7.8% multiracial or other. The average age of participants was 42.1 years ($SD=12.1$), and their average tenure in their work role was 7.7 years ($SD=7.5$).

After reading an initial set of general instructions for the survey, participants were presented with the definition of one dimension of voice quality, and asked to rate on a 7-point response scale (1 = *very poorly* to 7 = *very well*) how well each item reflected the definition provided. The three voice quality dimensions were each presented on separate pages of the survey, but on each page, the participants rated all 30 proposed voice quality items. The items were presented in a randomized order on each page and for each participant, and the order in which the dimensions were presented was also randomized across participants. Using these responses, I calculated the Hinkin-Tracy index (Colquitt et al., 2019) of each item and found that many items demonstrated strong definitional correspondence (see Chapter 3 Appendix). After evaluating the definitional correspondence and considering which items best captured a comprehensive picture of each dimension, three items were chosen for each of the three dimensions, creating a nine-item voice quality scale.

Assessment of convergent and discriminant validity. I sought to test and confirm the factor structures of the measures and examine their convergent and divergent validity (Hinkin, 1998; MacKenzie et al., 2011). To do so, I collected a new sample from Prolific of full-time working individuals with at least one direct report in their work role. After removing participants who failed the attention check questions, the final sample included 115 participants. In this sample, participants were 39.1% women, 59.1% men, 59.1% White or Caucasian, 9.6% Black or African American, 13.0% Asian or Asian American, 5.2% Hispanic or Latino, and 12.2% multiracial or other. The average age of participants was 40.9 years ($SD=10.4$), and their average tenure in their work role was 7.9 years ($SD=7.0$). Because this scale was designed to be used as

an other-rated measure for leaders to rate the voice quality of an employee, the participants were asked to answer the survey questions about one of their direct reports at work (whom they provided information about at the start of the survey). Among the subordinates chosen for the study, 47.8% were women and 52.2% were men (as reported by their leader, the respondent).

Because the scales were based on the existing, established conceptualization detailed by Farh et al. (2024), I followed the precedent of other scale validation studies and conducted a confirmatory (rather than exploratory) factor analysis to assess the validity of the new scales (Rubenstein et al., 2020). The CFA for a three factor model consisting of each of the three dimensions of voice quality showed strong fit with the data ($\chi^2_{(24)} = 44.39, p < 0.05$; CFI = .98, RMSEA = .09, SRMR = .04). As shown in the Chapter 3 Appendix, this three factor model also fit the data better than a one factor model combining all factors, or any two factor model combining dimensions.

In accordance with recommendations by Hinkin (1998) and MacKenzie et al. (2011), the survey included measures for constructs that relate closely to the conceptualization of voice quality this scale aims to capture. For this purpose, the survey included Brykman and Raver's (2021) four-dimensional voice quality scale, Ng et al.'s (2022) perceived value of voice scale, Liang et al.'s (2012) promotive and prohibitive voice scales, and Burris's (2012) voice endorsement scale. While I expected all three dimensions of the new voice quality scale to positively correlate with all of these other measures, I expected that between the three dimension sub-scales, certain variables would be more strongly correlated with one sub-scale over the other two. For example, I expected that the voice feasibility subscale of the new measure, in comparison to the desirability and degree of change subscales, would be more closely related to Brykman and Raver's (2021) subscale of feasibility. I also expected that voice desirability would

show a stronger association than feasibility or degree of change to voice endorsement, and voice degree of change would show a stronger association than feasibility or desirability with Brykman and Raver's (2021) subscale of voice novelty.

As seen in the Chapter 3 Appendix, the new voice quality scale demonstrated significant positive correlation with each of the related variables and other measures of voice quality. Further, the desirability and feasibility subscales were more strongly correlated with the expected scales. While the degree of change subscale was not the highest correlated among the three with Brykman and Raver's (2021) subscale of novelty as predicted, the correlation with Brykman and Raver's (2021) novelty scale was one of the strongest correlations that the degree of change subscale demonstrated with any of the variables assessed. In all, these findings indicate a high level of convergent validity for the new voice quality scale.

In addition, the correlations provide further insight into the strengths of the new scale, particularly in comparison to the Brykman and Raver (2021) measure. While the correlation between the new scale and the Brykman and Raver (2021) scale was very strong ($r = .81$), the differences in how these scales correlated with the other variables reveal some important distinctions. The new scale was highly correlated with the measures for *both* promotive voice ($r = .75$) and prohibitive voice ($r = .53$), while the other voice quality measure was substantially less correlated with prohibitive voice ($r = .35$), compared to its correlation to promotive voice ($r = .80$) and compared to the new scale's correlation with prohibitive voice. This pattern reflects the new scale's strength in capturing voice quality across a broader scope of voice types (i.e., identifying voice quality in promotive voice *and* prohibitive voice), while the other measure seems to systematically assign higher assessments of voice quality to promotive voice than prohibitive voice.

The new voice quality scale is also more highly correlated to perceived value of voice ($r = .84$) compared to the Brykman and Raver scale ($r = .78$). This reflects a key difference in the theoretical conceptualizations of these two models of voice quality, as the Farh et al. (2024) model emphasizes how much potential improvement in performance can be achieved through the changes proposed in voice, which aligns closely with the voice value scale, whereas the other model of voice quality incorporates additional characteristics of voice beyond performance improvement potential, such as how well voice is framed and justified (e.g., voice rationale and organizational focus of voice dimensions). The differences observed in the correlation table further testify to the strengths of this new voice quality scale and its greater alignment with the conceptualization of voice quality articulated by Farh et al. (2024). Further, these differences reflect the advantages the new scale offers, in capturing a fuller scope of forms voice comes in and providing a more direct assessment of how valuable voice is, without conflating the way voice is presented.

Lastly, the new scale also demonstrated strong discriminant validity, as an 11 factor model—composed of the three subscales in the new measure, the four subscales in Brykman and Raver’s (2021) voice quality measure, promotive voice frequency, prohibitive voice frequency, perceived value of voice, and voice endorsement—fit the data well ($\chi^2_{(505)} = 877.21, p < 0.05$; CFI = .93, RMSEA = .08, SRMR = .05). Further, this factor structure fit the data better than a variety of alternative models (results available upon request). Taken together, these results assert the discriminant validity of this new scale of voice quality (based on Farh et al.’s conceptualization) and provide sound basis for the use of this scale in Studies 1 and 2.

CHAPTER 4: STUDY 1

Participants and Procedure

Research Setting. The data for this study was collected in a coal power organization in China that manages a comprehensive coal-to-power production process, encompassing activities from coal handling and combustion to steam generation, turbine operation, and electricity generation. This context provided an excellent setting to examine the effects of gender in the experience and outcomes of leader voice solicitation, as the industry, nature of the work, and demographic makeup of the organization all strongly favor or carry associations with men and masculine stereotypes (Cheryan & Markus, 2020; Farh et al., 2020; Kanter, 1977).

According to a 2024 report from Peking University's Institute of Energy and the United Nations Development Program, the coal industry employs slightly more than one million people in China, though this number has been declining annually since 2013, as a result of environmental policy changes and new technologies. Within the primary province where coal is mined in China, over 80% of the coal mining workforce in 2024 were men, and female representation in the industry has been steadily declining over the past decade. The average age of employees in the industry is slightly older, with people over the age of 40 composing over half of the workforce. Additionally, employees in this industry typically have a limited amount of higher education, as only about 12% hold a bachelor's or master's degree.

Employees from two of the organization's facility locations (both within the same city) were invited to participate in the study. Each location had separate management teams, but as part of the same larger organization, the two operated in parallel and shared many of the same

management practices. Within these locations, data was specifically collected in three critical front-line departments (operations, equipment, and maintenance).

Participants. The surveys were administered online to 629 front-line employees and their leaders across 75 front-line teams. Ultimately, 625 employees and their corresponding 75 leaders completed at least one survey each. The demographic characteristics of the sample reflected the composition of the industry's workforce well. Among the 595 employees who provided demographic information, 89.4% were men, and only 1 out of the 75 leaders was a woman (2.3%), reflecting the typical male-dominant nature of the coal plant industry. In addition, 86.6% of them held a technical/community college degree or above, with an average age of 44.71 years ($SD = 9.41$) and an average tenure of 22.29 years ($SD = 10.59$) at their facility location. Among the 75 leaders, 93.3% held a technical/community college degree or above, with an average age of 47.01 years ($SD = 6.00$) and an average tenure of 24.70 years ($SD = 8.62$) at their facility.

To maintain a consistent sample, only data from participants who responded to surveys at all three time points were retained for the analysis, resulting in a final sample of 410 employees, of which 85.9% ($n=352$) were men. Among the employees in this sample, 83.9% held a technical/community college degree or above, the average age was 45.39 ($SD = 8.81$), and the average organizational tenure was 22.94 years ($SD = 10.23$). All 75 leaders remained represented in this reduced set.

Procedure. Data was collected utilizing a multi-source longitudinal survey design, which included three online surveys, administered one month apart. Employees and their corresponding leaders were invited to take each survey, which included questions related to themselves as well as to the other party (i.e., leaders rated employees, employees rated leaders). This time and source separation design offered useful prevention of common method bias (Podsakoff et al.,

2003). To encourage participation, employees and leaders were offered a reward ranging from 5 RMB (U.S. \$0.69) to 15 RMB (U.S. \$1.39) for each completed survey. In addition, those who completed all three surveys were entered into a raffle to win 288 RMB (U.S. \$40.01). All analyses were conducted using fully de-identified data, and the study received approval from the Institutional Review Board (IRB) of the University of Washington (STUDY00018991).

Measures

Because participants spoke Chinese, all scale items used in the surveys were back-translated and reviewed by two bilingual researchers (Brislin, 1970). Unless otherwise indicated, all items used a 5-point Likert-type scale anchored from 1 (*strongly disagree*) to 5 (*strongly agree*). The full scales used in the surveys are included in the Appendix for Study 1.

Leader voice solicitation. Leader voice solicitation was measured using the three-item scale developed and validated in Scale Development Study A. The scale, developed from existing measures and literature associated with leader voice solicitation (e.g., Fast et al., 2014; Tangirala & Ramanujam, 2012), included items such as “How often do you personally ask this employee to speak up with ideas for improving the team’s working procedures?” and was reported on a 5-point Likert-type scale from 1 (*never*) to 5 (*always*). Leaders individually rated each of their employees on these three items at T1 ($\alpha=.93$).

I utilized a leader-rated (rather than employee-rated) measure of leader voice solicitation to align with the leader-centric behavioral perspective of the questions guiding this research. Prior studies have utilized measures from both perspectives. Though employee-rated measures of perceived leader voice solicitation are slightly more common (e.g., Martin & Harrison, 2022; Tangirala & Ramanujam, 2012), many studies have relied on the leader to report on their own

voice solicitation behavior, particularly in research with a leader-centric behavioral perspective. For example, Sherf et al. (2019) used a leader-rated measure of leader voice solicitation in a study examining how a leader's long term orientation and sense of personal control influence their engagement in leader voice solicitation. Similarly, Fast et al. (2014) asked leaders to report voice solicitation intentions in their study of the influence of a leader's managerial self-efficacy and ego threat on their voice solicitation behavior.

In addition to this consistency with previous leader voice solicitation research, using a leader's rating of this behavior is important for ensuring that the leader's agentic role in a voice solicitation exchange is appropriately captured and considered. Indeed, if this research is to provide insight into whether and how leaders can utilize leader voice solicitation as a practical tool for achieving important organizational outcomes, it is the leader's agency in the context that is most critical to understand. Thus, using the leader-rated measure of leader voice solicitation in this study should allow more accurate and dependable practical insights into how leaders can more effectively engage in leader voice solicitation.

Gender. Gender was provided by the organization with archival data and was coded as 0 = *man* and 1 = *woman* for data analysis.

Social worth. Social worth was measured using the six-item scale, based on relevant literature and existing scales of social worth and social value (e.g., Grant, 2008; Grant & Gino, 2010; Huo et al., 2010), developed and validated in Scale Development Study A. Employees reported their felt social worth at T2 ($\alpha=.93$), with items such as "In my team, others appreciate who I am as a person" and "My leader and teammates value me based on my capabilities". The supplemental analysis provides results for models that separate contribution-focused and individual-focused items in this scale.

Social evaluative threat. Social evaluative threat was measured using the eight-item scale developed and validated in Scale Development Study A, which was based on relevant literature and existing scales of social evaluative threat (e.g., Dickerson & Kemeny, 2004; Klein et al., 2020; Spencer et al., 1999). This scale includes items such as, “I feel concerned that my leader and coworkers will think that I do not offer valuable contributions to the team,” and “I feel worried about whether my leaders and teammates genuinely value me as a person.” Employees reported their felt social evaluative threat at T2 ($\alpha=.93$). The supplemental analysis also provides results for models that separate contribution-focused and individual-focused items in this scale.

Voice quality. Voice quality was measured using the nine-item scale—consisting of three three-item subscales for desirability, feasibility, and degree of change from status quo—developed based on the conceptualization in Farh et al. (2024) in Scale Development Study B. Leaders rated each of their direct reports’ voice quality at T3 ($\alpha=.94$). All items started with the prompt “The work-related ideas, suggestions, and concerns that this employee shared with others...”, followed by phrases such as the following sample items: “...have a lot of value for improving things in the team” (voice desirability), “...would be realistic to implement given the constraints of the organization” (voice feasibility), and “...represent a substantial departure from the way things currently function team” (degree of change of voice from the status quo).

In Farh et al.’s (2024) theoretical articulation of voice quality, they specify that a holistic assessment of voice quality for a given context is determined by a particular combination of the three dimensions that reflects the priorities and values within that context (e.g., weighing degree of change more heavily in considering overall voice quality in a highly innovative organization). Among the front-line workers in this coal power organization, it is likely that the three dimensions each carry similar weight in determining the overall assessment of voice quality, as

they are important within the industry for different reasons, and none of them is disproportionately critical or valuable to success in the market compared to the others.

Specifically, desirability is self-evidently important, as the aim to improve performance and better fulfill an organization's goals is essential to successful business operations. Because there is a particular need in the coal power industry for one to possess substantial specialized knowledge related to the complexities of the power generation process, highly desirable voice is especially valuable to an organization in this industry, as ideas of this nature can only come from the select group of individuals who have a strong command of the industry's specialized complexities and idiosyncrasies. In an industrial setting such as this, efficiency and practicality are highly important priorities as well. In this way, voice feasibility is likely also greatly valued in this organization, as feasible ideas are the cornerstone of enhancing efficiency and optimal use of resources. Finally, the coal power industry is in an era in which many external forces—including environmental and other legal policies, technological advancements related to processing coal, alternative sources of energy, business operations, and more—push the need for adaptation and evolution in the industry. Thus, voice with a high degree of change may be viewed favorably in light of these pressing factors. Nonetheless, as one of the oldest forms of energy production and in an industrial setting where efficiency and safety are paramount, it is not likely that this dimension would exceed the value of desirability or feasibility.

Moreover, each dimension is valued for reasons that are relatively independent of one another, and the level of one dimension is not highly interrelated or dependent on the other dimensions. This implies that the setting used in this study might more appropriately warrant the use of an additive model of voice quality that averages all nine scale items, as well as an analysis

of effects for each dimension. Thus, hypotheses were tested using both aggregate voice quality and each individual dimension of voice quality.

Control and exploratory variables

To account for potentially confounding factors related to leader assessments of their employees and employee perspectives, I included multiple control variables. I also ran the same analyses without including these control variables, and the results remained the same in terms of support for hypotheses, and nearly the same in terms of significance of effects. These results are provided in the Study 1 Appendix and discussed in the Supplemental Analysis section.

Team size. I controlled for team size (count of members) to account for a variety of factors associated with the size of the team that could influence multiple variables in the model. For example, in larger teams, the leader may simply face more limits in how much investment they are able to make individually with each team member, which could affect how much they solicit voice from each member, how a member perceives their social standing in the team, and how accurately the leader can track and accurately report specific differences in voice quality across team members (Guzzo & Dickson, 1996; Klein et al., 2009; LePine et al., 2008). In addition, the discussion I provided in the previous chapter regarding the ways in which the “publicity” of leader voice solicitation could meaningfully affect the outcomes of leader voice solicitation is also relevant. While a larger team does not guarantee higher solicitation publicity, it does increase the potential amount of publicity in leader voice solicitation, and it is thus important to control for team size to account for any of the potential effects that higher publicity of leader voice solicitation may have for an individual (Baumeister, 1984; Dickerson et al., 2008; van Veelen et al., 2020).

Number of women in team. I also controlled for the number of women in the team, as the tokenism, belonging, and diversity literatures all maintain that when a marginalized social identity group is severely underrepresented (in this case women), the presence (or absence) of even one or two more members of that identity group in a team can significantly alter the psychological climate for the minority member, and to some extent for the other members of the team as well (e.g., Joshi, 2014; Kanter, 1977; Schmader et al., 2008; Walton & Brady, 2017).

Organizational tenure. As a final demographic control, I included the employee's organizational tenure. Farh et al.'s (2024) voice quality theory provides extensive discussion of how an employee's tenure can strongly influence the quality of their voice, in specific ways for each of the three dimensions. Moreover, the longer an employee has worked at the organization, the total experiences and interactions they have accrued over time may have a diluting effect on how much a leader's actions (namely leader voice solicitation) might affect their sense of social standing in group, and could also have a similar effect on the leader's perception of the employee (Monfort et al., 2015; Ng & Feldman, 2013).

Leader-follower relational factors. To control for more generalized perceptions and dynamics between a given leader and employee, I included the *leader's power distance beliefs* (leader rated, T2, $\alpha=.70$) and *LMX* (employee rated, T1, $\alpha=.94$) as controls. Leader power distance beliefs were included as they may inform a leader's likelihood of soliciting voice, and they may distort or bias a leader's perception of the quality of voice, regardless of the source. For example, a leader would be less likely to solicit voice and may be more likely to discount the quality of voice from their employees if they believe that subordinates should not have this level of influence over team management decisions (i.e., high power distance beliefs). It is also possible that an employee could recognize their leader's beliefs and temper the nature of their

voice to fit the leader's beliefs about this behavior. In a similar way, LMX may drive a leader's interest in hearing voice from a given employee (thus affecting voice solicitation behavior), and possibly also influence the leader's perception of an individual's voice quality. For example, a leader may be especially likely to solicit voice from an employee that they have a strong relationship with (i.e., high LMX), and may also interpret an individual's voice as higher quality if they already have a positive association with them and thus may ascribe more positive value to their output (namely, voice) or may be better (or worse) equipped to interpret their voice clearly as a result of their established relational working dynamic and understanding of their communication and thinking styles.

Factors that may confound perceptions of voice quality. I also included overall *employee performance* ratings (leader rated, T3) and *employee voice frequency* (leader rated, T3, $\alpha=.93$) as controls when estimating effects on voice quality. I did not include them in models predicting the individual employee's sense of social worth and threat because they were measured at T3; however, I did include them as controls for voice quality because they were highly likely to be correlated with the leader's perceptions of an individual's voice quality. Indeed, voice quality's correlation was strong for both voice frequency ($r = .58, p = .00$) and performance ratings ($r = .46, p = .00$). Decision making biases such as the halo effect or confirmation bias may cause a leader to view an individual's voice as higher quality if they already have a positive perception of them, such as seeing them as a high performer or as someone who shares a lot of useful ideas (i.e., high voice frequency). Therefore, it was important to parse out these perceptions.

Exploratory variables. To examine the exploratory research questions proposed in the previous chapter, I also captured employees' perceptions of how their leader solicited voice,

specifically the *expected response immediacy* and *solicitation publicity*. Expected response immediacy was measured among employees with three items adapted from Barber and Santuzzi (2015) at T1 ($\alpha=.90$). Solicitation publicity was measured using a three item scale adapted from King et al. (2009) at T1 ($\alpha=.81$). These scales both used the prompt “In general, when my leader asks me personally for my work-related ideas, suggestions, and concerns...” with items such as “My leader expects me to respond to their request immediately” and “My leader asks me in front of other people (e.g., coworkers, teammates)” for immediacy and publicity respectively.

These were both measured using employee-rated scales because the social self-preservation theory literature places great emphasis on the nature of social evaluative threat as directly informed by psychological processes and perceptions that are idiosyncratic to a given individual. In other words, the extent to which any context promotes social evaluative threat is based on an individual’s *perception* of a circumstance—influenced by numerous personality, identity, self-perception, emotional, and cognitive factors—such that any one particular context can result in highly varied levels of social evaluative threat across individuals (Dickerson, 2008; Dickerson & Kemeny, 2004; Kemeny et al., 2004). Though these variables are being considered as potential interventions influencing voice quality, they are specifically oriented around the outcome of social evaluative threat, depending on the hypothesized effects of this threat on voice quality. Thus, whereas the key outcome of interest for leader voice solicitation is voice quality, which is a leader-centric and leader-perceived outcome that warrants utilizing a leader’s report of voice solicitation, the focal outcome of interest for the effects of immediacy and publicity is the individually-perceived level of social evaluative threat. For these reasons, expected response immediacy and solicitation publicity were reported by the individual, not by the leader.

Analysis and results

Approach to analysis. Because the particular nature of an employee's leader and team environment can have a meaningful effect on voice and the psychological experience surrounding it (Morrison et al., 2011), it was important to account for the nested nature of this data, composed of individual employees nested within teams. Indeed, intraclass correlations (ICC) values indicate that though social worth ($ICC(1) = .03$, 95% CI $[-.03, .11]$) and social evaluative threat ($ICC(1) = -.03$, 95% CI $[-.08, .04]$) were not meaningfully affected by one's team membership, significant variance in leader voice solicitation ($ICC(1) = .39$, 95% CI $[.29, .51]$) and voice quality ($ICC(1) = .57$, 95% CI $[.47, .67]$) can be attributed to the team/leader an employee works with (LeBreton & Senter, 2008; Woehr et al., 2015). Thus, I conducted analyses using hierarchical linear modeling (HLM) with maximum likelihood estimation.

Predictor variables (including controls) were grand mean centered, except gender, which was coded as 1 = *woman*, 0 = *man*. I used HLM linear regression using the "lme4" and "lmerTest" packages in R (Kuznetsova et al., 2017) to test specific linear effects individually, and HLM path analysis using the "lavaan" package in R (Rosseel, 2012) to test indirect effects and the comprehensive hypothesized model.

Confirmatory factor analysis. A multilevel confirmatory factor analysis (CFA) for a nine factor model (leader voice solicitation, social worth, social evaluative threat, voice quality, voice frequency, leader power distance beliefs, LMX, expected response immediacy, and solicitation publicity) indicated acceptable fit with the data ($\chi^2_{(998)} = 3015.60$, $p < .05$; CFI = .87, RMSEA = .07, SRMR = .05).

This nine factor model also fit the data significantly ($p < .05$) better than a one factor model combining all variables ($\chi^2_{(1034)} = 13489.36$, $p < .05$; CFI = .21, RMSEA = .17,

SRMR = .21), a two factor model combining leader-rated variables and employee self-rated variables into separate factors ($\chi^2_{(1033)} = 10263.45, p < .05$; CFI = .42, RMSEA = .15, SRMR = .15), and a three factor model combining variables by the time points they were measured ($\chi^2_{(1031)} = 10750.57, p < .05$; CFI = .38, RMSEA = .15, SRMR = .19).

While the fit indices for the nine-factor model were short of the ideal ranges for best fit, they were still within the acceptable range to proceed with the higher order measures of social worth, social evaluative threat, and voice quality as planned. However, because the theoretical arguments reference specific subscales of voice quality, I also tested an eleven-factor model that was the same as the nine-factor model but with the three voice quality dimensions assigned to separate factors. This model fit the data significantly ($p < .05$) better than the nine-factor model, and demonstrated strong fit with the data ($\chi^2_{(979)} = 1810.31, p < .05$; CFI = .95, RMSEA = .05, SRMR = .04).

Finally, I tested a thirteen-factor model in which social worth, social evaluative threat, and voice quality were all separated in their respective subscales. This model demonstrated excellent fit with the data ($\chi^2_{(956)} = 1450.32, p < .05$; CFI = .97, RMSEA = .04, SRMR = .04), which was significantly better ($p < .05$) than both the eleven and nine-factor models tested. As such, the supplemental analysis section provides more detailed and precise examination of the effects among these variables to complement the more generalized and interpretable findings provided by the primary hypotheses testing results using the higher order constructs.

Descriptive statistics. The Study 1 Appendix displays the means, standard deviations, correlations, and reliabilities for the variables measured in the study.

Many of the observed correlations offer a useful picture of the way leaders engage in leader voice solicitation. For example, the correlations indicate that leaders are more likely to

solicit voice from more tenured employees ($r = .15^*$) and employees who report high LMX ($r = .11^*$). Leaders also showed a positive association between voice solicitation and men ($r = -.13^*$), and a negative association between voice solicitation and team size ($r = -.29^*$), as well as when the leader had higher power distance beliefs ($r = -.11^*$). The results also show that leader voice solicitation is positively associated with the leader's ratings of an individual's performance ($r = .26^*$), voice frequency ($r = .42^*$), and voice quality ($r = .36^*$). These provide a helpful picture of the factors associated with leader voice solicitation, particularly in a male-dominated setting, as prior research has provided only limited insight into these elements of the landscape surrounding leader voice solicitation.

The correlations also reveal that voice quality, voice frequency, and employee performance are closely related to one another, yet not so closely related as to suggest that they are one and the same or interchangeable (voice quality and voice frequency: $r = .58^*$; voice quality and performance: $r = .46^*$; voice frequency and performance: $r = .46^*$). These correlations offer evidence of both the convergent and discriminant validity of these three variables, underscoring the value in examining voice quality as an outcome in this research, as the prior findings about leader voice solicitation and voice frequency or performance perceptions may not be directly transferable to the outcome of voice quality.

Hypothesis testing. Hypothesis 1 proposed that there is a positive indirect association between leader voice solicitation and the solicitation target's voice quality via the target's increased social worth. As seen in the Study 1 Appendix, there was a significant positive relationship between leader voice solicitation and voice quality ($b = .06$, $SE = .03$, $p = .03$). However, there was not a significant relationship between leader voice solicitation and social worth ($b = .00$, $SE = .04$, $p = .98$) nor between social worth and voice quality ($b = -.01$, $SE = .03$,

$p = .87$). As such, the mediation effect was also not significant ($b = .00$, $SE = .00$, $p = .81$) and Hypothesis 1 was not supported for the overall measure of voice quality.

For the individual dimensions of voice quality, there was a significant positive relationship between leader voice solicitation and voice desirability ($b = .09$, $SE = .04$, $p = .01$), but not voice feasibility ($b = .04$, $SE = .03$, $p = .28$) nor voice degree of change ($b = .05$, $SE = .04$, $p = .16$). Additionally, there was not a significant association between social worth and voice desirability ($b = .00$, $SE = .04$, $p = .95$), voice feasibility ($b = -.01$, $SE = .04$, $p = .82$), nor voice degree of change ($b = -.01$, $SE = .04$, $p = .82$). As such, the mediation effect through social worth was also not significant for voice desirability ($b = .00$, $SE = .00$, $p = .81$), voice feasibility ($b = .00$, $SE = .00$, $p = .79$), nor voice degree of change ($b = .00$, $SE = .00$, $p = .74$), and thus Hypothesis 1 was not supported for each of the individual voice quality dimensions.

Hypothesis 2 predicted that gender moderates an indirect positive association between leader voice solicitation and voice quality via social worth, such that the effect is stronger for men than women. As seen in the Study 1 Appendix, the interaction between gender and leader voice solicitation did not significantly predict social worth ($b = .02$, $SE = .10$, $p = .84$) nor voice quality ($b = -.02$, $SE = .06$, $p = .79$). With the inclusion of gender, the effect of social worth on voice quality remained nonsignificant ($b = -.01$, $SE = .03$, $p = .85$). As such, the moderated mediation effect was also not significant (index of moderated mediation: $b = .00$, $SE = .00$, $p = .83$, indirect effect for men: $b = .00$, $SE = .00$, $p = .82$, indirect effect for women: $b = .00$, $SE = .00$, $p = .86$) and Hypothesis 2 was not supported for the overall measure of voice quality.

For the individual dimensions of voice quality, there was also no significant interaction effect between leader voice solicitation and gender in predicting voice desirability ($b = -.01$, $SE = .08$, $p = .94$), voice feasibility ($b = -.05$, $SE = .08$, $p = .55$), nor voice degree of change ($b = .00$,

SE = .08, $p = .99$). The effects of social worth remained non-significant for voice desirability ($b = .00$, SE = .04, $p = .92$), voice feasibility ($b = -.01$, SE = .04, $p = .78$), and voice degree of change ($b = -.01$, SE = .04, $p = .84$) when gender was included in the regression analysis. As such, the moderated mediation effect through social worth was also not significant for voice desirability (index of moderated mediation: $b = .00$, SE = .00, $p = .90$, indirect effect for men: $b = .00$, SE = .00, $p = .90$, indirect effect for women: $b = .00$, SE = .00, $p = .91$), voice feasibility (index of moderated mediation: $b = .00$, SE = .00, $p = .79$, indirect effect for men: $b = .00$, SE = .00, $p = .80$, indirect effect for women: $b = .00$, SE = .00, $p = .83$), nor voice degree of change (index of moderated mediation: $b = .00$, SE = .01, $p = .76$, indirect effect for men: $b = .00$, SE = .00, $p = .76$, indirect effect for women: $b = .00$, SE = .00, $p = .82$), and Hypothesis 2 was not supported for each of the individual voice quality dimensions.

Hypothesis 3 predicted that gender moderates an indirect negative association between leader voice solicitation and voice quality via social evaluative threat, such that the effect is stronger for women than men. As seen in the Study 1 Appendix, the interaction between gender and leader voice solicitation did not significantly predict social evaluative threat ($b = .10$, SE = .15, $p = .49$) nor voice quality ($b = -.02$, SE = .06, $p = .79$). In addition, there was no significant effect of social evaluative threat on voice quality ($b = -.01$, SE = .02, $p = .78$). As such, the moderated mediation effect was also not significant (index of moderated mediation: $b = .00$, SE = .00, $p = .37$, indirect effect for men: $b = .00$, SE = .00, $p = .62$, indirect effect for women: $b = .00$, SE = .00, $p = .41$) and Hypothesis 3 was not supported. However, the results did directionally align with the hypothesized effect, as the indirect effect for women (though nonsignificant) was negative.

Similarly, for the individual dimensions of voice quality, there was no significant effect of social evaluative threat on voice desirability ($b = -.01$, $SE = .03$, $p = .81$), voice feasibility ($b = -.02$, $SE = .02$, $p = .33$), nor voice degree of change ($b = -.01$, $SE = .02$, $p = .60$). As such, the moderated mediation effect through social evaluative threat was also not significant for voice desirability (index of moderated mediation: $b = .00$, $SE = .01$, $p = .56$, indirect effect for men: $b = .00$, $SE = .00$, $p = .70$, indirect effect for women: $b = .00$, $SE = .00$, $p = .57$), voice feasibility (index of moderated mediation: $b = .01$, $SE = .01$, $p = .30$, indirect effect for men: $b = .00$, $SE = .00$, $p = .62$, indirect effect for women: $b = -.01$, $SE = .01$, $p = .34$), nor voice degree of change (index of moderated mediation: $b = .00$, $SE = .01$, $p = .57$, indirect effect for men: $b = .00$, $SE = .00$, $p = .65$, indirect effect for women: $b = -.00$, $SE = .01$, $p = .60$), and Hypothesis 3 was not supported for each of the individual voice quality dimensions.

Supplemental Analyses

In addition to the primary tests of my hypotheses, I also conducted a series of supplemental analyses to gain further insight into the effects of leader voice solicitation in this context. Complete results from these analyses are included in the Study 1 Appendix.

Contribution-based and individual-based effects of worth and threat. First, I tested the hypothesized effects using the deconstructed sub-scales of social worth and social evaluative threat (i.e., contribution-based worth, individual-based worth, contribution-based threat, and individual-based threat). Leader voice solicitation did not significantly predict any of these four outcomes, and gender did not significantly moderate these effects. The effects of leader voice solicitation on overall voice quality and voice desirability remained positive and significant when any or all four variables were included in the regression model. As observed for overall social

evaluative threat, gender also demonstrated a significant negative association with contribution-based threat ($b = -.56$, $SE = .16$, $p = .00$) and individual-based threat ($b = -.50$, $SE = .14$, $p = .00$), such that men experienced higher levels of threat than women on average. These results reflect the same effects observed using the combined measures of social worth and social evaluative threat, suggesting that the basis of feelings of social worth or threat (i.e., contribution-based or individual-based) does not significantly affect the likelihood of them resulting from leader voice solicitation or affecting voice quality.

Effects without the presence of control variables. Next, I repeated the same analysis used to test my hypotheses, but without including any control variables. The results generally remained consistent in terms of the significance and direction of effect as observed with control variables present, with a few exceptions. Without control variables included, the direct effect of leader voice solicitation on voice quality remained significant for overall voice quality ($b = .20$, $SE = .03$, $p = .00$) and voice desirability ($b = .25$, $SE = .04$, $p = .00$), as observed with controls, but the direct effect also became significant for voice feasibility ($b = .18$, $SE = .03$, $p = .00$) and degree of change ($b = .18$, $SE = .03$, $p = .00$).

The effects of contribution-based worth ($b = .07$, $SE = .04$, $p = .07$) and individual-based threat ($b = .05$, $SE = .03$, $p = .06$) also showed marginally significant effects on voice desirability in the absence of controls, while these relationships were both nonsignificant when controls were included. Individual-based threat also displayed a marginally significant effect on the degree of change dimension of voice quality ($b = .05$, $SE = .03$, $p = .07$) without control variables present. These differences indicate that the control variables provided a more conservative test of effects, as the only differences without controls were *additional* significant effects (i.e., no effects were significant with controls and then nonsignificant without controls).

Parallel mediation effects. I also tested the effects of social worth and social evaluative threat as parallel mediators between leader voice solicitation and voice quality. As indicated in Table ##, they both remained nonsignificant predictors of voice quality when included concurrently in a linear regression for voice quality. Results from a path analysis using multilevel SEM for parallel mediation by social worth and social evaluative threat also indicated that the indirect effects through either mediator remained nonsignificant when included in the same model, for both men and women. The indirect effects were nonsignificant for the overall measure of voice quality and for each of the three dimensions of voice quality.

Effects of expected response immediacy. I then tested the effects of the expected response immediacy of solicitation as a potential moderator of the outcomes of leader voice solicitation. Though this was not formally hypothesized, based on the social self-preservation theory's tenets, I anticipated that higher immediacy would promote more threat from leader voice solicitation, and that women would experience these threat-amplifying effects to a greater extent than their peers who were men. To do so, I tested the interactions between leader voice solicitation and immediacy, gender and immediacy, and a three-way interaction between leader voice solicitation, gender, and immediacy. Results indicated that immediacy had a significantly positive association with overall social worth ($b = .11$, $SE = .05$, $p = .02$), as well as with contribution-based worth ($b = .13$, $SE = .05$, $p = .01$) and individual-based worth ($b = .09$, $SE = .05$, $p = .05$). This effect was somewhat different than expected, as I anticipated that immediacy would negatively impact to a voicer, specifically assuming that it would contribute to higher levels of social evaluative threat, especially for women. In contrast, the results actually indicate that immediacy had a beneficial effect, in the form of higher social worth, regardless of gender. Still, my expectation that women would experience less favorable outcomes than men from

immediacy did show up in the effects on social worth, as there was a significant interaction between immediacy and gender in predicting overall social worth ($b = -.31$, $SE = .12$, $p = .01$), contribution-based worth ($b = -.31$, $SE = .13$, $p = .02$) and individual-based worth ($b = -.32$, $SE = .12$, $p = .01$). Simple slopes analysis indicated that immediacy had a significant positive effect on worth for men (social worth: $b = .17$, $SE = .05$, $p = .00$; CB worth: $b = .18$, $SE = .06$, $p = .00$; IB worth: $b = .15$, $SE = .05$, $p = .00$), and a negative, though not significant effect on worth for women ($b = -.15$, $SE = .11$, $p = .17$; CB worth: $b = -.13$, $SE = .12$, $p = .26$; IB worth: $b = -.16$, $SE = .11$, $p = .14$).

Additionally, the three way interaction between immediacy, gender, and solicitation was marginally significant ($b = .27$, $SE = .15$, $p = .08$). Simple slopes analysis for the three-way interaction revealed that the gendered differences in the effects of solicitation immediacy on social worth were most pronounced when leader voice solicitation was low (estimated slope for men: $b = .25$, $SE = .06$, $p = .00$; estimated slope for women: $b = -.26$, $SE = .14$, $p = .07$), whereas at high levels of leader voice solicitation, immediacy did not have a significant effect on social worth for men or women (estimated slope for men: $b = .07$, $SE = .07$, $p = .27$; estimated slope for women: $b = .03$, $SE = .19$, $p = .88$). These findings imply that the expected response immediacy of voice solicitation may be more impactful to social worth for individuals who are rarely targeted for voice solicitation, where each instance of leader voice solicitation may feel more significant to an individual. In contrast, the influence of any differences in the immediacy of leader voice solicitation appeared to be more diluted for those who were frequent targets of leader voice solicitation.

Expected response immediacy also demonstrated a significant positive association with contribution-based threat ($b = .15$, $SE = .05$, $p = .05$), and a marginally significant positive

association with overall social evaluative threat ($b = .12$, $SE = .07$, $p = .07$). However, the interaction between immediacy and gender in predicting threat was not significant, suggesting that expected response immediacy may significantly increase feelings of contribution-based threat, but there is no significant difference in the strength or direction of this effect between men and women. Though the interaction with gender was not significant, the interaction between solicitation immediacy and leader voice solicitation was significant in predicting individual-based threat ($b = .14$, $SE = .07$, $p = .04$), and marginally significant in predicting overall social evaluative threat ($b = .12$, $SE = .07$, $p = .07$). Simple slopes analysis indicates that at high levels (+1 SD) of leader voice solicitation, the expected response immediacy of voice solicitation is positively related to threat (social evaluative threat: $b = .22$, $SE = .09$, $p = .02$; IB threat: $b = .21$, $SE = .10$, $p = .03$), but at low levels (-1 SD) of leader voice solicitation, the expected response immediacy of voice solicitation did not have a significant association with threat (social evaluative threat: $b = .01$, $SE = .09$, $p = .95$; IB threat: $b = -.03$, $SE = .09$, $p = .71$).

This finding is an interesting contrast to the finding that immediacy tends to be more consequential (positive for men, negative for women) for social worth when leader voice solicitation is *low*, as these results suggest that immediacy tends to be more consequential for social evaluative threat when leader voice solicitation is *high*. This suggests that high expected response immediacy from a leader may feel manageable (i.e., not threat-inducing) when it only happens occasionally, but when a leader is frequently asking for voice on-the-spot (i.e., high solicitation frequency, high solicitation immediacy), an individual may feel more concerned about how they are being evaluated when responding to leader voice solicitation. Further research is needed to uncover the mechanisms explaining these effects, but theory might suggest that a strong pattern of frequent voice solicitation with high response immediacy may be more

likely to lead an individual to interpret these occasions as “tests” of their value in the team (Park et al., 2023; Walton & Brady, 2017). Alternatively, it may be that the individual’s perception of their own resources compared to the resources needed to perform well in response to high expected response immediacy may feel sufficient over a small number of occasions, but eventually the resources demanded begin to exceed the resources the individual feels they possess, as the challenge of high solicitation immediacy accumulates with each solicitation event (Blascovich, 2008; Eagly, 2013; Inzlicht & Kang, 2010; Van Laar et al., 2019).

Considering the effects of solicitation immediacy on voice quality, there were no significant direct effects of immediacy on voice quality or any of its three dimensions. However, the interaction between solicitation immediacy and gender *was* significant for feasibility ($b = .24$, $SE = .09$, $p = .01$), and marginally significant for overall voice quality ($b = .12$, $SE = .07$, $p = .08$). Simple slopes analysis indicated that immediacy had a significant positive effect for women on voice feasibility ($b = .21$, $SE = .08$, $p = .01$) and overall voice quality ($b = .13$, $SE = .06$, $p = .04$), and a nonsignificant effect for men on voice feasibility ($b = -.03$, $SE = .04$, $p = .44$) and overall voice quality ($b = .01$, $SE = .03$, $p = .77$). This was a surprising finding, as I had predicted that immediacy would be harmful for women’s voice quality, and instead it appears to have a positive effect. While this too requires further investigation, these results suggest that women may benefit from some aspect of high expected response immediacy in crafting voice, resulting in higher voice quality.

Effects of voice solicitation publicity. In addition to examining the effects of solicitation immediacy, I also conducted a similar analysis to assess the effects of solicitation publicity. Overall, publicity appeared to have less of an influence than immediacy in the outcomes I considered, but there were still a few notable effects. First, publicity demonstrated a significant

positive association with overall social worth ($b = .12$, $SE = .05$, $p = .01$), contribution-based worth ($b = .13$, $SE = .05$, $p = .01$), individual-based worth ($b = .11$, $SE = .05$, $p = .03$). Yet, publicity also had a significant positive association with contribution-based threat ($b = .20$, $SE = .08$, $p = .02$), and marginally significant positive association with social evaluative threat ($b = .13$, $SE = .07$, $p = .07$). This is a somewhat surprising finding, as it suggests that publicity of voice solicitation can promote both feelings of social worth and social evaluative threat simultaneously.

There was also a significant interaction between publicity and leader voice solicitation in predicting overall social worth ($b = -.10$, $SE = .05$, $p = .05$) and contribution-based worth ($b = -.11$, $SE = .05$, $p = .04$), and marginally significant in predicting individual-based worth ($b = -.08$, $SE = .05$, $p = .09$). Simple slopes analysis indicated that publicity had a positive association with social worth at lower levels (-1 SD) of leader voice solicitation frequency (social worth: $b = .20$, $SE = .06$, $p = .00$; CB worth: $b = .20$, $SE = .06$, $p = .00$; IB worth: $b = .18$, $SE = .07$, $p = .01$), but this effect became nonsignificant when leader voice solicitation was higher (social worth: $b = .04$, $SE = .07$, $p = .59$; CB worth: $b = .04$, $SE = .07$, $p = .59$; IB worth: $b = .04$, $SE = .07$, $p = .61$). Additionally, publicity demonstrated no significant effect on voice quality directly or in an interaction with gender or leader voice solicitation. Further, when publicity and leader voice solicitation were included in the same model predicting voice quality or any of its individual dimensions, the effects of leader voice solicitation on overall voice quality and voice desirability remained significant, indicating that this relationship with leader voice solicitation was not significantly affected by solicitation publicity.

These results indicate that solicitation publicity is indeed a consequential form of variation in leader voice solicitation, as there is at least one relevant consequence (i.e., social

worth) of a leader soliciting voice that could differ significantly depending on how “publicly” the leader solicits voice. While the expected difference in these effects between men and women was not significant, the finding that solicitation publicity matters to the experience of targets of leader voice solicitation implies that this form of variation in approach to voice solicitation warrants further investigation and consideration in future research.

Employee ratings of leader voice solicitation. As a comparison to prior research that has used employee ratings of leader voice solicitation, I also tested my hypotheses using the leader voice solicitation data reported by the employees (both leader and employee surveys included the measure of leader voice solicitation). The employee ratings of leader voice solicitation were positively and significantly correlated with the leader ratings, but the strength of the correlation was modest ($r = .19, p < .00$). While this relationship alone poses several opportunities for future research, within the scope of this study, the critical implication in this correlation is that it suggests that the results of my hypotheses may differ meaningfully when using the employee rating of voice solicitation.

Indeed, employee-rated leader voice solicitation had a significant positive association with overall social worth ($b = .13, SE = .03, p = .00$), contribution-based worth ($b = .16, SE = .04, p = .00$), and individual-based worth ($b = .11, SE = .04, p = .00$), but gender did not have a significant moderation effect on these effects. Employee-rated leader voice solicitation also had a marginally significant positive association with social evaluative threat ($b = .10, SE = .05, p = .08$) and Individual-based threat ($b = .10, SE = .06, p = .07$), but these effects were also not moderated by gender. These findings suggest that my theoretical arguments linking leader voice solicitation and social worth and social evaluative threat may be driven specifically by a *voicer's perception* of leader voice solicitation. However, as there was no significant difference in the

effect between men and women for either of these effects, these results differ slightly from the hypothesized effects.

The direct effect of employee-rated leader voice solicitation was not significant for overall voice quality or any of its specific dimensions. The interaction between employee-rated leader voice solicitation and gender also did not significantly predict overall voice quality, desirability, or degree of change, but did significantly predict voice feasibility ($b = .15$, $SE = .08$, $p = .05$). Simple slopes analysis indicated that for women, employee-rated leader voice solicitation was positively associated with the leader's rating of voice feasibility ($b = .14$, $SE = .07$, $p = .05$), while this relationship was nonsignificant for men ($b = -.01$, $SE = .03$, $p = .63$). As this effect was only significant for one dimension of voice quality, this somewhat anomalous finding likely requires further investigation to better understand the idiosyncratic mechanisms at play.

Apart from this one significant relationship between employee-rated leader voice solicitation and voice quality, these results (and their contrast to the results with leader-rated voice solicitation) reveal some interesting insights. Specifically, for the employee-rated outcomes of social worth and threat, the employee's report of leader voice solicitation was dependably predictive of the outcome, and the leader's report was not. Yet for the leader-rated outcome of voice quality, the employee's report of leader voice solicitation was not predictive of the outcome, but the leader's report of voice solicitation was. This pattern is very intriguing, and highlights the need for future research to examine many elements within the context of leader voice solicitation, discussed further in the discussion section.

Exploratory Analyses

To examine the results further and test potential alternative explanations for the observed effect of leader voice solicitation on voice quality, I explored a variety of effects related to my original theoretical model.

Alternative mediators. As the hypothesized mediators of social worth and social evaluative threat did not appear to be significant mechanisms in the effect between leader voice solicitation and voice quality, I sought to explore whether any other variables might have mediated this effect. I tested these potential alternative mediators using the same approach to analysis and set of control variables as the hypothesis tests. The full results of these regression analyses, as well as the scales used to measure these alternative variables, appear in the Study 1 Appendix. For the variables that showed significant effects, more information about the scales is in the footnote below².

One category of alternative mediators I tested was psychological voice beliefs, including voice safety, voice efficacy, and voice instrumentality, all reported at T2 by the employee. Neither the direct effect of leader voice solicitation nor the interaction between leader voice solicitation and gender was significant for any of these psychological voice beliefs. Moreover, none of these psychological voice beliefs had a significant effect on voice quality or any of its specific dimensions for models, both including and excluding leader voice solicitation. Thus, these psychological voice beliefs appeared not to mediate the effect of leader voice solicitation on voice quality.

² *Gender-based social threat* was measured with a scale adapted from White (2008) based on tokenism theory. The scale consisted of three items, including “It feels like my performance is evaluated more closely because of my gender.” *Concerns about minority status* was measured with a different adaptation of the same scale from White (2008). The scale consisted of five items, including “It feels like my performance is evaluated closely because of my differences from the rest of the team” and “It feels like I am the only person in my team like me.”

I also tested a variety of variables related to one's identity and sense of place in their team, including gender-based social threat (T2), belonging (T3), concerns about minority status (T1), demographic differences from team (T1), felt meaningfulness (T2), and social exchange quality with team (T2). All variables in this category were employee-rated. Leader voice solicitation did not have a direct effect on any of these variables, and none of these variables had a significant association with voice quality or any of its specific dimensions. However, the interaction between leader voice solicitation and gender was significant in predicting gender-based social threat ($b = .34$, $SE = .16$, $p = .03$) and concerns about minority status ($b = .27$, $SE = .12$, $p = .03$). Simple slopes analysis revealed that leader voice solicitation was positively related to women's gender-based social threat ($b = .30$, $SE = .14$, $p = .04$), but not for men ($b = -.04$, $SE = .07$, $p = .56$). Simple slopes analysis also revealed that leader voice solicitation was marginally positively related to women's minority concerns ($b = .19$, $SE = .11$, $p = .09$), but not for men ($b = -.08$, $SE = .05$, $p = .14$). Unfortunately, neither of these two variables was significantly related to voice quality or any of its three dimensions at T3, thus falling short of demonstrating a mediating effect.

I tested additional variables (e.g., variables related to an employee's perceptions of their leader) in the same way, but did not find any meaningful indications that they could mediate the relationship between leader voice solicitation and voice quality. As such, I do not describe those results here, but they are included in the Study 1 Appendix.

Assessing Voice Quality at T2. While the primary analysis utilized a measure of voice quality at T3, in accordance with the original study plan, leaders also reported voice quality at T2, given that the effects of leader voice solicitation at T1 might be more readily observable within a shorter timeframe (i.e., voice quality at T2). With this adjustment, the controls for

employee performance and voice frequency had to be reconsidered, as they had each been measured at T3. Because leader-rated voice frequency was only available from the T1 survey, I opted to use T1 as the baseline point for control variable measures, so I also used a T1 measure of employee performance.

Using this configuration, the results closely resembled those of the effects observed with the T3 measure of voice quality. There was a significant positive relationship between leader voice solicitation and the T2 measure of overall voice quality ($b = .10$, $SE = .03$, $p = .00$), voice desirability ($b = .04$, $SE = .04$, $p = .02$), and voice degree of change ($b = .17$, $SE = .04$, $p = .00$), but gender did not significantly moderate any of these effects of the effects on voice feasibility. With the slight change in controls, the effects of leader voice solicitation and the interaction between leader voice solicitation and gender both remained nonsignificant on social worth and social evaluative threat. Social worth and social evaluative threat also did not have a significant association with voice quality of any of its specific dimensions, whether voice solicitation was included in the regression equation or not.

Combining analyses. As a final step, I combined the two exploratory analysis approaches to provide one additional level of detail. As the relationship between leader voice solicitation and voice quality remained significant for the T2 measure of voice quality, I specifically aimed to examine whether any of the previously tested potential mediators (excluding those measured at T3) may explain the effect when examined in this more proximal, abbreviated time period (one month apart rather than two months apart). Results of this analysis remained largely nonsignificant for the variables tested, though a few previously nonsignificant effects showed marginal significance. These include the direct effect of leader voice solicitation on voice safety ($b = .11$, $SE = .05$, $p = .05$), the direct effect of voice efficacy on voice feasibility ($b = -.07$, $SE =$

.04, $p = .10$), the direct effect of felt meaningfulness on voice desirability ($b = .07$, $SE = .04$, $p = .08$), and the direct effect of social evaluative threat (T1) on voice feasibility ($b = -.05$, $SE = .13$, $p = .08$).

However, one particular finding replicated with the T2 measure of voice quality, and showed additional effects that may provide greater insight into the link between leader voice solicitation, gender, and voice quality. Specifically, gender-based social threat was again predicted significantly by the interaction between leader voice solicitation and gender ($b = .32$, $SE = .16$, $p = .04$), as observed for voice quality at T3 as well. Gender-based social threat was also significantly negatively associated with T2 voice quality ($b = -.04$, $SE = .02$, $p = .05$) and feasibility ($b = -.06$, $SE = .03$, $p = .02$), and marginally significant association with voice desirability ($b = -.04$, $SE = .03$, $p = .10$). Moreover, these effects maintained the same significance when voice solicitation and the interaction between voice solicitation and gender were included in the regression equation, indicating support for a mediation effect of leader voice solicitation on voice quality via gender-based social threat, moderated by gender. Indeed, path analysis indicated that the indirect effect was significant for women ($b = -.01$, $SE = .00$, $p = .03$) and not significant for men ($b = .00$, $SE = .00$, $p = .99$).

Together, these results offer a coherent potential explanation for the effects observed (and not observed) in this study. They also shed light on the components of the model's undergirding theoretical arguments that warrant additional emphasis and clarification, and provide relevant guidance for future research directions, reviewed in the Discussion section.

Study 1 Discussion

Study 1 provided extensive insight into the use of leader voice solicitation in a male-dominated, industrial organizational context. While the specific predictions of my hypotheses did

not find support, many important patterns emerged in testing them, and the subsequent additional analyses shed further light on the dynamics surrounding leader voice solicitation for both leaders and their followers.

In the primary analysis, a critical finding was that there was a significant positive relationship between leader voice solicitation (measured at T1) and the leader's rating of voice quality (measured at T3). Subsequent analysis also revealed that this effect was significant when controls were excluded and when voice quality was measured at T2, suggesting that this effect is relatively robust in this data. This finding is a novel development in the study of leader voice solicitation, as voice quality has not received attention as a relevant outcome in the literature to date. This is an encouraging outcome, as it suggests that leaders who solicit voice are not just hearing more voice from their employees, but that leaders assess the resulting voice as higher quality voice as well. This not only means that leaders are able to get a good "return" on their engagement in voice solicitation, but that they may be better positioned to improve the performance and functioning of their team through the use of leader voice solicitation, which could result in benefits for the leader themselves, the organization, and the other members of the team.

While this positive association between leader voice solicitation and voice quality lends support to the theoretical arguments I presented surrounding this effect, the remainder of the study results did not provide support for any of the mechanisms based on the relational theory of procedural justice, I proposed could mediate this effect, nor did they support the differentiation in effects I hypothesized between men and women. Indeed, gender did not significantly moderate the relationship between leader voice solicitation and voice quality, and the two mediators I proposed—social worth and social evaluative threat—did not show a significant mediation effect

for this connection. Evidence of this lack of support the hypothesized effects appeared in the basic correlation values, as neither social worth nor social evaluative threat were significantly correlated with leader voice solicitation (worth: $r = .02$; threat: $r = .02$) or voice quality (worth: $r = .03$; threat: $r = .04$). This same pattern unsurprisingly emerged in the results of regression analysis as well.

There was also a lack of support for the hypothesized moderation effect of gender. The interaction between leader voice solicitation and gender was not significant for either outcome, and a surprising correlation between gender and social evaluative threat appeared in both the correlation table and the results of regression analysis. Namely, men reported significantly higher levels of social evaluative threat than their female counterparts. Considering that gender did not significantly interact with leader voice solicitation to predict social evaluative threat, and that the direct effect of gender was significant even in the presence of leader voice solicitation, the results indicate that whatever is driving the higher levels of social evaluative threat among men appears not to be directly affected by the leader's voice solicitation behavior. As such, while this finding begs the question of why men are feeling more social evaluative threat than women in this context, it does not appear to be within the scope of leader voice solicitation specifically.

Although the data did not provide support for the proposed hypotheses, the additional analyses helped illuminate many of the areas that remained unclear after testing the hypotheses directly. Beginning with the effects of expected response immediacy and solicitation publicity, these results provided many new insights into the consequences that leader voice solicitation may elicit, and how the approach leaders take to soliciting voice may indeed inform these consequences. The results suggested that both immediacy and publicity are indeed influential

factors in determining the impact that leader voice solicitation has on an individual, and that the particular effects of each are unique but share some parallel qualities.

Another analysis that provided especially valuable insights was using the employee-rated measure of leader voice solicitation to test the hypotheses. As discussed, the results of this analysis provided an interesting complement to the results found with the leader-rated measure of voice solicitation, as employee-rated leader voice solicitation was significantly related to employees' experience of social worth and social evaluative threat, but not to voice quality (whereas the leader-rated data was significantly related to voice quality but not to the mediators). One important implication of these results is that there are two separate narratives or perceptions to consider in examining the consequences of leader voice solicitation. Through the leader's eyes, their engagement in leader voice solicitation is significantly related to the outcomes that matter and are visible to them (in this case, voice quality), whereas the personal, internal effects on an individual employee may not inform the leader's perceptions of these outcomes.

This would suggest that the factor mediating the observed relationship between leader voice solicitation and voice quality may be a variable that is more dependent on the leader's voice solicitation behaviors, rather than the employee-perceived mediators that were proposed. For instance, there may be informational signals in the leader's voice solicitation request that help prompt the voice development process and lead to insights that result in higher quality voice. This is less of a relational theory of justice perspective, and more of a social informational processing perspective (Salancik & Pfeffer, 1978; Zohar & Luria, 2004). Conversely, it is evident that an individual employee's perception of having their voice solicited may significantly impact their experience of social worth and social evaluative threat—and while this may not directly correlate with the leader's perceptions of their voice quality, it may significantly affect other

outcomes like a sense of belonging or work engagement. These findings illuminate many important considerations for future research, as researchers should, at a minimum, take extra consideration of the particular perspective their theoretical arguments relate to and whether their methods align appropriately. Beyond this, there is a need for further investigation into what drives the differences in leader and follower perceptions of leader voice solicitation and the unique and common outcomes tied to each of their perceptions.

Finally, the tests of potential alternative explanations for the relationship between leader voice solicitation and voice quality provided the most impactful insights. The results indicated that women tended to experience higher levels of gender-based social threat with more leader voice solicitation, while leader voice solicitation had no effect on gender-based threat for men. This result was especially noteworthy, as this effect did not appear significant when using the general measure of social evaluative threat. However, as the results indicated that this gender-differentiated effect on social threat only appeared when participants reported feeling threat explicitly tied to their gender, the results indicate that women were specifically attuned to the connection between the feelings of threat evoked by leader voice solicitation and the implications of their gender identity. Conversely, if the interaction had significantly predicted general social evaluative threat and not the gender-specific version instead, the results would imply that the threat was experienced but not consciously connected to their gender identity. As such, this finding indicates that gender may be an even more salient factor in women's experiences of having their voice solicited than originally expected.

Moreover, the finding that the feelings of gender-based threat had a negative effect on voice quality also carried critical implications. One reason this finding was so meaningful is because the general social evaluative threat measure was not significantly associated with voice

quality, suggesting that general concerns about being evaluated may not be directly relevant or impactful to voice quality, but when those concerns are specifically tied to gender, then voice quality may suffer. This aligns with the existing literature's insights into how fraught and challenging the domain of employee voice can be for women in comparison to their male counterparts. These results indicate that when a woman experiences concerns specifically about the implications of her gender identity for how she will be evaluated and the associated risks in responding to leader voice solicitation, the quality of her voice may suffer. Thus, the significant moderated mediation effect found with gender-based social threat both lends support to some of the theoretical arguments presented in Chapter 2, but also clarifies that these effects are likely more consciously and potently driven by gender than the proposed hypotheses implied.

In all, the results of Study 1 provide many enlightening insights and also prompt many future research questions. I explore and further consider these points in a new context in Study 2.

CHAPTER 5: STUDY 2

Participants and procedure

Study Design. In this study, I tested my hypotheses in an interactive experiment involving manipulations of leader voice solicitation through the work of a professional actor, conducted in the on-campus behavioral lab. By utilizing an experimental approach in a differentiated context, Study 2 offers a different and complementary perspective to Study 1 in examining the effects of leader voice solicitation. Most notably, this study focuses on one individual instance of leader voice solicitation (rather than frequency of voice solicitation over time), focuses on a topic and industry that is not strongly male-dominated, and was conducted in the US. In addition, I hoped that directly manipulating leader voice solicitation would help resolve the differential rating effects of leader- and employee-rated leader voice solicitation observed in Study 1. The study procedure is modeled primarily after an experiment by Hu et al. (2024), with additional design elements from other similar studies (e.g., De Dreu et al., 2008, Brykman & Maerz, 2023), and is described in further detail in the sections that follow.

Participants. Participants in this study were undergraduate business students who received class credit as compensation for their participation. In all, there were 471 total participants. Participants were 50.1% women ($n = 236$), 49.3% men ($n = 232$), and 0.6% nonbinary or other gender ($n = 3$), and 47.7% Asian, 31.1% White, 7.2% Hispanic or Latino, 2.8% Black or African American, 11.2% other or multiracial. The majority of participants were third or fourth year students (76.2%), most commonly majoring in Finance (31.2%), Marketing (18.6%), and Information Systems (17.9%).

Because the hypotheses focused on differences in the effects of leader voice solicitation for men versus women, and because of the especially small number of participants who did not identify as a man or a woman, I excluded these observations from the analysis of effects, but still included the other-related measures they completed where applicable (e.g., rating the voice quality of the idea shared by the target of the leader voice solicitation manipulation) and included them in data at the team level (e.g., group size). To further assure this choice, I also conducted the same analyses with the addition of a control variable coded as 0 = *man or woman*, 1 = *non-binary gender identity*, and the results were identical in significance and virtually identical in estimated parameter values (Johnson et al., 2024).

The sample was also reduced due to the exclusion of those who did not appropriately provide an idea that could be used to assess voice quality for the study (described further in the Measures section). Similarly, I excluded these observations from the analysis of effects, but still included these observations in the team-level data. After these reductions, the final sample used to test my hypotheses included 458 participants, representing 140 groups. In this final sample, participants were 51.1% women ($n = 234$), 48.9% men ($n = 224$), 47.6% Asian, 31.2% White, 7.2% Hispanic or Latino, 2.8% Black or African American, 10.9% other or multiracial.

Procedure. The study was reviewed and received approval from the Institutional Review Board (IRB) of the University of Washington (STUDY00020063), and the scripts and other study materials for Study 2 are included in the Study 2 Appendix. Participants signed up for the study in groups of up to eight people. Upon arriving to the lab at their designated time, a hypothesis-blind research assistant (RA) introduced the study and read the instructions to participants. Participants were told that a group of MBA students was working on a consulting project for the university's bookstore and were conducting focus groups to gain a better

understanding of the student perspective (modeled after Hu et al., 2024). After reading the instructions, the RA split participants into subgroups consisting of two to five members (depending on session attendance) and directed students to sit in the same row as their other group members to take the first part of the study's survey.

The T1 survey consisted of basic demographic information and initial measures of a few variables. At the end of the survey, participants were given a short "pre-read" with basic information about the bookstore to ensure that all students had a baseline knowledge of and familiarity with the store. Once all participants completed the T1 survey and reviewed the pre-read information, a hypothesis blind experimenter, posing as an MBA student, called each group in turn into a smaller meeting room to conduct a short focus group activity.

For the experimenter role, I hired an actor and graduate student from the university's School of Drama. With his acting ability, he was able to provide a credible performance as an MBA student, which was further enhanced by his appearance (e.g., age, style of dress), which reflected common stereotypical conceptions of MBA students. In addition to conveying himself believably in the role, his acting skills also helped to ensure that the study procedure and experience remained highly consistent across all participants. The same actor served in this role for every session of the study, holding constant any potential confounding variables that may have been associated with this part of the experiment. All trials were recorded with the consent of participants.

Once participants were seated in the room for the focus group activity, the experimenter asked each individual to share a personal experience with the UW bookstore. To distinguish this portion of the activity from the voice solicitation manipulation, the experimenter emphasized that he was only asking for them to discuss the experience, not offer recommendations or suggestions

related to the experience. After each participant shared their experiences, the experimenter specifically solicited the voice of one randomly selected individual.

In the *high* expected response immediacy condition, the target of the voice solicitation was asked to share their idea (i.e., voice) immediately, *before* the group moved on to the next part of the study. In the *low* expected response immediacy condition, the target was asked for their idea and told that they would be asked to share *after* the group completed the next part of the study. Participants were dismissed from the “focus group room” to complete the second part of the survey (T2) and then worked on a filler activity until the experimenter called them back into the focus group room.

The filler activity was designed based on prior common filler activity designs (e.g., Albarracin & Hart, 2011; Bos et al., 2008; Hunt & Carroll, 2008), but adapted to fit the scenario and maintain the context that was presented to participants. Participants were told that web designers had submitted mockup designs for the bookstore’s website and that the MBA team was seeking help reviewing them. Each participant received three different “screenshots” of website designs and was told to mark any errors or inconsistencies in writing, font, layout, image quality, etc. These pages were intentionally designed to include many such mistakes so as not to make the task cognitively exhausting (Schmeichel et al., 2003). A bank of many pages was created and distributed randomly into sets of three to maintain the illusion that they were each getting a different set of pages than the other members of their group. Examples of these pages and the complete set of directions for the activity are included in the Study 2 Appendix.

For groups in the low immediacy condition, the experimenter called them back into the room and collected the materials from the filler activity. He then asked the voice solicitation target to share their idea, following up from the earlier request. After the participant shared an

idea, the experimenter thanked the participants for their efforts and dismissed them to complete the third and final part of the survey (T3). Groups in the high immediacy condition followed the same procedure, apart from asking the voice solicitation target to share an idea, as they had been asked to share their idea before the filler activity. Once they completed the final part of the survey, participants were thanked for their participation and debriefed on the minor deception used in the study.

Although the person selected as the target of the leader voice solicitation manipulation was the only individual who was able to voice an idea aloud to the focus group leader, all participants were asked to share an idea to improve the bookstore in the survey (see full prompt in the Study 2 Appendix). Participants were asked to share their idea in the survey immediately following the voice solicitation target shared their idea in front of the group (i.e., when the voice solicitation target was in the high expected response immediacy condition, participants shared their idea in part 2 of the survey, and for those in the low immediacy condition shared in part 3 of the survey). The survey instructed participants who were selected as the target of the leader voice solicitation manipulation to share the same idea in the survey as they had shared directly with the focus group leader. The ideas submitted in this part of the survey were utilized to assess voice quality across participants (described further below).

Measures

For variables measured using survey items, participants responded to a seven-point Likert-type scale from 1 = *strongly disagree* to 7 = *strongly agree*, unless otherwise noted.

Many variables were measured using the same scales as Study 1, but with slight adaptations to fit the study context. These are noted for each applicable variable in the

descriptions below, but a general explanation of the adaptations is provided here, as similar adjustments were made for all such scales.

The adaptations included changes such as replacing Study 1's references to "my team" with "my focus group" or replacing "my leader" in Study 1 with "the focus group leader" in Study 2. Additionally, items were adjusted to refer to the one-time experience in the focus group, rather than Study 1's scope of general patterns over a month. For example, social worth and social evaluative threat items used the prompt, "As I think about the focus group activity I just participated in, I would say that..." for Study 2, whereas Study 1 used, "Thinking about your experience at work in the past month, to what extent do you agree..." as the prompt for these scales. The complete lists of scale items for both studies are included in the appendix for further detail.

Leader voice solicitation. Leader voice solicitation was coded based on whether the participant did or did not have their voice solicited by the focus group leader (i.e., received the voice solicitation manipulation). Participants who did receive the voice solicitation manipulation were coded as 1, and those who did not were coded as 0. This data was coded based on records kept by the research team while conducting the experiment and verified with the session recordings where needed. As a manipulation check, participants responded to a slightly adapted version (see note above) of the three-item leader voice solicitation scale used in Study 1 ($\alpha = .95$).

Gender. Gender was self-reported by participants and was coded as 0 = *man* and 1 = *woman* for data analysis. As discussed in the *Participants* section above, the individual-level data for participants who did not identify as a man or a woman in the survey ($n = 3$) were excluded from the analysis.

Social worth. Social worth was measured with a slightly adapted version (see note above) of the six-item scale as Study 1, reported after the leader voice solicitation manipulation ($\alpha = .85$). A sample item is “In my focus group, others appreciated who I am as a person.”

Social evaluative threat. Social evaluative threat was measured using the same eight-item scale as Study 1, with slight adjustments to match the study context (see note above).

Participants reported their felt social evaluative threat after the leader voice solicitation manipulation ($\alpha = .95$). A sample item is “I experienced doubt about whether the focus group leader and the other participants genuinely valued me.”

Voice quality. To compare voice quality among all participants (including those whose voice was not directly solicited in the focus group activity), the ideas submitted in the survey were used as the content of “voice” for each participant. The original response submitted in the survey was minimally edited to remove any identifying information or minor spelling or grammar errors. Responses that did not follow instructions (e.g., content unrelated to the bookstore) were not rated and excluded from the analysis. The de-identified ideas were rated by five independent hypothesis-blind research assistants (RAs) with a slightly adapted version of the nine-item scale that was used in Study 1. The raters also brought strong subject matter expertise to the process, as their identities as undergraduate students in their third or fourth year at the university positioned them within the primary customer base of the bookstore.

One key adaptation made was adjusting the items to refer to only one idea, rather than the general trend of all of one’s ideas over a longer stretch of time (e.g., using “This idea has a lot of value for improving things in the bookstore” to replace Study 1’s “In the last month, the work-related ideas, suggestions, and concerns that this employee shared with others...have a lot of value for improving things in the team”). The other major adaptation made was adjusting the

items to orient around “the bookstore” as the referent for judging voice quality, rather than “the organization” or “the team” used in Study 1. For example, the phrase “Are useful for the team” used in Study 1 was replaced with “is useful for the bookstore” for Study 2. To ensure a consistent approach to ratings across all raters, all RAs participated in a two-hour initial training session together, where rating scales were reviewed and multiple example ideas were discussed and rated as a group.

After the training, all raters independently rated the same set of 40 ideas, presented in a randomized order, to gauge the reliability among raters. On this initial set of ideas, there was strong reliability ($ICC(2) = .80$), and thus the remaining (not yet rated) ideas were distributed evenly among the raters. I asked each to rate a minimum number of ideas to ensure all ideas were rated at least once, but also invited them to continue rating as many ideas as time allowed, resulting in multiple ratings for most of the ideas. In all, 461 ideas were rated at least once, and among these, 38 (8.2%) were rated by one rater, 152 (33.0%) were rated by two raters, 208 (45.1%) were rated by three raters, 25 (5.4%) were rated by four raters, and 38 (8.2%) were rated by all five raters. In this complete set, the reliability was again very strong ($ICC(2) = .86$), and thus, for each idea, all ratings were averaged to form composite scores of voice quality (Cicchetti, 1994; Koo & Li, 2016).

Though this independently-rated measure of voice quality was used in the analysis to test my hypotheses, two additional measures of voice quality were also captured for exploratory purposes. First, study participants provided self-ratings of the idea they shared. Second, fellow focus group members who were not the target of the leader voice solicitation manipulation but were present when the solicited target shared their idea also rated the quality of the idea shared by the targeted member. These voice quality ratings from fellow focus group members were

averaged together to compose a “peer rating” of voice quality. Because participants only heard the idea of the one person whose voice was solicited in their group, these team ratings of voice quality are only available for those who received the voice solicitation manipulation.

Control variables. The study’s experimental design ensured that many potential confounding variables were held constant across all trials, but a few potentially influential factors varied across trials, and so they were included as controls in testing my hypotheses. Specifically, I controlled for group size and gender composition of the group with the total number of participants in the focus group, and the number of women in the focus group. I also controlled for race, using a binary coded measure of whether the individual was white or a person of color, as prior voice research suggests that one’s racial identity can influence the dynamics related to voice, its consequences, and its antecedents (Detert & Burris, 2007; LePine & Van Dyne, 1998; Miceli et al., 2008). I also included the participant’s expected response immediacy condition in the study in all analyses (including those that were not examining effects of immediacy), as the difference in procedure may have meaningfully affected the quality of voice, even for those who were not the target of the voice solicitation, when they provided their voice response in the survey. Thus, the immediacy condition effectively functioned as a control variable in testing the primary hypotheses and in supplemental analyses that were not focused on the effects of immediacy. In analyzing the effects of immediacy in the supplemental analyses, this measure functioned as a predictor variable.

Analysis and Results

Manipulation checks. To test the effectiveness of the leader voice solicitation manipulation, participants responded to a slightly adapted version of the three-item leader voice

solicitation measure used in Study 1, adjusted to match the specific study context. For example, the scale included the item “The focus group leader personally asked me to speak up with ideas for improving the university bookstore,” which was adapted from the Study 1 version that read, “How often do you personally ask this employee to speak up with ideas for improving the team’s working procedures?”. The manipulation check showed that participants in the leader voice solicitation condition reported significantly higher voice solicitation than participants whose voice was not solicited by the focus group leader ($M_{\text{Solicitation}} = 6.34$, $SD_{\text{Solicitation}} = 1.05$; $M_{\text{Control}} = 2.76$, $SD_{\text{Control}} = 1.68$; $F_{(1,469)} = 549.3$, $p < .05$, $\eta^2 = .54$).

The expected response immediacy manipulation was tested using a slightly adapted version of the immediacy scale from Study 1. For participants that were selected as the target of leader voice solicitation, the scale items referred to themselves (e.g., “The focus group leader expected me to respond to their request immediately”), and the scale items for those who did not have their voice solicited by the focus group leader referred to the member of their group that did have their voice solicited (e.g., “The focus group leader expected the other member(s) of the group to provide their recommendation for the bookstore immediately”). The results of the manipulation check across all participants indicated that the expected response immediacy manipulation was effective, with those in the high immediacy condition reporting significantly higher expected response immediacy than those in the low immediacy condition ($M_{\text{High}} = 4.87$, $SD_{\text{High}} = 1.55$; $M_{\text{Low}} = 2.84$, $SD_{\text{Low}} = 1.60$; $F_{(1,446)} = 186.4$, $p < .05$, $\eta^2 = .29$). Moreover, among the sample of only the participants that were leader voice solicitation targets ($n = 142$), the difference between conditions was even more pronounced ($M_{\text{High}} = 5.14$, $SD_{\text{High}} = 1.41$; $M_{\text{Low}} = 2.76$, $SD_{\text{Low}} = 1.57$; $F_{(1,137)} = 88.67$, $p < .05$, $\eta^2 = .39$).

Confirmatory Factor Analysis. The social worth and social evaluative threat were the only focal variables captured using a survey measure, so I assessed the validity of these measures with a confirmatory factor analysis (CFA) for a two-factor model. The two-factor model composed of social worth and social evaluative threat fit the data significantly better than a one-factor model combining them ($\chi^2_{(77)} = 2814.37, p < 0.05$; CFI = .56, RMSEA = .28, SRMR = .23), or a two-factor model separated by contribution-focused worth and threat items and individual-focused worth and threat items ($\chi^2_{(76)} = 4524.89, p < 0.05$; CFI = .28, RMSEA = .36, SRMR = .38). However, the two-factor model of itself showed suboptimal fit with the data ($\chi^2_{(76)} = 1438.60, p < 0.05$; CFI = .78, RMSEA = .20, SRMR = .08). As such, I tested a four-factor model composed of contribution-based (CB) worth, individual-based (IB) worth, CB threat, and IB threat. This four-factor model demonstrated excellent fit with the data ($\chi^2_{(71)} = 247.88, p < 0.05$; CFI = .97, RMSEA = .07, SRMR = .03), and thus analyses were conducted with the four subscales rather than only the two higher-order models of social worth and social evaluative threat.

Descriptive statistics. The Study 2 Appendix displays the means, standard deviations, correlations, and reliabilities for the variables measured in the study.

Hypothesis testing. Hypothesis 1 proposed that there is a positive indirect association between leader voice solicitation and voice quality via the target's increased social worth. As seen in the Study 2 Appendix, there was a marginally significant positive relationship between leader voice solicitation and perceived voice quality ($b = .15, SE = .08, p = .057$). Interestingly, gender also had a significant positive effect on voice quality, such that women's ideas received significantly higher ratings of voice quality on average than the ideas submitted by men ($b = .18, SE = .09, p = .04$). However, there was not a significant relationship between leader voice

solicitation and CB worth ($b = .01$, $SE = .10$, $p = .91$), IB worth ($b = .02$, $SE = .09$, $p = .84$), or social worth overall ($b = .01$, $SE = .09$, $p = .89$). In addition, there was not a significant relationship between voice quality and CB worth ($b = .04$, $SE = .04$, $p = .28$), IB worth ($b = .01$, $SE = .04$, $p = .74$), or social worth overall ($b = .03$, $SE = .04$, $p = .43$). As such, the mediation effect was also not significant for CB worth ($b = .00$, $SE = .01$, $CI [-.01, .01]$), IB worth ($b = .00$, $SE = .00$, $CI [-.01, .01]$), or social worth overall ($b = .00$, $SE = .00$, $CI [-.01, .01]$) and Hypothesis 1 was not supported.

Hypothesis 2 predicted that gender moderates an indirect positive association between leader voice solicitation and perceived voice quality via social worth, such that the effect is stronger for men than women. As seen in the Study 2 Appendix, the interaction between gender and leader voice solicitation did not significantly predict voice quality ($b = -.05$, $SE = .15$, $p = .75$). The interaction was also not significant in predicting CB worth ($b = .12$, $SE = .20$, $p = .54$), IB worth ($b = .15$, $SE = .18$, $p = .41$), or social worth overall ($b = .14$, $SE = .17$, $p = .43$). With the inclusion of gender, the effects on voice quality remained nonsignificant for CB worth ($b = .04$, $SE = .04$, $p = .33$), IB worth ($b = .02$, $SE = .04$, $p = .68$), and social worth overall ($b = .03$, $SE = .04$, $p = .43$).

As such, the moderated mediation effect was also not significant for CB worth (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.02, .03]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.02, .01]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.01, .02]$), IB worth (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.01, .02]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.01, .01]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.01, .02]$), or social worth overall (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.01, .03]$; indirect effect for men: $b = .00$,

SE = .01, CI [-.02, .01]; indirect effect for women: $b = .00$, SE = .01, CI [-.01, .02]). Thus, Hypothesis 2 was not supported.

Hypothesis 3 predicted that gender moderates an indirect negative association between leader voice solicitation and perceived voice quality via social evaluative threat, such that the effect is stronger for women than men. As seen in the Study 2 Appendix, the interaction between gender and leader voice solicitation did not significantly predict voice quality ($b = -.05$, SE = .15, $p = .75$). The interaction also did not significantly predict CB threat ($b = -.13$, SE = .27, $p = .63$), IB threat ($b = -.17$, SE = .23, $p = .45$), or social evaluative threat overall ($b = -.13$, SE = .23, $p = .56$). In addition, there was no significant association between voice quality and CB threat ($b = -.01$, SE = .03, $p = .71$), IB threat ($b = -.01$, SE = .03, $p = .83$), or social evaluative threat overall ($b = -.01$, SE = .03, $p = .68$).

As such, the moderated mediation effect was also not significant for CB threat (index of moderated mediation: $b = .00$, SE = .01, CI [-.02, .02]; indirect effect for men: $b = .00$, SE = .01, CI [-.01, .01]; indirect effect for women: $b = .00$, SE = .01, CI [-.01, .01]), IB threat (index of moderated mediation: $b = .00$, SE = .01, CI [-.01, .02]; indirect effect for men: $b = .00$, SE = .01, CI [-.02, .01]; indirect effect for women: $b = .00$, SE = .01, CI [-.01, .01]), or social evaluative threat overall (index of moderated mediation: $b = .00$, SE = .01, CI [-.02, .02]; indirect effect for men: $b = .00$, SE = .01, CI [-.02, .01]; indirect effect for women: $b = .00$, SE = .01, CI [-.01, .01]). Thus, I did not find significant support for Hypothesis 3.

Supplemental Analysis

In addition to the primary tests of my hypotheses, I also conducted a series of supplemental analyses to gain further insight into the effects of leader voice solicitation in this context. Complete results from these analyses are included in the Study 2 Appendix.

Results for individual voice quality dimensions. I first tested the hypothesized effects using the individual dimensions of voice quality (i.e., voice desirability, feasibility, and degree of change). These results were similar to the results for the overall measure of voice quality in terms of significance of effects, with a few exceptions.

The direct effect of leader voice solicitation, which was marginally significant for overall voice quality, was not significant for desirability or degree of change, but was fully significant for feasibility ($b = .29$, $SE = .10$, $p = .01$). Following the same pattern as the overall voice quality results, the interaction between voice solicitation and gender did not significantly predict any of the voice quality dimensions and social worth (overall and its sub-scales) was not significantly related to any dimension. Social evaluative threat (overall and its sub-scales) was also not significantly related to feasibility or degree of change. However, there was a nearly significant negative relationship between individual-based threat and voice desirability ($b = -.07$, $SE = .04$, $p = .05$) that maintained this level of significance when contribution-based threat was included, and when contribution-based threat and both worth measures were included.

Effects without the presence of control variables. Next, I repeated the same analysis used to test my hypotheses, but without including any control variables. Without the presence of controls, the effects of leader voice solicitation and the interaction between voice solicitation and gender remained nonsignificant as predictors of social worth, social evaluative threat, and their respective subscales. The direct effect of leader voice solicitation on voice quality was marginally significant and positive ($b = .14$, $SE = .08$, $p = .08$), consistent with the results when controls were included. Also mirroring the results with controls, voice quality was not significantly predicted by the interaction between leader voice solicitation and gender, social worth (and subscales), and social evaluative threat (and subscales), and gender remained

significantly positively related to voice quality ($b = .16$, $SE = .07$, $p = .3$). As such, the effects (or lack thereof) appear to be robust whether other factors are controlled for or not.

Parallel mediation effects. I also tested the effects of social worth and social evaluative threat as parallel mediators between leader voice solicitation and voice quality, first with these two generalized measures as mediators, and second with four parallel mediators for each of their respective subscales. Results for a moderated mediation model with parallel mediators indicated that the indirect effects via each mediator remained nonsignificant, consistent with the effects found when tested individually. These results appeared for the 2-mediator version with *social worth* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.01, .03]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.01, .01]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.02, .01]$) and *social threat* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.02, .02]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.02, .01]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.01, .01]$), as well as for the 4-mediator version with *contribution-based worth* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.02, .03]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.02, .02]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.01, .02]$), *individual-based worth* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.03, .02]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.01, .01]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.02, .02]$), *contribution-based threat* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.03, .02]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.02, .02]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.02, .01]$), and *individual-based threat* (index of moderated mediation: $b = .00$, $SE = .01$, $CI [-.02, .04]$; indirect effect for men: $b = .00$, $SE = .01$, $CI [-.03, .02]$; indirect effect for women: $b = .00$, $SE = .01$, $CI [-.02, .02]$).

Effects of expected response immediacy. I then tested the effects of the expected response immediacy of solicitation as a potential moderator of the outcomes of leader voice solicitation. To do so, I tested the interactions between leader voice solicitation and immediacy, gender and immediacy, and a three-way interaction between leader voice solicitation, gender, and immediacy, using the binary-coded variable for the immediacy condition used in the participant's focus group. Results indicated that none of these predictor values were significantly related to voice quality, social worth, or social evaluative threat. As such, it appears that immediacy did not have a meaningful effect on the participants of the study personally or in terms of the quality of their voice.

Effects of voice solicitation publicity. In addition to examining the effects of solicitation immediacy, I also conducted a similar analysis to assess the effects of solicitation publicity. Unlike immediacy, which was specifically manipulated as part of the study design, publicity was not directly manipulated or reported by participants. However, the number of participants present at each session varied such that focus groups ranged in size from two to five individuals each, which provided some potential variation in how "public" leader voice solicitation would have felt to the participants. Thus, as a proxy measure of publicity, I tested these effects by using the total number of members included in the participant's focus group.

Using this approach, results indicated that the interactions between leader voice solicitation and publicity, gender and publicity, and a three-way interaction between leader voice solicitation, gender, and publicity, and the direct effects of publicity were not significant predictors of social worth, social evaluative threat, or voice quality. Though none of these effects reached full significance, there were a few marginally significant effects. The direct effect of

publicity had a marginally significant positive effect on overall social evaluative threat ($b = .14$, $SE = .09$, $p = .10$) and contribution-based threat ($b = .20$, $SE = .10$, $p = .06$).

Though the direct effect of publicity was not significant for social worth, the interaction between publicity and voice solicitation condition was marginally significant for social worth ($b = .23$, $SE = .13$, $p = .08$) and contribution-based worth ($b = .26$, $SE = .15$, $p = .10$).

Analysis with only voice solicitation target data. Next, I conducted analysis using only data from the participants who were the target of leader voice solicitation for their group. Though voice solicitation cannot be tested as a predictor variable with this data, the moderation effects of gender, immediacy, and publicity can be examined. This data can offer insight into how the consequences of voice solicitation can vary under different conditions while holding the presence of voice solicitation constant. In other words, this analysis addresses the question—assuming that a leader solicits voice, what influences (and how) the outcomes for the target (specifically, social worth and social evaluative threat) and the resulting voice quality? This data also offers the benefit of an alternative or additional measure of voice quality, as the target's ideas were also rated by the other members of their focus group (based on the live sharing of the idea with the focus group leader). As such, I tested the voice quality outcomes with both the blind raters' evaluations and the peer ratings of voice quality.

As an alternative test of the interactions included in Hypotheses 2 and 3, I first tested the effects of gender on social worth, social evaluative threat, and voice quality. Reflecting the same pattern as the full sample results for the moderating effects of gender, there were no significant effects observed of gender on social worth, social evaluative threat, or voice quality (peer-rated and blind-rated). To test my exploratory research questions, I also tested the direct effects of immediacy and publicity (i.e., number of group members) on the same three outcomes. None of

these effects were fully significant, and only one effect displayed marginal significance—publicity had a marginally significant positive effect on voice desirability ($b = .24$, $SE = .13$, $p = .06$). Finally, I also tested the interactions between immediacy and gender, and between publicity and gender. These interactions were also not significant predictors of social worth, social evaluative threat, or either measure of voice quality. Though these were not the results I had hypothesized, this is not a surprising finding considering the results observed with the full sample.

Study 2 Discussion

Study 2 provided new insights into the experience of leader voice solicitation under controlled conditions and offered a distinct, complementary perspective from Study 1. Overall, the results of this study did not provide significant support for my primary hypotheses, but the entire package of study results illuminates many novel and surprising findings about the consequences of leader voice solicitation.

One finding that was especially meaningful was that leader voice solicitation was positively associated with voice quality. Though this effect was just shy of full significance ($p = .08$), this result is consistent with the results of Study 1, and consistent with the effects I hypothesized. Though there is a need for more investigation into the mechanisms supporting this effect, the fact that under two very different sets of conditions, this effect appeared in both studies implies that, on the whole, leader voice solicitation carries positive implications for voice quality. As discussed in Chapters 1 and 2, the literature to date has yet to consider or test the quality of voice that results from leader voice solicitation, to the detriment of theoretical and practical understanding of this leader behavior, which makes this finding especially impactful.

Further, seeing evidence of this positive relationship suggests that leader voice solicitation is a valuable behavior that leaders could be underutilizing, and further underscores the need for future research to better understand the mechanics of this effect and the factors that maximize the value produced by leader voice solicitation.

This study also provided a number of insights through the use of independent, hypothesis-blind raters to assess the quality of voice. This approach helped reduce many potential biases that may affect a leader's rating of voice quality, offering a more objective perspective of the true performance-enhancing potential (i.e., voice quality) of voice. In addition, the design of the study for collecting "voice" from those who were not targets of leader voice solicitation provided an interesting look into the ideas that each individual presumably *would have* shared if they had been the target of leader voice solicitation. Evaluating the voice quality of this "latent voice" content provides a rare look into the value forgone by a leader when the individual's idea goes unexpressed. Considering this, a finding that stands out is the significant positive association between gender and voice quality, which appeared consistently even as the set of other variables included in a model changed. This result implies that while it is likely costly for any voice to go unexpressed, it may be especially costly in the case of women's voice. This finding is consistent with the theoretical arguments discussed in Chapter 2, and further urges the importance of developing deeper understanding of how leader voice solicitation can effectively increase the likelihood of hearing this valuable voice.

Though a central component of the study design was manipulating the expected response immediacy of voice, the results indicated very few differences in individual and voice quality outcomes between the high and low conditions for both the full sample and the subset of only targets of leader voice solicitation. However, the fact that there were significant effects of

immediacy in the Study 1 data does not suggest that immediacy is not consequential for leader voice solicitation at all, but rather that it did not have an effect in the particular context of Study 2. While further research would be necessary to determine why immediacy did not make a significant difference in this setting, theory might suggest a couple of explanations. Prior research might suggest that immediacy did not have a strong influence in this context because the voice solicitation prompt was not particularly difficult to respond to. The literature that attests to the benefits of having more time to think about an idea tends to focus on instances where the task at hand is particularly complicated or demanding, which may not have been the case for the relatively open-ended question the target was asked.

Another possible explanation is that the “stakes” of the situation did not feel high enough to participants to warrant concern about having to share an idea on the spot. Perceptions of stakes can be informed by a variety of factors. For example, the stakes in this study may not have felt very high to participants, as they were only participating in the study for credit in their classes, and thus their performance in the situation was not highly consequential in the way it might be for an employee in a workplace. It could also be that the way that immediacy was manipulated may not have been urgent or intense enough to stir concern for targets, or that the leader was not perceived as having a significantly higher status than the participants, such that the knowledge that the leader would be evaluating their response didn’t introduce many concerns. While it will be the work of future research to parse out the factors at play in this situation, the major implication of this study’s findings about expected response immediacy is that while immediacy *can* influence the outcomes of leader voice solicitation, under certain circumstances, this influence may be rendered null. This highlights another important line of inquiry for future research to examine.

In sum, Study 2 afforded the opportunity to test my hypotheses under very different conditions than Study 1. The findings of Study 2, especially when compared to those of Study 1, provide more assurance of some findings and predictions, while also challenging and complicating many more. The contrasts between the two studies provide fertile ground for raising new research questions and making contributions to the leader voice solicitation literature and more, discussed in the next chapter.

CHAPTER 6: GENERAL DISCUSSION, CONTRIBUTIONS, LIMITATIONS, AND FUTURE DIRECTIONS

In this research, I explore the implications of leader voice solicitation for the individuals whose voice is solicited and for their organizations by examining the voice quality that comes as a result of leader voice solicitation. In doing so, I consider how, when, and for whom leader voice solicitation may create the conditions where the ideas and perspectives of individuals, expressed through voice, can lead to breakthrough improvements and advancements for an organization.

In the process of conducting a comprehensive literature review, advancing a theoretical model examining the relationships between leader voice solicitation, voice quality, and gender, developing three new scale measures, conducting two distinct empirical studies, and investigating the outcomes and effects—both expected and unexpected—observed in these studies, this work has spawned many new insights and questions that offer contributions oriented around a few key areas. These include contributions to the leader voice solicitation literature and the overarching literature of employee voice, to the diversity, identity, and belonging literature, and to organizational leaders and researchers in the form of practical value related to both groups.

Contributions to the leader voice solicitation and employee voice literature

Naturally, this work contributes most meaningfully to the leader voice solicitation literature. Given the nascent nature of leader voice solicitation literature, a major contribution to this literature is the illumination of what we know, do not know, and should consider more closely in the study of leader voice solicitation. The literature review helped highlight the

strengths, limitations, and unanswered questions in the existing literature, and also shed light on new considerations for this research by drawing from work in related areas and about similar constructs. The major unanswered questions identified in this section—focusing on the value leader voice solicitation delivers to a leader and organization, the influence of individual differences among voice solicitation targets, and the unknown risks of leader voice solicitation—became important throughlines in the subsequent components of the dissertation.

Quality of voice generated. Considering the first question of whether leaders are getting what they actually hope for when they solicit voice led me to challenge the historic emphasis on voice quantity as the primary desired outcome of leader voice solicitation, and instead spotlight *voice quality* as a new outcome of leader voice solicitation to consider. Drawing from the recent voice quality developments in the employee voice literature to address a gap in the understanding of leader voice solicitation created a relevant and timely integration of two increasingly prominent voice-related phenomena, possibly facilitating new developments in each literature. Through the two studies I conducted, I was able to substantiate some of the effects I had hypothesized, and also wrestle with understanding the hypotheses that were not substantiated in the study results. A promising finding on this theme from the empirical studies was that, at least under some circumstances, leader voice solicitation can indeed have a positive effect on voice quality. This effect appearing in both studies offers exciting contributions to the leader voice solicitation literature. First, this establishes voice quality as a new outcome that matters in examining the efficacy and value of leader voice solicitation. In other words, this introduces not only a previously unknown outcome of leader voice solicitation, but also a new outcome that carries great significance for organizations and their leaders as a strong indicator of the value the leader voice solicitation generates for an organization.

Differentiated consequences for men and women. The second overarching question in the existing literature that this research dove into was whether and how individual differences in voice solicitation targets influenced the consequences resulting from leader voice solicitation. Through the development of my theoretical model, I highlighted a number of potential implications that gender may have in determining the outcomes of leader voice solicitation. The theoretical discussion and arguments presented on this theme invite new considerations in the leader voice solicitation literature, which has only included limited developments related to the role of individual differences and identities in leader voice solicitation, especially for the influence of gender. In recent years, the larger employee voice literature has advanced understanding of the complexities and challenges of voice for women, in comparison to men. Applying those insights to the context of leader voice solicitation is valuable not only because doing so helps illuminate a novel line of inquiry in the voice solicitation literature, but also because gender has unique relevance to this leadership behavior.

Though gender has not been a central focus throughout prior literature, some theoretical arguments within the leader voice solicitation literature and in gender and diversity literatures have highlighted that soliciting women's voice may particularly result in positive outcomes benefiting both the target and the organization. Despite these theoretical speculations, leader voice solicitation for women has not been a subject of extensive theoretical or empirical efforts, leaving many of the critical nuances and particularities of this dynamic unknown or misunderstood. As such, the theoretical investigation included in this work contributes toward this need. Moreover, this dissertation also offers complementary empirical discovery in this area as the two studies provided evidence of a rich variety of dynamics at play when leaders solicit voice from women. For example, the primary results of Study 1 indicated that gender may not

carry a significant influence in this setting for the consequences of voice solicitation that were included in the hypothesized model. However, the results of supplementary analysis revealed that the hypotheses may have underestimated the conscious influence that gender identity can have on the outcomes of leader voice solicitation.

While the effects of leader voice solicitation on a generalized measure of social evaluative threat were not different between men and women, when measured as a gender-specific sense of social threat, a clear difference between men and women emerged. The results indicated that leader voice solicitation tends to result in higher levels of gender-based social threat for women, but not for men, and these feelings of threat can have downstream costs for women's voice quality as well. Observing these effects in Study 1 indicated that indeed, men and women can be affected by leader voice solicitation in distinct ways, which are less favorable for women than men, specifically observed in the level of social threat they experienced. The finding that this gender-differentiated effect was only significant when participants specifically reported *gender-based* feelings of threat (and was not significant for the measure of their *general* feelings of social evaluative threat) indicates that women were consciously aware that the feelings of threat they felt were tied to their gender. If the feelings of threat were only unconsciously tied to gender, then the moderation effect would be more likely to be significant for the general measure of social evaluative threat (and not significant for the gender-specific measure) instead.

In Study 2, the interaction between leader voice solicitation and gender did not significantly predict general social evaluative threat nor a gender-specific measure of social threat. This pattern was notably different from the results observed in Study 1, which provides further insight into the nature of the gender differences in the outcomes of leader voice solicitation. Though an additional study would be needed to accurately determine why the same

effects of gender on leader voice solicitation were not observed in Study 2, theory might suggest that the very different contexts each study was set in can explain these results.

In Study 1, female participants were full-time working adults in a highly industrial, male-dominated organizational setting, having their voice solicited about higher-stakes, real organizational challenges. In contrast, Study 2 participants were a roughly equal balance of men and women, and all were undergraduate business students. The focus of their work (the university bookstore) was not strongly associated with one gender identity, nor were the stakes associated with their ideas as high as those in the coal power plant. Moreover, Study 1 was conducted in China and Study 2 was conducted in the US, creating more macro-level cultural values that may influence perceptions of gender roles and social risks. Among these differences, it appears that for women in Study 2, the context was not as ripe for experiencing social evaluative threat as the context in Study 1 appeared to be. As such, social-related concerns—both general and gender-specific—were not evoked by leader voice solicitation in Study 2 for any participants, and the effects did not differ significantly between men and women.

Together, the results observed in Studies 1 and 2 provide novel and informative evidence that leader voice solicitation can affect men and women differently, particularly in a way that results in comparatively more favorable outcomes for men than women. Yet, it also appears that these gender-differentiated experiences of leader voice solicitation are sensitive to contextual elements that may make gender or the social stakes of the situation feel more salient to women. In all, the body of work in this dissertation provides a variety of new findings and considerations that help develop answers to the second major unanswered question in the leader voice solicitation literature that I observed in reviewing the literature. Specifically, this work offers insights into the individual difference of gender, describing how men and women can be

differentially affected by leader voice solicitation. In numerous ways, this work also reveals that the specifics of when or how gender differences show up in the context of leader voice solicitation are complex, nuanced, and fruitful area for future research to investigate.

Risks and potential mitigation strategies. Finally, this dissertation contributes to the leader voice solicitation literature by advancing new insight into the third open question I highlighted in the literature review—considering the potential for leader voice solicitation to result in *negative* outcomes and identifying factors that may help combat these risks. As discussed in the last section, the work of this dissertation introduced the notion that leader voice solicitation has the potential to evoke harmful outcomes, specifically in the form of feelings of social threat and reduced voice quality. Moreover, theory-based arguments and empirical evidence indicate that this risk is especially likely for female targets of leader voice solicitation, compared to male targets. This dynamic is especially disquieting in light of the fact that leader voice solicitation has been elevated as a particularly well-suited practice for ensuring women’s voice is heard—as my findings suggest that it may actually be particularly costly for women in ways that may carry downstream effects for the individuals and the organization’s bottom line.

After uncovering this potential negative effect of leader voice solicitation, I also explored a potential medium through which this risk may be mitigated (or exacerbated) based on *how* a leader solicits voice—specifically the expected response immediacy of solicitation and solicitation publicity. Looking specifically into this form of variation in leader voice solicitation (i.e., the different ways leaders solicit voice) marks an additional contribution this dissertation offers to the literature. While this area was an exploratory, less emphasized part of this work, it provides a more substantial contribution to the literature theoretically and empirically. Theoretically, the literature to date has not distinguished between any form of leader voice

solicitation in examining its effects, despite the importance of such differences in closely related literatures such as employee voice or leader resource seeking. Thus, in articulating why this variation matters, and especially trying to identify opportunities for how this could moderate the potential negative effects of leader voice solicitation, this work sheds light on this area as a novel and consequential area to explore in future research.

In addition to the theoretical value offered, the results of Studies 1 and 2 contribute to the leader voice solicitation through empirical insights. The specific effects found for the two variables I examined—expected response immediacy and solicitation publicity—varied across the studies, which are detailed in each of their respective results sections. Through a broader lens, the key insight the study results offer is evidence that indeed the immediacy and publicity of leader voice solicitation can affect individuals whose voice is solicited, and the quality of voice they share. The significance of the interaction between gender and immediacy or publicity was also significant in some cases, shedding further light on the gender-differentiated effects that permeate the context of leader voice solicitation. Notably, the evidence that immediacy and publicity can affect men and women differently indicates that these factors (and potentially other forms of variation) may have the potential to effectively combat risks of voice solicitation that function differently for men and women.

Taken together, many elements of this research proffer potential contributions related to the potential negative outcomes of leader voice solicitation, combating these risks, and the influence of how a leader solicits voice. While prior research has predominantly emphasized the positive outcomes of leader voice solicitation, I contribute to a more nuanced and comprehensive portrayal of leader voice solicitation by shedding light on the heightened challenges and risks surrounding the experience of leader voice solicitation for women. In exposing this potential

“dark side” or liability in leader voice solicitation, this work offers a more balanced and realistic perspective of the construct. Moreover, introducing and testing a potential opportunity for combating risk through variation in how a leader solicits voice emphasizes the need for future research to explore additional factors that may also affect the efficacy and equity of leader voice solicitation.

Contributions to diversity and identity literature

This work also advances new insights and developments that contribute to literature in the intersection of gender, diversity, identity, and social belonging. In examining the distinctions between men’s and women’s experience of leader voice solicitation, this dissertation reveals a number of potential risks and inequities, as well as potential benefits and opportunities, associated with the leader solicitation of women’s voices. In drawing from theory to consider how men and women, especially in male-dominated settings, may experience leader voice solicitation in different ways, and in the findings revealed in Studies 1 and 2, this dissertation underscores the relevance, importance, and complexities of gender identity in the context of leader voice solicitation. While the results of the studies did not directly support my primary hypotheses, they did provide clear evidence that women and men are not experiencing leader voice solicitation in the same way. In particular, Study 1 found evidence that leader voice solicitation can result in higher levels of gender-based social threat and concerns about being in the minority, but also offered other insights into the presence of gender differences in leader voice solicitation, such as the finding that leaders solicited voice more from men than women.

The theoretical implications and supporting evidence that leader voice solicitation may be more risky or less beneficial for women are especially concerning, given that leader voice

solicitation has been lauded as a leader practice that may help reduce the additional barriers to voice that women often face. As such, my findings indicate that in some cases, leader voice solicitation—a behavior that has been lauded as a potential tool for equity—may in fact reinforce gender inequities in organizations. These findings also contribute to a growing conversation in the DEI literature about the potential for well-intended diversity efforts to backfire and create the opposite of the intended effect (e.g., Georgeac & Rattan, 2023; Kroeper et al., 2022), as could occur in certain circumstances when leaders solicit women’s voice. However, the findings in this dissertation do not suggest that leaders should simply avoid soliciting voice from women, but rather that they need to understand how to do so effectively.

Indeed, theory indicates that women may have the ability to offer highly valuable ideas, especially in a male-dominated setting. The results of Study 2 also lend support to this assertion, as women’s ideas (including those who did not have their voice solicited by the leader in the study) were rated significantly higher than men’s ideas by the hypothesis-blind raters. This finding indicates that indeed, women may be more likely to have ideas that are highly desirable, feasible, and with a good degree of change, but that leaders may be missing out on these ideas if they do not effectively cultivate the conditions that facilitate the successful communication of these ideas. The findings from this work indicate that with the right combination of leader voice solicitation and the right approach (e.g., level of immediacy or publicity), there may be a better possibility of hearing these valuable ideas.

These findings, and the future research they spawn, can inform leaders’ efforts toward enhancing employee support and leveraging the benefits of a gender-diverse workforce. Indeed, many organizations invest substantial resources in recruiting and retaining a diverse workforce, as well as in making efforts to encourage employees to “bring their whole self to work”

(Georgeac & Rattan, 2023; Leroy et al., 2022; McCluney et al., 2021; Shore & Chung, 2022). However, a failure to properly cultivate the value of these efforts can result in detrimental costs to an organization. On the other hand, if all members (especially women) can effectively share their unique ideas, insights, and information, with the other members of the organization, the latent potential of the workforce is transformed into real organizational value (Chrobot-Mason & Aramovich, 2013; Randel et al., 2018; Swann et al., 2004). As such, leader voice solicitation—if used appropriately—offers the potential to more effectively capitalize on the inimitable competitive advantage of a diverse workforce when used among women (Cha & Roberts, 2019; Ferdman & Roberts, 2013; Shore & Chung, 2022)

Practical contributions to organizations and research

A third overarching area of contribution for this dissertation is the practical value it offers to practitioners and researchers. For research, the five scales I developed and validated for voice quality, social worth, social evaluative threat, and leader voice solicitation are practical measures that can be used in a variety of future work. In particular, the new measure of voice quality is an especially valuable scale as the voice literature more broadly is increasingly emphasizing and exploring the role of voice quality. As a scale based on the latest, most robust theory of voice quality, this scale may find many opportunities for application. The contents of the literature review also provide practical value to future research in leader voice solicitation. As a nascent literature, leader voice solicitation research can benefit from this comprehensive review in understanding the distinctions, knowns, and unknowns of this important leader behavior.

To organizations, the findings in this work may help inform practices and priorities, particularly in diverse organizations. The indications in both studies that leader voice solicitation

is positively associated with voice quality underscore the potential value that leader voice solicitation can offer to an organization. Though there are many nuances to consider, overall, this trend implies that leader voice solicitation is a practice that leaders should learn to utilize in order to unlock more of their employees' full value and capacity for improving organizational performance. At the same time, the findings that leader voice solicitation can affect men and women differently, both personally (e.g., feelings of social threat) and in the quality of their voice, emphasize that leader voice solicitation must be employed with tact and consideration. Without soliciting voice effectively, a leader may risk causing the exact opposite of the effects they intended when they chose to solicit voice. While this work provides some insight into the specific factors that may be more or less effective in soliciting voice, the biggest implication of these findings is that leader voice solicitation is complex, nuanced, and highly context-dependent. As such, further research and practice are needed to advance a more refined understanding of the consequences of leader voice solicitation and how to optimize its value, but the work of this dissertation attests to the value and importance of climbing these heights to ensure that employees, leaders, and organizations can reap the benefits of the diverse and unique perspectives they represent.

Limitations of this research

Methods and contexts of Studies 1 and 2. While this dissertation offers many contributions and strengths, it is also subject to theoretical and empirical limitations. In particular, Studies 1 and 2 differed from one another in many ways, such that the combined package of studies offers a breadth of insight, but the depth and clarity of this insight are restricted. Because there are many differences in their study designs that the literature would

suggest could be meaningfully consequential for the phenomena of interest, it is difficult to determine which factors might be responsible for which differences in results between the two studies. For example, any difference in results between Study 1 and Study 2 may be explained by whether the setting was male-dominated or gender neutral, in a real or “artificial” organizational context, in an Eastern or Western national culture, using subjective or objective measures of leader voice solicitation and voice quality, measuring outcomes immediately or over time, or some combination of these or other factors.

Though Study 1 offers strong external validity in a real, large organization, this setting may have also included a variety of unknown confounding factors or other noise affecting the variables observed. In this way, Study 1 is limited in its ability to definitively rule out other explanations for the results observed. Though I controlled for many potential confounding variables, there were likely many other potentially relevant elements that either were not measured or were not included as control variables in my analyses. For instance, though the measures of solicitation immediacy and publicity provide some insight into potentially consequential particularities in how a leader solicits voice, there are many more specific variations in leader voice solicitation that were not accounted for but could explain results. These could include variations in the topic a leader solicits voice about, the reasons the leader provides (or the target perceives) for soliciting voice, whether the voice shared in response to the solicitation is enacted or not, and many more. These other forms of variation in leader voice solicitation represent an abundance of future research opportunities that can make impactful contributions to the literature, as the research to date has yet to delve into these specificities in this leader behavior.

In addition, Study 1's strength as a distinctly male-dominated setting also carries the limitation of a small sample size of women. While this is simply a consequence of studying a male-dominated setting, this is a meaningful limitation, especially given that women were a principal focus of this research. Because Study 1 was conducted in China, the distinct cultural values of the setting may also limit the generalizability of the results beyond settings with similar cultural values. While I did include a measure of the leader's personal power distance beliefs in my analyses, the overarching national or regional culture beliefs that this organization is embedded within (including power distance beliefs, as well as other cultural values) likely shaped the perceptions of both leaders and employees in ways that were not or could not be measured in this study. Thus, while the results of this study offer valuable insight into the consequences of leader voice solicitation in China and other places with similar cultural values, they can't offer confident conclusions for a Western or other culture. However, collecting data in a comparable organization (i.e., a male-dominated industrial setting) within a different culture would offer insight into the nature of their effects in that cultural setting, while also allowing informative comparison between the two cultures.

While these limitations were generally only present within Study 1, Study 2 also fostered its own distinct set of limitations. One major limitation, as discussed in Chapter 5, is that the stronger internal validity offered by the laboratory setting came with the cost of a reduced sense of stakes or realism for participants. Indeed, this study took place in a simulated context where the participants were aware they were involved in a research study, and thus may not have felt the same level of pressure in responding to leader voice solicitation as they would have felt in a real organizational setting (e.g., Study 1). Without applying as much gravity to the situation, participants may have been less likely to be personally affected (positively or negatively) and

may have crafted voice of a different quality than they might have been under circumstances with greater consequences at stake. Similar to Study 1's gender-skewed sample, the sample for Study 2 was also skewed, but rather than by gender, this sample was skewed in terms of participants who were voice solicitation targets and those who were not targets. Due to the nature of the study design, there were typically two or three non-targets for every one target of leader voice solicitation, resulting again in far fewer participants in the condition that was of particular interest (targets of leader voice solicitation).

Another limitation of Study 2 that bears similarity to those of Study 1 was that this study was conducted in a specific cultural setting that may limit the generalizability of findings beyond similar cultural settings. Not only was this study likely influenced by the cultural values of the United States, it was also conducted within the distinct cultural context of the region, and of the American university system. These factors could have distinctly shaped the perceptions and experiences of the participants in this study in ways that may not persist in different cultural settings. Lastly, though the particular nature of how the leader solicited voice was constant (other than the immediacy condition differences), there are potentially influential elements of the specific approach used that may not have been accounted for. Especially for any such elements that may have been perceived differently by each individual, a failure to capture and consider these factors could be concealing critical insights that explain the results observed. For instance, perceptions of the topic or the leader's intentions in soliciting voice may have meaningfully shaped a participant's interpretation of the exchange, and subsequently affected their resulting voice quality and felt social worth or threat.

In sum, many of the potentially critical contextual factors related to leader voice solicitation—including organizational and industrial setting, population of participants, national

culture, time length of study, and approach to measurement of voice quality and leader voice solicitation—were not consistent across Studies 1 and 2. While there are advantages to featuring this diverse range of features across the studies, this also prevents clarity in discerning the factors that may contribute to the differences in results across the two studies. In future research, restricting the number of study design elements that differ within a package of studies will be vital for determining the influence and strength of each of these variations in context.

Focus on the influence of gender. This dissertation predominantly concentrated on the differences in leader voice solicitation outcomes for men versus women, which offered important contributions to the leader voice solicitation and diversity literatures. Yet, as with any narrowed scope, this focus also creates some limitations for the overall conclusions of the research. At a fundamental level, focusing on this phenomenon consequently comes at the cost of exploring many other phenomena that may carry similar or even greater influence on the consequences of leader voice solicitation. For example, it is likely that members of other marginalized social identity groups (e.g., people of color, with disabilities, from lower socioeconomic backgrounds, etc.) may face some of the same tokenism-related challenges as women, such as heightened scrutiny, performance pressure, social exclusion, and biased perceptions from others. Moreover, much of the literature that suggests that leader voice solicitation may be particularly valuable for hearing women's voice proposes more broadly that leader voice solicitation is highly valuable for hearing voice from any minority or underrepresented social identity group members in an organization.

However, as this assertion has largely not received any meaningful empirical examination in general, examining only the outcomes of leader voice solicitation for women captures merely a sliver of a much larger gap in the literature. Considering this dissertation's suggestion that

leader voice solicitation may not be quite the panacea for hearing women's voice that it has been portrayed as, it is critical for future research to evaluate the consequences of leader voice solicitation for the other cases highlighted in prior research as particularly opportune for this practice (i.e., individuals from other marginalized social identity groups). In addition, the diversity and identity literature indicates that the experiences of individual social identity groups should not be studied in a siloed manner, as being a member of multiple minority social identity groups can introduce additional concerns and uniquely heightened challenges (e.g., Gonzales et al., 2002). Adopting such an approach could help uncover additional complexities and potential tempering factors in the leader voice solicitation's consequences, helping elucidate how leaders can ensure they hear from the individuals whose voice may be especially valuable, yet especially hard to come by.

In addition to limitations on inquiries outside the bounds of gender, there were also limitations even *within* the bounds of gender for what this research offers. First, the voice and gender literatures both indicate that, to the extent that there are gendered differences in outcomes of leader voice solicitation, these differences are likely not purely explained by gender, but rather by an interaction between gender and some other factor that together shape the impact of leader voice solicitation. For example, men and women may be especially likely to experience leader voice solicitation differently when the solicitation topic carries meaningful associations with gender, such as voice solicited about important strategic matters versus about peripheral and/or relational matters. If a leader solicits voice of the former theme from a woman, this may provide strong indications of their esteem and influence in the setting, whereas voice solicited in the latter theme may feel reductive or reinforcing of stereotyped expectations for women in that setting.

Similarly, the particular framing a leader uses in soliciting voice may also interact with gender in predicting outcomes of leader voice solicitation. For example, if a leader asks for the solicitation target to assert and demonstrate the superiority of their voice to other options, this agentic-focused framing may enhance confidence and agency for solicitation targets who are men, while doing just the opposite for women. Indeed, in such a circumstance, women would face a “Catch 22” in whether to follow the leader’s directions but break stereotype-based expectations associated with their gender, or to maintain alignment with these expectations for women but fail to deliver on the leader’s specific request. There are likely many other potential situational or contextual factors that could determine whether men and women experience different outcomes from leader voice solicitation (and what those differences are), which fall beyond the bounds of this dissertation. Though these possibilities reveal a limitation in this particular work, they also illuminate the fruitful and exciting avenues for future research in continuing to explore the important role of gender in the context of leader voice solicitation.

Another notable limitation in this work within the context of gender is that gender was primarily only operationalized empirically and theoretically as a binary designation (i.e., men and women). While this binary categorization captures the overarching influence and impression of gender for many, it is far from a sufficient picture of the specific gender identity and identification that each person maintains. Most evidently, a binary measure of gender does not capture the gender identities of those who identify as neither man nor woman, or both man and woman. However, a binary measure of gender also does not provide insight into more nuanced elements of one’s gender identity, even for those who do identify as a man or woman, such as how central that identity is to their overall self-concept, how they personally perceive the meaning of these categories, how closely they feel aligned to societal and personal

conceptualizations of these categories, and more. As such, in the pursuit of examining the role of gender in the context of leader voice solicitation, there is much to be considered and assessed beyond the binary categorization employed in this research.

(Lack of) Support for hypotheses. This work is also limited by the lack of direct support for the hypothesized effects (with the exception of the positive effect of leader voice solicitation on voice quality, partially supporting Hypothesis 1). While the results of both studies still offer many insights, it is important to acknowledge the limitations these results imply. Particularly for Study 2, the primary intention in designing the study was to test these three hypotheses, which consequently restricts the extent to which other results (e.g., results of exploratory analyses) can be interpreted and generalized as indicative of the effects of leader voice solicitation. Relatedly, though the exploratory analyses in Study 1 revealed support for a very similar model as the hypothesized effects (swapping gender-based social threat for general social evaluative threat), this pattern was not observed in the results of Study 2. As such, there is still a pressing need to further investigate the mechanisms explaining the relationship between leader voice solicitation and voice quality for both men and women, and the contextual or methodological factors that may influence the strength or presence of these effects.

In a similar vein, there were also a few surprising and interesting results that cannot be sufficiently interpreted and explained with only the findings of these two studies, given the fact that the studies were not designed to excogitate these particular relationships. For example, in Study 1, the correlation table indicated that men experienced significantly more social evaluative threat than women, which contrasts with the pattern that prior literature might suggest would occur in a male-dominated organization. However, the results of hypothesis-testing analyses indicate that this pattern was likely not related to leader voice solicitation—leaving an open

question as to why men might be facing more social evaluative threat than their female counterparts in this organization. Similarly, Study 2 results revealed that with the full sample of voice solicitation targets and non-targets, women's voice quality was rated significantly higher on average than voice quality for men's ideas. While I discussed some implications this finding may have for the specific effects hypothesized in the theoretical model, a more complete explanation of this trend would require additional empirical testing. These two findings are merely examples of the numerous similarly intriguing yet indecipherable findings within the constraints of these two studies. While these studies cannot offer a thorough explanation of the unexpected results they produced, these results can reveal many potentially misunderstood or overlooked phenomena ripe for novel investigation. Thus, despite being a limitation for this dissertation, the unexplained findings from these studies represent rich opportunity for future research.

Constraints of the foundational literature. Underlying many of the limitations discussed thus far is the nascent and limited nature of the extant leader voice solicitation literature. As illustrated in Chapter 1, leader voice solicitation is a relatively new construct within the employee voice literature, and much of the research to date has focused on a narrow scope of related antecedents and consequences. As a result, the catalog of unexamined effects and considerations related to leader voice solicitation is much larger than the purview afforded by the scope of one dissertation alone. Fortunately, the limitations of the existing leader voice solicitation literature (including those of this dissertation) precipitate a plethora of opportunities for future research and advancement in the theoretical and practical understanding of this unique leader behavior. While I have identified many such opportunities throughout this and prior chapters as they relate to the specific findings and limitations of this work, there are many

additional avenues for future research that stand out as particularly worthy of exploration as I look ahead to the next phase of my academic career, which I discuss in the next section.

Future research directions

The particularities of leader voice solicitation events. While my exploratory inquiry into the effects of solicitation publicity and immediacy offered an essential first step for the literature, this is only the “tip of the iceberg” in considering differentiation in the particularities of leader voice solicitation. Indeed, though these two variations were identified based on the model’s foundation in social self-preservation theory, my study results make evident that these are not the most consequential forms of variation in leader voice solicitation (at least for the outcome of voice quality), and other variations that could play a more influential role in determining the consequences of leader voice solicitation should be examined. As such, identifying and understanding the implications associated with differences in the specific nature of leader voice solicitation—including variations in what the leader solicits voice about, how they present the request, to whom, and in what setting—is an important theme I plan to explore in future research.

One particular area of variation that merits attention is the *subject* that the leader specifically solicits voice about. The topic a leader asks about could range in the extent to which it is perceived as highly important to an organization’s success and could have a broad scope of impact, or conversely, seems unimportant or peripheral to key organizational priorities. For leader voice solicitation related to a high-impact area, the request would conceivably feel more gratifying and positively impactful to the target, whereas leader voice solicitation about a less important subject could evoke different responses from the target. Solicitation on a low-impact

topic could still be received positively by the target, but there is also a possibility that such a request could feel degrading or belittling to a target, based on how they interpret the subtext of the leader's actions. In particular, in the context of gender-based differences in outcomes, it appears that leader voice solicitation about low-importance subjects may be especially harmful to women, if they interpret this choice in topic as an indication of the leader's lower expectations and perceptions of competence for women (compared to men) in the organization.

This notion aligns with the "role entrapment" effects described in Kanter's (1977) tokenism theory, wherein women in male-dominated settings are subject to diminished responsibility over tasks that align more with male-favoring stereotype-based associations (e.g., strategic decision making, critical problem solving) or conflict with stereotype-based expectations for women. In a similar way, the voice literature also highlights how the consequences of voice can differ depending on its topic or theme, such as the differences between voice that is task-focused versus relationally-focused (McClean et al., 2022). These findings lend further support to the relevance and importance of this variation in the context of leader voice solicitation. Thus, in continuing this program of research, I plan to examine the implications associated with the particular problems and topics that a leader solicits voice about, including the target's perceptions of the organizational importance of the topic, as well as the alignment between the topic and factors that are most relevant to the target's identities and areas of expertise. Examining the effects of these variations invites investigations oriented around specific groups or identities (e.g., gender), as well as the generalized effects of leader voice solicitation for all targets.

Another component of leader voice solicitation that may be an important driver of its outcomes is the leader's motivations for soliciting voice. More specifically, the way the leader

communicates their motivations, both explicitly and implicitly, and the way the target perceives and infers this messaging hold a strong potential influence over the consequences of leader voice solicitation. Prior research posits that when a leader solicits voice, the target of the solicitation will be inclined to make attributions as to why the leader is soliciting voice in general, and why they are soliciting voice from this particular individual, about this topic, at this time and place, and other nuances in the event. The leader's presentation of voice solicitation—including any explicit explanation they offer for why they are soliciting voice, as well as the way they frame their request for voice—is a critical source of information in determining the attributions a target makes regarding the leader's motivation for soliciting voice. For the former, some leaders presumably will tell the voice solicitation target why they are asking for their voice, such as, “I’m asking you because I know you have a lot of experience in this area” or “I want to hear from you because you haven’t spoken up at all yet,” which, if perceived as authentic and honest, will be very informative to the attributions the target makes for the leader's choice to solicit voice.

However, if the target doubts the truthfulness of the leader's stated intentions, or if the leader does not provide any such explanation, then the latter factor—the leader's framing of voice solicitation—becomes an important informant to the target's attributions. In the voice literature, the framing a voicer uses to present voice has long been known to play a critical role in determining the subsequent outcomes of expressing voice, particularly whether an idea is endorsed and enacted by the leader. An important theme in this work is that there are many potential ways to classify or assess one's framing strategy (e.g., rationality, ingratiation, morality, economic reasoning, alignment with company values), and the importance and efficacy of each variation differs based on the context and content of the message (Mayer et al., 2019; Piderit &

Ashford, 2003). Assuming that this notion is also true to at least some extent for the framing of leader voice solicitation, this appears to be an expansive and opportune avenue for research moving forward.

For example, subsequent research might consider differences in framing, such as whether the leader frames the solicitation as a favor (i.e., source of help) to *themselves*, which would involve being especially appreciative and reverential of the target's ideas, or as a favor to the *target*, by implying that they (the leader) are being "generous" to the target in giving them the chance to share their voice. Other possible framing differences that may be insightful could include whether the leader frames the solicitation as a *problem* to be resolved or an *opportunity* for improvement (i.e., promotive vs. prohibitive), or if they frame it as the result of something the target is *doing poorly* or wrong (e.g., not speaking up voluntarily as much as the leader would like) or something the target is *doing well* or correctly (e.g., being a consistent source of high quality voice). Differences in framing such as these are distinctively well-suited for experiment-based studies, and could offer substantial contributions to both theoretical and practical understanding of leader voice solicitation.

Beyond these factors, a target may look to many other relevant sources of information to understand and interpret the leader's choice to solicit voice. For example, a target may take note of a leader's tone or affect in soliciting voice, how the patterns of leader voice solicitation differ among other members of the team, or what medium a leader uses to solicit voice (e.g., in person versus over email). Indeed, many other elements may be integral to the outcomes of leader voice solicitation for targets, leaders, and organizations, based on the particularities and nuances of how a leader solicits voice within a given context. While these final miscellaneous examples extend beyond the scope of research I anticipate conducting in the relatively near future, I

mention these extra possibilities as further illustration of the wealth of opportunity for continued scholarly attention within this theme.

Downstream voice-related outcomes of leader voice solicitation. Despite the progress this dissertation offers by examining a novel outcome (voice quality) of leader voice solicitation, there remains a multitude of unexamined potential outcomes of leader voice solicitation beckoning for further investigation. Among these unexamined outcomes, one area that has yet to receive any meaningful attention in the literature to date is the consequences that may come *after* the solicitation target shares their voice in response to the leader's voice solicitation. Yet, these downstream outcomes are critical to expanding the scope of understanding of leader voice solicitation's impact in organizations over time and beyond the leader-follower dyad. The general employee voice literature has demonstrated that the phenomena that follow the expression of voice can be impactful at the individual and organizational level, but we have less insight into these effects in the context of leader voice solicitation—a deficiency I hope to address in my research to come.

A natural first theme to consider in this realm is the way a leader responds (e.g., endorsement, enactment) to voice shared in response to their solicitation, including the leader's response itself, and the consequences that may come from the leader's response. While my findings that leader voice solicitation tends to generate higher quality voice suggest that leaders would be likely to respond to solicited voice favorably (i.e., a greater likelihood of endorsing and enacting voice), leaders are not always as rational or fair in their responses to voice as one might expect. As such, it is plausible that a solicitation target's voice could be met with a broad range of responses from the leader. In either case, the leader's response holds the potential to affect the target in many relevant ways. When a leader responds positively, it is possible that for the voicer,

this endorsement or enactment could feel less meaningful in this context than receiving this same response when voice was self-initiated. This is because voice's usual nature as a *proactive* behavior when it is self-initiated becomes more of a *reactive* behavior in the case of leader voice solicitation, which could reduce the sense of ownership the voicer feels over what they shared and cause them to discount the significance of the leader's response. Yet, other perspectives might suggest that a positive response could mean *more* to the voicer in the context of leader voice solicitation than when voice is self-initiated, as it could be especially gratifying to share an idea that delivers precisely what the leader wanted in that moment. These contrasting possibilities present a conundrum that can only be addressed with further research efforts in this area.

If instead a leader responds to a solicitation target's voice unfavorably, providing neither endorsement nor enactment, the literature would suggest that there may be considerable negative consequences. While a lack of endorsement or enactment can be painful in any circumstance, in the case of voice that resulted from leader voice solicitation, a voicer may feel an additional sting of frustration as the fact that the leader sought out this voice may increase expectations that the leader will be interested in and potentially willing to act on it. As such, when the leader goes on to ultimately dismiss (or possibly even criticize) the voice shared by the solicitation target, it may be particularly affecting to the target. Put differently, soliciting voice and then not responding favorably may provoke frustration as the voicer contemplates why the leader even asked for their input if they weren't ultimately going to appreciate it or act on it. This could potentially elicit a variety of responses including anger, bitterness, despair, confusion, or futility, which may trigger harmful behavior from the voicer toward themselves, the leader, the organization, or others (Cohen, 1989; de Vries et al., 2012). While there is sufficient theory to support this possibility,

there has been no direct research into whether and how this may unfold in reality—an open question that I intend to investigate going forward.

In a related vein, another research question that warrants closer consideration is how leader voice solicitation itself, and the response that the target receives to their voice subsequently, influence future voice behavior. The leader voice solicitation literature speaks vaguely to this question, suggesting that leader voice solicitation results in more voice, but it is not clear whether that greater quantity of voice comes as a result of continual use of leader voice solicitation or if a leader's use of voice solicitation initiates a pattern of a sustained level of more voice expressed voluntarily, without the leader having to continue actively soliciting voice. Moreover, it is probable to expect that the response to voice a solicitation target receives may also influence their willingness or motivation to voice voluntarily going forward, for the previously discussed reasons. For example, having one's voice solicited and then rejected might harm an individual's psychological voice beliefs and consequently discourage them from engaging in voluntary voice in the future. In this case, leader voice solicitation would have resulted in a net negative outcome, as the individual's voice beliefs would not have faced the same harm if they had not been made to express voice by the leader's request. Parsing out these effects is an important step in enhancing theoretical and practical understanding of leader voice solicitation.

Another voice-related outcome that merits attention is the “second hand” effects that leader voice solicitation may have on individuals who *observe* their leader soliciting voice from another member of their team. On one hand, we might expect that observing a teammate having their voice solicited might have positive residual effects for the observer, especially if the solicitation target receives a favorable response to the voice they share. This could occur if the

observer inferred the leader's actions as a general sign that they are interested in hearing voice (and possibly also responding positively to voice) from all members of the team. In this case, an observer of leader voice solicitation would likely experience a boost in their personal psychological voice beliefs and may be more likely to voice voluntarily in the future, all without personally having their voice solicited. However, if the observer also witnesses the leader giving a negative response to the voice shared by the solicitation target, this might instead cause harm to the observer's psychological voice beliefs, as they may fear befalling the same outcome themselves if they were to voice voluntarily.

On the other hand, it is also plausible that watching a coworker have their voice solicited could engender deleterious consequences for the observer, the target, the leader, and the organization. For example, an observer may feel envious of the solicitation target, resentful toward the leader, or even anxious about the possibility of being asked for voice next. They could also take the fact that their voice was not solicited as a sign of exclusion or lack of trust from the leader, or that the leader does not view their competence as favorably as the solicitation target. As a result of any of these effects, an observer might not only be less inclined to express voice voluntarily in the future, they may also be stirred to deviant behavior, interpersonally harmful behavior, or disengagement from their role (or worse) as a result of the negative emotions evoked. Considering that the existing literature offers a compelling case for either of these two possibilities, further research is imperative. Analyzing this phenomenon would provide useful insight into the specific effects on observers of leader voice solicitation and would also represent an impactful advancement to the literature more broadly, which has not yet considered the potential vicarious effects of leader voice solicitation.

The content of voice generated by leader voice solicitation. Despite the outsized emphasis on voice as an outcome of leader voice solicitation, the literature to date has yet to dig more deeply into the particular nature of the voice that leader voice solicitation engenders. While this dissertation has provided progress toward this shortcoming in examining the outcome of voice quality, there are many other content-related properties of voice that have been established in the general employee voice literature that would greatly benefit from examination in the context of leader voice solicitation. For example, characteristics such as whether voice is promotive, prohibitive, constructive, defensive, supportive, destructive, task-focused, or relational-focused have all been found to hold critical implications for outcomes of voice in its more traditional voluntary form (e.g., Liang et al., 2012; Maynes & Podsakoff, 2014; McClean et al., 2022). Yet, the existing literature does not provide insight into whether the voice shared in response to leader voice solicitation exhibits these properties. As such, it is possible that leader voice solicitation could tend to generate (or not generate) a particular type of voice to a disproportionate degree, either in general or under particular circumstances, which could carry a wide variety of serious implications.

For example, if leader voice solicitation tended to elicit primarily supportive voice as a result of employees' discomfort with sharing something that might challenge or criticize the leader, a leader may unknowingly be cultivating a sense of false consensus through the use of leader voice solicitation. Indeed, hearing a choir of supportive voice may cause a leader to conclude that employees generally see the status quo as optimal for the team, when in fact the use of leader voice solicitation may simply be deterring them from sharing more challenging (and more valuable) voice. As another example, without recognizing the type of voice that tends to result from leader voice solicitation, a leader may incorrectly make attributions about an

employee's attitude or performance based on the type of voice they share, when their voice behavior is actually the result of how much their voice is solicited. For instance, if leader voice solicitation tended to generate a leader's least preferred type of voice content (e.g., prohibitive voice), the leader may view the voice solicitation target less favorably (e.g., viewing them as a complainer), when this voice content was really the result of leader voice solicitation, not a reflection of the employee's attitude.

These examples offer a glimpse into the numerous potential implications of the current literature's lack of insight into the voice content that results from leader voice solicitation, and underscore the imperative to explore this area in future research. Beyond the characteristics of voice that are well-established in the voice literature, there are other attributes of voice content that could provide important insight into the efficacy and influence of leader voice solicitation, but that have been overlooked in the overall domain of voice. In particular, how and to what extent targets of leader voice solicitation integrate and display their individual identities and sense of self in the voice they share in response to the leader's request are pertinent questions in the context of leader voice solicitation. This characteristic of voice content, which I refer to as voice individualization, represents a largely novel consideration for both the leader voice solicitation literature and the general employee voice literature—creating an exciting and rich prospect for research.

Voice individualization is particularly relevant to the context of leader voice solicitation, as indeed, leaders intentionally choose a specific individual to solicit voice from, likely with some hope of hearing voice that reflects this individual's unique perspective or abilities. Moreover, both academic and practitioner literature have proposed that leader voice solicitation can be an excellent way for leaders to hear this kind of unique voice, especially if an individual's

differentiated perspective (such as that of an individual with a minority social identity) has the potential to be highly valuable to a team. Leader voice solicitation is also an important domain to consider voice individualization in because this approach crucially shifts the role of initiating voice into the leader's hands, while classic voluntary voice puts the voicer in the initiator position. While some prior research has considered and found evidence of the dynamics and consequences related to a voicer's integration of the self into the voice they share, it is unclear whether and how this may change when an individual does not have the same control and margin over the process of developing and expressing voice, but rather are put somewhat on the spot by a leader's voice solicitation prompt.

As such, investigating the relationship between leader voice solicitation and voice individualization—including the supporting mechanisms and moderating factors of this relationship—bears significant importance in understanding the effects of leader voice solicitation and the value it offers for both targets and leaders. Moreover, the potential specific research questions and approaches to examining this relationship are fruitful, inviting a myriad of opportunities for new research pursuits. One essential opportunity in this domain is to dive into the differences in the effects of leader voice solicitation on voice individualization for members of majority versus minority social identity groups in the organization. Naturally, the work of this dissertation offers an especially strong foundation to specifically examine gender-based differences in the consequences of leader voice solicitation for voice individualization, but building upon this foundation to consider other outnumbered and historically marginalized social identity groups (e.g., people of color) will be an important next step. This is also another area where variations in topic, framing, and target perceptions of the leader's intentions behind leader voice solicitation are pertinent. It is likely that these specific variations in the context of leader

voice solicitation could be potent influences in determining the extent to which an individual is willing to and chooses to invest and display the individualized elements of their overall self-concept.

Additionally, as voice individualization has only been studied to a very small extent in the context of classic voluntary voice, examining the differences in voice individualization when voice is solicited versus voluntarily shared is an appreciable opportunity for research inquiry. In particular, comparing the outcomes of these two different origins of voice under critical contextual differences (e.g., subject of voice) and for different groups (e.g., men versus women) are especially opportune avenues for future study. As an especially nascent domain of consideration, these few foundational lines of inquiry are likely to uncover many insights that will beget additional research questions that sustain ongoing opportunities for exploring the relationship between leader voice solicitation and voice individualization.

Leader-related outcomes of leader voice solicitation. While prior literature has analyzed leader voice solicitation with a leader-focused perspective in considering when a leader might be more or less likely to solicit voice, other leader-oriented effects in this context await further investigation. One specific leader-related factor of particular interest for my research moving forward is the implications of leader voice solicitation for employees' perceptions of their leader. While this has not yet been studied in the context of leader voice solicitation specifically, literature related to similar other leader behaviors suggests a few possibilities. For example, other behaviors that invite employee input into leader decisions have been found to increase perceptions of a leader's inclusiveness and humility, which could engender other downstream benefits such as increased employee engagement, proactive behavior, and citizenship behaviors toward teammates (i.e., ICB) and the organization (i.e., OCB).

On the other hand, findings in other leader-focused research suggest that leaders may face more harmful consequences as a result of soliciting voice. Indeed, in other cases where a leader invites an employee to engage in something that is technically the leader's (and not the individual employee's) responsibility or requires extra effort from the employee—which can be the case for leader voice solicitation—can trigger negative reactions from employees, even when the leader's actions were intended to be beneficial to the employee. Employees may respond to such situations with frustration, annoyance, and resentment toward the leader, and could also lose significant trust in and respect for their leader (Folger & Cropanzano, 1998; Lee et al., 2017; Richardson & Taylor, 2012). Such harm to perceptions of the leader may demotivate or decrease engagement from an individual, which could be detrimental to both the response they give to the leader's voice solicitation and their overall performance and output in their role.

Taken together, related leadership literature implies that leader voice solicitation could substantially affect employees' perceptions of their leader (creating additional downstream consequences for the leader and the organization). However, with the current literature available, it is simply not possible to definitively determine the strength or valence of the effects of leader voice solicitation specifically, as these speculations are based on findings related to slightly different leader behaviors. Alas, we observe another significant conundrum regarding the nature and influence of leader voice solicitation for which the existing literature is not sufficient to clarify. Considering the sweeping range of potential consequences discussed, examining the ways that leader voice solicitation shapes employees' perceptions of their leader is a compelling and propitious area for future research.

The emotional context of leader voice solicitation. Another prospective area for research moving forward is the role of emotions in the context of leader voice solicitation. Indeed, the

literature offers compelling evidence that leader voice solicitation is influenced by and likely to promote a range of emotions for both the leader and the solicitation target. For the solicitation target, leader voice solicitation can activate a variety of personally-oriented considerations and processing as the leader's request may come unexpectedly, feel closely tied to their personal sense of self, and be interpreted as messaging about the leader's perceptions of them, which can all be emotionally activating in different ways. For example, when voice solicitation is experienced as a caring and fair act from the leader, a target may experience positively valenced emotions such as pride or hope, and may even feel such emotions toward the leader more directly, such as gratitude or moral elevation. On the other hand, leader voice solicitation could also provoke negatively valenced emotions in general (e.g., stress, fear), or toward the leader more specifically (e.g., contempt, indignation), if the target feels caught off guard or a sense of pressure from the leader.

Moreover, it is possible that an individual's emotional state prior to having their voice solicited could influence the outcomes of leader voice solicitation as well, either by shaping the emotions they feel as a result of leader voice solicitation or by influencing the processes involved in crafting a voice response, which can both carry considerable consequences for the individual and the voice they share. In a similar way, emotions likely play a pivotal role for leaders as well, particularly in the process of deciding whether to solicit voice. For example, a leader could face anxiety about whether soliciting voice could harm their team's perceptions of them as a leader, discouraging them from soliciting voice. As such, examining the dynamics at the intersection of emotions and leader voice solicitation is a vitally important and rich area for future research, affording opportunities to uncover essential mechanisms, moderating factors, and potential practical insights associated with leader voice solicitation and its outcomes.

Conclusion

In conclusion, this dissertation not only deepens existing understanding of leader voice solicitation as a dynamic and impactful leadership behavior, but also brings to light the subtle, often overlooked complexities that shape how leader voice solicitation is experienced across diverse identities and contexts. By illuminating the power of voice quality, the differentiated impacts on men and women, and the critical influence of how leaders engage in this practice, this work offers a compelling foundation for more thoughtful, equitable, and effective leadership and employee impact. This work provides a glimpse into the potential opportunities that leader voice solicitation can provide for leaders to access the valuable ideas of their employees and cultivate positive outcomes for individuals and the collective organization. This research opens the door to new questions, deeper exploration, and meaningful progress in the study of leader voice solicitation, and the field of organizational behavior more broadly, and I look forward to pursuing these opportunities in the next stage of my research endeavors.

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**CHAPTER 3 APPENDIX
(SCALE DEVELOPMENT STUDIES)**

Scale Development Study A

SCALE DEVELOPMENT STUDY A TABLES

Table SD.1

Definitions used in Definitional Correspondence Studies for Scale Development Study A

Construct	Definition Presented in Survey
Leader voice solicitation	My leader makes individually-directed requests to me personally for my ideas, suggestions, concerns, and opinions on work-related issues
Contribution-based worth	The amount of value, prominence, and influence that my coworkers think that I have, specifically based on my ability to make practical and useful contributions to the team and organization that I work in
Individual-based worth	The extent to which I am accepted, valued, and well regarded as an individual by my team at work, simply based on who I am as a person, my personal characteristics and qualities, and my unique identity, apart from any practical value I contribute to my team
Contribution-based threat	A feeling that I am at risk of having my capabilities negatively judged by other members of my team at work, such that my leader and coworkers view me as incapable, incompetent, and unable to make valuable practical and useful contributions to my team and organization
Individual-based threat	A feeling that I am at risk of receiving others' negative judgment, criticism, or rejection directed at my personal qualities and characteristics, implying that I am not virtuously valued, accepted, and appreciated as an individual

Table SD.2***Initial Items Sources & Definitional Correspondence (Leader Voice Solicitation, Scale Development Study A)***

Item text	HTC	Item source	Source type	Original source version
*My leader intentionally seeks suggestions from me personally on ways to improve the team's operations	.82	Adapted from Liang et al. (2012)	Existing voice scale	Make constructive suggestions to improve the unit's operation.
My leader seeks out task-related knowledge from me	.81	Fast et al. (2014)	Existing voice solicitation scale	Seeks out task-related knowledge from me
My leader asks me personally to tell them about things that I think would be helpful for improving our team's performance	.81	Fast et al. (2014)	Existing voice solicitation scale	Asks me personally to tell him/her about things that I think would be helpful for improving this organization
*My leader personally asks me to speak up with ideas for improving the team's working procedures	.80	Adapted from Liang et al. (2012)	Existing voice scale	Raise suggestions to improve the unit's working procedure
*My leader directly invites me to voice out my opinions on things that might affect the efficiency of the team	.78	Adapted from Liang et al. (2012)	Existing voice scale	Dare to voice out opinions on things that might affect efficiency in the work unit, even if that would embarrass others
My leader encourages me to express any concerns or doubts that I may have about a proposal under consideration	.76	Park et al. (2022)	Existing voice solicitation scale	My manager encourages me to express any concerns or doubts that I may have about a proposal under consideration
My leader tells me what they are trying to accomplish and asks if I know a good way to do it	.74	Yukl & Falbe (1990) / Park et al. (2022)	Existing voice solicitation scale	Tells you what he/she is trying to accomplish and asks if you know a good way to do it
My leader listens carefully to any concerns that I express about their plans without getting defensive	.69	Park et al. (2022)	Existing voice solicitation scale	My manager listens carefully to any concerns that I express about his/her plans without getting defensive
My leader asks me personally what skills I have that they may not know about that might contribute to our performance here	.69	Fast et al. (2014)	Existing voice solicitation scale	Asks me personally what skills I have that s/he may not know about that might contribute to our performance here
My leader asks me personally to tell them about how things have been done in my previous job(s)	.60	Fast et al. (2014)	Existing voice solicitation scale	Asks me personally to tell him/her about how things have been done in my previous job(s)

Note. * denotes item included in final version of the scale. HTC refers to the Hinkin-Tracey correspondence index, recommended by Colquitt et al. (2019) as a standardized measure of definitional correspondence. Source items in quotes refer to specific texts in relevant theoretical literature, items not in quotes refer are direct scale items from an existing measure.

Table SD.3

Initial Items Sources (Contribution-Based Worth & Threat, Individual-Based Worth & Threat; Scale Development Study A)

Category	Phrase used in items	Example source scale items
Contribution-based	I am a capable person	• Owing to my capabilities, I have much potential (Tafarodi & Swann, 1995) • I am a capable person (Tafarodi & Swann, 1995) • I felt capable (Grant & Gino, 2010--self efficacy)
Contribution-based	My abilities and talents	• Think highly of my abilities and talents (Huo et al., 2010 & Mahadevan et al., 2019)
Contribution-based	I am able to perform well	• I perform very well at a number of things (Tafarodi & Swann, 1995) • I perform inadequately in many important situations (reverse coded) (Tafarodi & Swann, 1995) • This individual has the reputation of producing the highest quality performance (Hochwarter et al., 2007)
Individual-based	Who I am as a person	• I felt valued as a person by the student (Grant & Gino, 2010) • People at work treat me like I matter as a person, not just as a worker (Thomas & Lucas, 2019) • Like me as a person (Huo et al., 2010 & Mahadevan et al., 2019)
Individual-based	Who I am as a unique individual	• Appreciate your unique contributions on the job (Tyler & Blader, 2002) • I feel appreciated as an individual (Grant & Gino, 2010) • I feel good about who I am (Tafarodi & Swann, 1995)
Individual-based	My personal qualities and characteristics	• My personal qualities and characteristics are collectively valued by the group (Begeny & Huo, 2017) • I think that the characteristics and qualities that make me up are different from others (Şimşek & Yalınçetin, 2010) • "...to receive acknowledgment of one's <u>unique qualities and characteristics</u> (Purvanova, 2013)
Social value	I am important / an important part	• I felt important (Grant & Gino, 2010)
Social value	I am valued / I offer value	• I felt valued as a person (Grant & Gino, 2010)
Social value	I am appreciated	• I felt appreciated as an individual (Grant & Gino, 2010)
Social value	I make a positive difference	• I felt that they had made a positive difference (Grant & Gino, 2010)
Social evaluative threat	I am worried that others would see me as...	• I am worried that others would see me as...(Lee Cunningham et al., 2023) • I worry that others will think I am... (Watson & Friend, 1969)
Social evaluative threat	I am concerned that others would think that I...	• I am concerned that others would think that I... (Lee Cunningham et al., 2023) • I am too concerned with what other people think of me (Watson & Friend, 1969)
Social evaluative threat	I am fearful/afraid that I will be seen as...	• I fear others would see me as...(Lee Cunningham et al., 2023) • I am afraid that others will not approve of me (Watson & Friend, 1969)
Social evaluative threat	I am anxious about if others may...	• I am anxious that others would think I am...(Lee Cunningham et al., 2023)
Social evaluative threat	I am nervous that people would view me as...	• I am nervous that people would view me as...(Lee Cunningham et al., 2023)
Social evaluative threat	I am uneasy that others would see me as...	• I am uneasy that others would see me as... (Lee Cunningham et al., 2023)
Social evaluative threat	...will be negatively evaluated by my leader and teammates	• "The social self reflects one's social value, esteem, and status and is largely based on <u>others' perceptions</u>...Social-evaluative threat occurs when an important aspect of the [social self] is or could be <u>negatively judged by others</u>." (Dickerson & Kemeny, 2004)

Table SD.4***Initial Items Sources & Definitional Correspondence (Contribution-Based Worth & Threat, Individual-Based Worth & Threat)***

Construct	HTC	Item tested
Individual-based worth	.90	I am seen as an important part of my team as a person, not just as a worker
Individual-based worth	.90	My leader and teammates value me for who I am as a unique individual
Individual-based worth	.90	*In my team, others appreciate who I am as a person
Individual-based worth	.89	I am seen as an important part of my team based on who I am as a person, not only on the work I provide
Individual-based worth	.89	*My leader and teammates think that I make a positive difference in the team based on who I am as a person
Individual-based worth	.88	*In my team, others appreciate my personal qualities and characteristics
Individual-based worth	.86	I feel valued as a human being by my leader and teammates
Contribution-based worth	.88	*I am seen as an important part of my team because of my competence
Contribution-based worth	.87	*My leader and teammates think that I make a positive difference in the team because I am a capable person
Contribution-based worth	.87	In my team, I feel valued based on my abilities and talents
Contribution-based worth	.86	*My leader and teammates value me based on my capabilities
Contribution-based worth	.86	I feel valued for my competence by my leader and teammates
Contribution-based worth	.86	In my team, others see me as important because I am able to perform adequately in many important situations
Contribution-based worth	.86	In my team, others appreciate me because of my work efforts
Individual-based threat	.84	I am nervous that my leader and teammates will look down on me based on my personal qualities and characteristics
Individual-based threat	.82	I feel afraid that I might be viewed negatively for who I am as an individual by my leader and teammates
Individual-based threat	.82	*I am concerned that important aspects of myself might be at risk of being judged negatively by my leader and teammates
Individual-based threat	.81	*I feel worried about whether my leaders and teammates genuinely value me as a person
Individual-based threat	.80	*I feel concerned that my leader and teammates do not value me as a person, apart from the work I do for the team
Individual-based threat	.79	*I feel uneasy about if my leader and teammates may dislike me as a human being
Individual-based threat	.79	I am fearful that I could become seen as a less worthy individual by my leader and teammates
Contribution-based threat	.83	*I am fearful that my capabilities will be negatively evaluated by my leader and teammates
Contribution-based threat	.83	*I am fearful that my leader and coworkers will think that I do not offer valuable contributions to the team
Contribution-based threat	.82	I am worried that I will be seen as unable to produce anything valuable for our team by my leader and teammates
Contribution-based threat	.82	*I am concerned that my abilities and talents will be viewed negatively by my leader and teammates
Contribution-based threat	.82	*I feel fearful that I will be seen as a less competent team member in the eyes of my leader and teammates
Contribution-based threat	.81	I am concerned that my abilities and talents will be viewed negatively by my leader and teammates
Contribution-based threat	.80	I feel worried that my leader and teammates will view my work efforts disapprovingly

Note. * denotes item included in final version of the scale. HTC refers to the Hinkin-Tracey correspondence index, recommended by Colquitt et al. (2019) as a standardized measure of definitional correspondence. Source items in quotes refer to specific texts in relevant theoretical literature, items not in quotes refer are direct scale items from an existing measure.

Table SD.5

***Comparison of Factor Structure Configurations for New Threat, Worth, & Leader Voice Solicitation Scales
(Scale Development Study A)***

# Factors	Factor composition	X ²	df	CFI	AIC	BIC	RMSEA	SRMR
5 factor	(1) CB threat, (2) IB threat, (3) CB worth, (4) IB worth, (5) Voice solicit.	258.16	109	0.967	8536.89	8682.01	0.083	0.034
1 factor	(1) CB threat, IB threat, CB worth, IB worth, Voice solicit.	2467.105	119	0.477	10725.835	10837.977	0.314	0.218
2 factor	(1) CB threat & IB threat, (2) CB worth, IB worth, Voice solicit.	951.01	115	0.814	9217.74	9343.07	0.191	0.075
2 factor	(1) CB threat, IB threat, Voice solicit., (2) CB worth & IB worth	1481.33	116	0.696	9746.06	9868.09	0.243	0.201
2 factor	(1) CB threat, CB worth, Voice solicit., (2) IB threat & IB worth	1490.73	116	0.694	9755.46	9877.50	0.243	0.204
2 factor	(1) CB threat & CB worth, (2) IB threat, IB worth, Voice solicit.	1870.02	118	0.61	10130.75	10246.19	0.272	0.19
2 factor	(1) CB threat, IB worth, Voice solicit., (2) IB threat & CB worth	810.48	113	0.845	9081.21	9213.14	0.176	0.103
2 factor	(1) CB threat & IB worth, (2) IB threat, CB worth, Voice solicit.	822.33	113	0.842	9093.06	9224.99	0.177	0.103
3 factor	(1) CB threat & IB threat, (2) CB worth & IB worth, (3) Voice solicit.	882.42	113	0.829	9153.15	9285.08	0.185	0.146
3 factor	(1) CB threat & CB worth, (2) IB threat & IB worth, (3) Voice solicit.	900.10	113	0.825	9170.83	9302.76	0.187	0.155
3 factor	(1) CB threat & IB worth, (2) IB threat & CB worth, (3) Voice solicit.	1493.72	118	0.694	9754.45	9869.89	0.241	0.119
3 factor	(1) CB threat, IB threat, CB worth, IB worth, (3) Voice solicit.	1584.56	118	0.673	9845.29	9960.73	0.249	0.165
4 factor	(1) CB threat, (2) IB threat, (3) CB worth, (4) IB worth & Voice solicit.	2092.26	118	0.56	10352.99	10468.43	0.289	0.235
4 factor	(1) CB threat, (2) IB threat, (3) CB worth & Voice solicit., (4) IB worth	2071.43	118	0.565	10332.16	10447.60	0.288	0.227
4 factor	(1) CB threat, (2) IB threat & Voice solicit., (3) CB worth, (4) IB worth	2100.99	118	0.558	10361.72	10577.16	0.29	0.237
4 factor	(1) CB threat & Voice solicit., (2) IB threat, (3) CB worth, (4) IB worth	2081.48	118	0.563	10342.21	10457.65	0.288	0.23

Note. $n = 199$. Abbreviated labels for the variables are: *CB*—contribution-based; *IB*—individual-based; *Voice solicit.*—leader voice solicitation (new scale).

Table SD.6
New Worth & Threat Scales Correlations with Related Constructs (Scale Development Study A)

Variable	1	2	3	4	5	6	7	8	9	10	11	12
1) [New scale] Contribution-based worth												
2) [New scale] Individual-based worth	.79***											
3) [New scale] Contribution-based threat	-.48***	-.42***										
4) [New scale] Individual-based threat	-.41***	-.42***	.79***									
5) Organization-based self-efficacy (OBSE)	.81***	.68***	-.47***	-.41***								
6) Belonging	.77***	.86***	-.46***	-.49***	.75***							
7) Self confidence	.64***	.57***	-.64***	-.59***	.58***	.60***						
8) Authenticity	.59***	.69***	-.43***	-.44***	.62***	.69***	.53***					
9) Personal sense of power	.76***	.75***	-.50***	-.47***	.75***	.75***	.66***	.71***				
10) Status	.78***	.72***	-.45***	-.41***	.74***	.70***	.61***	.62***	.90***			
11) Performance pressure	-.20**	-.24***	.30***	.33***	-.21**	-.24***	-.24***	-.18*	-.21**	-.14		
12) Evaluation apprehension	.03	.13	.27***	.23***	.12	.13	-.10	.04	.07	.13	.43***	
13) Self-presentational concerns	-.27***	-.27***	.65***	.69***	-.27***	-.30***	-.52***	-.35***	-.36***	-.31***	.35***	.42***

Note. $n = 199$. * $p < .05$; ** $p < .01$; *** $p < .001$

Table SD.7***New Leader Voice Solicitation Scale Correlations with Related Constructs (Scale Development Study A)***

Variable	1	2	3	4	5	6	7	8	9	10
1) [New scale] Leader voice solicitation										
2) Voice safety	.56***									
3) Voice efficacy	.48***	.77***								
4) Perceived procedural justice	.67***	.73***	.60***							
5) LMX	.59***	.72***	.60***	.71***						
6) Empowering leadership behavior--Coaching	.55***	.63***	.48***	.72***	.76***					
7) Empowering leadership behavior--Informing	.52***	.61***	.44***	.67***	.73***	.88***				
8) Empowering leadership behavior--Participative decision-making	.58***	.69***	.52***	.67***	.73***	.79***	.76***			
9) Leader influence tactics--consulting	.72***	.64***	.54***	.71***	.64***	.68***	.67***	.73***		
10) Fast et al.'s (2014) Voice solicitation scale	.70***	.51***	.44***	.60***	.57***	.62***	.59***	.55***	.70***	
11) Park et al.'s (2022) Voice solicitation scale	.73***	.68***	.59***	.71***	.69***	.72***	.68***	.73***	.83***	.80***

Note. $n = 199$. * $p < .05$; ** $p < .01$; *** $p < .001$

COMPLETE SCALE MEASURES FROM SCALE DEVELOPMENT STUDY A

Performance pressure (Mitchell, Baer, Ambrose, Folger, & Palmer, 2018)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- The pressures for performance in my workplace are high
- I feel tremendous pressure to produce results
- If I don't produce at high levels, my job will be at risk
- I would characterize my workplace as a results-driven environment

Organization-based self-efficacy (OBSE) (Pierce, Gardner, Cummings, & Dunham, 1989)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I am taken seriously within my team at work
- I make a difference within my team at work
- I am trusted within my team at work
- I am someone who counts in my team at work

Belonging (Chung, Ehrhart, Shore, Randel, Dean, & Kedharnath, 2020)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I am treated as a valued member of my team
- I belong in my team
- I am connected to my team
- I believe that my team is where I am meant to be
- I feel that people really care about me in my team

Self confidence (Ashford, 1986)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I feel that I am a person of worth, on an equal plane with others
- I seem to have a real inner strength in handling things
- I sort of only half believe in myself
- I am frequently bothered by feelings of inferiority
- I am on a pretty solid foundation and it makes me pretty sure of myself

Authenticity (Fleeson & Wilt, 2010)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I feel like I am my true self when I am at work
- I feel authentic in the way I act at work
- I feel like I can really "be me" at work

Personal sense of power (Anderson, John, & Keltner, 2012)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I have a high level of respect in the eyes of my leader and coworkers
- Others in my team admire me
- I have high social standing within my team
- Other members of my team look up to me

Status (Mahadevan, Gregg, & Sedikides, 2019)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I have a great deal of prestige in my team
- Other members of my team think highly of my abilities and talents
- The other members of my team respect my achievements
- In my team, others consider me a success

Evaluation apprehension (Klein, Lount, Park, & Linford, 2020)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I care what kind of impression my leader and coworkers might form of me based on my behavior and performance at work
- It is important to me that my leader and coworkers have a favorable impression of me
- I am concerned that my leader and coworkers might think less of me if I do not perform well

Self presentational concerns (Heatherton & Polivy, 1991)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I feel concerned about the impression I am making in the eyes of my leader and teammates
- I am worried about what my leader and teammates think of me
- I am worried about looking foolish in front of my leader and teammates
- I am worried about whether I am regarded as a success or failure by my leader and teammates

Voice safety (Morrison, Wheeler-Smith, & Kamdar, 2011)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- It is safe for me to develop and make recommendations concerning issues that affect my work group
- It is safe for me to communicate my opinions about work issues to others in my work group even if their opinion is different
- It is safe for me to speak up with ideas for new projects or changes in procedures in my work group

Voice efficacy (Morrison, Wheeler-Smith, & Kamdar, 2011)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I am capable of effectively developing and making recommendations concerning issues that affect my team
- I am capable of effectively communicating my opinions about work issues to others in my team even if their opinion is different
- I am capable of effectively speaking up with ideas for new projects or changes in procedures in my team

Perceived procedural justice (Colquitt, 2001)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I am able to express my views and feelings during those decisions
- I have influence over the outcome or decision arrived at
- The decision is made based on accurate information
- I am able to appeal the decision that is made if I disagree or am in opposition to it
- The decision is made with a process that is consistent across all such choices in the team
- The decision is made with a process that is free of bias
- The decision is made in a way that upholds ethical and moral standards

LMX (Scandura & Graen, 1984)

When I think about my current job, I would say that... (1 = strongly disagree to 7 = strongly agree)

- I usually know how satisfied my leader is with what I do
- My leader understands my job problems and needs
- My leader effectively recognizes my potential
- My leader is likely to use their power to help me solve problems at work
- My leader would likely "bail me out" at their expense
- I would defend and justify my leader's decision(s) if they were not present to do so
- I would characterize my relationship with my leader as extremely effective

Empowering leadership behavior—Coaching (Arnold, Arad, Rhoades, & Drasgow, 2000)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Suggests ways to improve my work group's performance
- Teaches work group members how to solve problems on their own
- Helps my work group see areas in which we need more training
- Encourages work group members to solve problems together
- Tells my work group when we perform well

Empowering leadership behavior—Informing (Arnold, Arad, Rhoades, & Drasgow, 2000)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Explains their decisions and actions to my work group
- Explains how my work group fits into the company
- Explains rules and expectations to my work group

Empowering leadership behavior—Participative decision-making (Arnold, Arad, Rhoades, & Drasgow, 2000)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Encourages work group members to express ideas/suggestions
- Listens to my work group's ideas and suggestions
- Uses my work group's suggestions to make decisions that affect us
- Gives all work group members a chance to voice their opinions
- Considers my work group's ideas when they disagree with them
- Makes decisions that are based only on their own ideas

Leader influence tactics—Consulting (Yukl, Seifert, & Chavez, 2008)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Asks me to suggest things I could do to help them achieve a task objective or resolve a problem
- Consults with me to get my ideas about a proposed activity or change that they want me to support or implement
- Encourages me to express any concerns I may have about a proposed activity or change that they want me to support or implement
- Invites me to suggest ways to improve a preliminary plan or proposal that they want me to support or help implement

Voice solicitation (Fast, Burris, & Bartel, 2014)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Asks me personally to tell them about things that I think would be helpful for improving this organization
- Asks me personally to tell them about how things have been done in my previous job(s)
- Seeks out task-related knowledge from me
- Asks me personally what skills I have that they may not know about that might contribute to our performance here

Voice solicitation (Park, Tangirala, Hussain, & Ekkirala, 2022)

In my current job, I would say that my manager/leader..... (1 = strongly disagree to 7 = strongly agree)

- Encourages me to express any concerns or doubts that I may have about a proposal under consideration
- Listens carefully to any concerns that I express about their plans without getting defensive
- Tells me what they are trying to accomplish and asks if I know a good way to do it

Scale Development Study B

SCALE DEVELOPMENT STUDY B TABLES

Table SD.8

Definitions used in Definitional Correspondence Studies (Scale Development Study B)

Variable	Definition
Description included before each definition: <i>Imagine that an employee speaks up to their leader with an idea, suggestion, or concern about how things could be done better in their organization. The following description relates to the idea, suggestion, or concern that the person shared with their leader.</i>	
Voice desirability	The employee's work-related idea, suggestion, or concern has a high likelihood of generating a positive impact on the organization's performance.
Voice feasibility	The employee's work-related idea, suggestion, or concern would be feasible and realistic to implement, considering the resources available in the organization.
Voice degree of change	The employee's work-related idea, suggestion, or concern proposes substantial changes to the existing practices, procedures, and ways of thinking in the organization

Table SD.9
Voice Desirability—Initial Items Sources & Definitional Correspondence (Scale Development Study B)

Item text	HTC	Item source	Source type	Original source version
Has a high likelihood of generating a net positive impact on team performance	.90	Based on Farh et al. (2024)	Text in article	“High-quality voice should be desirable—that is, it should have a <i>high likelihood of generating a net positive impact on unit or organizational performance.</i> ”
Could help improve the team’s performance if implemented	.89	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Can help improve our company’s performance if implemented
Could help achieve team or organizational goals	.85	Adapted from Brykman & Raver (2021)	Existing scale	Proposes an idea that aligns with the organization’s goals
*Has a lot of value for improving things in the team	.84	Adapted from Burris et al. (2017)	Existing scale	My employee’s ideas have a lot of value for improving things around here
*Is useful	.84	Burris et al. (2017) & Ng et al. (2022)	Existing scale	[Burris et al.]: The ideas that my employee brings me are useful [Ng et al.]: This employee makes suggestions that are useful
*Will be important for the success of the team	.80	Adapted from Brykman & Raver (2021)	Existing scale	Offers an idea that is important for the success of the organization
Could effectively address some existing problems in the team if implemented	.78	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Can effectively address some existing problems at work if implemented
Aligns with the team’s goals and objectives	.76	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Align with our organization’s goals and objectives
Fits with the team’s core values	.71	Adapted from Brykman & Raver (2021)	Existing scale	Suggests an idea that fits with the organization’s core values

Note. * denotes item included in final version of the scale. HTC refers to the Hinkin-Tracey correspondence index, recommended by Colquitt et al. (2019) as a standardized measure of definitional correspondence. Source items in quotes refer to specific texts in relevant theoretical literature, items not in quotes refer are direct scale items from an existing measure.

Table SD.10***Voice Feasibility—Initial Items Sources & Definitional Correspondence (Scale Development Study B)***

Item text	HTC	Item source	Source type	Original source version
*Takes into account whether the team has the resources needed to implement the idea	.88	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Take into account whether the organization has the resources to implement the idea
*Would be realistic to implement given the constraints of the team	.87	Based on Farh et al. (2024)	Text in article	“Voice that is feasible is higher in quality because it is more <i>realistic to implement given the constraints of the context.</i> ”
*Considers whether the team has the resources to implement it	.86	Adapted from Brykman & Raver (2021)	Existing scale	Considers whether the organization has the resources to implement the idea
Is practical given the team’s current situation	.83	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Are practical given the situation of our company
Is feasible given the constraints on time and resources within the team	.82	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Are feasible given the constraints on time and resources of our company
Takes into account the difficulty of implementing it, based on the resources available in the context	.79	Adapted from Brykman & Raver (2021)	Existing scale	Takes into account the difficulty of implementing the suggestion
Would allow the team to capitalize on their existing resources, technologies, structures, and routines	.78	Based on Farh et al. (2024)	Text in article	“Just as exploitation facilitates performance by <i>capitalizing on the unit or organization’s existing resources, technologies, structures, and routines</i> , voice that is feasible is higher in quality because it is more realistic to implement given the constraints of the context.”
Offers a workable solution that does not require too many resources or interdependencies	.76	Based on Farh et al. (2024)	Text in article	“Supporting the importance of feasibility, prior work has suggested that voice is perceived as more valuable when it is practical, <i>requires less resources and less interdependence to implement</i> , and <i>presents a workable solution.</i> ”
Takes into account whether there would be enough time to implement it	.72	Adapted from Brykman & Raver (2021)	Existing scale	Thinks about whether there is enough time to implement the suggestion

Note. * denotes item included in final version of the scale. HTC refers to the Hinkin-Tracey correspondence index, recommended by Colquitt et al. (2019) as a standardized measure of definitional correspondence. Source items in quotes refer to specific texts in relevant theoretical literature, items not in quotes refer to direct scale items from an existing measure.

Table SD.11***Voice Degree of Change—Initial Items Sources & Definitional Correspondence (Scale Development Study B)***

Item text	HTC	Item source	Source type	Original source version
Suggests substantial changes to how things get done in the team	.87	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Suggest substantial changes to how we get things done around here
*Represents a substantial departure from the way things currently function in the team	.86	Adapted from Baer (2012)	Existing scale	Developed ideas that imply substantial departures from existing product and service lines
Differs significantly from existing thinking, procedures, and practices in the team	.85	Based on Farh et al. (2024)	Text in article	“Degree of change (the extent to which voice <i>differs from existing thinking, procedures, and practices in the unit or organization</i>)”
Represents a very new way of doing things in the team	.85	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Represent a very new way of doing things around here
*Implies substantial changes to many people’s tasks and work methods	.84	Adapted from Fan et al. (2025)	Scale developed with abbreviated validation process	Imply substantial changes to many people’s tasks and work methods
*Would substantially alter the existing rules of organizing and accomplishing work in our team, if it were implemented	.82	Based on Farh et al. (2024)	Text in article	“A greater degree of change is present when voice proposes to <i>substantially alter the existing rules of organizing and accomplishing work in the unit or organization.</i> ”
Would affect many elements of the context, such as employees’ core tasks, procedures, products, structures, or stakeholders, if it were implemented	.79	Based on Farh et al. (2024)	Text in article	“Because these changes <i>affect more elements of the context (e.g., employees’ core tasks, procedures, products, and structures)</i> and a greater scope of stakeholders, such changes can be perceived as disruptive, uncertain, and difficult to carry out.”
Is a “breakthrough idea,” not a suggestion for a minor change	.73	Adapted from Baer (2012)	Existing scale	Developed breakthrough ideas—not minor changes to existing products/services
Provides a novel way of addressing a current issue in the team	.72	Adapted from Brykman & Raver (2021)	Existing scale	Provides a novel way of addressing a current issue
Offers an innovative solution to address a current problem in the team	.69	Adapted from Brykman & Raver (2021)	Existing scale	Proposes an innovative solution to address a current problem
Has the potential to make existing knowledge in the team obsolete	.67	Adapted from Baer (2012)	Existing scale	Developed ideas that make existing knowledge about current products/services obsolete
Is something that nobody else had thought of	.63	Adapted from Brykman & Raver (2021)	Existing scale	Suggests an idea that nobody else has thought of

Note. * denotes item included in final version of the scale. HTC refers to the Hinkin-Tracey correspondence index, recommended by Colquitt et al. (2019) as a standardized measure of definitional correspondence. Source items in quotes refer to specific texts in relevant theoretical literature, items not in quotes refer are direct scale items from an existing measure.

Table SD.12***Comparison of Factor Structure Configurations for Voice Quality Subscales (Scale Development Study B)***

# Factors	Factor composition	X ²	DF	CFI	AIC	BIC	RMSEA	SRMR
3 factor	(1) Desirability, (2) Feasibility, (3) Degree of Change	44.39	24	0.98	2722.31	2779.59	0.09	0.04
2 factor	(1) Desirability & Feasibility, (2) Degree of Change	249.55	26	0.78	2923.47	2975.29	0.28	0.14
2 factor	(1) Desirability & Degree of Change, (2) Feasibility	310.39	26	0.72	2984.31	3036.13	0.31	0.17
2 factor	(1) Desirability, (2) Feasibility & Degree of Change	409.68	26	0.63	3083.60	3135.42	0.36	0.25
1 factor	(1) Desirability & Feasibility & Degree of Change	525.43	27	0.51	3197.35	3246.44	0.40	0.23

Note. $n = 115$.

Table SD.13
New Voice Quality Scale Correlations with Related Constructs (Scale Development Study B)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1) [New scale] Voice desirability	(.93)												
2) [New scale] Voice feasibility	0.57***	(.95)											
3) [New scale] Voice degree of change	0.39***	0.33***	(.94)										
4) [New scale] Voice quality (all 3 dimen.)	0.78***	0.79***	0.79***	(.89)									
5) Voice rationale (Brykman & Raver scale)	0.74***	0.64***	0.34***	0.70***	(.88)								
6) Voice feasibility (Brykman & Raver scale)	0.58***	0.81***	0.31***	0.70***	0.73***	(.96)							
7) Org focus of voice (Brykman & Raver scale)	0.63***	0.71***	0.24*	0.64***	0.69***	0.73***	(.95)						
8) Voice novelty (Brykman & Raver scale)	0.78***	0.48***	0.53***	0.74***	0.67***	0.50***	0.56***	(.93)					
9) Voice quality (B&R scale; all 4 dimen.)	0.79***	0.77***	0.42***	0.81***	0.90***	0.87***	0.86***	0.79***	(.95)				
10) Prohibitive voice	0.42***	0.30***	0.50***	0.53***	0.30**	0.31***	0.16	0.42***	0.35***	(.90)			
11) Promotive voice	0.70***	0.69***	0.43***	0.75***	0.67***	0.71***	0.69***	0.65***	0.80***	0.42***	(.96)		
12) Perceived value of voice	0.75***	0.68***	0.57***	0.84***	0.70***	0.60***	0.65***	0.73***	0.78***	0.39***	0.73***	(.96)	
13) Voice endorsement	0.79***	0.67***	0.36***	0.74***	0.76***	0.69***	0.66***	0.76***	0.84***	0.34***	0.76***	0.71***	(.93)

Note. $n = 115$. Coefficients in parentheses on the diagonal are Cronbach's alpha reliabilities. * $p < .05$; ** $p < .01$; *** $p < .001$

SURVEY MATERIALS FOR SCALE DEVELOPMENT STUDY B

Survey Instructions

Prior to starting the survey

For this study, you will be asked to read a description of a specific feeling, experience, or concept--this will be written in green text. You will then read a series of statements and rate the degree to which those statements capture the experience or concept described.

You will rate statements on a scale of “very poorly” (meaning the statement very poorly reflects the description in green) to “very well” (meaning the statement reflects the description in green very well).

There will be multiple pages in the survey following this structure. Each page of the survey will include one description in green, and many statements to compare to that description. While you might see some statements appear on multiple pages in the survey, the descriptions for each page will each be unique.

Please answer questions as carefully and thoughtfully as you are able to.

Start of each page of the survey (new page for each construct)

Description #1:

Imagine that an employee speaks up to their leader with an idea, suggestion, or concern about how things could be done better in their organization. The following description relates to the idea, suggestion, or concern that the person shared with their leader.

The employee's work-related idea, suggestion, or concern has a high likelihood of generating a positive impact on the organization's performance.

Start of survey questions

How well do the following statements reflect the description provided in green above?

The work-related idea, concern, or suggestion that the employee shared...

Complete Scale Measures from Survey

Notes:

- All items rated on scale from 1 = *strongly disagree* to 7 = *strongly agree*
- Participants were asked to designate an employee that directly reports to them at work with the following prompt:
 - In this survey, we will ask about your observations and perceptions of one specific individual that you manage and/or lead at work. If you are the leader of multiple individuals, please choose the individual who most frequently shares work-related ideas and suggestions with you.
- The answer provided to this question (i.e., the employee's name) was piped in to many of the survey questions, which is represented below as "[Employee name]".

Voice quality (Brykman & Raver, 2021)

When [Employee name] shares ideas, suggestions, or concerns for improving our team's performance, I would say that [Employee name] typically...

- Feasibility
 - Considers whether the organization has the resources to implement the idea
 - Takes into account the difficulty of implementing the suggestion
 - Thinks about whether there is enough time to implement the suggestion
- Novelty
 - Proposes an innovative solution to address a current problem
 - Provides a novel way of addressing a current issue
 - Suggests an idea that nobody else has thought of
- Organizational focus
 - Proposes an idea that aligns with the team's goals
 - Suggests an idea that fits with the team's core values
 - Offers an idea that is important for the success of the team
- Rationale
 - Provides evidence to support the suggestion
 - Bases the suggestion on sound logic
 - Gathers considerable information before suggesting the idea

Voice endorsement (Burris, 2012)

When [Employee name] shares ideas, suggestions, or concerns for improving our team's performance, I would say that typically...

- I think [Employee name]'s ideas should be implemented
- I agree with [Employee name]'s suggestions
- [Employee name]'s ideas are valuable

Prohibitive voice (Liang, Farh, & Farh, 2012)

I would describe [Employee name]'s typical work-related ideas, suggestions, or concerns as...

- Recommendations against undesirable behaviors that would hamper team performance

- Pointing out problems when they appear in the team, even if that would hamper relationships with other colleagues
- Identifying problems that might cause serious loss to the team, even when/though dissenting opinions exist

Promotive voice (Liang, Farh, & Farh, 2012)

I would describe [Employee name]'s typical work-related ideas, suggestions, or concerns as...

- Constructive suggestions to improve the team's operations
- Suggestions to improve the team's working procedures
- Constructive suggestions the help the team reach its goals

Perceived value of voice (Ng, Wang, Hsu, & Su, 2022)

When I think about [Employee name]'s typical or overall behavior at work in the last month, I would say that [Employee name]...

- Makes suggestions that are useful
- Suggests changes to work projects that really help
- Makes practical recommendations about how to fix work-related ideas
- Makes suggestions that really improve our methods or practices
- Proposes ideas for improvement that are not mediocre

**CHAPTER 4 APPENDIX
(STUDY 1)**

TABLES & FIGURES

Table S1.1

Study 1 Descriptive Statistics, Correlations, and Reliabilities

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1) Leader Voice Solicitation (T1, LR)	3.03	.86	(.93)											
2) Gender	.14	.35	-.13*											
3) Social Worth (T2, ER)	3.48	.67	.02	-.05	(.93)									
4) Social Evaluative Threat (T2, ER)	2.30	.91	.02	-.22*	.03	(.93)								
5) Voice Quality (T3, LR)	3.37	.61	.36*	-.07	.03	.04	(.94)							
6) # Members in team	9.23	5.59	-.29*	-.09	.07	.09	-.10*							
7) # Women in Team	.98	1.20	-.10	.44*	-.11*	-.11*	-.08	-.14*						
8) Employee Org Tenure (T1, ER)	22.94	10.23	.15*	.00	-.14*	-.01	.08	-.29*	.08					
9) LMX (T1, ER)	3.50	.69	.11*	.05	.40*	-.03	.02	.06	-.04	-.08	(.94)			
10) Employee Voice Frequency (T3, LR)	2.79	.81	.42*	-.08	.04	.10*	.58*	-.10*	-.03	.11*	.07	(.92)		
11) Employee Performance (T3, LR)	3.83	.74	.26*	.02	.08	.05	.46*	-.01	-.04	-.03	.15*	.46*		
12) Leader's Power Distance Beliefs (T2, LR)	2.47	.55	-.11*	.05	.03	.07	.04	-.27*	.06	.13*	-.08	-.05	-.05	(.70)

Note. $n=410$ employees within 75 teams. Coefficients in parentheses on the diagonal are Cronbach's alpha reliabilities. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$.

Table S1.2***Results of Regression Analysis for Social Worth (Study 1)***

	Social Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.11 [†]	.06	.11 [†]	.06	.11 [†]	.06	.11 [†]	.06
LMX (T1, ER)	.38*	.04	.38*	.04	.39*	.04	.39*	.04
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.04	-.00	.04	-.01	.04
Gender					-.08	.10	-.08	.10
Leader Voice Solicitation × Gender							.02	.10
R ² Marg.	.19		.19		.19		.19	
R ² Cond.	.21		.21		.22		.22	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$, [†] $p < .10$.

Table S1.3***Results of Regression Analysis for Social Evaluative Threat (Study 1)***

	Social Evaluative Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.08*	.04	-.07 [†]	.04	-.01	.04	.00	.04
Leader's Power Distance Beliefs (T2, LR)	.17*	.08	.20*	.09	.19*	.08	.19*	.08
LMX (T1, ER)	-.05	.06	-.06	.06	-.04	.06	-.03	.06
Employee Org Tenure (T1, ER)	.00	.01	.00	.01	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.07	.06	.05	.06	.03	.06
Gender					-.53*	.14	-.51*	.14
Leader Voice Solicitation × Gender							.11	.15
R ² Marg.	.03		.04		.07		.07	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$, [†] $p < .10$.

Table S1.4

Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08	.07	.08
LMX (T1, ER)	-.02	.03	-.02	.02	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03	.06*	.03
Gender					-.01	.05	-.01	.06
Leader Voice Solicitation × Gender							-.02	.06
R ² Marg.	.28		.29		.29		.29	
R ² Cond.	.67		.67		.67		.67	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$.

Table S1.5

Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.25*	.03	.23*	.03	.25*	.03	.23*	.03	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.05	.08	.07	.08	.05	.08	.07	.08	.05	.08	.07	.08	.07	.08
LMX (T1, ER)	-.02	.03	-.01	.03	-.02	.03	-.02	.03	-.02	.03	-.01	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Social Worth (T2, ER)			-.01	.03	.00	.03					-.01	.03	.00	.03	.00	.03
Social Evaluative Threat (T2, ER)							.00	.02	-.01	.02	.00	.02	-.01	.02	-.01	.02
Leader Voice Solicitation (T1, LR)					.06*	.03			.06*	.03			.06*	.03	.06*	.03
Gender					-.01	.05			-.01	.06			-.01	.06	-.02	.06
Leader Voice Solicitation × Gender															-.02	.06
R ² Marg.	.28		.28		.29		.28		.29		.29		.29		.29	
R ² Cond.	.67		.67		.67		.67		.67		.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * *p* < .05.

Table S1.6

Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06	.04	-.06	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.23*	.04	.22*	.04	.23*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04	.09*	.04
Gender					-.02	.07	-.02	.07
Leader Voice Solicitation × Gender							-.01	.08
R ² Marg.	.30		.31		.31		.31	
R ² Cond.	.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$, [†] $p < .10$.

Table S1.7

Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.00	.01	.00	.01	.01	.01	.00	.01	.01	.01	.00	.01	.01	.01	.01	.01
# Women in Team	-.06	.04	-.06	.04	-.05	.04	-.06	.04	-.05	.04	-.06	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.29*	.04	.25*	.04	.29*	.04	.25*	.04	.29*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.12	.09	.15 [†]	.09	.12	.09	.15 [†]	.09	.12	.09	.15 [†]	.09	.15 [†]	.09
LMX (T1, ER)	.00	.03	.00	.04	.00	.04	.00	.03	.00	.03	.00	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Social Worth (T2, ER)			.00	.04	.00	.04					.00	.04	.00	.04	.00	.04
Social Evaluative Threat (T2, ER)							.00	.02	-.01	.03	.00	.02	-.01	.03	-.01	.03
Leader Voice Solicitation (T1, LR)					.09*	.04			.09*	.04			.09*	.04	.09*	.04
Gender					-.02	.07			-.02	.07			-.02	.07	-.02	.07
Leader Voice Solicitation × Gender															.00	.08
R ² Marg.	.30		.30		.31		.30		.31		.30		.31		.31	
R ² Cond.	.59		.59		.59		.59		.59		.59		.59		.59	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$, [†] $p < .10$.

Table S1.8***Results of Regression Analysis for Voice Feasibility (Study 1)***

	Voice Feasibility (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.24*	.04	.24*	.04	.24*	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.09	-.01	.09	-.01	.09	-.01	.09
LMX (T1, ER)	-.02	.03	-.03	.03	-.02	.03	-.03	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.04	.03	.03	.04	.04	.04
Gender					-.06	.07	-.07	.07
Leader Voice Solicitation × Gender							-.05	.08
R ² Marg.	.23		.23		.23		.23	
R ² Cond.	.57		.57		.57		.57	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$.

Table S1.9

Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.04	.04	-.05	.04	-.04	.04	-.05	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.26*	.04	.24*	.04	.26*	.04	.24*	.04	.26*	.04	.24*	.04	.24*	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.09	-.01	.09	-.01	.09	-.01	.09	.00	.09	-.01	.09	.00	.09	.00	.09
LMX (T1, ER)	-.02	.03	-.02	.04	-.02	.04	-.03	.03	-.02	.03	-.02	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Social Worth (T2, ER)			-.01	.04	-.01	.04					-.01	.04	-.01	.04	-.01	.04
Social Evaluative Threat (T2, ER)							-.02	.02	-.02	.02	-.02	.02	-.02	.02	-.02	.02
Leader Voice Solicitation (T1, LR)					.03	.04			.03	.03			.03	.03	.04	.04
Gender					-.06	.07			-.07	.07			-.07	.07	-.08	.07
Leader Voice Solicitation × Gender															-.04	.08
R ² Marg.	.23		.23		.23		.23		.23		.23		.23		.23	
R ² Cond.	.57		.57		.57		.57		.57		.57		.57		.57	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$.

Table S1.10

Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.19*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.05	.13	.05	.12	.05	.12
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.05	.04	.05	.04	.05	.04
Gender					.05	.07	.05	.07
Leader Voice Solicitation × Gender							.00	.08
R ² Marg.	.14		.14		.14		.14	
R ² Cond.	.69		.69		.69		.69	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$.

Table S1.11

Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.02	.01	-.02	.01	-.01	.01	-.02	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.21*	.04	.19*	.04	.21*	.04	.19*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.04	.13	.05	.13	.03	.13	.04	.13	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	-.02	.03	-.02	.04	-.02	.04	-.02	.03	-.02	.03	-.01	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Social Worth (T2, ER)			-.01	.04	-.01	.04					-.01	.04	-.01	.04	-.01	.04
Social Evaluative Threat (T2, ER)							.01	.02	.01	.02	.01	.02	.01	.02	.01	.02
Leader Voice Solicitation (T1, LR)					.05	.04			.05	.04			.05	.04	.05	.04
Gender					.05	.07			.05	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender															.00	.08
R ² Marg.	.14		.14		.14		.14		.14		.14		.14		.14	
R ² Cond.	.69		.69		.69		.69		.69		.69		.69		.69	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman, all other predictor variables were grand mean centered. * $p < .05$.

FULL SCALES USED IN STUDY 1

Leader voice solicitation (Leader rated, T1)

In general, how often do you... (1=never to 5=always)

- Personally ask this employee to speak up with ideas for improving the team's working procedures?
- Intentionally seek suggestions from this employee on ways to improve the team's operations?
- Directly invite this employee to voice out their opinions on things that might affect the efficiency of the team?

Social worth (Employee rated, T2)

Thinking about your experience at work in the past month, to what extent do you agree...

- I am seen as an important part of my team because of my competence
- My leader and teammates think that I make a positive difference in the team because I am a capable person
- My leader and teammates value me based on my capabilities
- In my team, others appreciate who I am as a person
- My leader and teammates think that I make a positive difference in the team based on who I am as a person
- In my team, others appreciate my personal qualities and characteristics

Social evaluative threat (Employee rated, T2)

At work in the past month, I have felt...

- Worried that my capabilities will be negatively evaluated by my leader and teammates
- Concerned that my leader and coworkers will think that I do not offer valuable contributions to the team
- Fearful that I will be seen as a less competent team member in the eyes of my leader and teammates
- Worried that my abilities and talents will be viewed negatively by my leader and teammates
- Concerned that important aspects of myself might be at risk of being judged negatively
- Anxious about whether my leader and teammates may dislike me as a human being
- Concerned that my leader and teammates do not value me as a person, apart from the work I do for the team
- Worried about whether my leaders and teammates genuinely value me as a person

Voice quality (Leader rated, T3)

In the last month, the work-related ideas, suggestions, and concerns that this employee shared with others...

- Have a lot of value for improving things in the team
- Are useful for the team
- Will be important for the success of the team
- Take into account whether the organization has the resources needed to implement them
- Would be realistic to implement given the constraints of the organization

- Consider whether the organization has the resources to implement them
- Represent a substantial departure from the way things currently function team
- Imply substantial changes to many people's tasks and work methods
- Would substantially alter the existing rules of organizing and accomplishing work in our team, if they were implemented

Power distance beliefs (Leader rated, T2; Scale from Earley & Erez, 1997)

In general, to what extent do you agree...

- Managers should make most decisions without consulting subordinates
- It is frequently necessary for a manager to use authority and power when dealing with subordinates
- Managers should seldom ask for the opinions of employees
- Employees should not disagree with management decisions
- Managers should not delegate important tasks to employees

Voice frequency (Leader rated, T3; Scale from Liang et al., 2012)

In the past month, how often did this employee...(1 = not at all, 5 = to a very large extent)

- Speak up with ideas to improve the team's working procedures
- Raise suggestions to improve the team's operations
- Voice out opinions on things that might affect the efficiency of the team

LMX (Employee rated, T1; Scale from Graen and Uhl-Bien, 1995)

Based on your daily interactions with your leader, please select the extent to which you agree with the following descriptions.

- My supervisor would be personally inclined to help me solve problems in my work
- My working relationship with my supervisor is effective
- I have enough confidence in my supervisor that I would defend and justify his/her decisions if he or she were not present to do so
- My supervisor considers my suggestions for change
- My supervisor and I are suited to each other
- My supervisor understands my problems and needs
- My supervisor recognizes my potential

Employee performance (Leader rated, T3)

(1=very bad to 5=very good)

- Overall, how do you think this employee's performance is?

Immediacy of leader voice solicitation (Employee rated, T1; Scale from Barber & Santuzzi, 2015)

In general, when my leader asks me personally for my work-related ideas, suggestions, and concerns...

- My leader indicates that I need to respond quickly to their request
- My leader expects me to respond to their request immediately
- My leader wants me to provide a response to their request right at that moment

Publicity of leader voice solicitation (Employee rated, T1; Scale from King et al., 2009)

In general, when my leader asks me personally for my work-related ideas, suggestions, and concerns...

- My leader asks me in front of other people (e.g., coworkers, teammates)
- Others nearby can hear my leader make these requests of me
- My leader asks me in private (reverse coded)

STUDY 1 SUPPLEMENTAL ANALYSIS

Hypothesis Testing without Control Variables

Table S1.12**Results of Regression Analysis for Social Worth (Study 1)**

	Social Worth (T2, ER)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.02	.04	.01	.04	.02	.04
Gender			-.09	.10	-.10	.10
Leader Voice Solicitation × Gender					-.04	.11
R ² Marg.	.00		.00		.00	
R ² Cond.	.01		.01		.01	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.13**Results of Regression Analysis for Contribution-Based Worth (Study 1)**

	Contribution-Based Worth (T2, ER)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.02	.04	.01	.04	.01	.05
Gender			-.16	.10	-.16	.11
Leader Voice Solicitation × Gender					-.01	.12
R ² Marg.	.00		.01		.01	
R ² Cond.	.02		.02		.02	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.14**Results of Regression Analysis for Individual-Based Worth (Study 1)**

	Individual-Based Worth (T2, ER)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.01	.04	.01	.04	.02	.04
Gender			-.02	.10	-.03	.10
Leader Voice Solicitation × Gender					-.07	.12
R ² Marg.	.00		.00		.00	
R ² Cond.	.01		.01		.01	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.15***Results of Regression Analysis for Social Evaluative Threat (Study 1)***

	Social Evaluative Threat (T2, ER)					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.02	.05	-.01	.05	-.03	.06
Gender			-.58*	.13	-.54*	.13
Leader Voice Solicitation × Gender					.15	.15
R ² Marg.	.00		.05		.05	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.16***Results of Regression Analysis for Contribution-Based Threat (Study 1)***

	Contribution-Based Threat (T2, ER)					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.01	.06	-.02	.06	-.04	.06
Gender			-.64*	.14	-.61*	.14
Leader Voice Solicitation × Gender					.13	.17
R ² Marg.	.00		.05		.05	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.17***Results of Regression Analysis for Individual-Based Threat (Study 1)***

	Individual-Based Threat (T2, ER)					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.03	.05	.01	.05	-.02	.06
Gender			-.51*	.13	-.47*	.13
Leader Voice Solicitation × Gender					.17	.15
R ² Marg.	.00		.04		.04	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.18**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.20*	.03	.20*	.03	.22*	.03
Gender			.02	.06	.00	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.09		.09		.09	
R ² Cond.	.60		.60		.60	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.19**Results of Regression Analysis for Voice Desirability (Study 1)**

	Voice Desirability (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.25*	.04	.25*	.04	.27*	.04
Gender			.00	.08	-.02	.08
Leader Voice Solicitation × Gender					-.10	.09
R ² Marg.	.10		.10		.10	
R ² Cond.	.52		.52		.53	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.20**Results of Regression Analysis for Voice Feasibility (Study 1)**

	Voice Feasibility (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.18*	.03	.18*	.03	.19*	.04
Gender			-.04	.07	-.07	.07
Leader Voice Solicitation × Gender					-.13	.08
R ² Marg.	.06		.06		.06	
R ² Cond.	.51		.51		.51	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.21***Results of Regression Analysis for Voice Degree of Change (Study 1)***

	Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Leader Voice Solicitation (T1, LR)	.18*	.03	.18*	.03	.19*	.04
Gender			.08	.07	.07	.07
Leader Voice Solicitation × Gender					-.07	.08
R ² Marg.	.04		.04		.04	
R ² Cond.	.66		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

STUDY 1 SUPPLEMENTAL ANALYSIS

Analysis with Contribution-Based and Individual-Based Threat and Worth Sub-Scales

Table S1.22
Results of Regression Analysis for Contribution-Based Worth (Study 1)

	Contribution-Based Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06 [†]	.03	-.06 [†]	.03	-.04	.03	-.03	.03
Leader's Power Distance Beliefs (T2, LR)	.15*	.07	.15*	.07	.15*	.07	.15*	.07
LMX (T1, ER)	.40*	.05	.40*	.05	.41*	.05	.41*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.01	.04	.00	.04	.00	.05
Gender					-.15	.10	-.14	.11
Leader Voice Solicitation × Gender							.05	.11
R ² Marg.	.19		.19		.19		.19	
R ² Cond.	.21		.21		.21		.21	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.23
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.08	.06	.07	.06	.07	.06	.07	.06
LMX (T1, ER)	.36*	.04	.36*	.05	.36*	.05	.36*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.01	.04
Gender					-.01	.10	-.02	.10
Leader Voice Solicitation × Gender							-.01	.11
R ² Marg.	.16		.16		.16		.16	
R ² Cond.	.18		.18		.18		.18	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.24
Results of Regression Analysis for Contribution-Based Threat (Study 1)

	Contribution-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01
# Women in Team	-.11*	.04	-.10*	.04	-.03	.05	-.03	.05
Leader's Power Distance Beliefs (T2, LR)	.19*	.09	.20*	.09	.20*	.09	.20*	.09
LMX (T1, ER)	-.01	.07	-.02	.07	.00	.07	.01	.07
Employee Org Tenure (T1, ER)	.00	.01	.00	.01	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.05	.06	.03	.06	.02	.07
Gender					-.56*	.16	-.55*	.16
Leader Voice Solicitation × Gender							.08	.17
R ² Marg.	.03		.04		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.25
Results of Regression Analysis for Individual-Based Threat (Study 1)

	Individual-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02 [†]	.01	.02*	.01	.02*	.01	.02 [†]	.01
# Women in Team	-.05	.04	-.04	.04	.02	.04	.02	.04
Leader's Power Distance Beliefs (T2, LR)	.16 [†]	.08	.19*	.09	.18*	.08	.18*	.08
LMX (T1, ER)	-.08	.07	-.10	.07	-.07	.06	-.07	.07
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.09	.06	.07	.06	.05	.06
Gender					-.50*	.14	-.48*	.14
Leader Voice Solicitation × Gender							.13	.15
R ² Marg.	.02		.03		.06		.06	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.26
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.25*	.03	.25*	.03	.25*	.03	.25*	.03	.25*	.03	.25*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.05	.08	.05	.08	.05	.08	.05	.08	.05	.08	.05	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.01	.03							-.01	.03		
Individual-Based Worth (T2, ER)					.00	.03							.00	.03
Contribution-Based Threat (T2, ER)							.00	.02			.00	.02		
Individual-Based Threat (T2, ER)									.00	.02			.00	.02
R ² Marg.	.28		.28		.28		.28		.28		.29		.28	
R ² Cond.	.67		.67		.67		.67		.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.27
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.23*	.03	.23*	.03	.23*	.03	.23*	.03	.23*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.06	.08	.07	.08	.06	.08	.07	.08	.07	.08	.07	.08	.07	.08
LMX (T1, ER)	-.02	.03	-.01	.03	-.02	.03	-.02	.03	-.02	.03	-.01	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.01	.03							-.01	.03		
Individual-Based Worth (T2, ER)					.00	.03							.00	.03
Contribution-Based Threat (T2, ER)							-.01	.02			-.01	.02		
Individual-Based Threat (T2, ER)									-.01	.02			-.01	.02
Leader Voice Solicitation (T1, LR)	.06*	.03	.06*	.03	.06*	.03	.06*	.03	.06*	.03	.06*	.03	.06*	.03
Gender	-.01	.05	-.01	.05	-.01	.05	-.01	.05	-.01	.05	-.01	.06	-.01	.05
R ² Marg.	.29		.29		.29		.29		.29		.29		.29	
R ² Cond.	.67		.67		.67		.67		.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.28
Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.06	.04
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.29*	.04	.29*	.04	.29*	.04	.28*	.04	.29*	.04	.28*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.12	.09	.12	.09	.13	.09	.12	.09	.13	.09	.12	.09
LMX (T1, ER)	.00	.03	.00	.04	.00	.04	.00	.03	.00	.03	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			.00	.03							.00	.03		
Individual-Based Worth (T2, ER)					.00	.04							.00	.04
Contribution-Based Threat (T2, ER)							-.01	.02			-.01	.02		
Individual-Based Threat (T2, ER)									.01	.02			.01	.02
R ² Marg.	.30		.30		.30		.30		.30		.30		.30	
R ² Cond.	.59		.59		.59		.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.29

Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.25*	.04	.25*	.04	.25*	.04	.25*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09
LMX (T1, ER)	.00	.03	.00	.04	.00	.04	.00	.03	.00	.03	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			.00	.03							.00	.03		
Individual-Based Worth (T2, ER)					.00	.04							.00	.04
Contribution-Based Threat (T2, ER)							-.01	.02			-.01	.02		
Individual-Based Threat (T2, ER)									.00	.02			.00	.02
Leader Voice Solicitation (T1, LR)	.09*	.04	.09*	.04	.09*	.04	.09*	.04	.09*	.04	.09*	.04	.09*	.04
Gender	-.02	.07	-.02	.07	-.02	.07	-.03	.07	-.02	.07	-.03	.07	-.02	.07
R ² Marg.	.31		.31		.31		.31		.31		.31		.31	
R ² Cond.	.59		.59		.59		.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.30
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.26*	.04	.25*	.04	.26*	.04	.26*	.04	.26*	.04	.26*	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.09	-.01	.09	-.02	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.03	.03	-.02	.03	-.03	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.01	.03							-.01	.03		
Individual-Based Worth (T2, ER)					.00	.04							.00	.04
Contribution-Based Threat (T2, ER)							-.01	.02			-.01	.02		
Individual-Based Threat (T2, ER)									-.03	.02			-.03	.02
R ² Marg.	.23		.23		.23		.23		.23		.23		.23	
R ² Cond.	.57		.57		.57		.57		.57		.57		.57	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.31
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.24*	.04	.24*	.04	.24*	.04	.24*	.04	.24*	.04	.24*	.04	.24*	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.09	-.01	.09	-.01	.09	-.01	.09	.00	.09	.00	.09	.00	.09
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.03	.03	-.02	.03	-.03	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.01	.03							-.01	.03		
Individual-Based Worth (T2, ER)					.00	.04							.00	.04
Contribution-Based Threat (T2, ER)							-.01	.02			-.01	.02		
Individual-Based Threat (T2, ER)									-.03	.02			-.03	.02
Leader Voice Solicitation (T1, LR)	.03	.04	.03	.04	.03	.04	.03	.04	.04	.03	.03	.04	.04	.03
Gender	-.06	.07	-.06	.07	-.06	.07	-.07	.07	-.08	.07	-.07	.07	-.08	.07
R ² Marg.	.23		.23		.23		.23		.24		.23		.24	
R ² Cond.	.57		.57		.57		.57		.57		.57		.57	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.32
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	-.02	.01	-.02	.01	-.02	.01	-.02	.01	-.02	.01	-.02	.01	-.02	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.18*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.21*	.04	.21*	.04	.21*	.04	.21*	.04	.21*	.04	.21*	.04
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.04	.13	.03	.13	.03	.13	.03	.13	.04	.13	.03	.13
LMX (T1, ER)	-.02	.03	-.01	.04	-.02	.04	-.02	.03	-.02	.03	-.01	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.02	.03							-.02	.03		
Individual-Based Worth (T2, ER)					.01	.04							.00	.04
Contribution-Based Threat (T2, ER)							.01	.02			.01	.02		
Individual-Based Threat (T2, ER)									.01	.02			.01	.02
R ² Marg.	.14		.14		.14		.14		.14		.14		.14	
R ² Cond.	.69		.69		.69		.69		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.33
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)													
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>														
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.19*	.04	.19*	.04	.19*	.04	.19*	.04	.19*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.05	.12	.05	.13	.05	.12	.05	.13	.04	.13	.05	.13	.04	.13
LMX (T1, ER)	-.02	.03	-.02	.04	-.03	.04	-.02	.03	-.02	.03	-.02	.04	-.03	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>														
Contribution-Based Worth (T2, ER)			-.02	.03							-.02	.03		
Individual-Based Worth (T2, ER)					.01	.04							.01	.04
Contribution-Based Threat (T2, ER)							.01	.02			.01	.02		
Individual-Based Threat (T2, ER)									.01	.02			.01	.02
Leader Voice Solicitation (T1, LR)	.05	.04	.05	.04	.05	.04	.05	.04	.05	.04	.05	.04	.05	.04
Gender	.05	.07	.04	.07	.05	.07	.05	.07	.05	.07	.05	.07	.05	.07
R ² Marg.	.14		.14		.14		.14		.14		.14		.14	
R ² Cond.	.69		.69		.69		.69		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

STUDY 1 SUPPLEMENTAL ANALYSIS

Effects of Expected Response Immediacy and Solicitation Publicity

Table S1.34
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.05	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.11 [†]	.06	.11 [†]	.06	.10 [†]	.06	.10 [†]	.06	.11 [†]	.06	.12*	.06	.12 [†]	.06	.11 [†]	.06	.11 [†]	.06
LMX (T1, ER)	.34*	.05	.34*	.05	.34*	.05	.34*	.05	.34*	.05	.32*	.05	.32*	.05	.32*	.05	.31*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.11*	.05	.11*	.05	.11*	.05	.10*	.05	.11*	.05	.17*	.05	.17*	.05	.16*	.05	.16*	.05
Leader Voice Solicitation (T1, LR)			-.00	.04	.00	.04	-.00	.04					-.01	.04	.00	.04	.00	.04
Gender							-.06	.09	-.06	.09	-.08	.09	-.08	.09	-.08	.09	-.09	.10
Immediacy × Voice Solicitation					-.07	.05	-.07	.05							-.08	.05	-.10*	.05
Immediacy × Gender											-.31*	.12	-.31*	.12	-.32*	.12	-.28*	.12
Voice Solicitation × Gender																	-.00	.10
Immediacy × Voice Solicitation × Gender																	.27 [†]	.15
R ² Marg.	.20		.20		.21		.21		.20		.22		.22		.22		.23	
R ² Cond.	.23		.23		.23		.24		.23		.25		.25		.25		.26	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Figure S1.1
Simple Slopes Graph for Table S1.34, Model 6

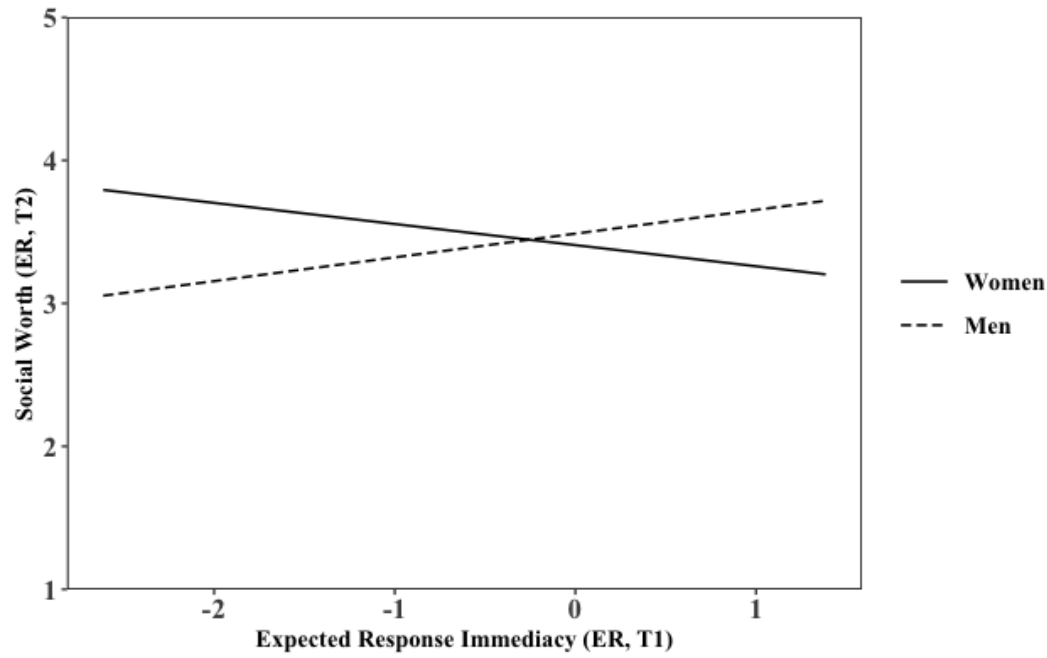


Figure S1.2
Simple Slopes Graph for Table S1.34, Model 9

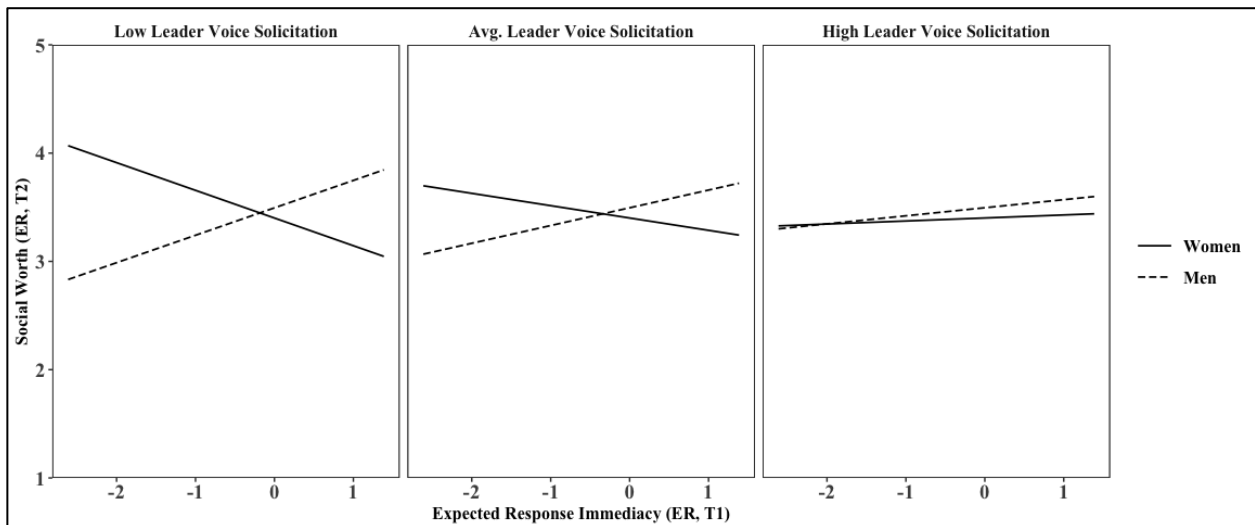


Table S1.35
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.05 [†]	.03	-.04	.03	-.04	.03	-.03	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.10 [†]	.06	.10	.06	.10	.06	.10	.06	.10 [†]	.06	.11 [†]	.06	.11 [†]	.06	.10 [†]	.06	.10 [†]	.06
LMX (T1, ER)	.32*	.05	.32*	.05	.31*	.05	.32*	.05	.32*	.05	.31*	.05	.32*	.05	.31*	.05	.31*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.12*	.05	.12*	.05	.12*	.05	.12*	.05	.12*	.05	.14*	.05	.14*	.05	.13*	.05	.13*	.05
Leader Voice Solicitation (T1, LR)			.00	.04	.00	.04	.00	.04					-.00	.04	.00	.04	-.00	.04
Gender							-.07	.09	-.07	.09	-.07	.09	-.07	.09	-.07	.09	-.07	.10
Publicity × Voice Solicitation					-.10*	.05	-.10*	.05							-.10 [†]	.05	-.10*	.05
Publicity × Gender											-.09	.13	-.09	.13	-.07	.13	-.08	.13
Voice Solicitation × Gender																	.01	.11
Publicity × Voice Solicitation × Gender																	.08	.17
R ² Marg.	.20		.20		.21		.21		.20		.20		.20		.21		.21	
R ² Cond.	.24		.24		.24		.24		.24		.24		.24		.24		.25	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.36
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.05 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.10 [†]	.06	.10 [†]	.06	.10	.06	.10	.06	.11 [†]	.06	.11 [†]	.06	.10 [†]	.06	.10	.06
LMX (T1, ER)	.31*	.05	.31*	.05	.30*	.05	.31*	.05	.29*	.05	.29*	.05	.29*	.05	.29*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.07	.05	.07	.05	.07	.05	.07	.05	.14*	.06	.14*	.06	.14*	.06	.14*	.06
Solicitation Publicity (T1, ER)	.09	.06	.09	.06	.08	.06	.08	.06	.06	.06	.06	.06	.06	.06	.06	.06
Leader Voice Solicitation (T1, LR)			-.00	.04	.00	.04	-.00	.04			-.00	.04	.00	.04	-.00	.04
Gender							-.07	.09	-.08	.09	-.08	.09	-.08	.09	-.09	.10
Voice Solicitation × Gender															.02	.10
Immediacy × Voice Solicitation					-.02	.06	-.02	.06					-.05	.06	-.07	.06
Immediacy × Gender									-.42*	.15	-.42*	.15	-.44*	.15	-.32 [†]	.19
Immediacy × Voice Solicitation × Gender															.29	.26
Publicity × Voice Solicitation					-.08	.06	-.08	.06					-.06	.06	-.06	.07
Publicity × Gender									.18	.16	.18	.16	.21	.16	.12	.18
Publicity × Voice Solicitation × Gender															-.13	.26
R ² Marg.	.21		.21		.21		.21		.22		.22		.23		.23	
R ² Cond.	.24		.24		.25		.25		.26		.26		.26		.27	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Figure S1.3
Simple Slopes Graph for Table S1.36, Model 5

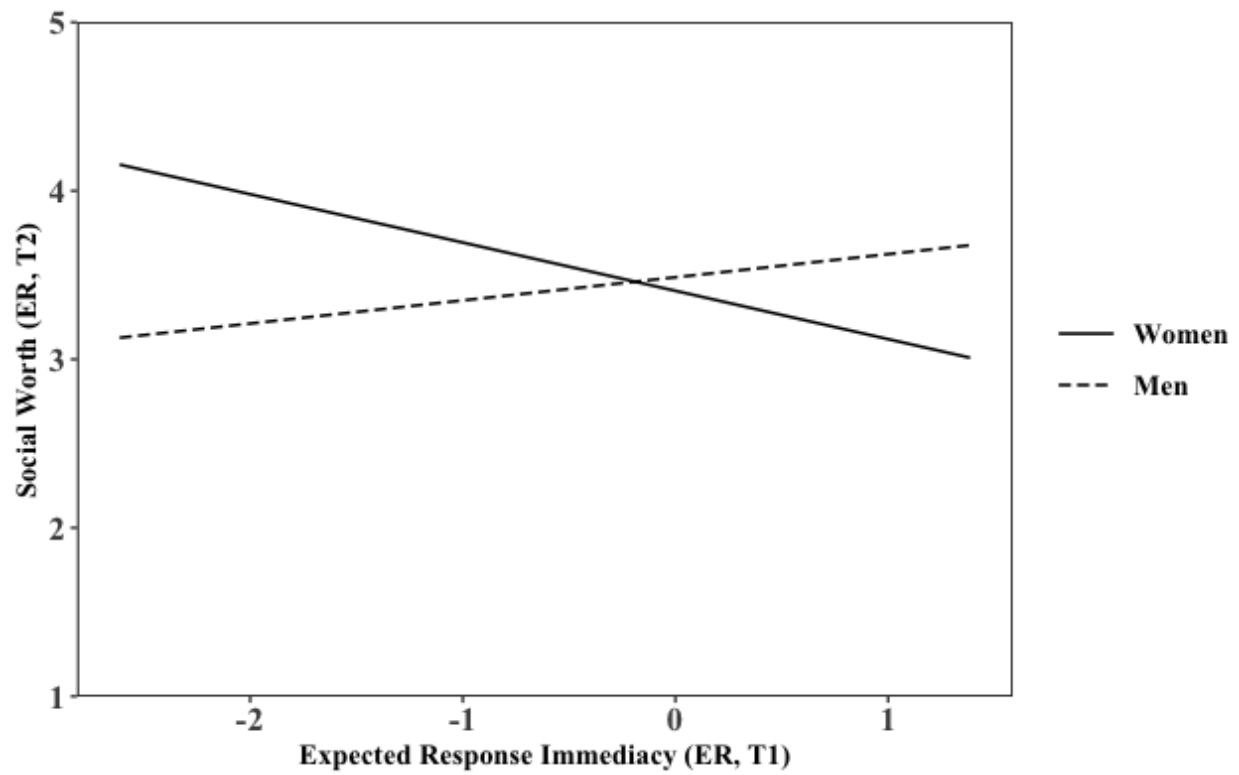


Table S1.37
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.05 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.10 [†]	.06	.10 [†]	.06	.10 [†]	.06	.10 [†]	.06	.11 [†]	.06	.11 [†]	.06	.11 [†]	.06	.10 [†]	.06	.10	.06
LMX (T1, ER)	.31*	.05	.31*	.05	.30*	.05	.30*	.05	.31*	.05	.29*	.05	.29*	.05	.29*	.05	.30*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.07	.06	.07	.06	.08	.06	.07	.06	.07	.06	.14*	.06	.14*	.06	.14*	.06	.14*	.06
Solicitation Publicity (T1, ER)	.09	.06	.09	.06	.08	.06	.08	.06	.09	.06	.06	.06	.06	.06	.05	.06	.05	.06
Leader Voice Solicitation (T1, LR)			-.00	.04	-.03	.04	-.03	.04					-.00	.04	-.02	.04	-.03	.04
Gender							-.08	.09	-.06	.09	-.08	.10	-.09	.10	-.08	.10	-.10	.11
Immediacy × Publicity	.00	.04	.00	.04	.02	.04	.01	.04	-.00	.04	-.00	.04	-.00	.04	.02	.04	.02	.04
Immediacy × Publicity × Voice Solicitation					.08 [†]	.04	.08 [†]	.04							.07 [†]	.04	.07	.04
Immediacy × Publicity × Gender											.01	.11	.01	.11	-.06	.12	-.03	.13
Immediacy × Publicity × Voice Solicitation × Gender																	.05	.16
Voice Solicitation × Gender																	.01	.12
Immediacy × Voice Solicitation					.01	.06	.01	.06							-.02	.06	-.04	.06
Immediacy × Gender											-.42*	.15	-.42*	.15	-.44*	.15	-.33 [†]	.19
Immediacy × Voice Solicitation × Gender																	.26	.26
Publicity × Voice Solicitation					-.08	.06	-.08	.06							-.06	.06	-.06	.07
Publicity × Gender											.18	.16	.18	.16	.22	.16	.16	.19
Publicity × Voice Solicitation × Gender																	-.05	.28
R ² Marg.	.21		.21		.22		.22		.21		.22		.22		.24		.24	
R ² Cond.	.24		.24		.25		.26		.24		.26		.26		.27		.28	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Figure S1.4
Simple Slopes Graph for Table S1.37, Model 3 (version 1)

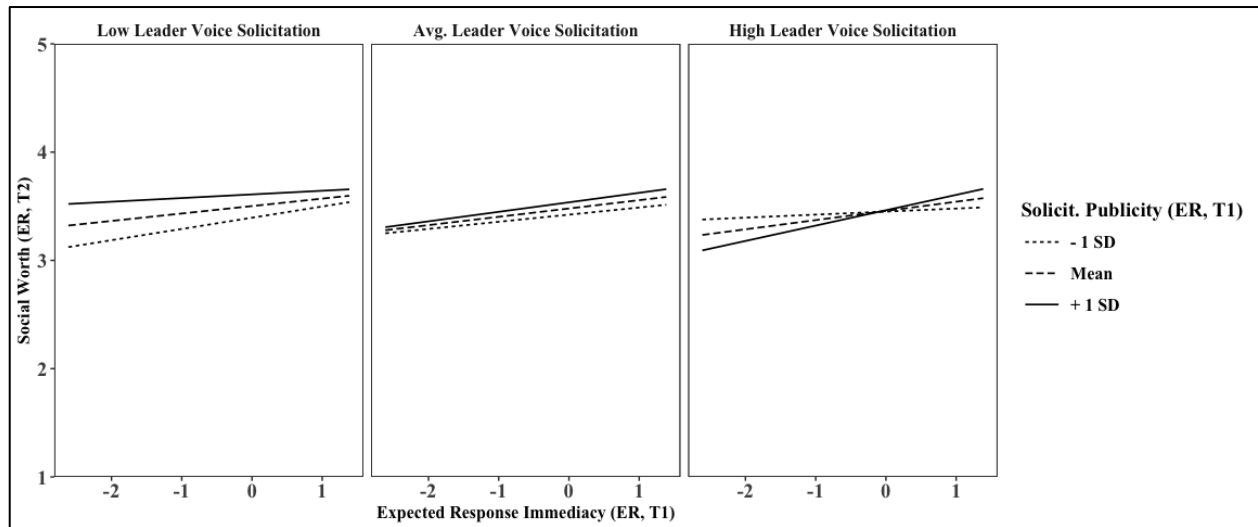


Figure S1.5
Simple Slopes Graph for Table S1.37, Model 3 (version 2)

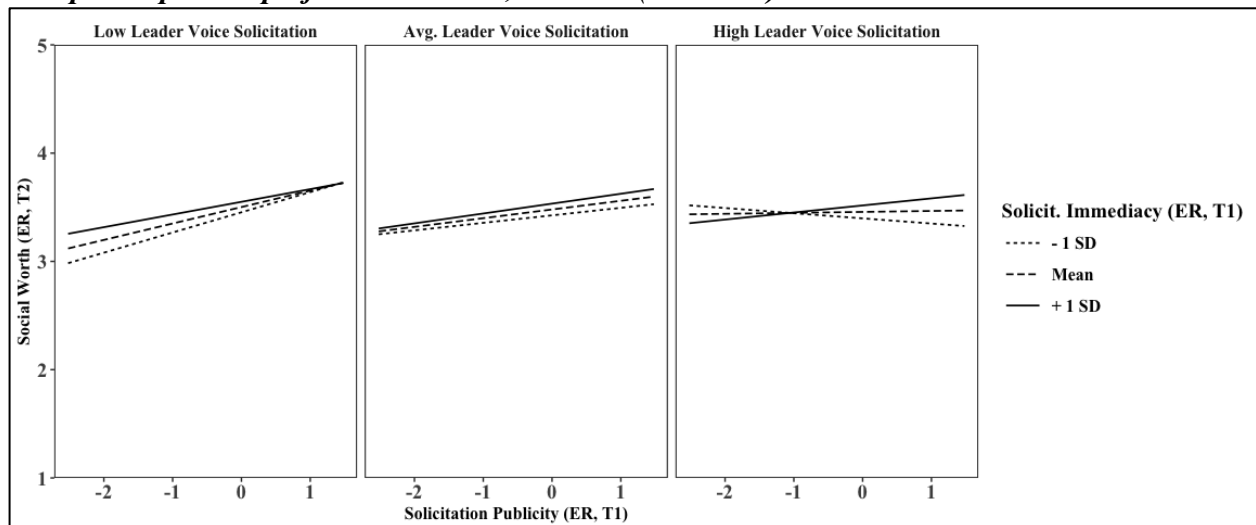


Table S1.38
Results of Regression Analysis for Contribution-Based Worth (Study 1)

	Contribution-Based Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.05 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.14*	.07	.15*	.07	.14*	.07	.14*	.07	.15*	.07	.16*	.07	.16*	.07	.15*	.07	.14*	.07
LMX (T1, ER)	.35*	.05	.35*	.05	.35*	.05	.36*	.05	.36*	.05	.34*	.05	.34*	.05	.34*	.05	.33*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.13*	.05	.13*	.05	.12*	.05	.12*	.05	.12*	.05	.18*	.06	.18*	.06	.17*	.06	.18*	.06
Leader Voice Solicitation (T1, LR)			.01	.04	.01	.04	.01	.04					.00	.04	.01	.04	.01	.05
Gender							-.13	.10	-.13	.10	-.15	.10	-.15	.10	-.14	.10	-.16	.10
Immediacy × Voice Solicitation					-.09 [†]	.05	-.09 [†]	.05							-.10 [†]	.05	-.13*	.05
Immediacy × Gender											-.31*	.13	-.31*	.13	-.33*	.13	-.27*	.13
Voice Solicitation × Gender																	.02	.11
Immediacy × Voice Solicitation × Gender																	.31 [†]	.17
R ² Marg.	.20		.20		.21		.21		.20		.21		.21		.22		.23	
R ² Cond.	.23		.23		.23		.24		.23		.24		.24		.24		.26	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.39
Results of Regression Analysis for Contribution-Based Worth (Study 1)

	Contribution-Based Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.06 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07
LMX (T1, ER)	.33*	.06	.33*	.06	.32*	.06	.33*	.06	.34*	.06	.33*	.06	.33*	.06	.33*	.06	.33*	.06
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.14*	.05	.14*	.05	.13*	.05	.13*	.05	.13*	.05	.15*	.06	.15*	.06	.14*	.06	.14*	.06
Leader Voice Solicitation (T1, LR)			.01	.04	.02	.04	.01	.04					.00	.04	.01	.04	.00	.05
Gender							-.14	.10	-.14	.10	-.14	.10	-.14	.10	-.14	.10	-.14	.10
Publicity × Voice Solicitation					-.11*	.05	-.11*	.05							-.11*	.05	-.12*	.06
Publicity × Gender											-.07	.14	-.07	.14	-.05	.14	-.06	.14
Voice Solicitation × Gender																	.03	.12
Publicity × Voice Solicitation × Gender																	.12	.18
R ² Marg.	.20		.20		.21		.21		.20		.20		.20		.21		.21	
R ² Cond.	.23		.23		.23		.24		.23		.23		.23		.24		.24	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.40
Results of Regression Analysis for Contribution-Based Worth (Study 1)

Contribution-Based Worth (T2, ER)																
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7		Model 8	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.05 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.13*	.07
LMX (T1, ER)	.32*	.06	.32*	.06	.31*	.06	.32*	.06	.31*	.06	.31*	.06	.31*	.06	.31*	.06
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.09	.06	.09	.06	.08	.06	.08	.06	.15*	.06	.15*	.06	.15*	.06	.15*	.06
Solicitation Publicity (T1, ER)	.09	.06	.09	.06	.09	.06	.09	.06	.07	.07	.07	.07	.06	.07	.06	.07
Leader Voice Solicitation (T1, LR)			.01	.04	.02	.04	.01	.04			.00	.04	.01	.04	.01	.04
Gender							-.13	.10	-.15	.10	-.15	.10	-.15	.10	-.15	.10
Voice Solicitation × Gender															.04	.11
Immediacy × Voice Solicitation					-.04	.07	-.04	.07					-.07	.07	-.09	.07
Immediacy × Gender									-.43*	.16	-.43*	.16	-.46*	.16	-.34	.21
Immediacy × Voice Solicitation × Gender															.29	.28
Publicity × Voice Solicitation					-.09	.07	-.09	.07					-.06	.07	-.06	.07
Publicity × Gender									.20	.17	.20	.17	.24	.17	.14	.20
Publicity × Voice Solicitation × Gender															-.09	.28
R ² Marg.	.20		.20		.21		.22		.22		.22		.23		.23	
R ² Cond.	.23		.23		.24		.24		.25		.25		.26		.26	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.41
Results of Regression Analysis for Contribution-Based Worth (Study 1)

Contribution-Based Worth (T2, ER)																		
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.06 [†]	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07	.14*	.07
LMX (T1, ER)	.32*	.06	.32*	.06	.31*	.06	.32*	.06	.32*	.06	.31*	.06	.31*	.06	.31*	.06	.31*	.06
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.09	.06	.09	.06	.09	.06	.09	.06	.08	.06	.15*	.07	.15*	.07	.16*	.06	.16*	.06
Solicitation Publicity (T1, ER)	.09	.06	.09	.06	.08	.06	.08	.06	.09	.06	.07	.07	.07	.07	.05	.07	.04	.07
Leader Voice Solicitation (T1, LR)			.01	.04	-.03	.04	-.04	.05					.00	.04	-.03	.05	-.04	.05
Gender							-.16	.10	-.13	.10	-.16	.11	-.16	.11	-.15	.11	-.18	.12
Immediacy × Publicity	.00	.04	.00	.04	.02	.04	.02	.04	.00	.04	-.00	.04	-.00	.04	.03	.04	.03	.04
Immediacy × Publicity × Voice Solicitation					.11*	.05	.12*	.05							.12*	.05	.11*	.05
Immediacy × Publicity × Gender											.03	.12	.03	.12	-.06	.13	-.03	.15
Immediacy × Publicity × Voice Solicitation × Gender																	.08	.17
Voice Solicitation × Gender																	.01	.13
Immediacy × Voice Solicitation					.00	.07	.01	.07							-.03	.07	-.05	.07
Immediacy × Gender											-.42*	.16	-.42*	.17	-.45*	.17	-.35	.21
Immediacy × Voice Solicitation × Gender																	.24	.28
Publicity × Voice Solicitation					-.08	.07	-.09	.07							-.06	.07	-.07	.07
Publicity × Gender											.21	.18	.21	.18	.26	.18	.21	.20
Publicity × Voice Solicitation × Gender																	.05	.30
R ² Marg.	.20		.20		.22		.23		.21		.22		.22		.24		.25	
R ² Cond.	.23		.23		.25		.26		.24		.25		.25		.27		.28	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.42
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	-.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	-.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.08	.06	.07	.06	.07	.06	.07	.06	.08	.06	.09	.06	.08	.06	.08	.06	.07	.06
LMX (T1, ER)	.32*	.05	.32*	.05	.32*	.05	.32*	.05	.32*	.05	.30*	.05	.30*	.05	.31*	.05	.30*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.09 [†]	.05	.10 [†]	.05	.09 [†]	.05	.09 [†]	.05	.09 [†]	.05	.15*	.05	.15*	.05	.15*	.05	.15*	.05
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.01	.04					-.01	.04	-.01	.04	-.01	.04
Gender							.00	.10	.00	.10	-.01	.10	-.02	.10	-.01	.10	-.03	.10
Immediacy × Voice Solicitation					-.05	.05	-.05	.05							-.06	.05	-.08	.05
Immediacy × Gender											-.32*	.12	-.31*	.12	-.32*	.12	-.28*	.13
Voice Solicitation × Gender																	-.02	.11
Immediacy × Voice Solicitation × Gender																	.23	.16
R ² Marg.	.16		.16		.17		.17		.16		.18		.18		.18		.18	
R ² Cond.	.19		.19		.19		.19		.19		.21		.21		.21		.22	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.43
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	-.00	.01	-.00	.01	-.00	.01	.00	.01	.00	.01	-.00	.01	-.00	.01	-.00	.01
# Women in Team	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.03	.03	-.03	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.07	.06	.07	.06	.06	.06	.06	.06	.07	.06	.08	.06	.07	.07	.07	.06	.07	.06
LMX (T1, ER)	.30*	.05	.30*	.05	.30*	.05	.30*	.05	.30*	.05	.30*	.05	.30*	.05	.30*	.05	.29*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.11*	.05	.11*	.05	.11*	.05	.11*	.05	.11*	.05	.13*	.06	.13*	.06	.12*	.06	.12*	.06
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.01	.04					-.01	.04	-.01	.04	-.01	.04
Gender							-.01	.10	-.00	.10	-.00	.10	-.01	.10	-.01	.10	-.01	.10
Publicity × Voice Solicitation					-.08 [†]	.05	-.08 [†]	.05							-.08	.05	-.08	.05
Publicity × Gender											-.10	.13	-.10	.13	-.08	.13	-.09	.13
Voice Solicitation × Gender																	-.01	.11
Publicity × Voice Solicitation × Gender																	.04	.18
R ² Marg.	.17		.17		.17		.17		.17		.17		.17		.17		.17	
R ² Cond.	.20		.20		.20		.20		.20		.20		.20		.20		.20	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.44
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.00	.01	-.00	.01	-.00	.01	-.00	.01	.00	.01	-.00	.01	-.00	.01	-.00	.01
# Women in Team	-.03	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.07	.06	.07	.06	.07	.06	.07	.06	.08	.06	.07	.06	.07	.06	.07	.06
LMX (T1, ER)	.29*	.05	.30*	.05	.29*	.05	.29*	.05	.28*	.05	.28*	.05	.28*	.05	.28*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.06	.06	.06	.06	.06	.06	.06	.06	.12*	.06	.13*	.06	.12*	.06	.12*	.06
Solicitation Publicity (T1, ER)	.08	.06	.08	.06	.08	.06	.08	.06	.06	.06	.06	.06	.06	.06	.06	.06
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.01	.04			-.01	.04	-.01	.04	-.01	.04
Gender							.00	.10	-.01	.10	-.02	.10	-.02	.10	-.03	.10
Voice Solicitation × Gender															.00	.11
Immediacy × Voice Solicitation					.00	.06	.00	.06					-.03	.06	-.05	.07
Immediacy × Gender									-.41*	.15	-.41*	.15	-.42*	.16	-.30	.20
Immediacy × Voice Solicitation × Gender															.29	.27
Publicity × Voice Solicitation					-.08	.07	-.08	.07					-.06	.07	-.05	.07
Publicity × Gender									.16	.17	.16	.17	.19	.17	.09	.19
Publicity × Voice Solicitation × Gender															-.17	.27
R ² Marg.	.17		.17		.17		.17		.18		.18		.19		.19	
R ² Cond.	.20		.20		.20		.20		.22		.22		.22		.22	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.45
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	-.00	.01	-.00	.01	-.00	.01	.00	.01	.00	.01	-.00	.01	-.00	.01	-.00	.01
# Women in Team	-.03	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.07	.06	.07	.06	.07	.06	.07	.06	.07	.06	.08	.06	.07	.06	.07	.06	.07	.06
LMX (T1, ER)	.29*	.05	.30*	.05	.29*	.05	.29*	.05	.29*	.05	.28*	.05	.28*	.05	.28*	.05	.28*	.06
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.06	.06	.06	.06	.06	.06	.06	.06	.06	.06	.13*	.06	.13*	.06	.13*	.06	.13*	.06
Solicitation Publicity (T1, ER)	.08	.06	.08	.06	.08	.06	.08	.06	.08	.06	.06	.06	.06	.06	.05	.06	.05	.06
Leader Voice Solicitation (T1, LR)			-.01	.04	-.02	.04	-.03	.04					-.01	.04	-.02	.04	-.02	.05
Gender							-.01	.10	.01	.10	-.01	.10	-.01	.11	-.00	.11	-.02	.11
Immediacy × Publicity	.00	.04	.00	.04	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04	.02	.04	.02	.04
Immediacy × Publicity × Voice Solicitation					.04	.04	.04	.04							.03	.04	.03	.05
Immediacy × Publicity × Gender											-.01	.12	-.01	.12	-.06	.12	-.03	.14
Immediacy × Publicity × Voice Solicitation × Gender																	.02	.16
Voice Solicitation × Gender																	-.00 .13	
Immediacy × Voice Solicitation					.01 .06		.01 .06								-.02 .07		-.04 .07	
Immediacy × Gender											-.42* .16		-.41* .16		-.43* .16		-.31 .20	
Immediacy × Voice Solicitation × Gender																	.27 .27	
Publicity × Voice Solicitation					-.08 .07		-.08 .07								-.06 .07		-.05 .07	
Publicity × Gender											.16 .17		.16 .17		.18 .17		.11 .19	
Publicity × Voice Solicitation × Gender																	-.15 .29	
R ² Marg.	.17		.17		.18		.18		.17		.18		.18		.19		.19	
R ² Cond.	.20		.20		.20		.20		.20		.22		.22		.22		.22	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.46
Results of Regression Analysis for Social Evaluative Threat (Study 1)

		Social Evaluative Threat (T2, ER)																	
		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
		<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																			
	# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01
	# Women in Team	-.08*	.04	-.07 [†]	.04	-.07 [†]	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.00	.04
	Leader's Power Distance Beliefs (T2, LR)	.17*	.08	.19*	.08	.20*	.08	.20*	.08	.18*	.08	.17*	.08	.19*	.08	.19*	.08	.19*	.08
	LMX (T1, ER)	-.10	.07	-.11	.07	-.11	.07	-.08	.07	-.07	.07	-.07	.07	-.07	.07	-.08	.07	-.08	.07
	Employee Org Tenure (T1, ER)	.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																			
	Solicitation Immediacy (T1, ER)	.12 [†]	.07	.12 [†]	.07	.13 [†]	.07	.11	.07	.10	.07	.09	.08	.08	.08	.09	.07	.09	.07
	Leader Voice Solicitation (T1, LR)			.07	.06	.06	.06	.03	.06					.04	.06	.03	.06	.02	.06
	Gender							-.52*	.14	-.53*	.14	-.52*	.14	-.51*	.14	-.51*	.14	-.51*	.14
	Immediacy × Voice Solicitation					.12 [†]	.07	.12 [†]	.07							.13 [†]	.07	.10	.07
	Immediacy × Gender											.10	.17	.10	.17	.11	.17	.15	.18
	Voice Solicitation × Gender																	.07	.15
	Immediacy × Voice Solicitation × Gender																	.22	.23
R ² Marg.		.04		.04		.05		.08		.07		.07		.07		.08		.08	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Figure S1.6
Simple Slopes Graph for Table S1.46, Model 3

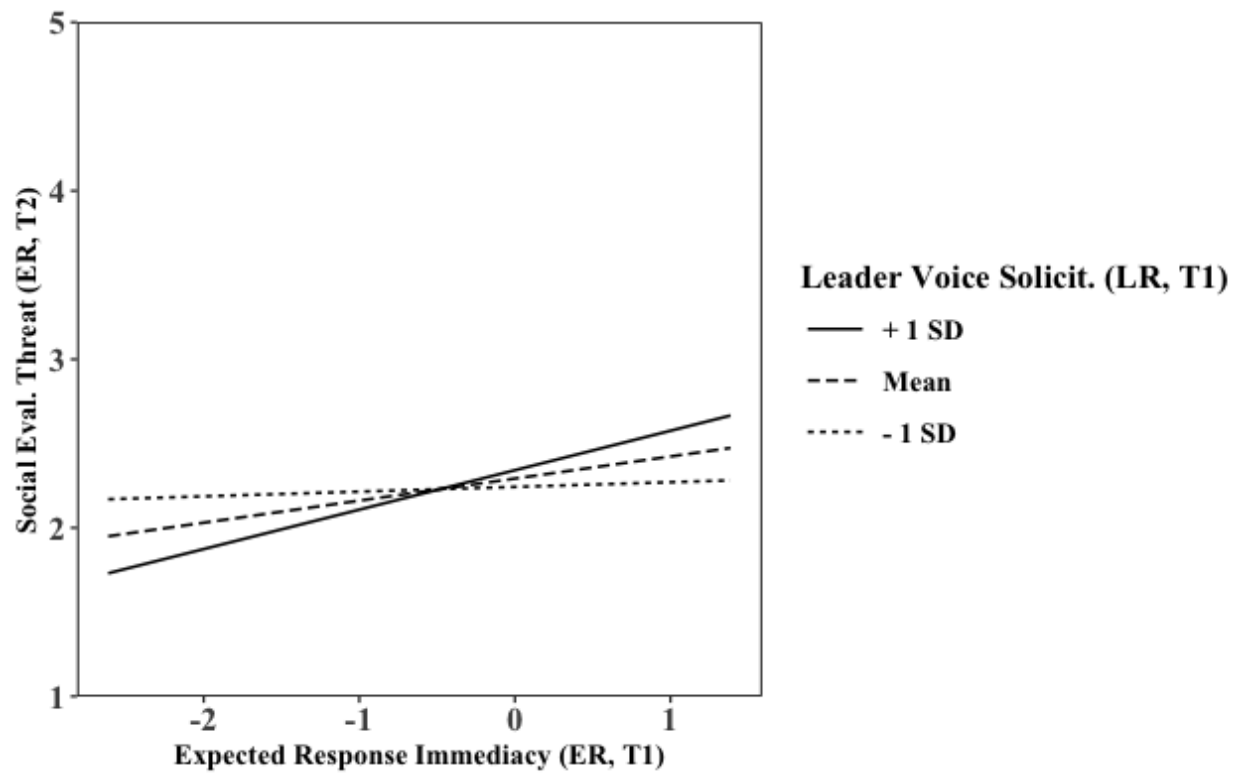


Table S1.47
Results of Regression Analysis for Social Evaluative Threat (Study 1)

	Social Evaluative Threat (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.08*	.04	-.07 [†]	.04	-.07 [†]	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.00	.04
Leader's Power Distance Beliefs (T2, LR)	.16*	.08	.19*	.08	.19*	.08	.19*	.08	.17*	.08	.16*	.08	.18*	.08	.18*	.08	.18*	.08
LMX (T1, ER)	-.12	.08	-.13 [†]	.08	-.13 [†]	.08	-.10	.08	-.10	.07	-.09	.08	-.09	.08	-.09	.08	-.09	.08
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	-.00	.00	-.00	.00	-.00	.00	.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.13 [†]	.07	.13 [†]	.07	.14 [†]	.07	.12 [†]	.07	.12	.07	.09	.08	.10	.08	.10	.08	.10	.08
Leader Voice Solicitation (T1, LR)			.07	.06	.07	.06	.04	.06					.05	.06	.04	.06	.03	.06
Gender							-.52*	.14	-.53*	.14	-.53*	.14	-.52*	.14	-.51*	.14	-.51*	.14
Publicity × Voice Solicitation					.06	.07	.06	.07							.06	.07	.04	.07
Publicity × Gender											.15	.18	.15	.18	.14	.18	.12	.19
Voice Solicitation × Gender																	.07	.15
Publicity × Voice Solicitation × Gender																	.22	.25
R ² Marg.	.04		.04		.04		.08		.07		.07		.07		.08		.08	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.48
Results of Regression Analysis for Social Evaluative Threat (Study 1)

	Social Evaluative Threat (T2, ER)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.08*	.04	-.07 [†]	.04	-.07 [†]	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.00	.04
Leader's Power Distance Beliefs (T2, LR)	.17*	.08	.19*	.08	.19*	.08	.19*	.08	.16*	.08	.18*	.08	.19*	.08	.18*	.08
LMX (T1, ER)	-.13 [†]	.08	-.14 [†]	.08	-.15 [†]	.08	-.12	.08	-.09	.08	-.10	.08	-.11	.08	-.11	.08
Employee Org Tenure (T1, ER)	.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.08	.08	.08	.08	.09	.08	.07	.08	.06	.09	.05	.09	.06	.09	.06	.09
Solicitation Publicity (T1, ER)	.09	.09	.09	.09	.09	.09	.09	.08	.07	.09	.07	.09	.08	.09	.07	.09
Leader Voice Solicitation (T1, LR)			.07	.06	.06	.06	.03	.06			.05	.06	.03	.06	.02	.06
Gender							-.52*	.14	-.52*	.14	-.51*	.14	-.51*	.14	-.51*	.14
Voice Solicitation × Gender															.07	.15
Immediacy × Voice Solicitation					.14	.09	.14	.09					.15	.09	.14	.09
Immediacy × Gender									.02	.22	.01	.22	.08	.22	.11	.28
Immediacy × Voice Solicitation × Gender															.11	.38
Publicity × Voice Solicitation					-.03	.09	-.03	.09					-.04	.09	-.05	.10
Publicity × Gender									.14	.23	.14	.23	.07	.24	.02	.27
Publicity × Voice Solicitation × Gender															.11	.39
R ² Marg.	.04		.04		.05		.08		.07		.08		.08		.09	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.49
Results of Regression Analysis for Social Evaluative Threat (Study 1)

	Social Evaluative Threat (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.08*	.04	-.07 [†]	.04	-.07 [†]	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.00	.04	.00	.04
Leader's Power Distance Beliefs (T2, LR)	.17*	.08	.19*	.08	.19*	.08	.19*	.08	.17*	.08	.16*	.08	.17*	.08	.18*	.08	.18*	.08
LMX (T1, ER)	-.13 [†]	.08	-.14 [†]	.08	-.14 [†]	.08	-.11	.08	-.10	.08	-.09	.08	-.10	.08	-.10	.08	-.13 [†]	.08
Employee Org Tenure (T1, ER)	.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.10	.08	.09	.08	.10	.08	.08	.08	.07	.08	.06	.09	.06	.09	.06	.09	.06	.09
Solicitation Publicity (T1, ER)	.09	.09	.09	.09	.09	.09	.09	.08	.09	.08	.06	.09	.07	.09	.08	.09	.09	.09
Leader Voice Solicitation (T1, LR)			.07	.06	.08	.06	.04	.06					.04	.06	.04	.06	.03	.06
Gender							-.51*	.14	-.52*	.14	-.58*	.15	-.57*	.15	-.58*	.15	-.62*	.16
Immediacy × Publicity	.04	.06	.04	.06	.03	.06	.03	.06	.03	.05	.01	.06	.01	.06	-.00	.06	.01	.06
Immediacy × Publicity × Voice Solicitation					-.05	.06	-.02	.06							-.03	.06	.00	.07
Immediacy × Publicity × Gender											.20	.17	.19	.17	.25	.17	.45*	.20
Immediacy × Publicity × Voice Solicitation × Gender																	-.37	.23
Voice Solicitation × Gender																	.07	.18
Immediacy × Voice Solicitation					.12	.09	.14	.09							.14	.09	.14	.10
Immediacy × Gender											.06	.22	.05	.22	.13	.23	.27	.29
Immediacy × Voice Solicitation × Gender																	.26	.39
Publicity × Voice Solicitation					-.03	.09	-.04	.09							-.03	.09	-.06	.10
Publicity × Gender											.22	.24	.22	.24	.15	.24	-.00	.27
Publicity × Voice Solicitation × Gender																	.07	.41
R ² Marg.	.04		.05		.05		.08		.07		.08		.08		.09		.10	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.50
Results of Regression Analysis for Contribution-Based Threat (Study 1)

Contribution-Based Threat (T2, ER)																		
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01
# Women in Team	-.10*	.04	-.10*	.04	-.10*	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.05
Leader's Power Distance Beliefs (T2, LR)	.19*	.09	.20*	.09	.21*	.09	.21*	.09	.19*	.09	.19*	.09	.19*	.09	.20*	.09	.19*	.09
LMX (T1, ER)	-.08	.08	-.09	.08	-.09	.08	-.05	.08	-.05	.08	-.04	.08	-.04	.08	-.04	.08	-.05	.08
Employee Org Tenure (T1, ER)	.00	.00	-.00	.01	-.00	.01	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.15 [†]	.08	.15 [†]	.08	.15*	.08	.13 [†]	.08	.13 [†]	.08	.09	.08	.09	.08	.10	.08	.10	.08
Leader Voice Solicitation (T1, LR)			.05	.06	.04	.06	.01	.06					.02	.06	.01	.06	.01	.07
Gender							-.55*	.15	-.55*	.15	-.54*	.15	-.53*	.16	-.54*	.15	-.54*	.16
Immediacy × Voice Solicitation					.10	.08	.10	.08							.11	.08	.09	.08
Immediacy × Gender											.20	.19	.20	.19	.21	.19	.24	.20
Voice Solicitation × Gender																	.04	.17
Immediacy × Voice Solicitation × Gender																	.21	.25
R ² Marg.	.04		.04		.05		.08		.07		.07		.07		.08		.08	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.51
Results of Regression Analysis for Contribution-Based Threat (Study 1)

	Contribution-Based Threat (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.10*	.04	-.10*	.04	-.10*	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.05
Leader's Power Distance Beliefs (T2, LR)	.17 [†]	.09	.19*	.09	.19*	.09	.19*	.09	.18*	.09	.17 [†]	.09	.18 [†]	.09	.18 [†]	.09	.18 [†]	.09
LMX (T1, ER)	-.12	.08	-.13	.08	-.13	.08	-.10	.08	-.10	.08	-.08	.08	-.08	.08	-.08	.08	-.08	.08
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	-.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.20*	.08	.20*	.08	.20*	.08	.18*	.08	.18*	.08	.14	.09	.14	.09	.14	.09	.14	.09
Leader Voice Solicitation (T1, LR)			.05	.06	.05	.06	.03	.06					.03	.06	.03	.06	.02	.07
Gender							-.54*	.15	-.55*	.15	-.55*	.15	-.54*	.15	-.54*	.15	-.53*	.16
Publicity × Voice Solicitation					.03	.08	.03	.08							.02	.08	.00	.08
Publicity × Gender											.27	.20	.27	.20	.27	.20	.24	.21
Voice Solicitation × Gender																	.04	.17
Publicity × Voice Solicitation × Gender																	.21	.27
R ² Marg.	.05		.05		.05		.08		.08		.08		.08		.08		.08	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.52
Results of Regression Analysis for Contribution-Based Threat (Study 1)

	Contribution-Based Threat (T2, ER)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01
# Women in Team	-.10*	.04	-.10*	.04	-.10*	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.05
Leader's Power Distance Beliefs (T2, LR)	.18 [†]	.09	.19*	.09	.20*	.09	.20*	.09	.17 [†]	.09	.18 [†]	.09	.19*	.09	.18*	.09
LMX (T1, ER)	-.13	.08	-.14 [†]	.08	-.15 [†]	.08	-.11	.08	-.08	.08	-.09	.08	-.09	.08	-.09	.09
Employee Org Tenure (T1, ER)	.00	.00	.00	.01	.00	.00	-.00	.00	.00	.00	-.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.07	.09	.07	.09	.08	.09	.06	.09	.04	.10	.04	.10	.04	.10	.04	.10
Solicitation Publicity (T1, ER)	.16	.09	.16 [†]	.09	.16 [†]	.09	.15	.09	.12	.10	.12	.10	.13	.10	.12	.10
Leader Voice Solicitation (T1, LR)			.05	.06	.04	.06	.02	.06			.03	.06	.02	.06	.01	.07
Gender							-.54*	.15	-.54*	.15	-.53*	.15	-.54*	.15	-.53*	.16
Voice Solicitation × Gender															.05	.17
Immediacy × Voice Solicitation					.13	.10	.14	.10					.15	.10	.15	.10
Immediacy × Gender									.05	.24	.05	.24	.12	.25	.08	.31
Immediacy × Voice Solicitation × Gender															-.07	.43
Publicity × Voice Solicitation					-.06	.10	-.06	.10					-.07	.10	-.09	.11
Publicity × Gender									.23	.26	.23	.26	.17	.26	.18	.29
Publicity × Voice Solicitation × Gender															.24	.43
R ² Marg.	.05		.05		.06		.08		.08		.08		.09		.09	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.53
Results of Regression Analysis for Contribution-Based Threat (Study 1)

	Contribution-Based Threat (T2, ER)																		
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>		
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	
<i>Control variables</i>																			
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02†	.01	.02*	.01	.02*	.01	.02*	.01	.02†	.01	.02†	.01	
# Women in Team	-.11*	.04	-.10*	.04	-.10*	.04	-.03	.04	-.04	.04	-.03	.04	-.03	.05	-.03	.04	-.03	.05	
Leader's Power Distance Beliefs (T2, LR)	.18†	.09	.19*	.09	.20*	.09	.20*	.09	.18*	.09	.17†	.09	.17†	.09	.18*	.09	.18*	.09	
LMX (T1, ER)	-.13	.08	-.14	.08	-.14†	.08	-.11	.08	-.10	.08	-.08	.08	-.09	.09	-.09	.08	-.12	.09	
Employee Org Tenure (T1, ER)	.00	.00	-.00	.01	-.00	.01	-.00	.00	-.00	.00	.00	.00	.00	.00	.00	.00	-.00	.00	
<i>Model variables</i>																			
Solicitation Immediacy (T1, ER)	.09	.09	.08	.09	.09	.09	.07	.09	.07	.09	.04	.10	.04	.10	.04	.10	.05	.10	
Solicitation Publicity (T1, ER)	.16†	.09	.16†	.09	.16†	.09	.15	.09	.15	.09	.12	.10	.12	.10	.12	.10	.13	.10	
Leader Voice Solicitation (T1, LR)			.05	.06	.05	.07	.01	.07					.02	.06	.01	.07	-.00	.07	
Gender							-.54*	.16	-.54*	.15	-.61*	.16	-.60*	.17	-.61*	.17	-.66*	.18	
Immediacy × Publicity	.05	.06	.04	.06	.04	.06	.04	.06	.04	.06	.01	.06	.01	.06	.01	.07	.02	.07	
Immediacy × Publicity × Voice Solicitation					-.02	.07	.01	.07							.01	.07	.03	.07	
Immediacy × Publicity × Gender											.23	.18	.23	.18	.26	.19	.44*	.22	
Immediacy × Publicity × Voice Solicitation × Gender																	-.28	.26	
Voice Solicitation × Gender																	.01 .20		
Immediacy × Voice Solicitation					.13 .10		.15 .10								.16 .10		.16 .11		
Immediacy × Gender											.10 .25		.10 .25		.18 .25		.23 .32		
Immediacy × Voice Solicitation × Gender																	.07 .43		
Publicity × Voice Solicitation					-.06 .10		-.07 .10								-.07 .10		-.10 .11		
Publicity × Gender											.33 .27		.33 .27		.27 .27		.19 .30		
Publicity × Voice Solicitation × Gender																	.28 .45		
R ² Marg.		.05		.05		.06		.08		.08		.09		.09		.09		.10	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.54
Results of Regression Analysis for Individual-Based Threat (Study 1)

	Individual-Based Threat (T2, ER)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02 [†]	.01
# Women in Team	-.05	.04	-.04	.04	-.04	.04	.02	.04	.01	.04	.01	.04	.02	.04	.02	.04	.02	.04
Leader's Power Distance Beliefs (T2, LR)	.16 [†]	.08	.18*	.09	.19*	.09	.19*	.08	.16 [†]	.08	.16 [†]	.08	.18*	.08	.19*	.08	.18*	.08
LMX (T1, ER)	-.13 [†]	.07	-.14 [†]	.07	-.14 [†]	.07	-.11	.07	-.10	.07	-.10	.07	-.11	.07	-.11	.07	-.11	.07
Employee Org Tenure (T1, ER)	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.10	.07	.10	.07	.11	.07	.09	.07	.08	.07	.08	.08	.08	.08	.09	.08	.09	.08
Leader Voice Solicitation (T1, LR)			.09	.06	.08	.06	.05	.06					.06	.06	.05	.06	.04	.06
Gender							-.49*	.14	-.51*	.14	-.51*	.14	-.49*	.14	-.49*	.14	-.49*	.14
Immediacy × Voice Solicitation					.14*	.07	.14*	.07							.14*	.07	.12	.07
Immediacy × Gender											.00	.18	-.00	.18	.02	.18	.05	.18
Voice Solicitation × Gender																	.10	.15
Immediacy × Voice Solicitation × Gender																	.23	.23
R ² Marg.	.03		.03		.04		.07		.06		.06		.06		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05 , [†] *p* < .10.

Table S1.55
Results of Regression Analysis for Individual-Based Threat (Study 1)

Individual-Based Threat (T2, ER)																		
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.05	.04	-.04	.04	-.04	.04	.02	.04	.01	.04	.01	.04	.02	.04	.02	.04	.02	.04
Leader's Power Distance Beliefs (T2, LR)	.15 [†]	.08	.18*	.09	.18*	.09	.18*	.08	.16 [†]	.08	.16 [†]	.08	.18*	.09	.18*	.09	.18*	.09
LMX (T1, ER)	-.12	.08	-.14 [†]	.08	-.13 [†]	.08	-.10	.08	-.10	.08	-.09	.08	-.11	.08	-.10	.08	-.10	.08
Employee Org Tenure (T1, ER)	.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	.07	.08	.07	.08	.07	.07	.06	.07	.06	.07	.05	.08	.05	.08	.06	.08	.06	.08
Leader Voice Solicitation (T1, LR)			.09	.06	.09	.06	.06	.06					.07	.06	.06	.06	.05	.06
Gender							-.49*	.14	-.51*	.14	-.51*	.14	-.49*	.14	-.49*	.14	-.48*	.14
Publicity × Voice Solicitation					.09	.07	.09	.07							.09	.07	.07	.08
Publicity × Gender											.03	.19	.03	.19	.02	.19	-.01	.19
Voice Solicitation × Gender																	.09	.16
Publicity × Voice Solicitation × Gender																	.22	.25
R ² Marg.	.03		.03		.04		.06		.06		.06		.06		.06		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.56
Results of Regression Analysis for Individual-Based Threat (Study 1)

	Individual-Based Threat (T2, ER)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02 [†]	.01
# Women in Team	-.05	.04	-.04	.04	-.04	.04	.02	.04	.01	.04	.02	.04	.02	.04	.03	.04
Leader's Power Distance Beliefs (T2, LR)	.16 [†]	.08	.18*	.09	.19*	.09	.19*	.08	.16 [†]	.08	.18*	.09	.19*	.09	.19*	.09
LMX (T1, ER)	-.13 [†]	.08	-.15 [†]	.08	-.15 [†]	.08	-.12	.08	-.11	.08	-.12	.08	-.12	.08	-.12	.08
Employee Org Tenure (T1, ER)	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.09	.08	.08	.08	.09	.08	.08	.08	.07	.09	.07	.09	.07	.09	.08	.09
Solicitation Publicity (T1, ER)	.02	.09	.03	.09	.03	.09	.02	.09	.01	.09	.02	.09	.03	.09	.03	.09
Leader Voice Solicitation (T1, LR)			.09	.06	.08	.06	.05	.06			.06	.06	.05	.06	.04	.06
Gender							-.49*	.14	-.51*	.14	-.49*	.14	-.49*	.14	-.49*	.15
Voice Solicitation × Gender															.09	.16
Immediacy × Voice Solicitation					.14	.09	.15	.09					.15	.09	.13	.09
Immediacy × Gender									-.02	.22	-.03	.22	.04	.23	.14	.28
Immediacy × Voice Solicitation × Gender															.29	.39
Publicity × Voice Solicitation					.00	.10	-.00	.09					-.01	.09	-.02	.10
Publicity × Gender									.04	.24	.04	.24	-.03	.24	-.13	.27
Publicity × Voice Solicitation × Gender															-.01	.39
R ² Marg.	.03		.03		.04		.07		.06		.06		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.57
Results of Regression Analysis for Individual-Based Threat (Study 1)

Individual-Based Threat (T2, ER)																		
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.05	.04	-.04	.04	-.04	.04	.02	.04	.01	.04	.01	.04	.02	.04	.02	.04	.03	.04
Leader's Power Distance Beliefs (T2, LR)	.15 [†]	.08	.18*	.09	.19*	.09	.19*	.08	.16 [†]	.08	.16 [†]	.08	.18*	.09	.19*	.08	.18*	.08
LMX (T1, ER)	-.13 [†]	.08	-.14 [†]	.08	-.14 [†]	.08	-.11	.08	-.10	.08	-.10	.08	-.11	.08	-.12	.08	-.15 [†]	.08
Employee Org Tenure (T1, ER)	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.10	.08	.10	.08	.10	.08	.08	.08	.08	.08	.08	.09	.07	.09	.07	.09	.08	.09
Solicitation Publicity (T1, ER)	.02	.09	.03	.09	.03	.09	.03	.09	.02	.09	.01	.09	.02	.09	.03	.09	.04	.09
Leader Voice Solicitation (T1, LR)			.09	.06	.10 [†]	.06	.07	.06					.06	.06	.07	.06	.05	.07
Gender							-.48*	.14	-.50*	.14	-.55*	.15	-.53*	.15	-.55*	.15	-.59*	.16
Immediacy × Publicity	.04	.06	.04	.06	.03	.06	.02	.06	.03	.06	.01	.06	.01	.06	-.01	.06	-.00	.06
Immediacy × Publicity × Voice Solicitation					-.07	.06	-.05	.06							-.07	.06	-.03	.07
Immediacy × Publicity × Gender											.17	.17	.15	.17	.23	.18	.46*	.20
Immediacy × Publicity × Voice Solicitation × Gender																	-.45 [†]	.24
Voice Solicitation × Gender																	.13	.18
Immediacy × Voice Solicitation					.11	.09	.13	.09							.13	.09	.12	.10
Immediacy × Gender											.01	.23	.00	.23	.08	.23	.30	.29
Immediacy × Voice Solicitation × Gender																	.45	.39
Publicity × Voice Solicitation					-.00	.10	-.01	.09							.00	.10	-.02	.10
Publicity × Gender											.11	.25	.11	.25	.03	.25	-.19	.28
Publicity × Voice Solicitation × Gender																	-.14	.41
R ² Marg.	.03		.03		.05		.07		.06		.06		.06		.08		.09	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.58
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	.00	.01	.00	.01	.00	.01	-.01	.01	-.01	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.19*	.03	.18*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03	.22*	.03	.24*	.03	.24*	.03	.22*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08	.06	.08	.05	.08	.04	.08	.06	.08	.06	.08	.06	.08
LMX (T1, ER)	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.03	.03	.03	.03	.03	.03	.03	.03	.03	.03	.01	.03	.01	.03	.01	.03	.01	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03	.06*	.03					.06*	.03	.06*	.03	.06 [†]	.03
Gender							.00	.05	-.02	.05	-.02	.05	.00	.05	.00	.05	.00	.06
Immediacy × Voice Solicitation					.00	.03	.00	.03							.01	.03	.02	.03
Immediacy × Gender											.12 [†]	.07	.12 [†]	.07	.12 [†]	.07	.10	.07
Voice Solicitation × Gender																	-.02	.06
Immediacy × Voice Solicitation × Gender																	-.11	.09
R ² Marg.	.28		.29		.29		.29		.28		.29		.29		.29		.29	
R ² Cond.	.67		.67		.67		.67		.67		.67		.67		.67		.68	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Figure S1.7
Simple Slopes Graph for Table S1.58, Model 6

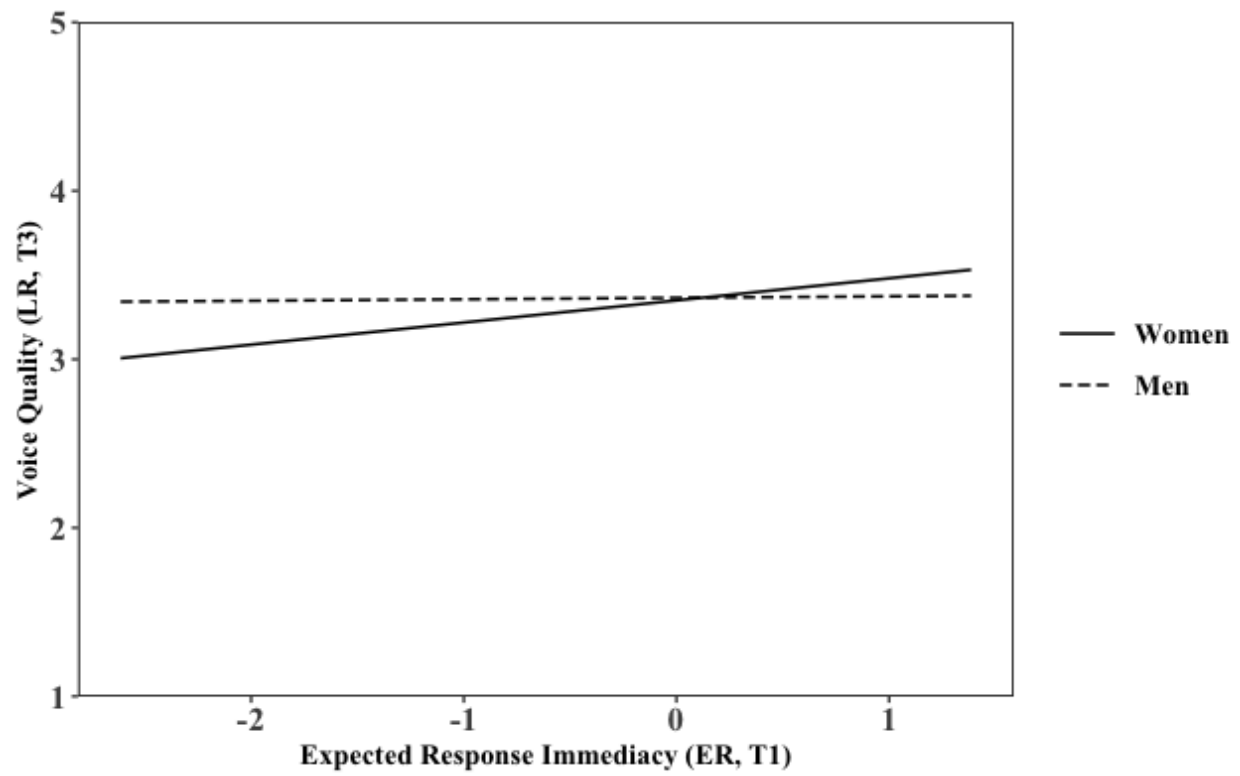


Table S1.59
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	.00	.01	.00	.01	.00	.01	-.01	.01	-.01	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.18*	.03	.18*	.03	.19*	.03	.19*	.03	.19*	.03	.18*	.03	.18*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03	.23*	.03	.25*	.03	.25*	.03	.23*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08	.07	.08	.05	.08	.05	.08	.07	.08	.07	.08	.07	.08
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	.00	.03	.00	.03	.00	.03	.00	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.03	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03	.06*	.03					.06*	.03	.06*	.03	.06*	.03
Gender							-.01	.05	-.03	.05	-.03	.05	-.01	.05	-.01	.05	-.01	.06
Publicity × Voice Solicitation					-.03	.03	-.03	.03							-.03	.03	-.03	.03
Publicity × Gender											.00	.08	.01	.08	.01	.08	.01	.08
Voice Solicitation × Gender																	-.01	.06
Publicity × Voice Solicitation × Gender																	.02	.10
R ² Marg.	.29		.29		.29		.29		.29		.29		.29		.29		.29	
R ² Cond.	.67		.67		.67		.67		.67		.67		.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.60
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.01	.01	.00	.01	-.01	.01	-.01	.01	-.01	.01	.00	.01	-.01	.01	-.01	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.18*	.03	.18*	.03	.20*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.22*	.03	.22*	.03	.24*	.03	.22*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08	.07	.08	.05	.08	.06	.08	.07	.08	.07	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03	-.01	.03	.00	.03	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.06 [†]	.03	.06 [†]	.03	.06 [†]	.03	.06 [†]	.03	.03	.03	.03	.03	.03	.03	.03	.03
Solicitation Publicity (T1, ER)	-.06 [†]	.03	-.06 [†]	.03	-.06 [†]	.03	-.06 [†]	.03	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03	.06*	.03			.05 [†]	.03	.05 [†]	.03	.06 [†]	.03
Gender							.00	.05	-.02	.05	.00	.05	.00	.05	.00	.06
Voice Solicitation × Gender															-.02	.06
Immediacy × Voice Solicitation					.03	.03	.03	.03					.05	.04	.05	.04
Immediacy × Gender									.20*	.09	.19*	.09	.21*	.09	.16	.11
Immediacy × Voice Solicitation × Gender															-.12	.15
Publicity × Voice Solicitation					-.05	.04	-.05	.04					-.06	.04	-.06	.04
Publicity × Gender									-.14	.10	-.12	.10	-.14	.10	-.10	.11
Publicity × Voice Solicitation × Gender															.10	.15
R ² Marg.	.29		.30		.30		.30		.29		.30		.30		.30	
R ² Cond.	.67		.67		.67		.67		.68		.68		.68		.68	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Figure S1.8
Simple Slopes Graph for Table S1.60, Model 5

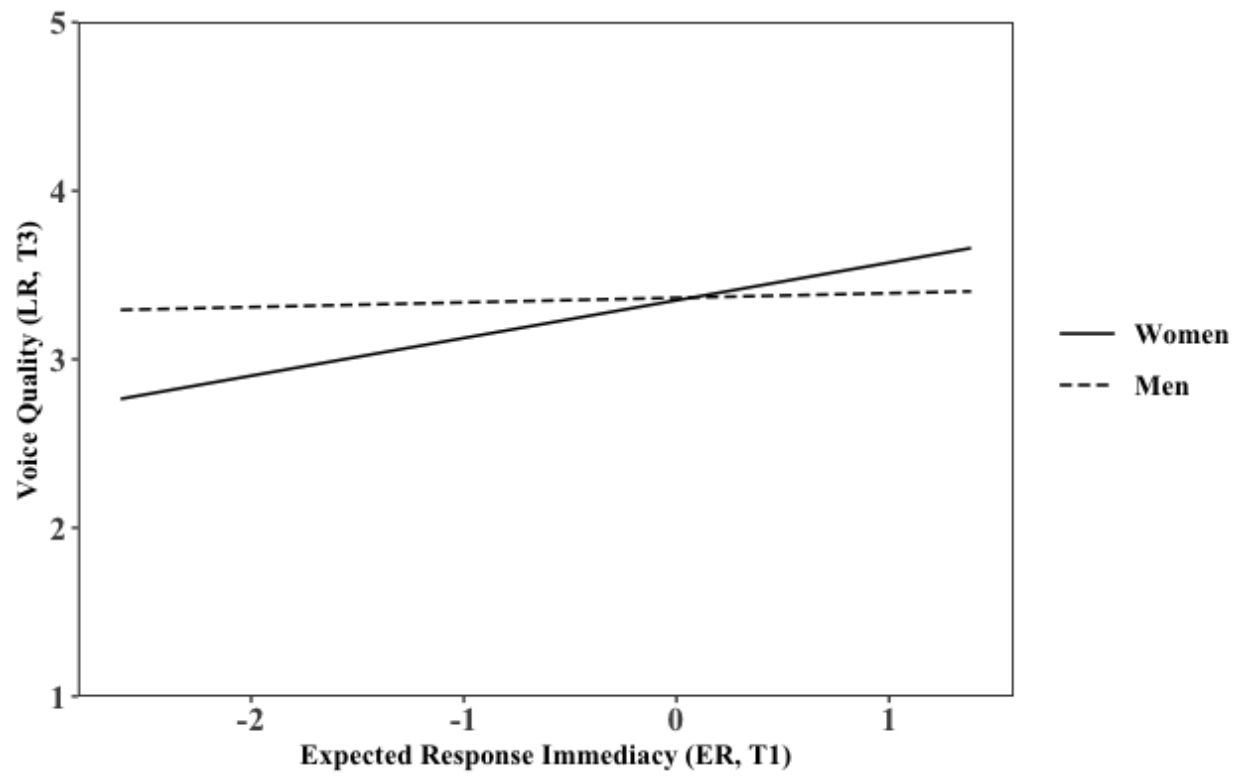


Table S1.61
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)																	
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7		Model 8		Model 9	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	.00	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	.00	.01	-.01	.01	-.01	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.20*	.03	.19*	.03	.19*	.03	.19*	.03	.20*	.03	.20*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03	.22*	.03	.25*	.03	.24*	.03	.22*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08	.07	.08	.05	.08	.05	.08	.06	.08	.07	.08	.07	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03	.00	.03	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.06*	.03	.06 [†]	.03	.07*	.03	.07*	.03	.06 [†]	.03	.03	.04	.03	.04	.03	.04	.03	.04
Solicitation Publicity (T1, ER)	-.06 [†]	.03	-.06 [†]	.03	-.06 [†]	.03	-.06 [†]	.03	-.06 [†]	.03	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03	.06*	.03					.06 [†]	.03	.05 [†]	.03	.06 [†]	.03
Gender							.00	.05	-.02	.05	-.01	.06	.01	.06	.01	.06	.02	.06
Immediacy × Publicity	.01	.02	.01	.02	.02	.02	.02	.02	.01	.02	.02	.02	.02	.02	.02	.02	.02	.02
Immediacy × Publicity × Voice Solicitation					.00	.03	.00	.03							.00	.03	.00	.03
Immediacy × Publicity × Gender											-.03	.07	-.03	.07	-.04	.07	-.05	.08
Immediacy × Publicity × Voice Solicitation × Gender																	.03	.09
Voice Solicitation × Gender																	-.03	.07
Immediacy × Voice Solicitation					.03	.04	.03	.04							.05	.04	.05	.04
Immediacy × Gender											.19*	.09	.18*	.09	.20*	.09	.14	.11
Immediacy × Voice Solicitation × Gender																	-.13	.15
Publicity × Voice Solicitation					-.05	.04	-.05	.04							-.06	.04	-.06 [†]	.04
Publicity × Gender											-.14	.10	-.13	.10	-.14	.10	-.10	.11
Publicity × Voice Solicitation × Gender																	.11	.16
R ² Marg.	.29		.30		.30		.30		.29		.30		.30		.30		.30	
R ² Cond.	.67		.67		.68		.68		.67		.68		.68		.68		.68	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.62
Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	.01	.01	.00	.01	.00	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.22*	.04	.22*	.04	.24*	.04	.23*	.04	.22*	.04	.22*	.04	.22*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.28*	.04	.28*	.04	.25*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.14 [†]	.09	.14 [†]	.09	.12	.09	.12	.09	.14	.09	.14	.09	.14	.09
LMX (T1, ER)	-.01	.04	-.02	.04	-.02	.04	-.02	.04	-.01	.04	.00	.04	-.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.03	.04	.03	.03	.03	.04	.03	.04	.03	.04	.01	.04	.01	.04	.01	.04	.01	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.10*	.04	.09*	.04					.09*	.04	.09*	.04	.10*	.04
Gender							-.01	.07	-.04	.07	-.03	.07	-.01	.07	-.01	.07	-.01	.07
Immediacy × Voice Solicitation					-.02	.04	-.02	.04							-.01	.04	-.02	.04
Immediacy × Gender											.14	.09	.13	.09	.13	.09	.15	.09
Voice Solicitation × Gender																	-.02	.08
Immediacy × Voice Solicitation × Gender																	.06	.12
R ² Marg.	.30		.31		.31		.31		.30		.30		.31		.31		.32	
R ² Cond.	.59		.59		.59		.59		.59		.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.63
Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	.01	.01	.00	.01	.00	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.06	.04	-.06	.04	-.05	.04	-.05	.04	-.05	.04
Employee Performance (T3, LR)	.23*	.04	.22*	.04	.22*	.04	.22*	.04	.24*	.04	.24*	.04	.23*	.04	.22*	.04	.22*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.25*	.04	.28*	.04	.28*	.04	.25*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.12	.09	.12	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09
LMX (T1, ER)	.01	.04	.00	.04	.00	.04	.00	.04	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.10*	.04	.09*	.04					.09*	.04	.09*	.04	.10*	.04
Gender							-.02	.07	-.05	.07	-.05	.07	-.02	.07	-.02	.07	-.03	.07
Publicity × Voice Solicitation					-.02	.04	-.02	.04							-.02	.04	-.04	.04
Publicity × Gender											-.01	.10	.00	.10	.01	.10	.00	.10
Voice Solicitation × Gender																	-.03	.08
Publicity × Voice Solicitation × Gender																	.18	.13
R ² Marg.	.30		.31		.31		.31		.30		.30		.31		.31		.32	
R ² Cond.	.59		.59		.59		.59		.59		.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.64
Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	.01	.01	.00	.01	.00	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.06	.04	-.06	.04	-.05	.04	-.05	.04	-.06	.04
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.22*	.04	.22*	.04	.24*	.04	.24*	.04	.23*	.04	.22*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.28*	.04	.28*	.04	.25*	.04	.25*	.04	.24*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09	.12	.09	.13	.09	.15 [†]	.09	.15 [†]	.09	.15 [†]	.09
LMX (T1, ER)	.00	.04	-.01	.04	-.01	.04	-.01	.04	.00	.04	.01	.04	.00	.04	.00	.04	.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.05	.04	.05	.04	.05	.04	.05	.04	.05	.04	.02	.05	.02	.05	.02	.05	.02	.05
Solicitation Publicity (T1, ER)	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.01	.05	-.01	.05	-.02	.05	-.02	.05
Leader Voice Solicitation (T1, LR)			.09*	.04	.10*	.04	.10*	.04					.09*	.04	.09*	.04	.10*	.04
Gender							-.01	.07	-.04	.07	.00	.07	.03	.07	.04	.07	.02	.08
Immediacy × Publicity	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03	.02	.03	.02	.03	.02	.03	.02	.03
Immediacy × Publicity × Voice Solicitation					-.01	.03	-.01	.03							.00	.03	-.01	.03
Immediacy × Publicity × Gender											-.13	.09	-.13	.09	-.14 [†]	.09	-.15	.10
Immediacy × Publicity × Voice Solicitation × Gender																	.17	.12
Voice Solicitation × Gender																	-.06	.09
Immediacy × Voice Solicitation					-.01	.05	-.01	.05							.00	.05	.00	.05
Immediacy × Gender											.20 [†]	.11	.18	.11	.18	.12	.17	.15
Immediacy × Voice Solicitation × Gender																	-.03	.20
Publicity × Voice Solicitation					-.02	.05	-.02	.05							-.03	.05	-.04	.05
Publicity × Gender											-.21	.13	-.19	.13	-.18	.13	-.14	.14
Publicity × Voice Solicitation × Gender																	.21	.21
R ² Marg.	.30		.31		.31		.31		.30		.31		.32		.32		.32	
R ² Cond.	.59		.59		.59		.59		.59		.60		.60		.60		.60	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Figure S1.9
Simple Slopes Graph for Table S1.64, Model 8 (Version 1)

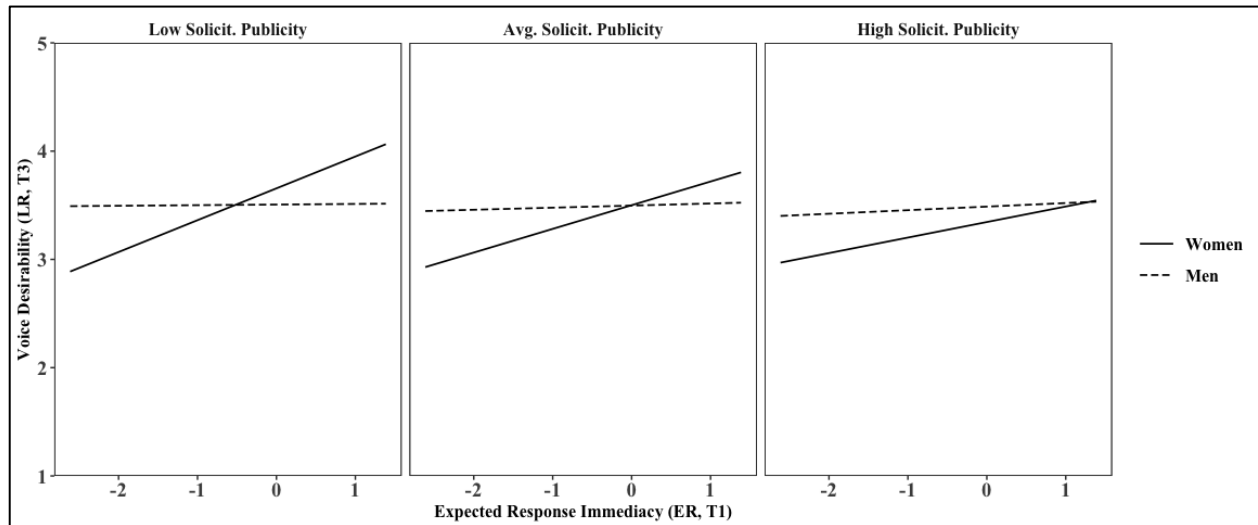


Figure S1.10
Simple Slopes Graph for Table S1.64, Model 8 (Version 2)

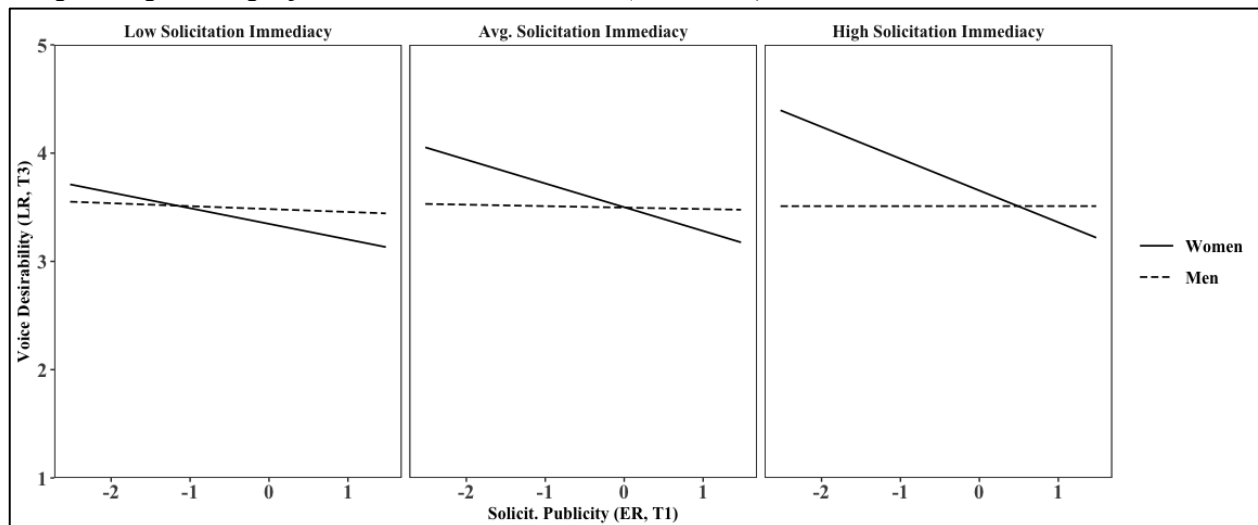


Table S1.65
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	-.04	.04	-.03	.04	-.03	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.24*	.04	.24*	.04	.24*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.23*	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.09	-.01	.09	-.01	.09	-.01	.09	-.02	.09	-.03	.09	-.02	.09	-.02	.09	-.01	.09
LMX (T1, ER)	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.02	.03	.02	.03	.02	.03	.01	.03	.01	.03	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Leader Voice Solicitation (T1, LR)			.04	.03	.04	.03	.03	.04					.03	.03	.03	.03	.04	.04
Gender							-.06	.07	-.07	.07	-.06	.07	-.05	.07	-.05	.07	-.04	.07
Immediacy × Voice Solicitation					.00	.03	.00	.03							.01	.03	.03	.04
Immediacy × Gender											.24*	.09	.24*	.09	.24*	.09	.20*	.09
Voice Solicitation × Gender																	-.04	.08
Immediacy × Voice Solicitation × Gender																	-.19 [†]	.11
R ² Marg.	.23		.23		.23		.23		.23		.24		.24		.24		.24	
R ² Cond.	.57		.57		.57		.57		.57		.58		.58		.58		.59	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Figure S1.11
Simple Slopes Graph for Table S1.65, Model 6

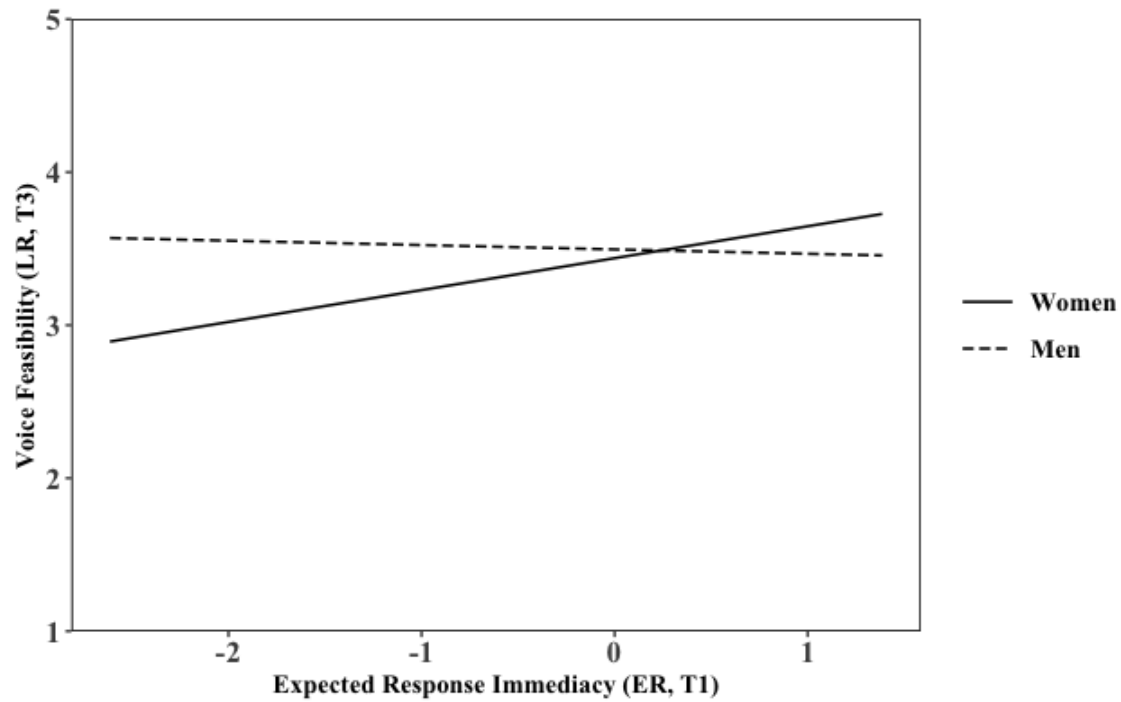


Figure S1.12
Simple Slopes Graph for Table S1.65, Model 9

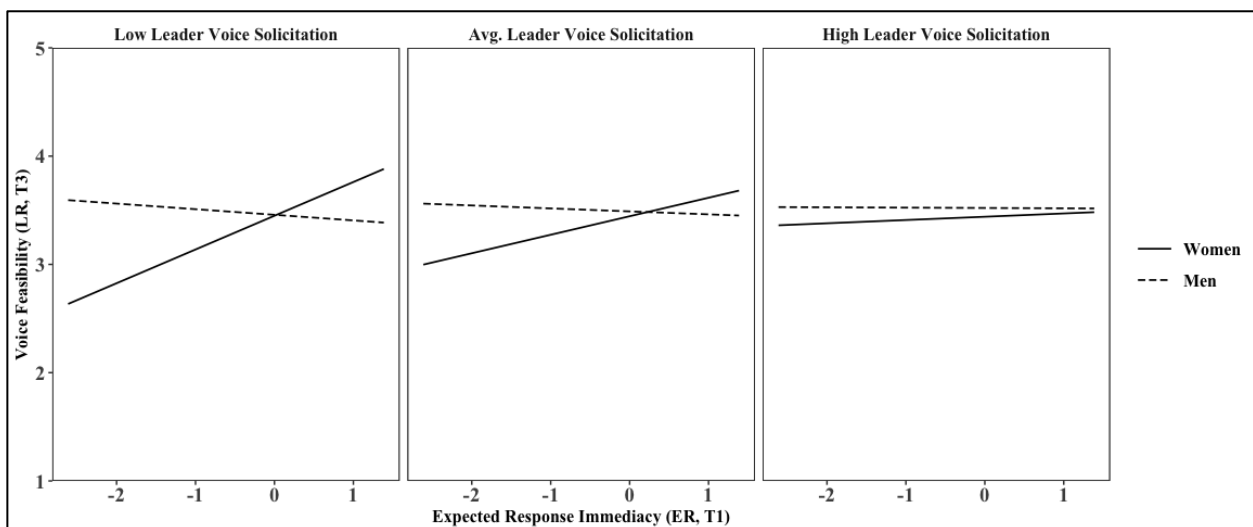


Table S1.66
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.16*	.04	.16*	.04	.17*	.04	.17*	.04	.17*	.04	.16*	.04	.16*	.04
Employee Voice Frequency (T3, LR)	.26*	.04	.24*	.04	.24*	.04	.24*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.24*	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.09	.00	.09	.00	.09	-.01	.09	-.01	.09	-.02	.09	-.01	.09	-.01	.09	-.01	.09
LMX (T1, ER)	-.01	.04	-.01	.04	-.01	.04	-.01	.04	.00	.04	.01	.04	.00	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	-.03	.04	-.03	.04	-.04	.04	-.04	.04	-.04	.04	-.05	.04	-.05	.04	-.06	.04	-.06	.04
Leader Voice Solicitation (T1, LR)			.04	.03	.04	.03	.04	.04					.03	.03	.04	.04	.05	.04
Gender							-.06	.07	-.07	.07	-.07	.07	-.06	.07	-.06	.07	-.07	.07
Publicity × Voice Solicitation					-.05	.04	-.05	.04							-.05	.04	-.05	.04
Publicity × Gender											.11	.10	.12	.10	.13	.10	.13	.10
Voice Solicitation × Gender																	-.04	.08
Publicity × Voice Solicitation × Gender																	.02	.13
R ² Marg.	.23		.23		.23		.23		.23		.24		.24		.24		.24	
R ² Cond.	.57		.57		.57		.58		.57		.57		.57		.57		.57	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.67
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	-.03	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.16*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.26*	.04	.24*	.04	.24*	.04	.24*	.04	.25*	.04	.24*	.04	.23*	.04	.23*	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.09	.00	.09	.00	.09	.00	.09	-.02	.09	-.01	.09	-.01	.09	-.01	.09
LMX (T1, ER)	-.01	.04	-.01	.04	-.02	.04	-.01	.04	.01	.04	.00	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.04	.04	.04	.04	.05	.04	.04	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04
Solicitation Publicity (T1, ER)	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.05	.04
Leader Voice Solicitation (T1, LR)			.04	.03	.04	.03	.03	.03			.03	.03	.03	.03	.04	.04
Gender							-.06	.07	-.06	.07	-.05	.07	-.05	.07	-.04	.07
Voice Solicitation × Gender															-.05	.08
Immediacy × Voice Solicitation					.05	.04	.05	.04					.07	.04	.09*	.05
Immediacy × Gender									.28*	.11	.27*	.11	.31*	.11	.17	.14
Immediacy × Voice Solicitation × Gender															-.34 [†]	.19
Publicity × Voice Solicitation					-.08 [†]	.05	-.08 [†]	.05					-.10*	.05	-.11*	.05
Publicity × Gender									-.08	.12	-.07	.12	-.09	.12	.01	.13
Publicity × Voice Solicitation × Gender															.26	.19
R ² Marg.	.23		.23		.23		.23		.24		.25		.25		.25	
R ² Cond.	.57		.57		.58		.58		.58		.58		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Figure S1.13
Simple Slopes Graph for Table S1.67, Model 5

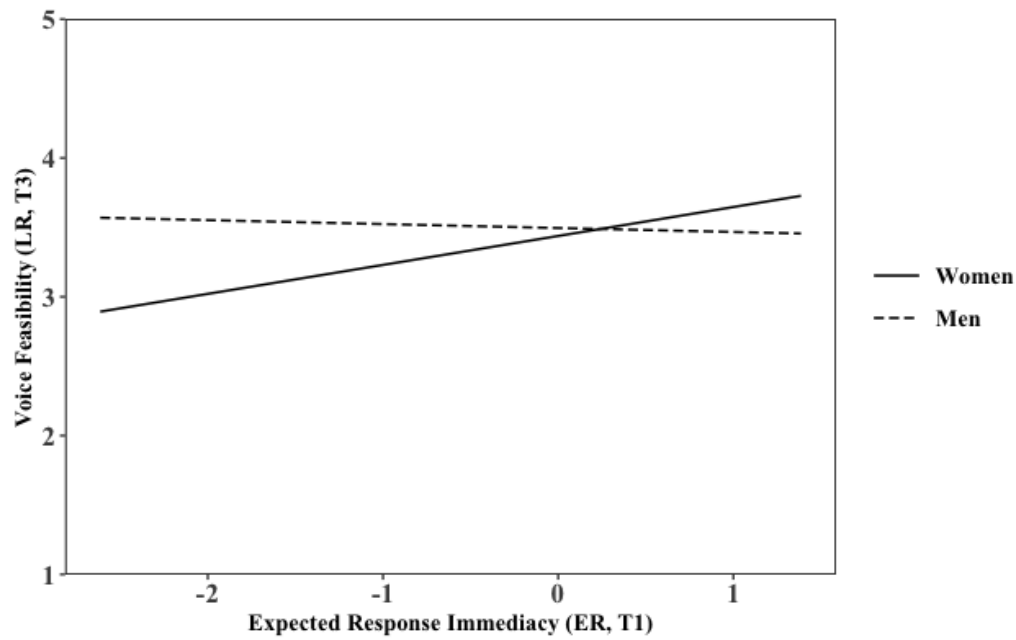


Figure S1.14
Simple Slopes Graph for Table S1.67, Model 7

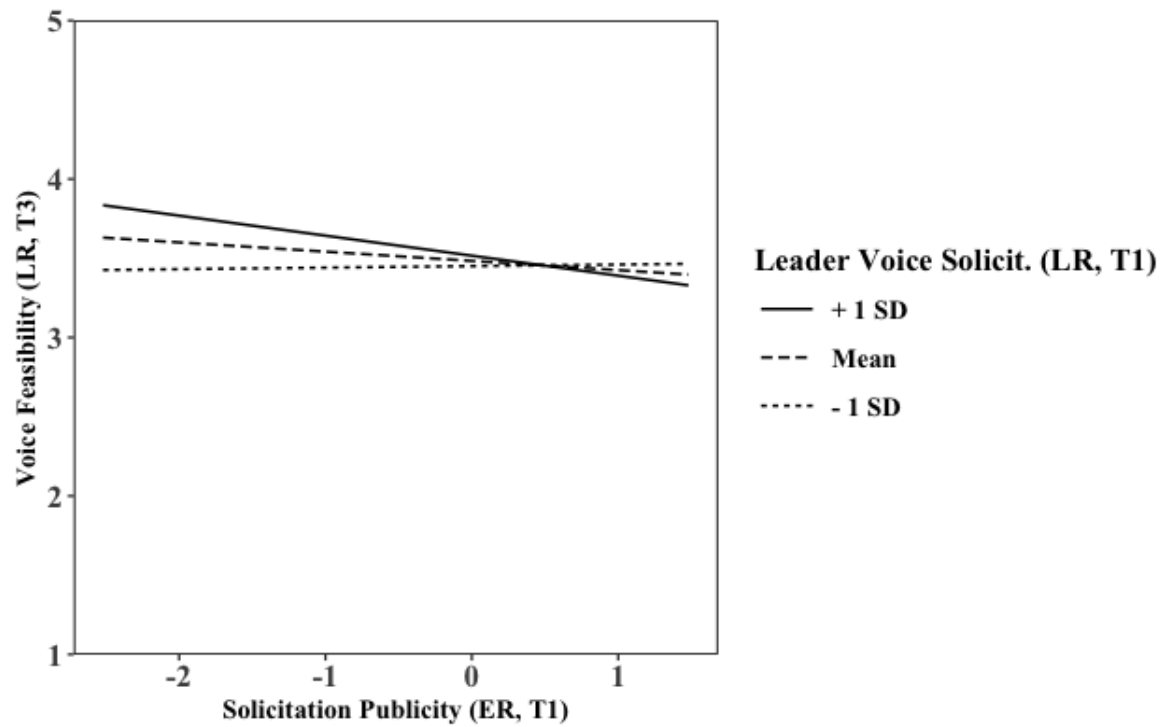


Table S1.68
Results of Regression Analysis for Voice Feasibility (Study 1)

	Voice Feasibility (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.24*	.04	.24*	.04	.23*	.04	.25*	.04	.25*	.04	.24*	.04	.23*	.04	.23*	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.09	.00	.09	.00	.09	-.01	.09	-.01	.09	-.02	.09	-.01	.09	-.01	.09	-.01	.09
LMX (T1, ER)	-.01	.04	-.01	.04	-.02	.04	-.01	.04	-.01	.04	.01	.04	.00	.04	.00	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.05	.04	.05	.04	.05	.04	.05	.04	.04	.04	.00	.04	.00	.04	.00	.04	.00	.04
Solicitation Publicity (T1, ER)	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04
Leader Voice Solicitation (T1, LR)			.04	.03	.05	.04	.05	.04					.03	.03	.04	.04	.05	.04
Gender							-.05	.07	-.07	.07	-.05	.07	-.05	.07	-.04	.07	-.03	.08
Immediacy × Publicity	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03	.01	.03
Immediacy × Publicity × Voice Solicitation					-.04	.03	-.04	.03							-.03	.03	-.01	.03
Immediacy × Publicity × Gender											.00	.08	.00	.08	.00	.08	.02	.10
Immediacy × Publicity × Voice Solicitation × Gender																	-.15	.12
Voice Solicitation × Gender																	-.01 .09	
Immediacy × Voice Solicitation					.03 .04		.03 .04								.06 .05		.08 [†] .05	
Immediacy × Gender											.28* .11		.27* .11		.31* .11		.18 .14	
Immediacy × Voice Solicitation × Gender																	-.31 .19	
Publicity × Voice Solicitation					-.08 [†] .05		-.08 [†] .05								-.10* .05		-.11* .05	
Publicity × Gender											-.07 .12		-.07 .12		-.10 .12		-.04 .14	
Publicity × Voice Solicitation × Gender																	.16 .20	
R ² Marg.	.23		.23		.24		.24		.23		.24		.25		.25		.25	
R ² Cond.	.58		.57		.58		.58		.58		.58		.58		.59		.60	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.69
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.18*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.19*	.04	.19*	.04	.19*	.04	.21*	.04	.21*	.04	.19*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.05	.13	.05	.13	.05	.13	.03	.13	.03	.13	.05	.13	.05	.13	.05	.13
LMX (T1, ER)	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.04	.03	.04	.03	.04	.03	.05	.03	.04	.03	.04	.04	.04	.04	.04	.04	.04	.04
Leader Voice Solicitation (T1, LR)			.05	.04	.05	.04	.05	.04					.05	.04	.05	.04	.05	.04
Gender							.05	.07	.04	.07	.04	.07	.06	.07	.05	.07	.07	.07
Immediacy × Voice Solicitation					.03	.03	.03	.03							.03	.03	.04	.04
Immediacy × Gender											.01	.09	.01	.09	.01	.09	-.02	.09
Voice Solicitation × Gender																	.01	.08
Immediacy × Voice Solicitation × Gender																	-.17	.12
R ² Marg.	.14		.14		.14		.14		.14		.14		.14		.14		.14	
R ² Cond.	.69		.69		.70		.70		.69		.69		.69		.70		.70	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.70
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.22*	.04	.20*	.04	.20*	.04	.20*	.04	.22*	.04	.22*	.04	.20*	.04	.20*	.04	.20*	.04
Leader's Power Distance Beliefs (T2, LR)	.04	.12	.05	.12	.05	.12	.05	.12	.04	.12	.04	.12	.05	.12	.05	.12	.05	.13
LMX (T1, ER)	.00	.04	.00	.04	.00	.04	.00	.04	.00	.04	.00	.04	.00	.04	-.01	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Publicity (T1, ER)	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Leader Voice Solicitation (T1, LR)			.05	.04	.05	.04	.05	.04					.05	.04	.05	.04	.05	.04
Gender							.04	.07	.03	.07	.03	.07	.04	.07	.04	.07	.05	.07
Publicity × Voice Solicitation					-.01	.04	-.01	.04							.00	.04	.00	.04
Publicity × Gender											-.08	.10	-.07	.10	-.07	.10	-.06	.10
Voice Solicitation × Gender																	.02	.08
Publicity × Voice Solicitation × Gender																	-.10	.13
R ² Marg.	.14		.15		.15		.15		.14		.14		.15		.15		.14	
R ² Cond.	.69		.69		.69		.69		.69		.69		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.71
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)															
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.18*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04	.18*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.19*	.04	.19*	.04	.19*	.04	.21*	.04	.19*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.04	.12	.05	.12	.05	.12	.05	.12	.04	.12	.05	.12	.06	.12	.06	.13
LMX (T1, ER)	-.01	.04	-.01	.04	-.01	.04	-.02	.04	-.01	.04	-.02	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																
Solicitation Immediacy (T1, ER)	.08*	.04	.08*	.04	.09*	.04	.09*	.04	.07†	.04	.07†	.04	.08†	.04	.08†	.04
Solicitation Publicity (T1, ER)	-.09*	.04	-.09*	.04	-.09*	.04	-.09*	.04	-.07	.05	-.07	.05	-.07	.05	-.07	.05
Leader Voice Solicitation (T1, LR)			.05	.04	.05	.04	.05	.04			.05	.04	.05	.04	.04	.04
Gender							.05	.07	.04	.07	.05	.07	.05	.07	.06	.07
Voice Solicitation × Gender															.01	.08
Immediacy × Voice Solicitation					.05	.04	.05	.04					.06	.04	.06	.05
Immediacy × Gender									.09	.11	.08	.11	.11	.11	.10	.14
Immediacy × Voice Solicitation × Gender															-.02	.19
Publicity × Voice Solicitation					-.04	.05	-.04	.05					-.04	.05	-.03	.05
Publicity × Gender									-.14	.12	-.13	.12	-.15	.12	-.14	.14
Publicity × Voice Solicitation × Gender															-.09	.19
R ² Marg.	.15		.15		.15		.15		.15		.15		.15		.15	
R ² Cond.	.69		.69		.70		.70		.70		.70		.70		.70	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.72
Results of Regression Analysis for Voice Degree of Change (Study 1)

	Voice Degree of Change (T3, LR)																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06	.00	.06	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.18*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.18*	.04	.18*	.04	.18*	.04	.18*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.19*	.04	.19*	.04	.19*	.04	.21*	.04	.21*	.04	.19*	.04	.19*	.04	.18*	.04
Leader's Power Distance Beliefs (T2, LR)	.04	.12	.05	.12	.05	.12	.05	.12	.04	.12	.04	.12	.05	.12	.06	.12	.06	.13
LMX (T1, ER)	-.01	.04	-.01	.04	-.01	.04	-.02	.04	-.01	.04	-.02	.04	-.02	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.09*	.04	.09*	.04	.10*	.04	.10*	.04	.09*	.04	.08 [†]	.04	.08 [†]	.04	.08 [†]	.04	.08 [†]	.04
Solicitation Publicity (T1, ER)	-.09*	.04	-.09*	.04	-.09*	.04	-.09*	.04	-.09*	.04	-.07	.05	-.07	.05	-.07	.05	-.07	.05
Leader Voice Solicitation (T1, LR)			.05	.04	.03	.04	.03	.04					.05	.04	.03	.04	.03	.04
Gender							.05	.07	.04	.07	.03	.07	.05	.07	.04	.07	.05	.08
Immediacy × Publicity	.02	.03	.02	.03	.03	.03	.03	.03	.02	.03	.02	.03	.02	.03	.02	.03	.02	.03
Immediacy × Publicity × Voice Solicitation					.04	.03	.04	.03							.04	.03	.03	.03
Immediacy × Publicity × Gender											.04	.09	.03	.08	.03	.09	-.01	.10
Immediacy × Publicity × Voice Solicitation × Gender																	.07	.12
Voice Solicitation × Gender																	-.02	.09
Immediacy × Voice Solicitation					.06	.04	.06	.05							.07	.05	.07	.05
Immediacy × Gender											.09	.11	.08	.11	.11	.11	.09	.14
Immediacy × Voice Solicitation × Gender																	-.04	.19
Publicity × Voice Solicitation					-.04	.05	-.04	.05							-.04	.05	-.04	.05
Publicity × Gender											-.13	.13	-.12	.13	-.13	.13	-.11	.14
Publicity × Voice Solicitation × Gender																	-.02	.21
R ² Marg.	.15		.15		.15		.15		.15		.15		.15		.15		.15	
R ² Cond.	.70		.70		.70		.70		.70		.70		.70		.70		.70	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

STUDY 1 SUPPLEMENTAL ANALYSIS

Hypothesis Testing with Employee-Rated Leader Voice Solicitation

Table S1.73
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.05 [†]	.03	-.04	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.11 [†]	.06	.10	.06	.10	.06	.10	.06
LMX (T1, ER)	.38*	.04	.29*	.05	.29*	.05	.29*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.13*	.04	.13*	.04	.13*	.04
Gender					-.03	.09	-.03	.10
Leader Voice Solicitation × Gender							.00	.10
R ² Marg.	.19		.22		.22		.22	
R ² Cond.	.21		.25		.25		.25	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.74
Results of Regression Analysis for Contribution-Based Worth (Study 1)

	Contribution-Based Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.06 [†]	.03	-.05 [†]	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.15*	.07	.13 [†]	.07	.13 [†]	.07	.13*	.07
LMX (T1, ER)	.40*	.05	.30*	.05	.30*	.05	.30*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.16*	.04	.15*	.04	.16*	.04
Gender					-.10	.10	-.11	.10
Leader Voice Solicitation × Gender							-.05	.11
R ² Marg.	.19		.22		.22		.22	
R ² Cond.	.21		.25		.25		.25	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.75**Results of Regression Analysis for Individual-Based Worth (Study 1)**

	Individual-Based Worth (T2, ER)							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.04	.03	-.03	.03	-.04	.03	-.04	.03
Leader's Power Distance Beliefs (T2, LR)	.08	.06	.06	.06	.06	.06	.06	.06
LMX (T1, ER)	.36*	.04	.29*	.05	.29*	.05	.29*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.11*	.04	.11*	.04	.10*	.04
Gender					.03	.10	.04	.10
Leader Voice Solicitation × Gender							.05	.11
R ² Marg.	.16		.17		.17		.17	
R ² Cond.	.18		.20		.20		.20	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.76**Results of Regression Analysis for Social Evaluative Threat (Study 1)**

	Social Evaluative Threat (T2, ER)							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.08*	.04	-.08*	.04	-.01	.04	-.01	.04
Leader's Power Distance Beliefs (T2, LR)	.17*	.08	.16†	.08	.17*	.08	.18*	.08
LMX (T1, ER)	-.05	.06	-.11	.07	-.08	.07	-.08	.07
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.10†	.05	.07	.05	.08	.06
Gender					-.52*	.14	-.54*	.14
Leader Voice Solicitation × Gender							-.09	.15
R ² Marg.	.03		.04		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.77
Results of Regression Analysis for Contribution-Based Threat (Study 1)

	Contribution-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.11*	.04	-.10*	.04	-.03	.04	-.03	.04
Leader's Power Distance Beliefs (T2, LR)	.19*	.09	.18 [†]	.09	.19*	.09	.19*	.09
LMX (T1, ER)	-.01	.07	-.08	.08	-.04	.08	-.04	.08
Employee Org Tenure (T1, ER)	.00	.01	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.09	.06	.06	.06	.07	.06
Gender					-.55*	.16	-.56*	.16
Leader Voice Solicitation × Gender							-.06	.16
R2 Marg.	.03		.04		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.78
Results of Regression Analysis for Individual-Based Threat (Study 1)

	Individual-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02 [†]	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01
# Women in Team	-.05	.04	-.05	.04	.01	.04	.01	.04
Leader's Power Distance Beliefs (T2, LR)	.16 [†]	.08	.15 [†]	.08	.16 [†]	.08	.17*	.08
LMX (T1, ER)	-.08	.07	-.15*	.08	-.12	.08	-.12	.08
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.10 [†]	.06	.07	.06	.09	.06
Gender					-.49*	.14	-.52*	.15
Leader Voice Solicitation × Gender							-.13	.15
R2 Marg.	.02		.03		.06		.06	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.79
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.25*	.03	.24*	.03	.25*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.05	.08	.05	.08	.04	.08
LMX (T1, ER)	-.01	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.01	.02	.01	.02	.00	.02
Gender					-.02	.05	-.01	.06
Leader Voice Solicitation × Gender							.06	.06
R ² Marg.	.28		.28		.28		.29	
R ² Cond.	.67		.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.80
Results of Regression Analysis for Voice Desirability (Study 1)

	Voice Desirability (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.06	.04
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.24*	.04	.23*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.28*	.04	.28*	.04	.28*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.12	.09	.12	.09	.12	.09
LMX (T1, ER)	.00	.03	-.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.02	.03	.02	.03	.01	.03
Gender					-.04	.07	-.03	.07
Leader Voice Solicitation × Gender							.04	.08
R ² Marg.	.30		.30		.30		.30	
R ² Cond.	.59		.59		.59		.59	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.81**Results of Regression Analysis for Voice Feasibility (Study 1)**

	Voice Feasibility (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.05	.04	-.05	.04	-.04	.04	-.04	.04
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.25*	.04	.25*	.04	.25*	.04	.25*	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.09	-.02	.09	-.02	.09	-.03	.09
LMX (T1, ER)	-.02	.03	-.03	.04	-.03	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.01	.03	.01	.03	-.01	.03
Gender					-.07	.07	-.04	.07
Leader Voice Solicitation × Gender							.15*	.08
R ² Marg.	.23		.23		.23		.24	
R ² Cond.	.57		.57		.57		.58	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.82**Results of Regression Analysis for Voice Degree of Change (Study 1)**

	Voice Degree of Change (T3, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02	.01	-.02	.01	-.02	.01	-.02	.01
# Women in Team	.01	.06	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.21*	.04	.21*	.04	.21*	.04	.21*	.04
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.03	.13	.03	.13	.03	.13
LMX (T1, ER)	-.02	.03	-.02	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, ER)			.00	.03	.00	.03	.00	.03
Gender					.03	.07	.03	.07
Leader Voice Solicitation × Gender							.01	.08
R ² Marg.	.14		.14		.14		.14	
R ² Cond.	.69		.69		.69		.69	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

STUDY 1 EXPLORATORY ANALYSIS

Potential Alternative Mediators to Social Worth and Social Evaluative Threat

Full Scales for Alternative Mediators Tested

Differentness in demographic qualities (Employee rated, T1; Scale adapted from Van Dick et al., 2008)

To what extent do you feel different from others in your team based on...

- Age
- Gender
- Educational background
- Personal values
- Attitudes about work
- Knowledge, skills, and abilities

Concerns about minority status (Employee rated, T1; Scale adapted from White, 2008)

Thinking about your experience at work, to what extent do you agree...

- Overall, I feel different from other members of my team
- It feels like I am the only person in my team like me
- I worry about being categorized based on the characteristics that make me different from others in the team
- I feel like I am being closely watched because of the characteristics that make me different from others in the team
- It feels like my performance is evaluated closely because of my differences from the rest of the team

Social evaluative threat (Employee rated, T1; Scale from Scale Development Study A)

At work, I often feel...

- Contribution-based
 - Worried that my capabilities will be negatively evaluated by my leader and teammates
 - Concerned that my leader and coworkers will think that I do not offer valuable contributions to the team
 - Fearful that I will be seen as a less competent team member in the eyes of my leader and teammates
 - Worried that my abilities and talents will be viewed negatively by my leader and teammates
- Individual-based
 - Concerned that important aspects of myself might be at risk of being judged negatively
 - Anxious about whether my leader and teammates may dislike me as a human being
 - Concerned that my leader and teammates do not value me as a person, apart from the work I do for the team
 - Worried about whether my leaders and teammates genuinely value me as a person

Social worth (Employee rated, T1; Scale from Scale Development Study A)

Thinking about your experience at work, to what extent do you agree...

- Contribution-based
 - I am seen as an important part of my team because of my competence
 - My leader and teammates think that I make a positive difference in the team because I am a capable person
 - My leader and teammates value me based on my capabilities
- Individual-based
 - In my team, others appreciate who I am as a person
 - My leader and teammates think that I make a positive difference in the team based on who I am as a person
 - In my team, others appreciate my personal qualities and characteristics

Voice safety (Employee rated, T2; Scale adapted from Morrison et al., 2011)

Thinking about your experience at work in the past month, to what extent do you agree...

- It is safe for me to develop and make recommendations concerning issues that affect my team
- It is safe for me to communicate my opinions about work issues to others in my team even if their opinion is different
- It is safe for me to speak up with ideas for new projects or changes in procedures in my team

Voice efficacy (Employee rated, T2; Scale adapted from Morrison et al., 2011)

Thinking about your experience at work in the past month, to what extent do you agree...

- I am capable of effectively developing and making recommendations concerning issues that affect my team
- I am capable of effectively communicating my opinions about work issues to others in my team even if their opinion is different
- I am capable of effectively speaking up with ideas for new projects or changes in procedures in my team

Voice instrumentality (Employee rated, T2; Scale adapted from Spreitzer, 1995)

Thinking about your experience at work in the past month, to what extent do you agree...

- I expect that if I speak up, the impact on what happens in my team will be large
- If I voice my ideas, I anticipate having a great deal of control over what happens in my team
- I believe that if I speak up, I am able to have significant influence over what happens in my team

Gender-based social threat (Employee rated, T2; Scale adapted from White, 2008)

Thinking about your experience at work in the past month, to what extent do you agree...

- I worry about being categorized by my teammates based on the characteristics that are associated with my gender
- I feel like I am being closely watched in my performance at work because of my gender
- It feels like my performance is evaluated more closely because of my gender

Social exchange quality in team (Employee rated, T2; Scale adapted from Podsakoff & MacKenzie, 1994)

Thinking about your experience at work in the past month, to what extent do you agree...

- My teammates and I are very cooperative with each other
- My teammates and I know that we can depend on each other
- My teammates and I stand up for each other

Felt meaningfulness (Employee rated, T2; Scale adapted from Spreitzer, 1995)

Thinking about your experience at work in the past month, to what extent do you agree...

- The work I do is very important to me
- My job activities are personally meaningful to me
- The work I do is meaningful to me

Voice authenticity (Employee rated, T2 & T3; Scale developed from Kernis & Goldman, 2006; Mello & Rentsch, 2015; Şimşek & Yalınçetin, 2010)

In the last month, the work-related ideas, suggestions, and concerns that I have shared with my leader...

- Feel true to my personal values and beliefs
- Are expressive of my values and beliefs
- Feel consistent with my personally held values

Belonging (Employee rated, T3; Scale adapted from Chung et al., 2020)

Thinking about your experience at work in the past month, to what extent do you agree...

- I am treated as a valued member of my team
- I belong in my team
- I am connected to my team
- I believe that my team is where I am meant to be
- I feel that people really care about me in my team

Resentment toward leader (Employee rated, T3; Scale adapted from Ferguson et al., 2016)

Thinking about your experience at work in the past month, to what extent do you agree...

- I feel bitter toward my leader
- I resent my leader
- I feel frustrated with my leader

Leader effectiveness (Employee rated, T3; Scale adapted from Fast et al., 2014)

Thinking about your experience at work in the past month, to what extent do you agree...

- Compared to others, my leader can do most tasks very well
- My leader is able to achieve most of the goals that he or she has set
- My leader is able to successfully overcome many challenges
- Even when things are tough, my leader can perform quite well

Table S1.83**Results of Regression Analysis for Voice Safety (Study 1)**

	Voice Safety (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.03	-.03	.03	-.03	.03	-.03	.03
Employee Performance (T3, LR)	.01	.05	.01	.05	.01	.05	.00	.05
Employee Voice Frequency (T3, LR)	.02	.04	.00	.05	.00	.05	.00	.05
Leader's Power Distance Beliefs (T2, LR)	-.04	.07	-.03	.07	-.03	.07	-.02	.07
LMX (T1, ER)	.39*	.04	.38*	.04	.38*	.04	.38*	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.04	.04	.04	.04	.06	.05
Gender					-.01	.09	-.03	.10
Leader Voice Solicitation × Gender							-.09	.10
R ² Marg.	.17		.17		.17		.18	
R ² Cond.	.25		.25		.25		.25	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.84**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	.00	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Voice Safety (T2, ER)	-.04	.03	-.05	.03	-.05	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.07*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.29		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.85
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.14 [†]	.09	.14 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.02	.04	.02	.04	.01	.04	-.01	.03	-.01	.04	-.01	.04	.00	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Voice Safety (T2, ER)	-.04	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	-.04	.04	-.05	.04	-.06	.04	-.06	.04
Leader Voice Solicitation (T1, LR)			.10*	.04	.10*	.04			.04	.04	.04	.04			.06	.04	.06	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					-.01	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.15		.15	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.70		.70	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.86
Results of Regression Analysis for Voice Efficacy (Study 1)

	Voice Efficacy (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	-.01	.01	-.01	.01
# Women in Team	-.04	.03	-.04	.03	-.01	.03	-.01	.03
Employee Performance (T3, LR)	-.01	.05	-.02	.05	.00	.05	-.01	.05
Employee Voice Frequency (T3, LR)	.05	.04	.05	.05	.04	.05	.04	.05
Leader's Power Distance Beliefs (T2, LR)	-.01	.06	-.01	.06	-.01	.06	-.01	.06
LMX (T1, ER)	.34*	.05	.34*	.05	.35*	.05	.35*	.05
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.01	.04	-.01	.04	.00	.05
Gender					-.27*	.10	-.28*	.10
Leader Voice Solicitation × Gender							-.05	.11
R ² Marg.	.14		.14		.15		.15	
R ² Cond.	.14		.14		.16		.15	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.87
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Voice Efficacy (T2, ER)	.01	.03	.00	.03	.00	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.88
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.12	.05	.12
LMX (T1, ER)	-.01	.04	-.01	.04	-.01	.04	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Voice Efficacy (T2, ER)	.02	.04	.01	.04	.01	.04	.00	.04	-.01	.04	-.01	.04	.01	.04	.00	.04	.00	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.04	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.89
Results of Regression Analysis for Voice Instrumentality (Study 1)

	Voice Instrumentality (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01	.01	.01	.01	.00	.01	.00	.01
# Women in Team	-.07*	.03	-.07*	.03	-.02	.04	-.02	.04
Employee Performance (T3, LR)	.00	.06	.01	.06	.02	.06	.03	.06
Employee Voice Frequency (T3, LR)	.08	.05	.08	.06	.07	.06	.08	.06
Leader's Power Distance Beliefs (T2, LR)	.10	.08	.09	.08	.09	.08	.08	.08
LMX (T1, ER)	.24*	.05	.25*	.05	.26*	.05	.27*	.05
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.02	.05	-.04	.05	-.07	.06
Gender					-.39*	.11	-.36*	.12
Leader Voice Solicitation × Gender							.18	.13
R ² Marg.	.08		.08		.10		.11	
R ² Cond.	.13		.12		.15		.15	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.90
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Voice Instrumentality (T2, ER)	-.01	.02	-.01	.02	-.01	.02
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.02	.06
Leader Voice Solicitation × Gender					-.01	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.91
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.01	.09	-.01	.09	-.01	.09	.04	.13	.05	.13	.05	.13
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Voice Instrumentality (T2, ER)	-.01	.03	-.02	.03	-.02	.03	-.01	.03	-.02	.03	-.02	.03	-.01	.03	-.01	.03	-.01	.03
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.03	.07	-.03	.07			-.07	.07	-.08	.07			.04	.07	.04	.07
Leader Voice Solicitation × Gender					.00	.08					-.04	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.92**Results of Regression Analysis for Gender-Based Social Threat (Study 1)**

	Gender-Based Social Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.00	.04	.01	.04	.03	.04	.04	.04
Employee Performance (T3, LR)	-.10	.07	-.10	.07	-.09	.07	-.09	.07
Employee Voice Frequency (T3, LR)	.10	.06	.09	.07	.08	.07	.10	.07
Leader's Power Distance Beliefs (T2, LR)	.14 [†]	.09	.15 [†]	.09	.15 [†]	.09	.14	.09
LMX (T1, ER)	-.06	.07	-.06	.07	-.05	.07	-.04	.07
Employee Org Tenure (T1, ER)	.01	.00	.01	.00	.01	.00	.01	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.03	.06	.02	.06	-.04	.07
Gender					-.23	.14	-.17	.15
Leader Voice Solicitation × Gender							.34*	.16
R ² Marg.	.03		.03		.04		.05	
R ² Cond.	.04		.04		.05		.05	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.93**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.18*	.03	.18*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Gender-Based Social Threat (T2, ER)	-.02	.02	-.02	.02	-.02	.02
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.02	.05	-.02	.06
Leader Voice Solicitation × Gender					-.01	.06
R ² Marg.	.29		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.94
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.22*	.04	.22*	.04	.17*	.04	.16*	.04	.16*	.04	.17*	.04	.16*	.04	.16*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.20*	.04	.20*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.01	.09	.00	.09	.00	.09	.04	.13	.05	.12	.05	.12
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	-.03	.03	-.03	.03	-.03	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Gender-Based Social Threat (T2, ER)	.00	.02	-.01	.02	-.01	.02	-.04	.02	-.04	.02	-.04	.02	-.02	.02	-.02	.02	-.02	.02
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.04	.03	.04	.04			.06	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.07	.07	-.08	.07			.04	.07	.04	.07
Leader Voice Solicitation × Gender					.00	.08					-.04	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.95
Results of Regression Analysis for Belonging (Study 1)

	Belonging (T3, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.00	.00	.01	.00	.01	.00	.01
# Women in Team	-.01	.02	-.01	.02	-.01	.02	-.02	.02
Employee Performance (T3, LR)	.09*	.04	.09*	.04	.09*	.04	.09*	.04
Employee Voice Frequency (T3, LR)	.02	.04	.02	.04	.02	.04	.02	.04
Leader's Power Distance Beliefs (T2, LR)	.05	.05	.05	.05	.05	.05	.05	.05
LMX (T1, ER)	.42*	.04	.42*	.04	.42*	.04	.42*	.04
Employee Org Tenure (T1, ER)	.00†	.00	.00†	.00	.00†	.00	.00†	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.04	.01	.04	.01	.04
Gender					.05	.08	.04	.08
Leader Voice Solicitation × Gender							-.05	.09
R ² Marg.	.28		.28		.28		.28	
R ² Cond.	.28		.28		.28		.28	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.96
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Belonging (T3, ER)	.00	.03	.00	.03	.00	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.97
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.16*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.23*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.13	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.12	.05	.12
LMX (T1, ER)	.02	.04	.02	.04	.02	.04	-.05	.04	-.04	.04	-.05	.04	-.02	.04	-.02	.04	-.02	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Belonging (T3, ER)	-.05	.04	-.06	.04	-.06	.04	.05	.04	.05	.04	.05	.04	.00	.04	-.01	.04	-.01	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.60		.60		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.98**Results of Regression Analysis for Differentness in Demographic Qualities (Study 1)**

	Differentness in Demographic Qualities (T1, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	.04	.03	.04	.03	.03	.03	.03	.03
Employee Performance (T3, LR)	-.02	.05	-.02	.05	-.02	.05	-.02	.05
Employee Voice Frequency (T3, LR)	.01	.04	.02	.05	.02	.05	.02	.05
Leader's Power Distance Beliefs (T2, LR)	.05	.06	.04	.06	.04	.06	.05	.06
LMX (T1, ER)	-.16*	.04	-.16*	.04	-.16*	.04	-.16*	.05
Employee Org Tenure (T1, ER)	-.01†	.00	-.01†	.00	-.01†	.00	-.01†	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.02	.04	-.02	.04	-.02	.05
Gender					.03	.10	.03	.10
Leader Voice Solicitation × Gender							-.02	.11
R ² Marg.	.05		.05		.05		.05	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.99**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Differentness in Demographic Qualities (T1, ER)	.01	.03	.01	.03	.01	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.100
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.12	.05	.13
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Differentness in Demographic Qualities (T1, ER)	.00	.04	.00	.04	.00	.04	.04	.04	.04	.04	.04	.04	.00	.04	-.01	.04	-.01	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.101
Results of Regression Analysis for Concerns about Minority Status (Study 1)

	Concerns about Minority Status (T1, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01	.01	.01	.01	.00	.01	.00	.01
# Women in Team	-.01	.03	-.01	.03	.03	.03	.04	.03
Employee Performance (T3, LR)	-.01	.05	-.01	.05	.00	.05	.01	.05
Employee Voice Frequency (T3, LR)	.10*	.05	.11*	.05	.10 [†]	.05	.11*	.05
Leader's Power Distance Beliefs (T2, LR)	.12 [†]	.07	.12 [†]	.07	.12 [†]	.07	.11	.07
LMX (T1, ER)	.05	.05	.05	.05	.07	.05	.08	.05
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.02	.05	-.03	.05	-.08	.05
Gender					-.33*	.11	-.28*	.11
Leader Voice Solicitation × Gender							.27*	.12
R ² Marg.	.03		.03		.04		.06	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.102
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Concerns about Minority Status (T1, ER)	.00	.02	.01	.02	.01	.02
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.103
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.06	.04	-.06	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.24*	.04	.24*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.20*	.04	.20*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.14	.09	.14	.09	-.02	.09	-.01	.09	-.01	.09	.04	.13	.05	.13	.05	.13
LMX (T1, ER)	.00	.03	-.01	.03	-.01	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Concerns about Minority Status (T1, ER)	.04	.03	.04	.03	.04	.03	.00	.03	-.01	.03	-.01	.03	-.02	.03	-.02	.03	-.02	.03
Leader Voice Solicitation (T1, LR)			.10*	.04	.10*	.04			.03	.04	.04	.04			.05	.04	.05	.04
Gender			.00	.07	-.01	.07			-.06	.07	-.07	.07			.04	.07	.04	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.60		.60		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.104**Results of Regression Analysis for Team Social Exchange Quality (Study 1)**

	Team Social Exchange Quality (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01 [†]	.01	-.01 [†]	.01	-.01 [†]	.01	-.01 [†]	.01
# Women in Team	.00	.03	.00	.03	.00	.03	.00	.03
Employee Performance (T3, LR)	.03	.04	.03	.04	.03	.04	.02	.04
Employee Voice Frequency (T3, LR)	.02	.04	.02	.04	.03	.04	.02	.04
Leader's Power Distance Beliefs (T2, LR)	-.02	.06	-.02	.06	-.02	.06	-.02	.06
LMX (T1, ER)	.42*	.04	.43*	.04	.42*	.04	.42*	.04
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.01	.04	.00	.04	.00	.04
Gender					.04	.09	.04	.09
Leader Voice Solicitation × Gender							-.01	.10
R ² Marg.	.23		.23		.23		.23	
R ² Cond.	.26		.26		.26		.26	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.105**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Team Social Exchange Quality (T2, ER)	-.02	.03	-.02	.03	-.02	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.106
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.14 [†]	.09	.14 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.02	.04	.01	.04	.01	.04	-.03	.04	-.03	.04	-.03	.04	-.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Team Social Exchange Quality (T2, ER)	-.04	.04	-.04	.04	-.04	.04	.01	.04	.01	.04	.01	.04	-.03	.04	-.03	.04	-.03	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.04	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.107
Results of Regression Analysis for Voice Authenticity (Study 1)

	Voice Authenticity (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.02	-.03	.03	-.03	.03	-.03	.03
Employee Performance (T3, LR)	-.05	.05	-.05	.05	-.05	.05	-.05	.05
Employee Voice Frequency (T3, LR)	.06	.04	.06	.04	.07	.04	.07	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.06	-.01	.06	-.01	.06	-.02	.06
LMX (T1, ER)	.42*	.04	.42*	.04	.42*	.04	.42*	.04
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.04	.00	.04	-.01	.05
Gender					.03	.10	.04	.10
Leader Voice Solicitation × Gender							.07	.10
R ² Marg.	.21		.21		.21		.21	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.108
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.18*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	.00	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Voice Authenticity (T2, ER)	-.03	.03	-.03	.03	-.03	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.109
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.17	.04	.17*	.04	.17*	.04	.17*	.04	.16*	.04	.16*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26	.04	.24*	.04	.24*	.04	.21*	.04	.20*	.04	.20*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.00	.04	-.00	.04	-.00	.04	-.01	.04	-.01	.04	-.01	.04	.00	.04	-.00	.04	-.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00	-.00	.00
<i>Model variables</i>																		
Voice Authenticity (T2, ER)	-.01	.04	-.01	.04	-.01	.04	-.35	.04	-.03	.04	-.03	.04	-.05	.04	-.05	.04	-.05	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					-.00	.08
R ² Marg.	.30		.31		.31		.14		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.58		.58		.58		.70		.70		.70	

Note. $n=410$ employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.110
Results of Regression Analysis for Voice Authenticity (Study 1)

	Voice Authenticity (T3, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Employee Performance (T3, LR)	-.10*	.04	-.10*	.04	-.10*	.04	-.10*	.04
Employee Voice Frequency (T3, LR)	.07 [†]	.04	.07 [†]	.04	.07 [†]	.04	.08 [†]	.04
Leader's Power Distance Beliefs (T2, LR)	-.05	.06	-.05	.06	-.05	.06	-.05	.06
LMX (T1, ER)	.31*	.04	.31*	.04	.31*	.04	.31*	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.02	.04
Gender					.04	.09	.05	.09
Leader Voice Solicitation × Gender							.05	.10
R ² Marg.	.15		.15		.15		.15	
R ² Cond.	.17		.18		.18		.18	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.111
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Voice Authenticity (T3, ER)	.02	.03	.02	.03	.02	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.112
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.04	.12	.05	.12	.05	.12
LMX (T1, ER)	.00	.04	-.01	.04	-.01	.04	-.03	.03	-.03	.03	-.03	.03	-.03	.03	-.04	.03	-.04	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Voice Authenticity (T3, ER)	.00	.04	.01	.04	.01	.04	.01	.04	.01	.04	.01	.04	.04	.04	.04	.04	.04	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.04	.04	.04			.06	.04	.06	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.113
Results of Regression Analysis for Felt Meaningfulness (Study 1)

	Felt Meaningfulness (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.03	.03	-.03	.03	-.03	.03	-.03	.03
Employee Performance (T3, LR)	-.06	.05	-.06	.05	-.06	.05	-.06	.05
Employee Voice Frequency (T3, LR)	.05	.04	.06	.04	.06	.04	.06	.04
Leader's Power Distance Beliefs (T2, LR)	-.01	.06	-.01	.06	-.01	.06	-.01	.06
LMX (T1, ER)	.40*	.04	.41*	.04	.41*	.04	.40*	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.01	.04	-.01	.04	-.01	.05
Gender					.00	.10	-.01	.10
Leader Voice Solicitation × Gender							-.04	.10
R ² Marg.	.19		.19		.19		.19	
R ² Cond.	.19		.19		.19		.19	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.114
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Felt Meaningfulness (T2, ER)	.00	.03	.01	.03	.01	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.115
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.13	.05	.12	.05	.12
LMX (T1, ER)	.00	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.01	.04	-.03	.04	-.04	.04	-.04	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Felt Meaningfulness (T2, ER)	.00	.04	.01	.04	.01	.04	-.03	.04	-.03	.04	-.03	.04	.03	.04	.03	.04	.03	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.06	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.116**Results of Regression Analysis for Perceived Leader Effectiveness (Study 1)**

	Perceived Leader Effectiveness (T3, ER)							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.01 [†]	.01	-.01 [†]	.01	-.01 [†]	.01	-.01	.01
# Women in Team	-.03	.03	-.03	.03	-.04	.03	-.04	.03
Employee Performance (T3, LR)	.03	.04	.03	.04	.03	.04	.03	.04
Employee Voice Frequency (T3, LR)	.01	.04	.01	.04	.01	.04	.00	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.06	-.04	.06	-.04	.06	-.04	.06
LMX (T1, ER)	.52*	.04	.52*	.04	.52*	.04	.52*	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.04	.01	.04	.02	.04
Gender					.02	.09	.00	.09
Leader Voice Solicitation × Gender							-.10	.10
R ² Marg.	.31		.31		.31		.31	
R ² Cond.	.34		.34		.34		.34	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.117**Results of Regression Analysis for Voice Quality (Study 1)**

	Voice Quality (T3, LR)					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.23*	.03	.23*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Perceived Leader Effectiveness (T3, ER)	-.01	.03	-.01	.03	-.01	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.01	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.118
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.14 [†]	.09	.14 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.04	.13	.05	.12	.05	.12
LMX (T1, ER)	.02	.04	.01	.04	.01	.04	-.01	.04	-.01	.04	-.01	.04	-.03	.04	-.03	.04	-.03	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Perceived Leader Effectiveness (T3, ER)	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04	.02	.04	.02	.04	.02	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.119
Results of Regression Analysis for Resentment toward Leader (Study 1)

	Resentment toward Leader (T3, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.02	.04	.02	.04	.07 [†]	.04	.07 [†]	.04
Employee Performance (T3, LR)	-.04	.07	-.03	.07	-.02	.07	-.01	.07
Employee Voice Frequency (T3, LR)	.08	.06	.10	.06	.08	.06	.09	.06
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.11	.09	.11	.09	.10	.09
LMX (T1, ER)	-.43*	.06	-.43*	.06	-.41*	.06	-.40*	.06
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.05	.06	-.07	.06	-.09	.07
Gender					-.41*	.14	-.39*	.14
Leader Voice Solicitation × Gender							.12	.15
R ² Marg.	.12		.13		.14		.15	
R ² Cond.	.15		.15		.17		.17	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.120
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.02	.04	-.02	.04
Employee Performance (T3, LR)	.19*	.03	.18*	.03	.18*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.07	.08	.07	.08
LMX (T1, ER)	-.03	.03	-.03	.03	-.03	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Resentment toward Leader (T3, ER)	-.04*	.02	-.04*	.02	-.04*	.02
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			-.03	.05	-.03	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.28		.29		.29	
R ² Cond.	.67		.68		.68	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.121
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.03	.04	-.03	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.23*	.04	.22*	.04	.22*	.04	.17*	.04	.17*	.04	.17*	.04	.17*	.04	.16*	.04	.16*	.04
Employee Voice Frequency (T3, LR)	.29*	.04	.25*	.04	.25*	.04	.26*	.04	.24*	.04	.24*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.13	.09	.15 [†]	.09	.15 [†]	.09	-.01	.09	.00	.09	.00	.09	.04	.13	.05	.13	.05	.13
LMX (T1, ER)	-.01	.03	-.01	.03	-.01	.03	-.04	.03	-.04	.03	-.05	.03	-.04	.03	-.04	.03	-.04	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Resentment toward Leader (T3, ER)	-.02	.03	-.03	.03	-.03	.03	-.05 [†]	.03	-.05*	.03	-.05*	.03	-.05*	.03	-.05*	.03	-.05*	.03
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.03	.07	-.03	.07			-.08	.07	-.09	.07			.03	.07	.02	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.14		.14	
R ² Cond.	.59		.59		.59		.57		.57		.58		.70		.70		.70	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.122
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T1, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01 [†]	.00	.01	.01	.01	.01	.01	.01
# Women in Team	-.01	.02	-.01	.02	.00	.02	.01	.02
Employee Performance (T3, LR)	-.02	.04	-.02	.04	-.01	.04	-.01	.04
Employee Voice Frequency (T3, LR)	.08*	.03	.08*	.04	.08*	.04	.08*	.04
Leader's Power Distance Beliefs (T2, LR)	.07	.05	.07	.05	.07	.05	.07	.05
LMX (T1, ER)	.48*	.04	.48*	.04	.49*	.04	.49*	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.03	.00	.03	-.01	.04
Gender					-.13	.08	-.12	.08
Leader Voice Solicitation × Gender							.04	.09
R ² Marg.	.32		.32		.33		.33	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.123
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.19*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.25*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.03	.03	-.04	.03	-.04	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Social Worth (T1, ER)	.04	.03	.04	.03	.04	.03
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			.00	.05	-.01	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.29		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.124
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.01	.01	.01	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.23*	.04	.21*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.15 [†]	.09	.15 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.12	.05	.12	.05	.12
LMX (T1, ER)	-.02	.04	-.02	.04	-.02	.04	-.04	.04	-.04	.04	-.04	.04	-.04	.04	-.05	.04	-.05	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Social Worth (T1, ER)	.03	.04	.03	.04	.03	.04	.03	.04	.02	.04	.02	.04	.04	.04	.04	.04	.04	.04
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.03	.04	.04			.05	.04	.05	.04
Gender			-.02	.07	-.02	.07			-.06	.07	-.07	.07			.05	.07	.05	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.15		.15	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1.125
Results of Regression Analysis for Social Evaluative Threat (Study 1)

	Social Evaluative Threat (T1, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02†	.01
# Women in Team	-.07†	.04	-.07†	.04	.01	.04	.02	.04
Employee Performance (T3, LR)	-.11	.07	-.12	.07	-.09	.07	-.09	.07
Employee Voice Frequency (T3, LR)	.17*	.07	.15*	.07	.12†	.07	.13†	.07
Leader's Power Distance Beliefs (T2, LR)	.15†	.09	.17†	.09	.17†	.09	.16†	.09
LMX (T1, ER)	-.07	.07	-.08	.07	-.05	.07	-.04	.07
Employee Org Tenure (T1, ER)	-.01	.00	-.01	.00	-.01	.00	-.01	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.07	.06	.04	.06	.02	.07
Gender					-.66*	.15	-.63*	.15
Leader Voice Solicitation × Gender							.14	.16
R ² Marg.	.05		.05		.09		.09	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.126
Results of Regression Analysis for Voice Quality (Study 1)

	Voice Quality (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.01	.01	.00	.01	.00	.01
# Women in Team	-.03	.04	-.03	.04	-.03	.04
Employee Performance (T3, LR)	.20*	.03	.19*	.03	.19*	.03
Employee Voice Frequency (T3, LR)	.24*	.03	.22*	.03	.22*	.03
Leader's Power Distance Beliefs (T2, LR)	.05	.08	.06	.08	.06	.08
LMX (T1, ER)	-.01	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00
<i>Model variables</i>						
Social Evaluative Threat (T1, ER)	.02	.02	.02	.02	.02	.02
Leader Voice Solicitation (T1, LR)			.06*	.03	.06*	.03
Gender			.00	.06	.00	.06
Leader Voice Solicitation × Gender					-.02	.06
R ² Marg.	.29		.29		.29	
R ² Cond.	.67		.67		.67	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, † $p < .10$.

Table S1.127
Results of Regression Analysis for Voice Quality Dimensions (Study 1)

	Voice Desirability (T3, LR)						Voice Feasibility (T3, LR)						Voice Degree of Change (T3, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	.00	.01	.00	.01	.00	.01	-.01	.01	-.01	.01	-.01	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.04	-.05	.04	-.05	.04	-.05	.04	-.04	.04	-.04	.04	.01	.06	.01	.06	.01	.06
Employee Performance (T3, LR)	.24*	.04	.23*	.04	.23*	.04	.17*	.04	.17*	.04	.17*	.04	.18*	.04	.17*	.04	.17*	.04
Employee Voice Frequency (T3, LR)	.28*	.04	.25*	.04	.25*	.04	.25*	.04	.24*	.04	.24*	.04	.20*	.04	.19*	.04	.19*	.04
Leader's Power Distance Beliefs (T2, LR)	.12	.09	.14 [†]	.09	.14 [†]	.09	-.02	.09	-.01	.09	-.01	.09	.03	.12	.04	.12	.04	.12
LMX (T1, ER)	.00	.03	.00	.03	.00	.03	-.02	.03	-.02	.03	-.03	.03	-.02	.03	-.02	.03	-.02	.03
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>																		
Social Evaluative Threat (T1, ER)	.02	.02	.02	.02	.02	.02	.01	.02	.00	.02	.00	.02	.03	.02	.04	.02	.04	.02
Leader Voice Solicitation (T1, LR)			.09*	.04	.09*	.04			.03	.04	.04	.04			.05	.04	.06	.04
Gender			-.01	.07	-.01	.07			-.06	.07	-.07	.07			.07	.07	.07	.07
Leader Voice Solicitation × Gender					-.01	.08					-.05	.08					.00	.08
R ² Marg.	.30		.31		.31		.23		.23		.23		.14		.15		.15	
R ² Cond.	.59		.59		.59		.57		.57		.57		.69		.69		.69	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

STUDY 1 EXPLORATORY ANALYSIS

Results with Voice Quality Measured at T2

Table S1.128
Results of Regression Analysis for T2 Voice Quality (Study 1)

	Voice Quality (T2, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02 [†]	.01	-.02	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.01	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.02	.03	.01	.03	.01	.03	.01	.03
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.13*	.04	.14*	.04	.15*	.04
Gender					.06	.06	.04	.06
Leader Voice Solicitation × Gender							-.10	.07
R ² Marg.	.14		.16		.16		.16	
R ² Cond.	.64		.66		.66		.66	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 129
Results of Regression Analysis for T2 Voice Desirability (Study 1)

	Voice Desirability (T2, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.05	.05	-.06	.05	-.06	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.05	.15*	.05	.15*	.04
Leader's Power Distance Beliefs (T2, LR)	-.03	.11	-.01	.11	-.01	.11	-.01	.11
LMX (T1, ER)	.02	.03	.02	.03	.02	.03	.01	.03
Employee Org Tenure (T1, ER)	.00	.00	.00 [†]	.00	.00 [†]	.00	.00 [†]	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.14*	.05	.14*	.05	.15*	.05
Gender					.05	.07	.03	.07
Leader Voice Solicitation × Gender							-.10	.08
R ² Marg.	.15		.16		.16		.16	
R ² Cond.	.57		.58		.58		.59	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1.130
Results of Regression Analysis for T2 Voice Feasibility (Study 1)

	Voice Feasibility (T2, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02 [†]	.01
# Women in Team	.00	.05	.01	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.12*	.03	.08 [†]	.05	.08 [†]	.05	.08 [†]	.05
Leader's Power Distance Beliefs (T2, LR)	-.12	.10	-.11	.11	-.11	.11	-.11	.11
LMX (T1, ER)	.00	.04	.00	.04	.00	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.06	.05	.07	.05	.09 [†]	.05
Gender					.03	.08	.00	.08
Leader Voice Solicitation × Gender							-.14 [†]	.09
R ² Marg.	.09		.09		.09		.09	
R ² Cond.	.53		.53		.53		.54	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 131
Results of Regression Analysis for T2 Voice Degree of Change (Study 1)

	Voice Degree of Change (T2, LR)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.01	.01
# Women in Team	.05	.06	.06	.06	.05	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.23*	.04	.10*	.05	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	.03	.13	.05	.13	.06	.13	.06	.13
LMX (T1, ER)	.02	.04	.02	.03	.01	.04	.01	.04
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.20*	.05	.20*	.05	.21*	.05
Gender					.09	.07	.08	.08
Leader Voice Solicitation × Gender							-.05	.08
R ² Marg.	.11		.14		.14		.14	
R ² Cond.	.63		.66		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 132
Results of Regression Analysis for Social Worth (Study 1)

	Social Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.05 [†]	.03	-.05 [†]	.03	-.04	.03	-.04	.03
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.01	.04	.03	.05	.03	.05	.03	.05
Leader's Power Distance Beliefs (T2, LR)	.12 [†]	.06	.11 [†]	.06	.11 [†]	.06	.11 [†]	.06
LMX (T1, ER)	.38*	.04	.38*	.04	.38*	.04	.38*	.04
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.02	.05	-.03	.05	-.03	.06
Gender					-.09	.10	-.08	.10
Leader Voice Solicitation × Gender							.01	.10
R ² Marg.	.19		.19		.19		.19	
R ² Cond.	.21		.22		.22		.22	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 133
Results of Regression Analysis for T2 Voice Quality (Study 1)

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.01	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00*	.00	.00*	.00	.00*	.00
<i>Model variables</i>						
Social Worth (T2, ER)	.02	.03	.03	.03	.03	.03
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 134
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.05	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.05	.15*	.04	.12*	.03	.08 [†]	.05	.08 [†]	.05	.23*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.03	.11	-.01	.11	-.01	.11	-.12	.10	-.11	.11	-.11	.11	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04	-.01	.04	.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Social Worth (T2, ER)	.02	.04	.03	.04	.03	.04	.00	.04	.00	.04	.01	.04	.04	.04	.04	.04	.04	.04
Leader Voice Solicitation (T1, LR)			.14*	.05	.15*	.05			.07	.05	.09 [†]	.05			.20*	.05	.21*	.05
Gender			.06	.07	.04	.07			.03	.08	.00	.08			.10	.07	.09	.08
Leader Voice Solicitation × Gender					-.10	.08					-.14 [†]	.09					-.06	.08
R ² Marg.	.15		.16		.16		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 135**Results of Regression Analysis for Contribution-Based Worth (Study 1)**

	Contribution-Based Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.01	.01	.01	.01	.01	.01	.01	.01
# Women in Team	-.05 [†]	.03	-.06 [†]	.03	-.04	.03	-.04	.03
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.05	.04	.08	.06	.07	.06	.07	.06
Leader's Power Distance Beliefs (T2, LR)	.16*	.07	.16*	.07	.15*	.07	.15*	.07
LMX (T1, ER)	.40*	.05	.40*	.05	.40*	.05	.41*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			-.04	.06	-.05	.06	-.05	.06
Gender					-.15	.10	-.14	.11
Leader Voice Solicitation × Gender							.05	.11
R ² Marg.	.19		.19		.19		.19	
R ² Cond.	.21		.21		.22		.22	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 136**Results of Regression Analysis for T2 Voice Quality (Study 1)**

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.10*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.03	.10	-.02	.10
LMX (T1, ER)	.01	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00*	.00	.00*	.00	.00*	.00
<i>Model variables</i>						
Contribution-Based Worth (T2, ER)	.02	.03	.02	.03	.02	.03
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 137
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.05	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.05	.15*	.05	.12*	.03	.08 [†]	.05	.08 [†]	.05	.22*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.03	.11	-.01	.11	-.01	.11	-.12	.10	-.11	.11	-.11	.11	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.02	.04	.01	.04	.01	.04	.00	.04	.00	.04	-.01	.04	.01	.04	-.01	.04	-.01	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Contribution-Based Worth (T2, ER)	.01	.04	.02	.04	.02	.04	.00	.04	.01	.04	.01	.04	.03	.04	.04	.04	.04	.04
Leader Voice Solicitation (T1, LR)			.14*	.05	.15*	.05			.07	.05	.09 [†]	.05			.20*	.05	.21*	.05
Gender			.05	.07	.04	.07			.03	.08	.01	.08			.10	.07	.09	.08
Leader Voice Solicitation × Gender					-.10	.08					-.14 [†]	.09					-.06	.08
R ² Marg.	.15		.16		.16		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 138
Results of Regression Analysis for Individual-Based Worth (Study 1)

	Individual-Based Worth (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.00	.01	.00	.01	.00	.01	.00	.01
# Women in Team	-.05	.03	-.05	.03	-.04	.03	-.04	.03
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	-.02	.04	-.01	.06	-.02	.06	-.02	.06
Leader's Power Distance Beliefs (T2, LR)	.07	.06	.07	.06	.07	.06	.07	.06
LMX (T1, ER)	.36*	.05	.36*	.05	.36*	.05	.36*	.05
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.00	.06	.00	.06	.00	.06
Gender					-.03	.10	-.03	.10
Leader Voice Solicitation × Gender							-.02	.11
R ² Marg.	.16		.16		.16		.16	
R ² Cond.	.18		.18		.18		.18	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1. 139
Results of Regression Analysis for T2 Voice Quality (Study 1)

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.01	.03	.00	.03	.00	.03
Employee Org Tenure (T1, ER)	.00*	.00	.00*	.00	-.01*	.00
<i>Model variables</i>						
Individual-Based Worth (T2, ER)	.02	.03	.02	.03	.02	.03
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, † *p* < .10.

Table S1.140
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.05	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.04	.15*	.04	.12*	.03	.08 [†]	.05	.08 [†]	.05	.23*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.03	.11	-.01	.11	-.01	.11	-.12	.10	-.11	.11	-.11	.11	.03	.13	.06	.13	.06	.13
LMX (T1, ER)	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04	-.01	.04	.01	.04	.00	.04	.00	.04
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Individual-Based Worth (T2, ER)	.03	.04	.03	.04	.04	.04	.00	.04	.00	.04	.00	.04	.03	.04	.03	.04	.03	.04
Leader Voice Solicitation (T1, LR)			.14*	.05	.15*	.05			.07	.05	.09 [†]	.05			.20*	.05	.21*	.05
Gender			.05	.07	.04	.07			.03	.08	.00	.08			.09	.07	.08	.08
Leader Voice Solicitation × Gender					-.10	.08					-.14 [†]	.09					-.05	.08
R ² Marg.	.15		.16		.17		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 141
Results of Regression Analysis for Social Evaluative Threat (Study 1)

	Social Evaluative Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02*	.01
# Women in Team	-.07 [†]	.04	-.07 [†]	.04	-.01	.04	.00	.04
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.06	.06	.02	.08	.00	.08	.00	.08
Leader's Power Distance Beliefs (T2, LR)	.19*	.09	.20*	.09	.19*	.08	.19*	.08
LMX (T1, ER)	-.06	.06	-.06	.06	-.04	.06	-.03	.06
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.06	.08	.05	.08	.03	.08
Gender					-.53*	.14	-.52*	.14
Leader Voice Solicitation × Gender							.10	.15
R ² Marg.	.03		.03		.07		.07	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 142
Results of Regression Analysis for T2 Voice Quality (Study 1)

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.02	.03	.01	.03	.01	.03
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>						
Social Evaluative Threat (T2, ER)	.00	.02	.00	.02	.00	.02
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 143
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.05	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.05	.15*	.04	.12*	.03	.08 [†]	.05	.08 [†]	.05	.22*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.02	.11	-.01	.11	.00	.11	-.12	.10	-.11	.11	-.11	.11	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.02	.03	.02	.03	.01	.03	.00	.04	.00	.04	-.01	.04	.02	.04	.01	.04	.01	.04
Employee Org Tenure (T1, ER)	.00 [†]	.00	.00 [†]	.00	.00 [†]	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Social Evaluative Threat (T2, ER)	-.02	.03	-.02	.03	-.02	.03	.01	.03	.01	.03	.01	.03	.01	.03	.02	.03	.02	.03
Leader Voice Solicitation (T1, LR)			.14*	.05	.15*	.05			.07	.05	.09 [†]	.05			.20*	.05	.21*	.05
Gender			.04	.07	.02	.08			.04	.08	.01	.08			.10	.08	.09	.08
Leader Voice Solicitation × Gender					-.10	.08					-.15 [†]	.09					-.06	.08
R ² Marg.	.15		.17		.17		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 144**Results of Regression Analysis for Contribution-Based Threat (Study 1)**

	Contribution-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02 [†]	.01	.02 [†]	.01
# Women in Team	-.10*	.04	-.10*	.04	-.03	.05	-.03	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.06	.06	.05	.09	.03	.09	.03	.09
Leader's Power Distance Beliefs (T2, LR)	.21*	.09	.21*	.09	.21*	.09	.21*	.09
LMX (T1, ER)	-.02	.07	-.03	.07	.00	.07	.00	.07
Employee Org Tenure (T1, ER)	.00	.01	.00	.01	.00	.01	.00	.01
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.02	.09	.01	.09	.00	.09
Gender					-.56*	.16	-.55*	.16
Leader Voice Solicitation × Gender							.08	.17
R ² Marg.	.04		.04		.07		.07	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 145**Results of Regression Analysis for T2 Voice Quality (Study 1)**

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.02	.03	.01	.03	.01	.03
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>						
Contribution-Based Threat (T2, ER)	-.01	.02	.00	.02	.00	.02
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 146
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.05	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.05	.15*	.04	.12*	.03	.08 [†]	.05	.08 [†]	.05	.23*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.02	.11	-.01	.11	.00	.11	-.12	.10	-.11	.11	-.11	.11	.03	.13	.06	.13	.06	.13
LMX (T1, ER)	.02	.03	.02	.03	.01	.03	.00	.04	.00	.04	-.01	.04	.02	.04	.01	.04	.01	.04
Employee Org Tenure (T1, ER)	.00 [†]	.00	.00 [†]	.00	.00 [†]	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Contribution-Based Threat (T2, ER)	-.02	.02	-.02	.02	-.02	.02	.00	.02	.00	.02	.00	.02	.00	.02	.00	.02	.00	.02
Leader Voice Solicitation (T1, LR)			.14*	.05	.15*	.05			.07	.05	.09 [†]	.05			.20*	.05	.21*	.05
Gender			.04	.07	.02	.08			.03	.08	.00	.08			.09	.08	.08	.08
Leader Voice Solicitation × Gender					-.10	.08					-.14 [†]	.09					-.05	.08
R ² Marg.	.15		.16		.17		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

Table S1. 147
Results of Regression Analysis for Individual-Based Threat (Study 1)

	Individual-Based Threat (T2, ER)							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
# Members in team	.02*	.01	.02*	.01	.02*	.01	.02 [†]	.01
# Women in Team	-.05	.04	-.05	.04	.01	.04	.02	.04
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.06	.06	-.01	.08	-.03	.08	-.03	.08
Leader's Power Distance Beliefs (T2, LR)	.17*	.09	.18*	.09	.18*	.09	.17*	.09
LMX (T1, ER)	-.09	.07	-.09	.07	-.07	.07	-.07	.07
Employee Org Tenure (T1, ER)	.00	.00	.00	.00	.00	.00	.00	.00
<i>Model variables</i>								
Leader Voice Solicitation (T1, LR)			.10	.08	.09	.08	.07	.08
Gender					-.50*	.14	-.48*	.15
Leader Voice Solicitation × Gender							.12	.15
R ² Marg.	.03		.03		.06		.06	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 148
Results of Regression Analysis for T2 Voice Quality (Study 1)

	Voice Quality (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>						
# Members in team	-.02 [†]	.01	-.02	.01	-.01	.01
# Women in Team	.00	.05	.00	.05	.00	.05
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.19*	.03	.11*	.04	.11*	.04
Leader's Power Distance Beliefs (T2, LR)	-.04	.10	-.02	.10	-.02	.10
LMX (T1, ER)	.02	.03	.01	.03	.01	.03
Employee Org Tenure (T1, ER)	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>						
Individual-Based Threat (T2, ER)	.01	.02	.01	.02	.01	.02
Leader Voice Solicitation (T1, LR)			.14*	.04	.15*	.04
Gender			.06	.06	.04	.06
Leader Voice Solicitation × Gender					-.10	.07
R ² Marg.	.14		.16		.16	
R ² Cond.	.64		.66		.66	

Note. *n*=410 employees within 75 teams. LR=leader-rated variables, ER=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * $p < .05$, [†] $p < .10$.

Table S1. 149
Results of Regression Analysis for T2 Voice Quality Dimensions (Study 1)

	Voice Desirability (T2, LR)						Voice Feasibility (T2, LR)						Voice Degree of Change (T2, LR)					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>																		
# Members in team	-.02	.01	-.01	.01	-.01	.01	-.02*	.01	-.02 [†]	.01	-.02 [†]	.01	-.02	.01	-.01	.01	-.01	.01
# Women in Team	-.06	.05	-.06	.05	-.06	.05	.00	.05	.00	.05	.00	.05	.06	.06	.06	.06	.05	.06
Employee Performance (T1, LR)	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Employee Voice Frequency (T1, LR)	.24*	.03	.15*	.04	.15*	.04	.12*	.03	.08 [†]	.05	.08 [†]	.05	.22*	.04	.10*	.05	.10*	.05
Leader's Power Distance Beliefs (T2, LR)	-.02	.11	-.01	.11	.00	.11	-.12	.10	-.12	.11	-.11	.11	.03	.13	.05	.13	.05	.13
LMX (T1, ER)	.02	.03	.02	.03	.01	.03	.00	.04	.00	.04	-.01	.04	.02	.04	.01	.04	.01	.04
Employee Org Tenure (T1, ER)	.00 [†]	.00	.00 [†]	.00	.00 [†]	.00	.00	.00	.00	.00	.00	.00	-.01*	.00	-.01*	.00	-.01*	.00
<i>Model variables</i>																		
Individual-Based Threat (T2, ER)	-.02	.03	-.02	.03	-.02	.03	.02	.03	.02	.03	.02	.03	.03	.03	.03	.03	.03	.03
Leader Voice Solicitation (T1, LR)			.14*	.05	.16*	.05			.06	.05	.08 [†]	.05			.20*	.05	.20*	.05
Gender			.04	.07	.02	.08			.04	.08	.01	.08			.10	.08	.09	.08
Leader Voice Solicitation × Gender					-.10	.08					-.15 [†]	.09					-.06	.08
R ² Marg.	.15		.17		.17		.09		.09		.09		.11		.14		.14	
R ² Cond.	.57		.59		.59		.53		.53		.54		.63		.66		.66	

Note. *n*=410 employees within 75 teams. *LR*=leader-rated variables, *ER*=employee-rated (i.e., self-rated) variables. Gender was coded 0=man, 1=woman. * *p* < .05, [†] *p* < .10.

**CHAPTER 5 APPENDIX
(STUDY 2)**

TABLES & FIGURES

Table S2.1

Study 2 Descriptive Statistics, Correlations, and Reliabilities

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1) Gender (1=Woman)	.51	.50										
2) Race (1=POC)	.69	.46	.18*									
3) # in Group	3.52	.64	-.05	.00								
4) # Women in group	1.73	1.03	.54*	.12*	.24*							
5) # Men in group	1.77	1.06	-.55*	-.11*	.36*	-.81*						
6) Solicitation target status (1=target)	.31	.46	.06	-.02	-.14*	-.03	-.06					
7) Immediacy condition (1=high immed.)	.53	.50	.01	.00	-.13*	-.02	-.07	.02				
8) Social worth	4.34	.84	.08	.01	.03	.11*	-.08	.01	-.02	(.88)		
9) Social evaluative threat	2.41	1.13	.09	.05	.09	.04	.00	.01	-.03	-.01	(.95)	
10) Voice quality (3rd party rated)	4.00	.75	.10*	.00	.04	.05	-.03	.08	-.02	.04	-.01	(.86)

Note. $n=458$ participants within 140 groups/trials. Coefficients in parentheses on the diagonal are Cronbach alpha reliabilities. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$.

Table S2.2
Results of Regression Analysis for Social Worth (Study 2)

	Social Worth							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.01	.06	.01	.06	.02	.07	.01	.07
# Women in group	.09*	.04	.09*	.04	.08	.05	.08	.05
Race	.00	.08	.00	.09	-.01	.09	-.01	.09
Solicitation immediacy condition	-.04	.08	-.04	.08	-.04	.08	-.04	.08
<i>Model variables</i>								
Voice solicitation condition			.01	.09	.01	.09	-.06	.13
Gender (W=1)					.05	.10	.01	.11
Voice solicitation × Gender							.14	.17
R ²	.01		.01		.01		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.3
Results of Regression Analysis for Contribution-Based Worth (Study 2)

	Contribution-Based Worth							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	-.02	.08	-.02	.08	.01	.08	.01	.08
# Women in group	.12*	.05	.12*	.05	.08	.06	.08	.06
Race	-.11	.10	-.11	.10	-.13	.10	-.13	.10
Solicitation immediacy condition	.01	.09	.01	.09	.02	.09	.01	.09
<i>Model variables</i>								
Voice solicitation condition			.01	.10	.00	.10	-.06	.15
Gender (W=1)					.16	.11	.11	.13
Voice solicitation × Gender							.12	.20
R ²	.02		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.4
Results of Regression Analysis for Individual-Based Worth (Study 2)

	Individual-Based Worth							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.03	.07	.03	.07	.02	.07	.02	.07
# Women in group	.06	.04	.06	.04	.08	.05	.08	.05
Race	.10	.09	.10	.09	.11	.09	.11	.09
Solicitation immediacy condition	-.09	.08	-.09	.08	-.09	.08	-.09	.08
<i>Model variables</i>								
Voice solicitation condition			.02	.09	.02	.09	-.06	.13
Gender (W=1)					-.05	.10	-.10	.12
Voice solicitation × Gender							.15	.18
R ²	.01		.01		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.5
Results of Regression Analysis for Social Evaluative Threat (Study 2)

	Social Evaluative Threat							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.14	.09	.15 [†]	.09	.18*	.09	.18*	.09
# Women in group	.02	.05	.02	.05	-.05	.06	-.05	.07
Race	.12	.12	.12	.12	.09	.12	.09	.12
Solicitation immediacy condition	-.04	.11	-.04	.11	-.03	.11	-.03	.11
<i>Model variables</i>								
Voice solicitation condition			.05	.12	.03	.12	.11	.17
Gender (W=1)					.24 [†]	.13	.29 [†]	.15
Voice solicitation × Gender							-.13	.23
R ²	.01		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.6**Results of Regression Analysis for Contribution-Based Threat (Study 2)**

	Contribution-Based Threat							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.20 [†]	.10	.20 [†]	.10	.25*	.10	.25*	.10
# Women in group	.03	.06	.03	.06	-.07	.08	-.07	.08
Race	.11	.14	.11	.14	.07	.14	.07	.14
Solicitation immediacy condition	.02	.13	.02	.13	.03	.13	.03	.13
<i>Model variables</i>								
Voice solicitation condition			.04	.14	.01	.14	.08	.20
Gender (W=1)					.36*	.15	.40*	.18
Voice solicitation × Gender							-.13	.27
R ²	.01		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.7**Results of Regression Analysis for Individual-Based Threat (Study 2)**

	Individual-Based Threat							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.08	.08	.09	.09	.10	.09	.10	.09
# Women in group	.01	.05	.01	.05	-.02	.06	-.03	.06
Race	.13	.11	.13	.11	.12	.11	.12	.11
Solicitation immediacy condition	-.11	.10	-.11	.10	-.10	.10	-.10	.10
<i>Model variables</i>								
Voice solicitation condition			.08	.11	.07	.11	.16	.17
Gender (W=1)					.11	.13	.17	.15
Voice solicitation × Gender							-.17	.23
R ²	.01		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.8
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.03	.06	.05	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>								
Voice solicitation condition			.15 [†]	.08	.14 [†]	.08	.16	.11
Gender (W=1)					.18*	.09	.20 [†]	.10
Voice solicitation × Gender							-.05	.15
R ²	.00		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.9
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Social Worth	.03	.04	.03	.04	.03	.04	.03	.04	.03	.04
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.10
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	.00	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Contribution-Based Worth	.03	.04	.03	.04	.02	.04	.02	.04	.02	.04
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.19 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.11
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.04	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Individual-Based Worth	.02	.04	.02	.04	.02	.04	.02	.04	.02	.04
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.12
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Social Evaluative Threat	-.01	.03	-.01	.03	-.02	.03	-.02	.03	-.02	.03
Voice solicitation condition			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.13
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.01	.07	-.02	.07	-.01	.07
<i>Model variables</i>										
Contribution-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.14 [†]	.08			.13 [†]	.08	.14	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.14
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Individual-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.15
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
# Women in group	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
Race	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Solicitation immediacy condition	.00	.05	.00	.05	.01	.05	.01	.05	.01	.05
<i>Model variables</i>										
Contribution-Based Worth	.03	.05	.03	.05	.02	.05	.02	.05	.02	.05
Individual-Based Worth	.00	.05	.00	.05	.01	.05	.01	.05	.01	.05
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.19 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.16
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
# Women in group	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
Race	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Solicitation immediacy condition	-.02	.05	-.02	.05	-.02	.05	-.02	.05	-.02	.05
<i>Model variables</i>										
Contribution-Based Threat	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04
Individual-Based Threat	-.02	.05	-.02	.05	-.02	.05	-.02	.05	-.02	.05
Voice solicitation condition			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.17
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
# Women in group	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
Race	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Solicitation immediacy condition	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
<i>Model variables</i>										
Contribution-Based Worth	.03	.04	.03	.04	.02	.04	.02	.04	.02	.04
Contribution-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.01		.01		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.18
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
# Women in group	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
Race	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Solicitation immediacy condition	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
<i>Model variables</i>										
Individual-Based Worth	.02	.04	.02	.04	.02	.04	.02	.04	.02	.04
Individual-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.15 [†]	.08			.14 [†]	.08	.17	.11
Gender (W=1)					.19*	.09	.18*	.09	.20*	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

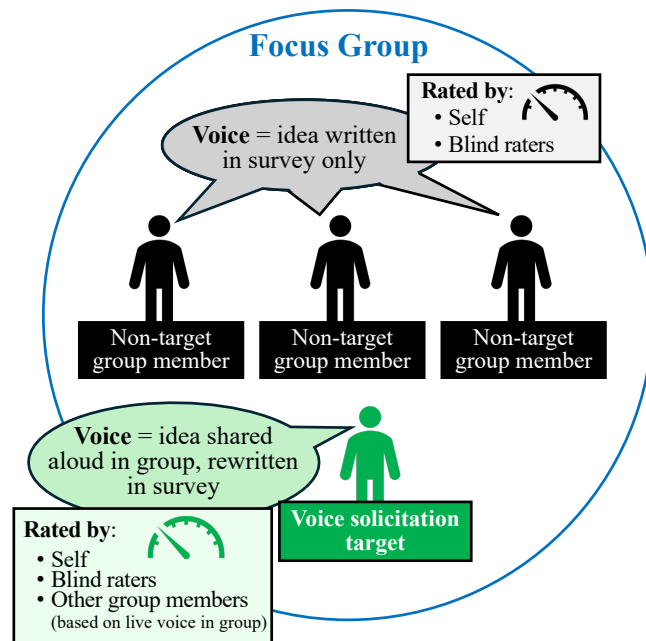
Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.19
Results of Regression Analysis for Voice Quality (Study 2)

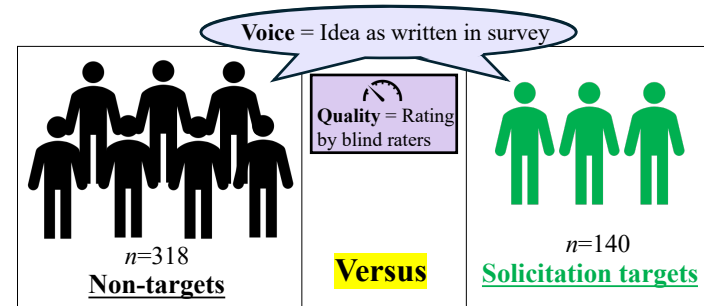
	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.03	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
<i>Model variables</i>										
Contribution-Based Worth	.03	.05	.03	.05	.02	.05	.02	.05	.02	.05
Individual-Based Worth	.00	.05	.00	.05	.01	.05	.01	.05	.01	.05
Contribution-Based Threat	.01	.04	.01	.04	.00	.04	.00	.04	.00	.04
Individual-Based Threat	-.02	.05	-.02	.05	-.01	.05	-.02	.05	-.02	.05
Voice solicitation condition			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20 [†]	.10
Voice solicitation × Gender									-.04	.15
R ²	.01		.01		.02		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Figure S2.1
Overview of Study 2 Analyses and Data



Primary Analysis—All Participants in Study



Secondary Analysis—Voice Solicitation Targets Only

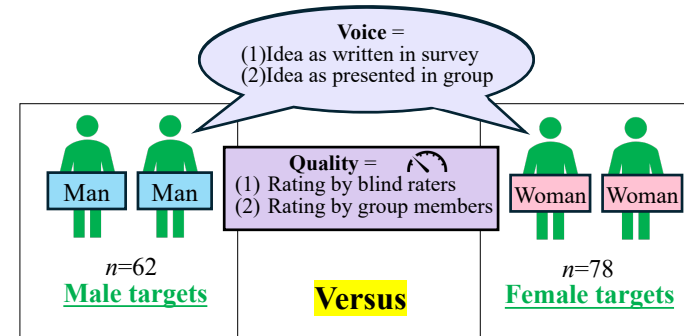


Figure S2.2
Overview of Study 2 Analyses and Data

Study 2 Analysis—Data from All Participants

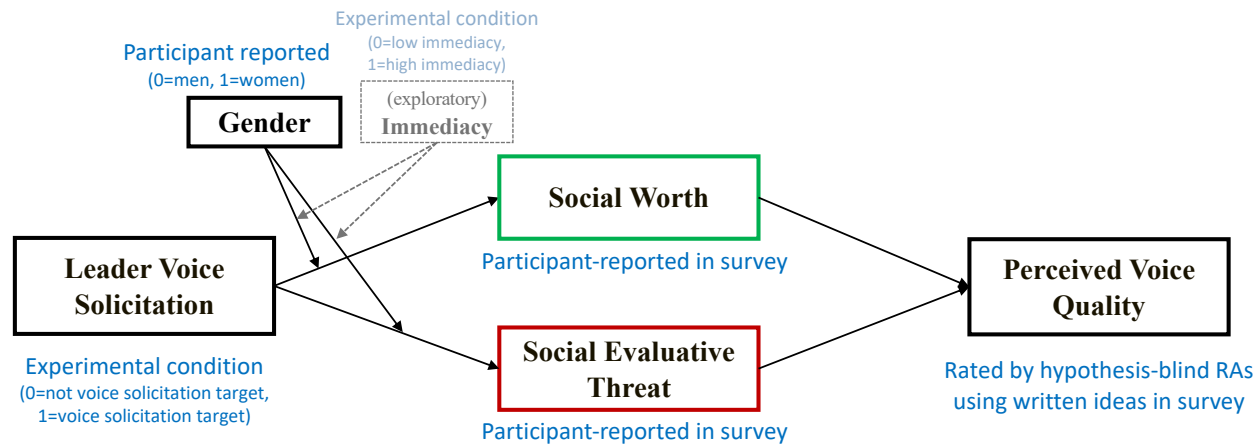
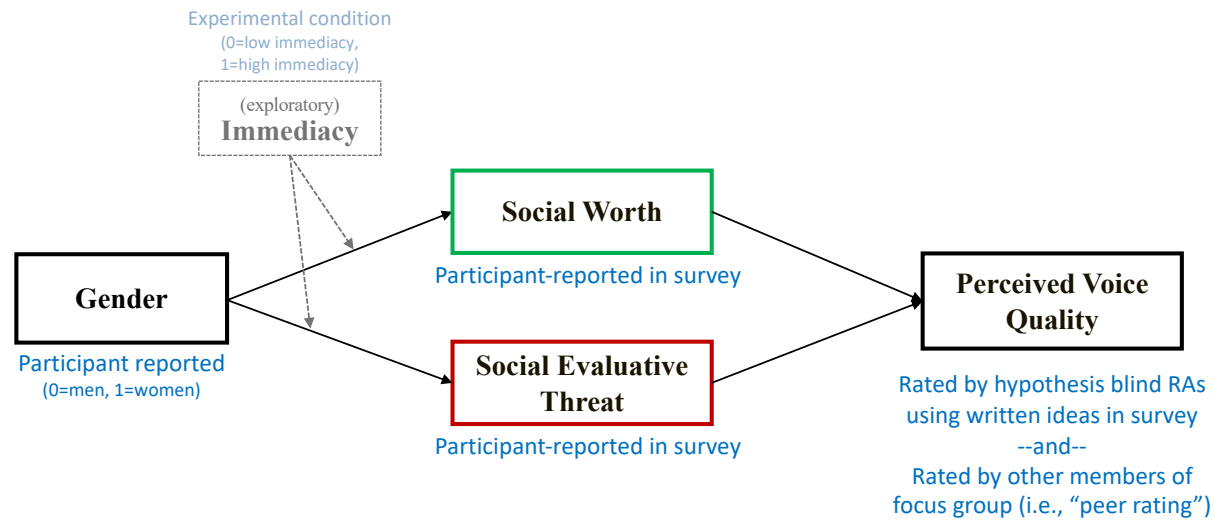


Figure S2.3
Overview of Study 2 Analyses and Data

Study 2 Analysis—Data from Voice Solicitation Targets Only



FULL SCALES USED IN STUDY 2

Social worth

As I think about the focus group activity I just participated in, I would say that...

- I was seen as an important part of my focus group because of my competence
- The focus group leader and the other participants thought that I made a positive difference in the group because I am a capable person
- The focus group leader and the other participants valued me as a member of the group based on my capabilities
- In my focus group, others appreciated who I am as a person
- The focus group leader and other participants thought that I made a positive difference in the group based on who I am as a person
- In my focus group, the focus group leader and others appreciated my personal qualities and characteristics

Social evaluative threat

As I think about the focus group activity I just participated in, I would say that...

- I felt worried that my capabilities would be negatively evaluated by the focus group leader and the other participants
- I was concerned that the focus group leader and the other participants would think that I could not offer valuable contributions to the team
- I feared that I would be seen as a less competent team member in the eyes of by the focus group leader and the other participants
- I was worried that my abilities and talents would be viewed negatively by the focus group leader and the other participants
- I was concerned that important aspects of myself were at risk of being judged negatively by the focus group leader and the other participants
- In the focus group, I was anxious at times about if the focus group leader and the other participants disliked me as a human being
- I felt concerned that the focus group leader and the other participants did not value me as a person, apart from any input I provided in the focus group
- I experienced doubt about whether the focus group leader and the other participants genuinely valued me

Voice quality

(1 = strongly disagree to 7 = strongly agree)

- This idea has a lot of value for improving things in the bookstore
- This idea is useful for the bookstore
- This idea is important for the success of the bookstore
- This idea takes into account whether the bookstore has the resources needed to implement it
- This idea would be realistic to implement given the constraints of the bookstore
- This idea considers whether the bookstore has the resources to implement it

- This idea represents a substantial departure from the way things currently function in the bookstore
- This idea implies substantial changes to many people's tasks and work methods in the bookstore
- This idea would substantially alter the existing rules of organizing and accomplishing work in the bookstore, if it were implemented

Leader voice solicitation manipulation check

As I think about the focus group activity I just participated in, I would say that...

- The focus group leader personally asked me to speak up with ideas for improving the university bookstore
- The focus group leader intentionally sought out suggestions from me personally on ways to improve the bookstore at UW
- I was directly invited by the focus group leader to voice out my recommendations for changes that could improve the UW bookstore

Expected response immediacy manipulation check

[For those whose voice was solicited]

As I think about the focus group activity I just participated in, I would say that...

- The focus group leader expected me to respond to their request immediately
- The focus group leader indicated that I needed to respond quickly to their request
- The focus group leader wanted me to provide a response to their request right at that moment

[For those whose voice was NOT solicited]

As I think about the focus group activity I just participated in, I would say that...

- The focus group leader personally asked another member or members of the group to speak up with ideas for improving the university bookstore
- The focus group leader intentionally sought out suggestions from another member or members of the group personally on ways to improve the bookstore at UW
- Another member or members of the group was/were directly invited by the focus group leader to voice out their recommendations for changes that could improve the UW bookstore

Survey prompt for idea sharing:

Recall the experiences and/or observations that you shared in the focus group activity. In the textbox below, please recommend a change or modification that the UW bookstore could make to improve their functioning and performance as an organization, related to what you shared in the focus group. In thinking of your recommendation, you may consider things that the bookstore could start doing, stop doing, or do differently.

If you already shared a recommendation, suggestion, or idea that answers this prompt directly (face-to-face) with the leader of the focus group, please describe the same recommendation again in your response below.

COMPLETE SCRIPT AND INSTRUCTIONS FOR STUDY 2

Note on script format: Plain text below was read aloud to participants, and text in italics was provided not read to participants, and simply included for experimenter/RA reference.

Introductory Directions (Read by Research Assistant)

- Thank you for being here and taking part in this study! My name is _____ and I will be coordinating and guiding you through the study today.
- During your time here, you will be helping to support a team of students in the MBA program at Foster who are completing a consulting project for the UW bookstore. To do so, you will complete two activities and a multi-part survey.
- The first activity is a focus group discussion and the second activity is an independent review of website mockups for the bookstore.
- You will also take a survey in 3 parts—before the focus group, after the focus group, and after the webpages review activity.
- Other than the focus group, which will take place in the other room, all parts of the study will be done at the individual computer spaces. In a moment, I will tell you your group assignment, and then you will go out to a computer that matches your group assignment.
- When you get to your computer, you should log in with your UW credentials, open your preferred web browser, and type in the link written on the whiteboard. This will take you to the survey.
- For now, you will complete only Part 1 of the survey. You will know you have reached the stopping point in the survey when you reach the page with information about the UW bookstore and a picture of a stop sign. At that point, you should not move on to the next page of the survey until after you return from the focus group activity.
- Please remain at your computer until I tell you it is time to begin the focus group. You can use any time between finishing the survey and being called to the focus group to review the background information about the bookstore (which is on the last page of Part 1 of the survey).
- If you forget any of these instructions, there is a short guide posted at each computer that can help remind you what is next.
- Now, I will provide your group assignments, and then you will go find a computer that is specific to your group assignment—Group A will be on this side (side closest to the lab rooms) and Group B will be on that side (side closest to the gray wall). There are also signs on the cubicle walls that specify which computer is for which group. Within your specified row, you may choose whichever seat you'd like, and please use the same computer over the whole course of the study.

Once everyone in Group A has reached the end of part 1 of the survey, instruct them to enter the focus group room.

- Group A, you can go ahead and join Nick in the meeting room to begin the focus group activity.

When Group A comes out of the focus group room, then instruct Group B to enter.

- Group B, you can now head into the meeting room to begin the focus group activity.

Focus Group Leader Script (read by “MBA student” focus group leader)

After participants have been seated, provide the introduction and explanation for the activity:

- Hi everyone, thank you for taking part in this focus group discussion. My name is Nick and I’m a current MBA student here in Foster, and I’m working with a few classmates on a consulting project for the UW bookstore this quarter.
- I’m recording our discussion to share with the rest of the team working on this project, but these recordings will not be shared outside our project team.
- Before we move on, can you each share your names with me?
- It’s great to meet you all, and on behalf of the rest of my project team, thank you so much for your participation today. There are two elements of our project that we are asking for your help today.
- First, my teammates and I are interested in hearing the perspectives of undergraduate students as a part of our background research for the project, which is what we are going to do in just a moment.
- The second part of the project we would like you to be involved with is helping review the large volume of applications we received for a web designer position. The post we made on a freelance site received a *lot* more applications than we expected, so we are in need of some help in reviewing them. I’ll give you more directions when I hand them out, but generally we are asking you to do a quick review of the quality of a set of submissions, which will make our team’s process of selecting a designer much more efficient.
- When we finish the focus group in here, you will go back out to the computers to complete Part 2 of the survey. As you leave this room, I will give each of you a random set of submissions to take back to your computer. Once you finish Part 2 of the survey, then you should begin reviewing these pages. I will call you back into this room when I’m ready to recollect them.
- Before we get there, we are first going to do the focus group exercise to help us gather perspectives of the bookstore among undergraduate students.

Begin the discussion using the script that follows. This prompt should be delivered as an instruction or directive to the participants, not as a question or curious inquiry.

- For this activity, I would like each of you to share one or two memorable experiences or observations that come to mind for you when you think about the UW bookstore. We are interested in hearing many perspectives, so please feel free to share positive, negative, or neutral experiences and observations that come to mind when you think about the bookstore. Feel free to draw from the background material you read in the survey, your own personal experience, or any other knowledge you have about the bookstore.
- For now, please share only your experiences and observations, and hold off on discussing anything else, such as making predictions or providing specific suggestions about the bookstore.
- For the purposes of my team’s project, we need everyone to share at least one experience or observation. If you have no experience with the UW bookstore, try to draw from what you read in the background materials provided in the survey, things you have heard from others about the bookstore, or even any experiences or observations that have contributed to your lack of experience with the bookstore thus far in your time as a student here.

Select a participant to start (e.g., the person seated closest to you), and then continue around the table until everyone has shared. If someone resists giving a response, try repeating the last bullet of the script in the previous section (“For the purposes of my team’s project...”). After all participants have shared, ask the follow up question to the designated individual in the group. This part should be played as though you made a somewhat spontaneous decision to ask this person to share more.

- [Name], you mentioned [some detail they shared]...
- I have to keep everything on schedule, so it’s time for you all to go back to the computers to complete Part 2 of the survey.

**VERSION 1 (“right now”):*

- Before you go, [Name], could you provide a recommendation for me right now of something the bookstore could start doing, stop doing, or do differently that relates to what you shared in our group’s discussion?

**VERSION 2 (“when you return”):*

- When you return to hand in your work from the next activity, [Name], could you provide a recommendation of something the bookstore could start doing, stop doing, or do differently that relates to what you shared in our group’s discussion?

As you dismiss the group, direct them to the next step in the study

- Please return to the same computer and complete Part 2 of the survey. When you reach the image of a stop sign, then you should raise the flag at your cubicle and begin reviewing the webpage design samples. Work on reviewing those until I let you know I am ready for you to bring them back.

Repeat the same process with Group B. After Group B is dismissed from the focus group, wait a few minutes before calling Group A back in to turn in their work.

Return to Leader after Webpage Review Activity (read by “MBA student” focus group leader)

Call Group A back in when they all have finished the survey and seem to have spent at least some time on the webpage review. Collect the papers and thank the participants.

**If using Version 2:*

- [Name], could you share your recommendation of something the bookstore could start doing, stop doing, or do differently that relates to the observations you shared in our group’s discussion?

** For both versions:*

- I want to thank you all again for your participation in the activities today, we really appreciate it. As a last step, you will return to the computers and complete the final part of the survey, Part 3. After you have finished the survey, please return to the other room to receive some final instructions and information and then you will be free to go.

Dismiss back to computers to complete Part 3 of the survey, call in Group B and repeat.

Post-study debrief (read by RA):

- Thank you for your participation in the study today! Now that your participation is complete, we can share some more information about the true purpose of the study that was not shared with you earlier, as mentioned in the consent form you completed. Though you were told that you were taking part in a focus group to support an MBA consulting project, these activities were not directly related to the purpose of the study and their results will not actually be used by MBA students. We used this explanation to create an environment where we could test out the use the leadership behaviors that we are researching through this study.
- As a reminder, all your responses from today will be de-identified, stored securely, and not shared outside the study team apart from reporting overall trends in all the data we collect. However, if you wish, you are permitted to request that your data not be used in our research, and you will still receive credit for completing the study.
- Finally, we ask that you do not share any information about the true purpose of our study or the specific details of the procedures of the study with anyone, as it is likely that many of your peers will be participating in this study over the next couple of weeks.

FILLER ACTIVITY MATERIALS

At the start of the focus group, the leader explained this activity and its (alleged) purpose to the participants. Participants also received a slip of paper with written instructions for the activity when they were given the pages they were assigned to review.

Instructions shared by the focus group leader (excerpted from the script)

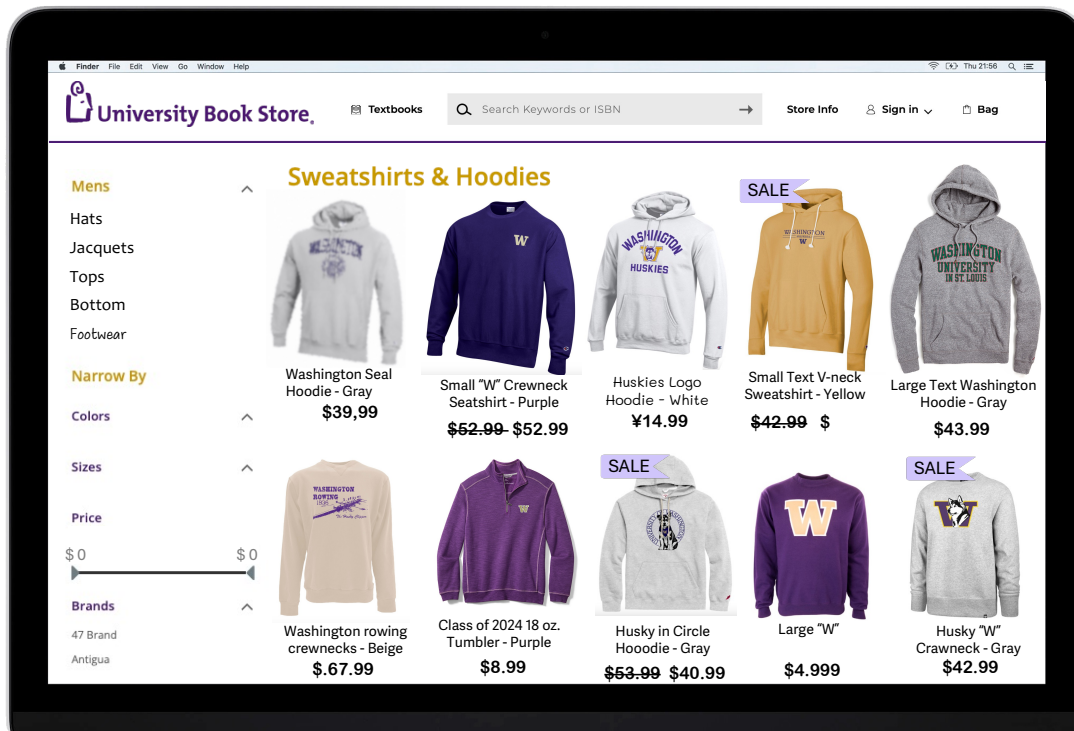
“The second part of the project we would like you to be involved with is helping review the large volume of applications we received for a web designer position. The post we made on a freelance site received a lot more applications than we expected, so we are in need of some help in reviewing them. I’ll give you more directions when I hand them out, but generally we are asking you to do a quick review of the quality of a set of submissions, which will make our team’s process of selecting a designer much more efficient.”

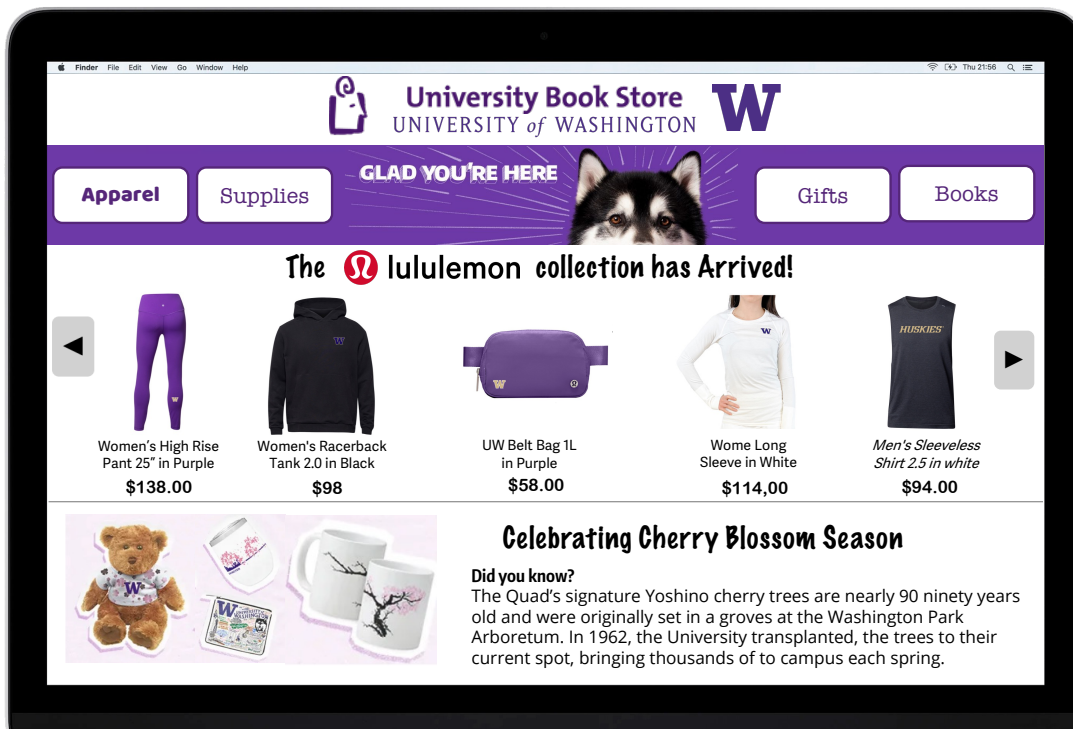
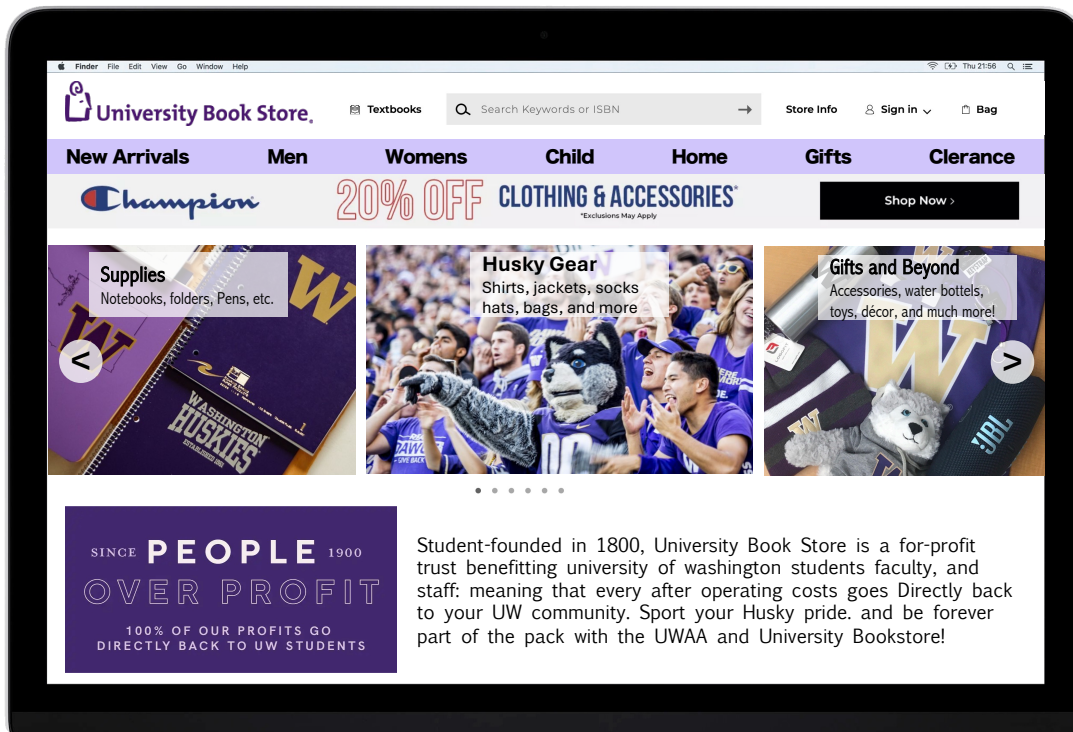
Written instructions provided to participants

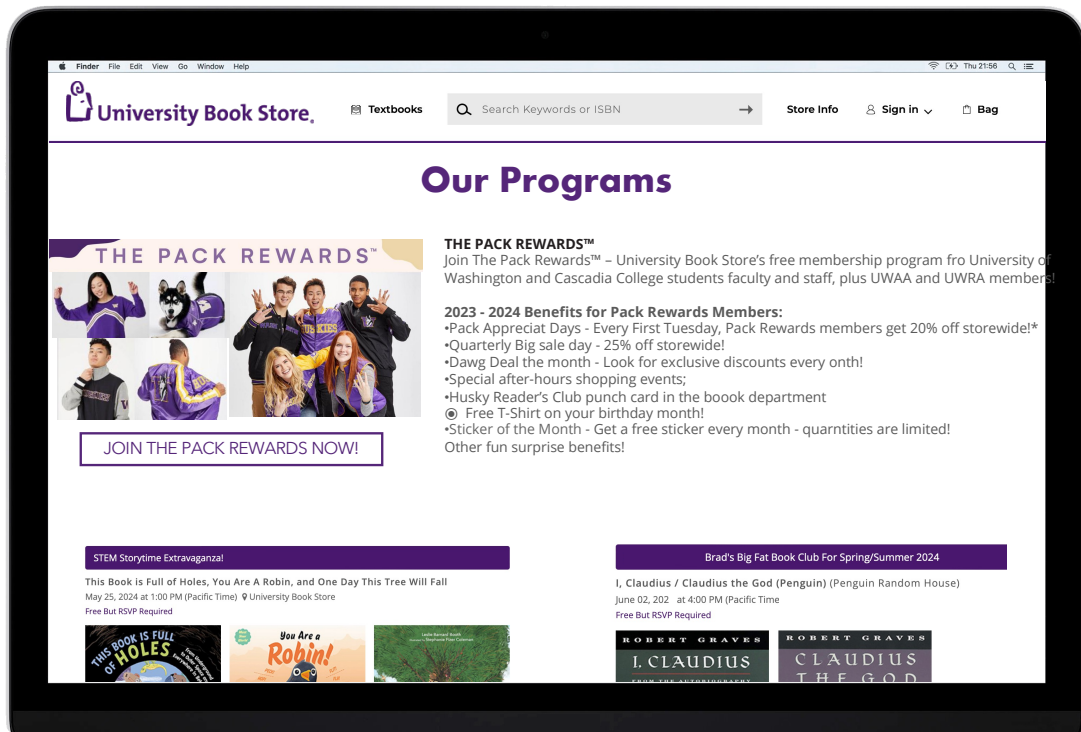
“Please review the quality of the sample web pages provided to you by circling, underlining, adding a star, or in some way marking any spots where you find an error.

Examples of errors you might see are spelling and grammar mistakes, inconsistent or mismatched formatting of text or image sizes, low image quality, information that is inaccurate or outdated, or anything else that seems out of place to you.”

Example webpage mockups:







Bookstore Pre-Read Content



An introduction to...

University Book Store®

The University of Washington's official bookstore since 1900



The bookstore at the University of Washington was established in January 1990 and has existed in the same location on the Ave since 1924.

The UW bookstore is not owned by the university (i.e., is independently owned). Despite this separation, the bookstore remains dedicated to the students and employees of UW. They direct all profits back to discounts, scholarships, and other benefits to the UW community and include multiple students on their board of trustees.

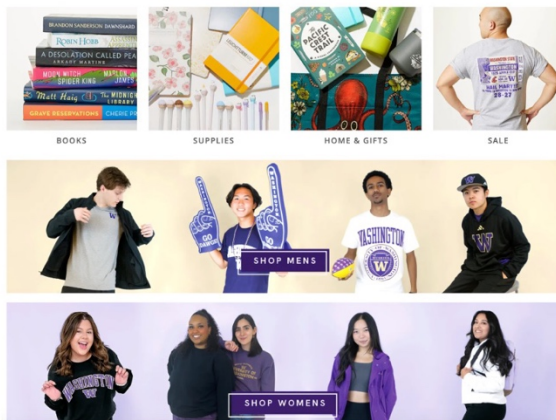


There are many special programs available at the UW bookstore, including:

- "Pack Rewards" discount program
- Textbook buyback program
- Curbside order pick up
- Textbooks in new, used, or electronic forms
- Discounted pricing on Apple and PC computers for students

The bookstore also offers many benefits to the university community, including:

- Employment and internships for students
- Over 450 author events held annually
- Reinvestment of all profits back to students (\$28M+ in rebates since 1930, nearly \$1M in scholarships)



The UW bookstore sells a variety of merchandise, including books, office supplies, clothing, and other souvenirs. They also sell UW-branded products from many brands, including Adidas, Columbia, and Lululemon.

Though many of the products sold at the UW bookstore can be found at other retailers, the bookstore prides itself as unique because of its extensive and diverse inventory, dedication to students, and special programs and events.



STUDY 2 EXPLORATORY ANALYSIS

Analysis with Contribution-Based and Individual-Based Threat and Worth Sub-Scales

Table S2.20
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.04	.07	.05	.07	.09	.07	.09	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05
Race	-.09	.09	-.09	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>								
Voice solicitation condition			.07	.09	.06	.09	.12	.13
Gender (W=1)					.24*	.10	.27*	.12
Voice solicitation × Gender							-.12	.18
R ²	.01		.01		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, † $p < .10$.

Table S2.21
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.04	.08	.08	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06
Race	.07	.10	.07	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.02	.10
<i>Model variables</i>								
Voice solicitation condition			.29*	.10	.28*	.10	.32*	.15
Gender (W=1)					.21†	.12	.24†	.13
Voice solicitation × Gender							-.09	.21
R ²	.01		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, † $p < .10$.

Table S2.22
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.00	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>								
Voice solicitation condition			.08	.11	.08	.11	.04	.16
Gender (W=1)					.09	.12	.07	.14
Voice solicitation × Gender							.06	.22
R ²	.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.23
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.04	.07	.05	.07	.08	.07	.08	.07	.09	.07
# Women in group	.06	.04	.06	.04	.00	.05	.00	.05	-.01	.05
Race	-.09	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Social Worth	.06	.05	.06	.05	.06	.05	.06	.05	.06	.05
Voice solicitation condition			.07	.09			.06	.09	.12	.13
Gender (W=1)					.24*	.10	.23*	.10	.27*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.24
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.04	.08	.08	.08	.08	.08	.10	.08	.11	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.07	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Social Worth	.02	.06	.02	.06	.02	.06	.02	.06	.02	.06
Voice solicitation condition			.29*	.10			.28*	.10	.33*	.15
Gender (W=1)					.23 [†]	.12	.21 [†]	.12	.24 [†]	.13
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.25
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06	-.06	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11	-.01	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Social Worth	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Voice solicitation condition			.08	.11			.08	.11	.04	.16
Gender (W=1)					.10	.12	.09	.13	.07	.14
Voice solicitation × Gender									.06	.22
R ²	.00		.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.26
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.05	.07	.08	.07	.09	.07	.09	.07
# Women in group	.06	.04	.06	.04	.00	.05	.00	.05	.00	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Contribution-Based Worth	.05	.04	.05	.04	.04	.04	.04	.04	.04	.04
Voice solicitation condition			.07	.09			.06	.09	.12	.13
Gender (W=1)					.23*	.10	.23*	.10	.27*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.27
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.08	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.02	.05	.02	.05	.02	.05	.02	.05	.02	.05
Voice solicitation condition			.29*	.10			.28*	.10	.33*	.15
Gender (W=1)					.23 [†]	.12	.21 [†]	.12	.24 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.28
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06	-.06	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11	-.01	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.01	.05	.01	.05	.01	.05	.01	.05	.01	.05
Voice solicitation condition			.08	.11			.08	.11	.04	.16
Gender (W=1)					.10	.12	.09	.13	.07	.14
Voice solicitation × Gender									.06	.22
R ²	.00		.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.29
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.04	.07	.05	.07	.08	.07	.08	.07	.09	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05	.00	.05
Race	-.09	.09	-.09	.09	-.12	.09	-.12	.09	-.12	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.09	.08	-.09	.08	-.09	.08
<i>Model variables</i>										
Individual-Based Worth	.05	.05	.05	.05	.05	.05	.05	.05	.05	.05
Voice solicitation condition			.07	.09			.06	.09	.12	.13
Gender (W=1)					.24*	.10	.24*	.10	.28*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.30
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.04	.08	.08	.08	.08	.08	.10	.08	.11	.08
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06	.00	.06
Race	.07	.10	.07	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Individual-Based Worth	.01	.06	.00	.05	.01	.06	.01	.05	.01	.05
Voice solicitation condition			.29*	.10			.28*	.10	.32*	.15
Gender (W=1)					.23*	.12	.21 [†]	.12	.24 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.31
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06	-.06	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11	-.01	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Individual-Based Worth	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Voice solicitation condition			.08	.11			.08	.11	.04	.16
Gender (W=1)					.10	.12	.09	.13	.07	.14
Voice solicitation × Gender									.06	.22
R ²	.00		.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.32
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.10	.07	.10	.07
# Women in group	.07 [†]	.04	.07 [†]	.04	.00	.05	.00	.05	.00	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Social Evaluative Threat	-.06	.04	-.06	.04	-.07 [†]	.04	-.07 [†]	.04	-.07 [†]	.04
Voice solicitation condition			.07	.09			.05	.09	.12	.13
Gender (W=1)					.26*	.10	.26*	.10	.29*	.12
Voice solicitation × Gender									-.11	.18
R ²	.02		.02		.03		.03		.04	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.33
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.09	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Social Evaluative Threat	-.02	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Voice solicitation condition			.29*	.10			.27*	.10	.32*	.15
Gender (W=1)					.24*	.12	.22 [†]	.12	.25 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.34
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.02	.11	-.01	.11	-.03	.11	-.02	.11	-.02	.11
Solicitation immediacy condition	.03	.10	.03	.10	.03	.10	.03	.10	.03	.10
<i>Model variables</i>										
Social Evaluative Threat	.05	.04	.05	.04	.05	.04	.05	.04	.05	.04
Voice solicitation condition			.06	.11			.06	.11	.00	.16
Gender (W=1)					.10	.12	.10	.13	.06	.14
Voice solicitation × Gender									.10	.22
R ²	.00		.00		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.35
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.10	.07	.10	.07
# Women in group	.07 [†]	.04	.07 [†]	.04	.00	.05	.00	.05	.00	.05
Race	-.09	.09	-.08	.09	-.12	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.09	.08	-.09	.08	-.09	.08
<i>Model variables</i>										
Contribution-Based Threat	-.03	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Voice solicitation condition			.07	.09			.05	.09	.11	.13
Gender (W=1)					.26*	.10	.26*	.10	.29*	.12
Voice solicitation × Gender									-.11	.18
R ²	.02		.02		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.36
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.09	.08	.12	.08	.12	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Threat	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Voice solicitation condition			.29*	.10			.27*	.10	.32*	.15
Gender (W=1)					.25*	.12	.23 [†]	.12	.25 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.37
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.00	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.01	.11	-.01	.11	-.03	.11	-.02	.11	-.02	.11
Solicitation immediacy condition	.03	.10	.03	.10	.03	.10	.03	.10	.03	.10
<i>Model variables</i>										
Contribution-Based Threat	.04	.04	.04	.04	.04	.04	.04	.04	.04	.04
Voice solicitation condition			.06	.11			.06	.11	.00	.16
Gender (W=1)					.10	.12	.09	.13	.06	.14
Voice solicitation × Gender									.10	.22
R ²	.00		.00		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.38
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.09	.07	.09	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05	.00	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.10	.09	-.10	.09
Solicitation immediacy condition	-.11	.08	-.11	.08	-.11	.08	-.11	.08	-.11	.08
<i>Model variables</i>										
Individual-Based Threat	-.07 [†]	.04	-.07 [†]	.04	-.08*	.04	-.08*	.04	-.08*	.04
Voice solicitation condition			.08	.09			.06	.09	.13	.13
Gender (W=1)					.25*	.10	.24*	.10	.29*	.12
Voice solicitation × Gender									-.13	.18
R ²	.02		.02		.03		.04		.04	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.39
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.08	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.01	.10	.01	.10	.01	.10
<i>Model variables</i>										
Individual-Based Threat	-.01	.04	-.01	.04	-.01	.04	-.02	.04	-.02	.04
Voice solicitation condition			.29*	.10			.28*	.10	.33*	.15
Gender (W=1)					.23*	.12	.21 [†]	.12	.24 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.40
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	-0.00	0.08	0.00	0.08	0.01	0.08	0.02	0.09	0.02	0.09
# Women in group	-0.04	0.05	-0.04	0.05	-0.06	0.06	-0.06	0.06	-0.06	0.06
Race	-0.01	0.11	-0.01	0.11	-0.02	0.11	-0.02	0.11	-0.02	0.11
Solicitation immediacy condition	0.02	0.10	0.02	0.10	0.02	0.10	0.02	0.10	0.02	0.10
<i>Model variables</i>										
Individual-Based Threat	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Voice solicitation condition			0.08	0.11			0.07	0.11	0.04	0.16
Gender (W=1)					0.09	0.12	0.09	0.13	0.06	0.14
Voice solicitation × Gender									0.07	0.22
R ²	0.00		0.01		0.01		0.01		0.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.41
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.04	.07	.05	.07	.08	.07	.08	.07	.09	.07
# Women in group	.06	.04	.06	.04	.00	.05	.00	.05	-.01	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Contribution-Based Worth	.04	.05	.04	.05	.03	.05	.03	.05	.03	.05
Individual-Based Worth	.02	.06	.02	.06	.03	.06	.03	.06	.03	.06
Voice solicitation manipulation			.07	.09			.06	.09	.12	.13
Gender (W=1)					.24*	.10	.23*	.10	.27*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.42
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.08	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.11	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.01	.10	.01	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.03	.06	.03	.06	.02	.06	.02	.06	.02	.06
Individual-Based Worth	-.02	.07	-.02	.07	-.01	.07	-.01	.07	-.01	.07
Voice solicitation manipulation			.29*	.10			.28*	.10	.33*	.15
Gender (W=1)					.23 [†]	.12	.21 [†]	.12	.24 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.43
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06	-.06	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11	-.01	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.01	.07	.01	.07	.00	.07	.00	.07	.00	.07
Individual-Based Worth	.00	.07	.00	.07	.01	.07	.01	.07	.01	.07
Voice solicitation manipulation			.08	.11			.08	.11	.04	.16
Gender (W=1)					.10	.13	.09	.13	.07	.15
Voice solicitation × Gender									.06	.22
R ²	.00		.00		.00		.00		.00	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.44
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.09	.07	.10	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05	.00	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.11	.08	-.11	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Contribution-Based Threat	.02	.05	.02	.05	.01	.05	.01	.05	.01	.05
Individual-Based Threat	-.10 [†]	.05	-.10 [†]	.06	-.09	.05	-.09 [†]	.05	-.09 [†]	.05
Voice solicitation manipulation			.07	.09			.06	.09	.12	.13
Gender (W=1)					.25*	.10	.25*	.10	.28*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.04		.04		.04	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.45
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.09	.08	.12	.08	.12	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.07	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Threat	-.04	.05	-.04	.05	-.05	.05	-.05	.05	-.05	.05
Individual-Based Threat	.02	.06	.02	.06	.03	.06	.03	.06	.03	.06
Voice solicitation manipulation			.29*	.10			.27*	.10	.32*	.15
Gender (W=1)					.25*	.12	.23 [†]	.12	.26 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.46
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.01	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.01	.11	-.01	.11	-.03	.11	-.02	.11	-.02	.11
Solicitation immediacy condition	.03	.10	.03	.10	.03	.10	.03	.10	.03	.10
<i>Model variables</i>										
Contribution-Based Threat	.04	.06	.04	.06	.03	.06	.03	.06	.03	.06
Individual-Based Threat	.01	.07	.01	.07	.01	.07	.01	.07	.01	.07
Voice solicitation manipulation			.06	.11			.06	.11	.00	.16
Gender (W=1)					.10	.13	.09	.13	.06	.14
Voice solicitation × Gender									.10	.22
R ²	.00		.00		.01		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.47
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.10	.07	.10	.07
# Women in group	.06	.04	.06	.04	-.01	.05	.00	.05	-.01	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.10	.08	-.10	.08	-.09	.08	-.09	.08	-.09	.08
<i>Model variables</i>										
Contribution-Based Worth	.05	.04	.05	.04	.04	.04	.04	.04	.04	.04
Contribution-Based Threat	-.04	.03	-.04	.03	-.04	.03	-.04	.03	-.04	.03
Voice solicitation manipulation			.07	.09			.05	.09	.12	.13
Gender (W=1)					.25*	.10	.25*	.10	.29*	.12
Voice solicitation × Gender									-.12	.18
R ²	.02		.02		.03		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.48
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.09	.08	.12	.08	.12	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.02	.05	.02	.05	.02	.05	.02	.05	.02	.05
Contribution-Based Threat	-.03	.04	-.03	.04	-.03	.04	-.03	.04	-.03	.04
Voice solicitation manipulation			.29*	.10			.27*	.10	.32*	.15
Gender (W=1)					.25*	.12	.22†	.12	.25†	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, † $p < .10$.

Table S2.49
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.00	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.01	.11	-.01	.11	-.02	.11	-.02	.11	-.02	.11
Solicitation immediacy condition	.03	.10	.03	.10	.03	.10	.03	.10	.03	.10
<i>Model variables</i>										
Contribution-Based Worth	.01	.05	.01	.05	.01	.05	.01	.05	.00	.05
Contribution-Based Threat	.04	.04	.04	.04	.04	.04	.04	.04	.04	.04
Voice solicitation manipulation			.06	.11			.06	.11	.00	.16
Gender (W=1)					.10	.13	.09	.13	.06	.15
Voice solicitation × Gender									.10	.22
R ²	.00		.00		.01		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, † $p < .10$.

Table S2.50
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.09	.07	.09	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05	-.01	.05
Race	-.08	.09	-.08	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.11	.08	-.11	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Individual-Based Worth	.04	.05	.04	.05	.04	.05	.04	.05	.05	.05
Individual-Based Threat	-.07 [†]	.04	-.07 [†]	.04	-.08*	.04	-.08*	.04	-.08*	.04
Voice solicitation manipulation			.08	.09			.06	.09	.13	.13
Gender (W=1)					.25*	.10	.25*	.10	.29*	.12
Voice solicitation × Gender									-.14	.18
R ²	.02		.02		.04		.04		.04	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.51
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.08	.08	.11	.08	.11	.08
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06	.00	.06
Race	.07	.10	.08	.10	.04	.10	.05	.10	.05	.10
Solicitation immediacy condition	.01	.10	.01	.10	.02	.10	.01	.10	.02	.10
<i>Model variables</i>										
Individual-Based Worth	.01	.06	.00	.05	.01	.06	.01	.05	.01	.05
Individual-Based Threat	-.01	.04	-.01	.04	-.01	.04	-.02	.04	-.02	.04
Voice solicitation manipulation			.29*	.10			.28*	.10	.33*	.15
Gender (W=1)					.23*	.12	.21 [†]	.12	.24 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.02		.02		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.52**Results of Regression Analysis for Voice Degree of Change (Study 2)**

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.00	.08	.01	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.04	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.01	.11	-.01	.11	-.02	.11	-.02	.11	-.02	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Individual-Based Worth	.01	.06	.01	.06	.01	.06	.01	.06	.01	.06
Individual-Based Threat	.05	.05	.05	.05	.05	.05	.05	.05	.05	.05
Voice solicitation manipulation			.08	.11			.07	.11	.04	.16
Gender (W=1)					.09	.12	.09	.13	.07	.14
Voice solicitation × Gender									.07	.22
R ²	.00		.01		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.53**Results of Regression Analysis for Voice Desirability (Study 2)**

	3rd Party Rated Voice Desirability									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.07	.06	.07	.09	.07	.09	.07	.09	.07
# Women in group	.06	.04	.06	.04	-.01	.05	.00	.05	-.01	.05
Race	-.08	.09	-.07	.09	-.11	.09	-.11	.09	-.11	.09
Solicitation immediacy condition	-.11	.08	-.11	.08	-.10	.08	-.10	.08	-.10	.08
<i>Model variables</i>										
Contribution-Based Worth	.04	.05	.04	.05	.03	.05	.03	.05	.03	.05
Individual-Based Worth	.01	.06	.01	.06	.03	.06	.02	.06	.03	.06
Contribution-Based Threat	.02	.05	.02	.05	.01	.05	.01	.05	.01	.05
Individual-Based Threat	-.09 [†]	.06	-.09 [†]	.06	-.09	.05	-.09	.05	-.09	.05
Voice solicitation manipulation			.07	.09			.06	.09	.12	.13
Gender (W=1)					.25*	.10	.24*	.10	.28*	.12
Voice solicitation × Gender									-.12	.18
R ²	.03		.03		.04		.04		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.54**Results of Regression Analysis for Voice Feasibility (Study 2)**

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.05	.08	.08	.08	.09	.08	.12	.08	.12	.08
# Women in group	.06	.05	.06	.05	-.01	.06	.00	.06	.00	.06
Race	.07	.11	.08	.10	.04	.11	.05	.11	.05	.11
Solicitation immediacy condition	.02	.10	.02	.10	.02	.10	.02	.10	.02	.10
<i>Model variables</i>										
Contribution-Based Worth	.04	.06	.04	.06	.02	.06	.02	.06	.03	.06
Individual-Based Worth	-.02	.07	-.02	.07	-.01	.07	-.01	.07	-.01	.07
Contribution-Based Threat	-.04	.05	-.04	.05	-.05	.05	-.05	.05	-.05	.05
Individual-Based Threat	.03	.06	.02	.06	.03	.06	.03	.06	.03	.06
Voice solicitation manipulation			.29*	.10			.27*	.10	.32*	.15
Gender (W=1)					.25*	.12	.22 [†]	.12	.25 [†]	.14
Voice solicitation × Gender									-.09	.21
R ²	.01		.03		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.55**Results of Regression Analysis for Voice Degree of Change (Study 2)**

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.00	.08	.00	.08	.01	.09	.02	.09	.02	.09
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06
Race	-.02	.11	-.01	.11	-.03	.11	-.03	.11	-.03	.11
Solicitation immediacy condition	.03	.10	.03	.10	.03	.10	.03	.10	.03	.10
<i>Model variables</i>										
Contribution-Based Worth	.00	.06	.00	.06	.00	.07	.00	.07	.00	.07
Individual-Based Worth	.01	.07	.01	.07	.01	.07	.01	.07	.01	.07
Contribution-Based Threat	.04	.06	.04	.06	.03	.06	.03	.06	.03	.06
Individual-Based Threat	.01	.07	.01	.07	.01	.07	.01	.07	.01	.07
Voice solicitation manipulation			.06	.11			.06	.11	.00	.16
Gender (W=1)					.10	.13	.09	.13	.06	.15
Voice solicitation × Gender									.10	.22
R ²	.00		.01		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Analysis with Control Variables Excluded

Table S2.56**Results of Regression Analysis for Social Worth, Excluding Controls (Study 2)**

	Social Worth					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.01	.09	.00	.09	-.06	.13
Gender			.14 [†]	.08	.10	.09
Voice solicitation × Gender					.11	.17
R ²	.00		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.57**Results of Regression Analysis for Contribution-Based Threat, Excluding Controls (Study 2)**

	Contribution-Based Worth					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.01	.10	-.01	.10	-.06	.15
Gender			.22*	.09	.19 [†]	.11
Voice solicitation × Gender					.10	.20
R ²	.00		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.58**Results of Regression Analysis for Individual-Based Worth, Excluding Controls (Study 2)**

	Individual-Based Worth					
	Model 1		Model 2		Model 3	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.00	.09	.00	.09	-.06	.13
Gender			.05	.08	.02	.10
Voice solicitation × Gender					.12	.18
R ²	.00		.00		.00	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.59**Results of Regression Analysis for Social Evaluative Threat, Excluding Controls (Study 2)**

	Social Evaluative Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.01	.12	.00	.12	.07	.17
Gender			.19 [†]	.11	.23 [†]	.13
Voice solicitation × Gender					-.13	.23
R ²	.00		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.60**Results of Regression Analysis for Contribution-Based Threat, Excluding Controls (Study 2)**

	Contribution-Based Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	-.01	.14	-.03	.14	.04	.20
Gender			.28*	.12	.31*	.15
Voice solicitation × Gender					-.12	.27
R ²	.00		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.61**Results of Regression Analysis for Individual-Based Threat, Excluding Controls (Study 2)**

	Individual-Based Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.05	.11	.05	.11	.14	.17
Gender			.10	.10	.15	.12
Voice solicitation × Gender					-.17	.23
R ²	.00		.00		.00	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.62**Results of Regression Analysis for Voice Quality, Excluding Controls (Study 2)**

	3rd Party Rated Voice Quality					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Voice solicitation condition	.14 [†]	.08	.13	.08	.15	.11
Gender (W=1)			.15*	.07	.16 [†]	.08
Voice solicitation × Gender					-.05	.15
R ²	.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.63**Results of Regression Analysis for Voice Desirability, Excluding Controls (Study 2)**

	3rd Party Rated Voice Desirability					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
Voice solicitation condition	.06	.09	.04	.09	.11	.13
Gender			.21*	.08	.25*	.10
Voice solicitation × Gender					-.12	.18
R ²	.00		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.64**Results of Regression Analysis for Voice Feasibility, Excluding Controls (Study 2)**

	3rd Party Rated Voice Feasibility					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
Voice solicitation condition	.27*	.10	.25*	.10	.30*	.15
Gender			.21*	.09	.24*	.11
Voice solicitation × Gender					-.09	.21
R ²	.01		.03		.03	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.65**Results of Regression Analysis for Voice Degree of Change, Excluding Controls (Study 2)**

	3rd Party Rated Voice Degree of Change					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
Voice solicitation condition	.08	.11	.08	.11	.04	.16
Gender			.02	.10	.00	.12
Voice solicitation × Gender					.08	.22
R ²	.00		.00		.00	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.66**Results of Regression Analysis for Voice Quality, Excluding Controls (Study 2)**

3rd Party Rated Voice Quality										
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Social worth	.04	.04	.04	.04	.03	.04	.03	.04	.03	.04
Voice solicitation condition			.14 [†]	.08			.13	.08	.15	.11
Gender (W=1)					.15*	.07	.15*	.07	.16 [†]	.08
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.67**Results of Regression Analysis for Voice Quality, Excluding Controls (Study 2)**

3rd Party Rated Voice Quality										
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Social evaluative threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.13 [†]	.08			.12	.08	.13	.11
Gender (W=1)					.17*	.07	.16*	.07	.17*	.08
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.00		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.68**Results of Regression Analysis for Voice Quality, Excluding Controls (Study 2)**

3rd Party Rated Voice Quality										
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
Social worth	.04	.04	.04	.04	.03	.04	.03	.04	.03	.04
Social evaluative threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation condition			.13 [†]	.08			.12	.08	.13	.11
Gender (W=1)					.16*	.07	.15*	.07	.16 [†]	.08
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=458. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.69**Results of Regression Analysis for Voice Desirability, Excluding Controls (Study 2)**

3rd Party Rated Voice Desirability								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.07	.05	.07	.05	.06	.05	.06	.05
Voice solicitation condition			.06	.09			.04	.09
Gender					.21*	.08	.21*	.08
R ²	.00		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.70**Results of Regression Analysis for Voice Desirability, Excluding Controls (Study 2)**

3rd Party Rated Voice Desirability								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social evaluative threat	-.06	.04	-.06	.04	-.06 [†]	.04	-.06 [†]	.04
Voice solicitation condition			.05	.09			.04	.09
Gender					.23*	.08	.23*	.08
R ²	.00		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.71**Results of Regression Analysis for Voice Desirability, Excluding Controls (Study 2)**

3rd Party Rated Voice Desirability								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.07	.05	.07	.05	.06	.05	.06	.05
Social evaluative threat	-.05	.04	-.05	.04	-.06 [†]	.04	-.06 [†]	.04
Voice solicitation condition			.05	.09			.04	.09
Gender					.22*	.08	.22*	.08
R ²	.01		.01		.02		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.72**Results of Regression Analysis for Voice Feasibility, Excluding Controls (Study 2)**

3rd Party Rated Voice Feasibility								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.03	.06	.03	.06	.02	.06	.02	.06
Voice solicitation condition			.27*	.10			.25*	.10
Gender					.23*	.10	.21*	.09
R ²	.00		.02		.01		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.73**Results of Regression Analysis for Voice Feasibility, Excluding Controls (Study 2)**

3rd Party Rated Voice Feasibility								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social evaluative threat	-.02	.04	-.02	.04	-.03	.04	-.03	.04
Voice solicitation condition			.26*	.10			.25*	.10
Gender					.24*	.10	.22*	.10
R ²	.00		.01		.01		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.74**Results of Regression Analysis for Voice Feasibility, Excluding Controls (Study 2)**

3rd Party Rated Voice Feasibility								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.03	.06	.03	.06	.02	.06	.02	.06
Social evaluative threat	-.02	.04	-.02	.04	-.03	.04	-.03	.04
Voice solicitation condition			.26*	.10			.25*	.10
Gender					.23*	.10	.22*	.10
R ²	.00		.02		.01		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.75**Results of Regression Analysis for Voice Degree of Change, Excluding Controls (Study 2)**

3rd Party Rated Voice Degree of Change								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.01	.06	.01	.06	.01	.06	.01	.06
Voice solicitation condition			.08	.11			.08	.11
Gender					.02	.10	.02	.10
R ²	.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.76**Results of Regression Analysis for Voice Degree of Change, Excluding Controls (Study 2)**

3rd Party Rated Voice Degree of Change								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social evaluative threat	.05	.04	.05	.04	.05	.04	.05	.04
Voice solicitation condition			.07	.11			.06	.11
Gender					.03	.10	.02	.10
R ²	.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

Table S2.77**Results of Regression Analysis for Voice Degree of Change, Excluding Controls (Study 2)**

3rd Party Rated Voice Degree of Change								
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Social worth	.01	.06	.01	.06	.01	.06	.01	.06
Social evaluative threat	.05	.04	.05	.04	.05	.04	.05	.04
Voice solicitation condition			.07	.11			.06	.11
Gender					.03	.10	.02	.10
R ²	.00		.00		.00		.00	

Note. $n=458$. Gender was coded 0=man, 1=woman. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Analysis with Only Voice Solicitation Target Data

Table S2.78**Results of Regression Analysis for Social Worth, Voice Solicitation Targets Data Only (Study 2)**

	Social Worth					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.06	.09	.06	.09	.06	.09
Race	-.24	.16	-.24	.16	-.24	.16
<i>Model variables</i>						
Gender	.18	.17	.23	.24	.16	.79
Solicitation immediacy condition	-.06	.15	-.01	.22	-.06	.15
Gender × Solicitation immediacy			-.09	.30		
Solicitation publicity (team size)	.19	.12	.19	.12	.19	.18
Gender × Solicitation publicity					.01	.23
R ²	.06		.06		.06	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.79**Results of Regression Analysis for Social Evaluative Threat, Voice Solicitation Targets Data Only (Study 2)**

	Social Evaluative Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.00	.12	.00	.12	.01	.12
Race	.42 [†]	.21	.42*	.21	.45*	.21
<i>Model variables</i>						
Gender	.01	.23	-.07	.31	1.17	1.03
Solicitation immediacy condition	.00	.20	-.09	.30	.00	.20
Gender × Solicitation immediacy			.16	.40		
Solicitation publicity (team size)	.23	.16	.23	.16	.43 [†]	.23
Gender × Solicitation publicity					-.34	.30
R ²	.05		.05		.06	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.80**Results of Regression Analysis for Contribution-Based Threat, Voice Solicitation Targets Data Only (Study 2)**

	Contribution-Based Worth					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.10	.11	.10	.11	.11	.11
Race	-.37 [†]	.20	-.37 [†]	.21	-.36 [†]	.21
<i>Model variables</i>						
Gender	.24	.22	.27	.30	.67	1.00
Solicitation immediacy condition	.09	.19	.12	.28	.09	.19
Gender × Solicitation immediacy			-.06	.38		
Solicitation publicity (team size)	.19	.15	.19	.15	.27	.22
Gender × Solicitation publicity					-.13	.29
R ²	.06		.06		.07	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.81**Results of Regression Analysis for Individual-Based Worth, Voice Solicitation Targets Data Only (Study 2)**

	Individual-Based Worth					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.03	.09	.03	.09	.02	.09
Race	-.11	.16	-.11	.16	-.12	.16
<i>Model variables</i>						
Gender	.13	.17	.20	.24	-.34	.79
Solicitation immediacy condition	-.21	.15	-.14	.22	-.21	.15
Gender × Solicitation immediacy			-.13	.30		
Solicitation publicity (team size)	.19	.12	.19	.12	.11	.18
Gender × Solicitation publicity					.14	.23
R ²	.05		.05		.05	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.82**Results of Regression Analysis for Contribution-Based Threat, Voice Solicitation Targets Data Only (Study 2)**

	Contribution-Based Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.01	.14	.01	.14	.02	.14
Race	.45 [†]	.25	.45 [†]	.25	.48 [†]	.25
<i>Model variables</i>						
Gender	.10	.27	.09	.37	1.20	1.23
Solicitation immediacy condition	.02	.23	.01	.35	.02	.24
Gender × Solicitation immediacy			.02	.47		
Solicitation publicity (team size)	.24	.18	.24	.18	.43	.28
Gender × Solicitation publicity					-.33	.36
R ²	.04		.04		.05	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.83**Results of Regression Analysis for Individual-Based Threat, Voice Solicitation Targets Data Only (Study 2)**

	Individual-Based Threat					
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>						
# Women in group	.00	.11	.00	.11	.01	.11
Race	.42*	.21	.43*	.21	.44*	.21
<i>Model variables</i>						
Gender	-.11	.22	-.31	.30	.97	1.00
Solicitation immediacy condition	-.05	.19	-.25	.28	-.05	.19
Gender × Solicitation immediacy			.36	.38		
Solicitation publicity (team size)	.21	.15	.21	.15	.40 [†]	.23
Gender × Solicitation publicity					-.32	.29
R ²	.05		.05		.06	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.84

Results of Regression Analysis for Voice Desirability, Voice Solicitation Targets Data Only (Study 2)

3rd Party Rated Voice Desirability																				
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>		<u>Model 10</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																				
# Women in group	.03	.08	-.02	.09	-.02	.09	-.01	.09	.03	.08	-.02	.09	-.01	.10	-.02	.10	-.01	.10	.00	.10
Race	-.01	.17	-.04	.17	-.04	.17	-.02	.17	-.02	.17	-.05	.17	-.02	.18	-.05	.18	-.03	.18	-.03	.18
<i>Model variables</i>																				
Solicitation immediacy condition	-.24	.16	-.25	.16	-.20	.24	-.24	.16	-.56	.84	-.57	.84	-.18	.24	-.52	.87	-.57	.84	-.88	1.35
Solicitation publicity (team size)	.21 [†]	.12	.24 [†]	.13	.24 [†]	.13	.39*	.19	.16	.18	.18	.18	.39*	.19	.18	.19	.34	.23	.28	.29
Gender			.18	.19	.23	.26	1.06	.84			.18	.19	1.15	.88	.22	.26	1.06	.84	.80	1.30
Gender × Solicitation immediacy					-.08	.32							-.11	.32	-.07	.32			.52	1.73
Gender × Solicitation publicity							-.26	.24					-.27	.25			-.26	.25	-.17	.37
Solicitation immediacy × Solicitation publicity									.09	.24	.09	.24			.09	.24	.10	.24	.20	.39
Gender × Immediacy × Publicity																			-.18	.50
R ²	.05		.05		.05		.06		.05		.05		.06		.05		.06		.06	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.85

Results of Regression Analysis for Voice Feasibility, Voice Solicitation Targets Data Only (Study 2)

	3rd Party Rated Voice Feasibility																			
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7		Model 8		Model 9		Model 10	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Control variables																				
# Women in group	.01	.09	-.02	.11	-.02	.11	-.03	.11	.01	.09	-.02	.11	-.03	.11	-.02	.11	-.03	.11	-.04	.11
Race	.20	.19	.18	.20	.17	.20	.16	.20	.21	.20	.18	.20	.15	.20	.18	.20	.16	.20	.16	.20
Model variables																				
Solicitation immediacy condition	-.18	.18	-.18	.19	-.11	.28	-.18	.19	-.01	.96	-.01	.97	-.12	.28	.08	1.00	-.01	.97	.47	1.56
Solicitation publicity (team size)	-.08	.14	-.06	.14	-.06	.15	-.20	.22	-.05	.21	-.04	.21	-.20	.22	-.03	.21	-.18	.27	-.10	.33
Gender			.13	.22	.20	.30	-.67	.97			.13	.22	-.59	1.02	.20	.30	-.67	.97	-.21	1.50
Gender × Solicitation immediacy					-.13	.37							-.10	.37	-.13	.37			-.78	2.00
Gender × Solicitation publicity							.24	.28					.23	.29			.24	.28	.12	.43
Solicitation immediacy × Solicitation publicity									-.05	.28	-.05	.28			-.05	.28	-.05	.28	-.17	.45
Gender × Immediacy × Publicity																			.20	.58
R ²	.02		.02		.02		.03		.02		.02		.03		.02		.03		.03	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.86

Results of Regression Analysis for Voice Degree of Change, Voice Solicitation Targets Data Only (Study 2)

3rd Party Rated Voice Degree of Change																				
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7		Model 8		Model 9		Model 10	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
Control variables																				
# Women in group	-.11	.10	-.17	.11	-.17	.11	-.16	.11	-.10	.10	-.17	.11	-.16	.11	-.17	.11	-.16	.11	-.15	.11
Race	-.03	.20	-.08	.20	-.08	.20	-.05	.20	-.04	.20	-.09	.20	-.05	.20	-.09	.20	-.06	.20	-.07	.21
Model variables																				
Solicitation immediacy condition	-.21	.19	-.21	.19	-.21	.28	-.21	.19	-.83	.97	-.84	.97	-.18	.28	-.84	1.01	-.84	.97	-1.11	1.57
Solicitation publicity (team size)	.14	.14	.17	.15	.17	.15	.36	.22	.04	.21	.07	.21	.36	.22	.07	.22	.25	.27	.21	.34
Gender			.26	.22	.27	.30	1.32	.97			.26	.22	1.36	1.02	.26	.30	1.33	.98	1.09	1.51
Gender × Solicitation immediacy					-.01	.37							-.05	.38	.00	.38			.44	2.01
Gender × Solicitation publicity							-.32	.28					-.32	.29			-.32	.29	-.25	.43
Solicitation immediacy × Solicitation publicity									.18	.28	.19	.28			.19	.28	.19	.28	.27	.45
Gender × Immediacy × Publicity																			-.14	.58
R ²	.02		.03		.03		.04		.03		.04		.04		.04		.05		.05	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.87

Results of Regression Analysis for Peer-Rated Voice Quality, Voice Solicitation Targets Data Only (Study 2)

	Peer-Rated Voice Quality																			
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>		<u>Model 10</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																				
# Women in group	.16*	.06	.12 [†]	.06	.12 [†]	.06	.13*	.06	.16*	.06	.13*	.06	.13*	.06	.13*	.06	.14*	.06	.14*	.06
Race	-.01	.12	-.03	.12	-.03	.12	-.02	.12	-.02	.12	-.05	.12	-.02	.12	-.05	.12	-.03	.12	-.03	.12
<i>Model variables</i>																				
Solicitation immediacy condition	-.04	.11	-.04	.11	-.03	.16	-.04	.11	-.94	.60	-.93	.60	-.01	.16	-.92	.61	-.93	.59	-1.05	.91
Solicitation publicity (team size)	-.12	.09	-.10	.09	-.10	.09	.03	.13	-.26*	.13	-.24 [†]	.13	.03	.13	-.24 [†]	.13	-.12	.16	-.14	.19
Gender			.14	.13	.15	.17	.92	.59			.13	.13	.97	.62	.15	.17	.92	.59	.81	.90
Gender × Solicitation immediacy					-.03	.22							-.06	.22	-.02	.22			.22	1.21
Gender × Solicitation publicity							-.23	.17					-.24	.17			-.23	.17	-.19	.25
Solicitation immediacy × Solicitation publicity									.26	.17	.26	.17			.26	.17	.26	.17	.30	.26
Gender × Immediacy × Publicity																			-.08	.35
R ²	.06		.07		.07		.08		.07		.08		.08		.08		.10		.10	

Note. $n=140$ (voice solicitation targets only). Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Effects of Expected Response Immediacy

Table S2.88
Results of Regression Analysis for Social Worth (Study 2)

	Social Worth											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.01	.06	.01	.06	.02	.07	.02	.07	.01	.07	.01	.07
# Women in group	.09*	.04	.09*	.04	.08	.05	.08	.05	.08	.05	.08	.05
Race	.00	.09	.00	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09
<i>Model variables</i>												
Voice solicitation condition	.01	.09	.02	.13	.01	.09	.02	.13	.01	.09	-.09	.18
Solicitation immediacy condition	-.04	.08	-.03	.09	-.04	.08	-.03	.09	-.01	.11	-.02	.13
Gender					.05	.10	.05	.10	.08	.13	.02	.15
Voice solicitation × Solicitation immediacy			-.01	.17			-.01	.17			.05	.25
Voice solicitation × Gender											.20	.25
Solicitation immediacy × Gender									-.05	.16	-.02	.19
Voice solicitation × Solicitation immediacy × Gender											-.12	.34
R ²	.01		.01		.01		.01		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.89
Results of Regression Analysis for Contribution-Based Worth (Study 2)

	Contribution-Based Worth											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	-.02	.08	-.02	.08	.01	.08	.01	.08	.01	.08	.00	.08
# Women in group	.12*	.05	.12*	.05	.08	.06	.07	.06	.08	.06	.08	.06
Race	-.11	.10	-.11	.10	-.13	.10	-.12	.10	-.13	.10	-.13	.10
<i>Model variables</i>												
Voice solicitation condition	.01	.10	-.06	.15	.00	.10	-.07	.15	.00	.10	-.16	.22
Solicitation immediacy condition	.01	.09	-.03	.11	.02	.09	-.02	.11	.04	.13	-.01	.16
Gender					.16	.11	.15	.11	.18	.15	.13	.18
Voice solicitation × Solicitation immediacy			.13	.20			.13	.20			.17	.30
Voice solicitation × Gender											.16	.30
Solicitation immediacy × Gender									-.05	.19	-.04	.22
Voice solicitation × Solicitation immediacy × Gender											-.07	.41
R ²	.02		.02		.02		.02		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.90
Results of Regression Analysis for Individual-Based Worth (Study 2)

	Individual-Based Worth											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.03	.07	.03	.07	.02	.07	.02	.07	.02	.07	.02	.07
# Women in group	.06	.04	.06	.04	.08	.05	.08	.05	.08	.05	.08	.05
Race	.10	.09	.10	.09	.11	.09	.10	.09	.10	.09	.10	.09
<i>Model variables</i>												
Voice solicitation condition	.02	.09	.10	.13	.02	.09	.11	.13	.02	.09	-.02	.19
Solicitation immediacy condition	-.09	.08	-.04	.10	-.09	.08	-.04	.10	-.06	.12	-.04	.14
Gender					-.05	.10	-.05	.10	-.02	.13	-.09	.15
Voice solicitation × Solicitation immediacy			-.16	.18			-.16	.18			-.07	.26
Voice solicitation × Gender											.24	.26
Solicitation immediacy × Gender									-.06	.16	.00	.20
Voice solicitation × Solicitation immediacy × Gender											-.16	.36
R ²	.01		.02		.01		.02		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.91
Results of Regression Analysis for Social Evaluative Threat (Study 2)

	Social Evaluative Threat											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.15 [†]	.09	.15 [†]	.09	.18*	.09	.18*	.09	.19*	.09	.19*	.09
# Women in group	.02	.05	.02	.05	-.05	.06	-.05	.07	-.05	.07	-.06	.07
Race	.12	.12	.12	.12	.09	.12	.09	.12	.09	.12	.10	.12
<i>Model variables</i>												
Voice solicitation condition	.05	.12	.02	.17	.03	.12	.01	.17	.03	.12	.00	.25
Solicitation immediacy condition	-.04	.11	-.05	.13	-.03	.11	-.05	.13	-.17	.15	-.22	.18
Gender					.24 [†]	.13	.24 [†]	.13	.11	.17	.10	.20
Voice solicitation × Solicitation immediacy			.05	.23			.05	.23			.20	.34
Voice solicitation × Gender											.02	.34
Solicitation immediacy × Gender									.26	.21	.36	.26
Voice solicitation × Solicitation immediacy × Gender											-.30	.47
R ²	.01		.01		.02		.02		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.92
Results of Regression Analysis for Contribution-Based Threat (Study 2)

	Contribution-Based Threat											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.20 [†]	.10	.20 [†]	.10	.25*	.10	.25*	.10	.26*	.10	.26*	.10
# Women in group	.03	.06	.03	.06	-.07	.08	-.07	.08	-.08	.08	-.08	.08
Race	.11	.14	.11	.14	.07	.14	.07	.14	.08	.14	.07	.14
<i>Model variables</i>												
Voice solicitation condition	.04	.14	.04	.20	.01	.14	.02	.20	.01	.14	-.06	.29
Solicitation immediacy condition	.02	.13	.02	.15	.03	.13	.03	.15	-.12	.18	-.20	.21
Gender					.36*	.15	.36*	.15	.21	.20	.16	.23
Voice solicitation × Solicitation immediacy			.00	.27			-.01	.27			.27	.40
Voice solicitation × Gender											.16	.40
Solicitation immediacy × Gender									.30	.25	.47	.30
Voice solicitation × Solicitation immediacy × Gender											-.55	.54
R ²	.01		.01		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.93
Results of Regression Analysis for Individual-Based Threat (Study 2)

	Individual-Based Threat											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.09	.09	.09	.09	.10	.09	.10	.09	.11	.09	.11	.09
# Women in group	.01	.05	.01	.05	-.02	.06	-.02	.06	-.03	.06	-.03	.06
Race	.13	.11	.13	.11	.12	.11	.12	.11	.13	.11	.13	.11
<i>Model variables</i>												
Voice solicitation condition	.08	.11	.04	.17	.07	.11	.03	.17	.07	.11	.14	.24
Solicitation immediacy condition	-.11	.10	-.13	.13	-.10	.10	-.12	.13	-.23	.15	-.24	.18
Gender					.11	.13	.11	.13	-.02	.17	.04	.20
Voice solicitation × Solicitation immediacy			.07	.23			.07	.23			.05	.33
Voice solicitation × Gender											-.19	.33
Solicitation immediacy × Gender									.25	.21	.24	.25
Voice solicitation × Solicitation immediacy × Gender											.02	.46
R ²	.01		.01		.01		.01		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.94
Results of Regression Analysis for Voice Quality (Study 2)

	Voice Quality (T3, LR)											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.05	.06	.01	.06	.02	.07	.02	.07	.01	.07	.01	.07
# Women in group	.03	.04	.09*	.04	.08	.05	.08	.05	.08	.05	.08	.05
Race	.00	.08	.00	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09
<i>Model variables</i>												
Voice solicitation condition	.15 [†]	.08	.02	.13	.01	.09	.02	.13	.01	.09	-.09	.18
Solicitation immediacy condition	-.02	.07	-.03	.09	-.04	.08	-.03	.09	-.01	.11	-.02	.13
Gender					.05	.10	.05	.10	.08	.13	.02	.15
Voice solicitation × Solicitation immediacy			-.01	.17			-.01	.17			.05	.25
Voice solicitation × Gender											.20	.25
Solicitation immediacy × Gender									-.05	.16	-.02	.19
Voice solicitation × Solicitation immediacy × Gender											-.12	.34
R ²	.01		.01		.01		.01		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.95

Results of Regression Analysis for Voice Desirability (Study 2)

	Voice Desirability (T3, LR)											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.05	.07	.05	.07	.09	.07	.09	.07	.08	.07	.09	.07
# Women in group	.07	.04	.07	.04	.00	.05	.00	.05	.00	.05	.00	.05
Race	-.09	.09	-.09	.09	-.11	.09	-.12	.09	-.12	.09	-.12	.09
<i>Model variables</i>												
Voice solicitation condition	.07	.09	.21	.13	.06	.09	.19	.13	.06	.09	.24	.19
Solicitation immediacy condition	-.10	.08	-.03	.10	-.10	.08	-.02	.10	-.06	.12	.01	.14
Gender					.24*	.10	.24*	.10	.28*	.13	.30 [†]	.16
Voice solicitation × Solicitation immediacy			-.25	.18			-.25	.18			-.24	.26
Voice solicitation × Gender											-.10	.27
Solicitation immediacy × Gender									-.08	.17	-.06	.20
Voice solicitation × Solicitation immediacy × Gender											-.03	.36
R ²	.01		.02		.03		.03		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.96
Results of Regression Analysis for Voice Feasibility (Study 2)

	Voice Feasibility (T3, LR)											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.08	.08	.08	.08	.11	.08	.11	.08	.10	.08	.10	.08
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06	.01	.06	.00	.06
Race	.07	.10	.07	.10	.05	.10	.04	.10	.04	.10	.04	.10
<i>Model variables</i>												
Voice solicitation condition	.29*	.10	.42*	.15	.28*	.10	.41*	.15	.28*	.10	.49*	.22
Solicitation immediacy condition	.01	.10	.09	.11	.02	.10	.09	.11	.14	.14	.23	.16
Gender					.21 [†]	.12	.21 [†]	.12	.34*	.15	.38*	.18
Voice solicitation × Solicitation immediacy			-.25	.21			-.25	.21			-.31	.30
Voice solicitation × Gender											-.16	.30
Solicitation immediacy × Gender									-.25	.19	-.28	.23
Voice solicitation × Solicitation immediacy × Gender											.14	.41
R ²	.02		.03		.03		.03		.03		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

Table S2.97
Results of Regression Analysis for Voice Degree of Change (Study 2)

	Voice Degree of Change (T3, LR)											
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>												
Team size	.01	.08	.01	.08	.02	.09	.02	.08	.02	.09	.02	.09
# Women in group	-.04	.05	-.03	.05	-.06	.06	-.06	.06	-.06	.06	-.06	.06
Race	.00	.11	-.01	.11	-.01	.11	-.02	.11	-.01	.11	-.02	.11
<i>Model variables</i>												
Voice solicitation condition	.08	.11	.27 [†]	.16	.08	.11	.27	.16	.08	.11	.25	.24
Solicitation immediacy condition	.02	.10	.12	.12	.02	.10	.13	.12	.06	.15	.17	.17
Gender					.09	.12	.10	.12	.14	.16	.12	.19
Voice solicitation × Solicitation immediacy			-.35	.22			-.35	.22			-.39	.32
Voice solicitation × Gender											.02	.32
Solicitation immediacy × Gender									-.09	.20	-.10	.24
Voice solicitation × Solicitation immediacy × Gender											.08	.44
R ²	.00		.01		.00		.01		.00		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Effects of Solicitation Publicity

Table S2.98
Results of Regression Analysis for Social Worth (Study 2)

	Social Worth									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	.08	.05	.08	.05	.09*	.04	.08	.05	.08	.05
Race	-.01	.09	-.01	.09	-.01	.08	-.01	.09	-.01	.09
<i>Model variables</i>										
Solicitation publicity (team size)	.03	.09	.03	.09	-.07	.08	-.06	.08	-.04	.11
Voice solicitation condition			.01	.09	-.78 [†]	.46	-.78 [†]	.46	-.76	.71
Gender	.18	.45	.17	.45			.05	.10	.22	.57
Solicitation publicity × Gender	-.03	.12	-.03	.12					-.06	.15
Solicitation publicity × Voice solicitation					.23 [†]	.13	.23 [†]	.13	.20	.20
Voice solicitation × Gender									-.08	.94
Voice solicitation × Solicitation publicity × Gender									.06	.27
R ²	.01		.01		.02		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.99
Results of Regression Analysis for Contribution-Based Worth (Study 2)

	Contribution-Based Worth									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	.07	.06	.07	.06	.12*	.05	.08	.06	.08	.06
Race	-.13	.10	-.13	.10	-.11	.10	-.13	.10	-.13	.10
<i>Model variables</i>										
Solicitation publicity (team size)	.06	.11	.06	.11	-.10	.09	-.08	.09	-.03	.14
Voice solicitation condition			.00	.10	-.87	.54	-.89	.54	-1.02	.84
Gender	.51	.53	.51	.53			.16	.11	.48	.67
Solicitation publicity × Gender	-.10	.15	-.10	.15					-.10	.18
Solicitation publicity × Voice solicitation					.26 [†]	.15	.26 [†]	.15	.28	.24
Voice solicitation × Gender									.16	1.11
Voice solicitation × Solicitation publicity × Gender									-.01	.32
R ²	.02		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.100
Results of Regression Analysis for Individual-Based Worth (Study 2)

	Individual-Based Worth									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	.08	.05	.08	.05	.06	.04	.08	.05	.08	.05
Race	.10	.09	.10	.09	.10	.09	.10	.09	.10	.09
<i>Model variables</i>										
Solicitation publicity (team size)	.00	.10	.01	.10	-.04	.08	-.05	.08	-.04	.12
Voice solicitation condition			.02	.09	-.68	.48	-.68	.48	-.50	.74
Gender	-.16	.46	-.16	.46			-.05	.10	-.05	.59
Solicitation publicity × Gender	.03	.13	.03	.13					-.01	.16
Solicitation publicity × Voice solicitation					.20	.14	.20	.14	.13	.21
Voice solicitation × Gender									-.32	.97
Voice solicitation × Solicitation publicity × Gender									.14	.28
R ²	.01		.01		.02		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, † $p < .10$.

Table S2.101
Results of Regression Analysis for Social Evaluative Threat (Study 2)

	Social Evaluative Threat									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	-.05	.06	-.05	.07	.02	.05	-.05	.07	-.05	.07
Race	.09	.12	.09	.12	.12	.12	.09	.12	.09	.12
<i>Model variables</i>										
Solicitation publicity (team size)	.14	.13	.14	.13	.11	.11	.15	.11	.05	.15
Voice solicitation condition			.03	.12	-.27	.62	-.29	.62	-1.03	.97
Gender	.02	.60	.01	.60			.24 [†]	.13	-.39	.77
Solicitation publicity × Gender	.06	.17	.06	.17					.19	.21
Solicitation publicity × Voice solicitation					.09	.18	.09	.18	.33	.27
Voice solicitation × Gender									1.33	1.27
Voice solicitation × Solicitation publicity × Gender									-.42	.36
R ²	.02		.02		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, † $p < .10$.

Table S2.102**Results of Regression Analysis for Contribution-Based Threat (Study 2)**

	Contribution-Based Threat									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	-.07	.08	-.07	.08	.03	.06	-.07	.08	-.07	.08
Race	.06	.14	.06	.14	.11	.14	.07	.14	.08	.14
<i>Model variables</i>										
Solicitation publicity (team size)	.15	.15	.15	.15	.19	.13	.24 [†]	.13	.05	.18
Voice solicitation condition			.01	.14	-.02	.73	-.05	.73	-1.09	1.13
Gender	-.29	.71	-.29	.71			.36*	.15	-.93	.90
Solicitation publicity × Gender	.18	.20	.18	.20					.37	.24
Solicitation publicity × Voice solicitation					.02	.21	.02	.21	.33	.32
Voice solicitation × Gender									1.91	1.49
Voice solicitation × Solicitation publicity × Gender									-.58	.42
R ²	.03		.03		.01		.02		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.103**Results of Regression Analysis for Individual-Based Threat (Study 2)**

	Individual-Based Threat									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	-.03	.06	-.02	.06	.01	.05	-.02	.06	-.03	.06
Race	.12	.11	.12	.11	.13	.11	.12	.11	.12	.11
<i>Model variables</i>										
Solicitation publicity (team size)	.12	.13	.13	.13	.03	.10	.05	.11	.05	.15
Voice solicitation condition			.07	.11	-.45	.61	-.46	.61	-.81	.94
Gender	.26	.59	.25	.59			.11	.13	.14	.75
Solicitation publicity × Gender	-.04	.16	-.04	.16					.00	.20
Solicitation publicity × Voice solicitation					.15	.17	.15	.17	.28	.27
Voice solicitation × Gender									.59	1.25
Voice solicitation × Solicitation publicity × Gender									-.22	.35
R ²	.01		.01		.01		.01		.01	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.104
Results of Regression Analysis for Voice Quality (Study 2)

3rd Party Rated Voice Quality										
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	-.02	.04	-.02	.04	.03	.04	-.02	.04	-.02	.04
Race	-.03	.08	-.02	.08	.00	.08	-.03	.08	-.02	.08
<i>Model variables</i>										
Solicitation publicity (team size)	.12	.08	.13	.08	.03	.07	.05	.07	.12	.10
Voice solicitation condition			.14 [†]	.08	-.04	.41	-.06	.41	-.01	.64
Gender	.60	.40	.59	.40			.18*	.09	.67	.51
Solicitation publicity × Gender	-.12	.11	-.12	.11					-.13	.14
Solicitation publicity × Voice solicitation					.05	.12	.06	.12	.05	.18
Voice solicitation × Gender									-.13	.84
Voice solicitation × Solicitation publicity × Gender									.02	.24
R ²	.02		.02		.01		.02		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.105
Results of Regression Analysis for Voice Desirability (Study 2)

3rd Party Rated Voice Desirability										
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	.00	.05	.00	.05	.07	.04	.00	.05	.00	.05
Race	-.11	.09	-.11	.09	-.09	.09	-.12	.09	-.11	.09
<i>Model variables</i>										
Solicitation publicity (team size)	.19 [†]	.10	.19 [†]	.10	-.03	.08	.00	.08	.12	.12
Voice solicitation condition			.06	.09	-.73	.48	-.75	.48	-.79	.75
Gender	.92*	.47	.92 [†]	.47			.24*	.10	1.04 [†]	.60
Solicitation publicity × Gender	-.19	.13	-.19	.13					-.21	.16
Solicitation publicity × Voice solicitation					.23 [†]	.14	.23 [†]	.14	.27	.21
Voice solicitation × Gender									-.01	.99
Voice solicitation × Solicitation publicity × Gender									-.04	.28
R ²	.03		.03		.02		.03		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.106
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	.00	.06	.00	.06	.06	.05	.00	.06	-.01	.06
Race	.04	.10	.05	.10	.08	.10	.05	.10	.04	.10
<i>Model variables</i>										
Solicitation publicity (team size)	.10	.11	.12	.11	.16 [†]	.10	.19 [†]	.10	.28*	.14
Voice solicitation condition			.28*	.10	1.12*	.55	1.10*	.55	1.99*	.86
Gender	.34	.54	.31	.54			.21 [†]	.12	.82	.68
Solicitation publicity × Gender	-.03	.15	-.03	.15					-.16	.19
Solicitation publicity × Voice solicitation					-.24	.16	-.24	.16	-.48*	.24
Voice solicitation × Gender									-1.54	1.13
Voice solicitation × Solicitation publicity × Gender									.41	.32
R ²	.02		.03		.03		.04		.04	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.107
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>										
# Women in group	-.06	.06	-.06	.06	-.03	.05	-.06	.06	-.06	.06
Race	-.01	.11	-.01	.11	.00	.11	-.01	.11	.00	.11
<i>Model variables</i>										
Solicitation publicity (team size)	.08	.12	.09	.12	-.05	.10	-.04	.10	-.03	.15
Voice solicitation condition			.07	.11	-.52	.59	-.53	.59	-1.25	.92
Gender	.55	.58	.54	.58			.09	.12	.16	.73
Solicitation publicity × Gender	-.13	.16	-.13	.16					-.03	.20
Solicitation publicity × Voice solicitation					.17	.17	.17	.17	.37	.26
Voice solicitation × Gender									1.17	1.21
Voice solicitation × Solicitation publicity × Gender									-.33	.34
R ²	.00		.00		.00		.01		.01	

Note. *n*=458. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Effects of Expected Response Immediacy and Solicitation Publicity

Table S2.108
Results of Regression Analysis for Social Worth (Study 2)

	Social Worth																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.09*	.04	.09*	.04	.08	.05	.08	.05	.09*	.04	.08	.05	.08	.05	.08	.05	.08 [†]	.05
Race	-.01	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09	-.01	.09	-.02	.09
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.20	.45	-.20	.45	-.20	.45	-.20	.45	-.02	.57	-.03	.57	-.12	.68	-.12	.68	-.76	.83
Solicitation Publicity (T1, ER)	-.02	.09	-.02	.09	-.01	.09	-.01	.09	-.07	.11	-.06	.11	.02	.14	.02	.14	-.14	.17
Leader Voice Solicitation (T1, LR)			.01	.09			.01	.09	-.58	.69	-.59	.69			.01	.09	-1.88 [†]	1.07
Gender					.06	.10	.05	.10			.05	.10	.26	.67	.26	.67	-.50	.83
Immediacy × Publicity	.05	.12	.05	.12	.05	.12	.05	.12	-.01	.16	.00	.16	.03	.19	.03	.19	.20	.23
Immediacy × Publicity × Voice Solicitation									.11	.26	.11	.26					-.56	.41
Immediacy × Publicity × Gender													.02	.25	.02	.25	-.42	.32
Immediacy × Publicity × Voice Solicitation × Gender																	1.19*	.54
Voice Solicitation × Gender																	2.21	1.41
Immediacy × Voice Solicitation									-.36 .93		-.36 .93						2.02	1.43
Immediacy × Gender													-.14 .91		-.14 .91		1.46	1.14
Immediacy × Voice Solicitation × Gender																	-4.20*	1.89
Publicity × Voice Solicitation									.17 .19		.17 .19						.51 [†]	.30
Publicity × Gender													-.05 .18		-.05 .18		.14	.22
Publicity × Voice Solicitation × Gender																	-.57	.39
R ²	.01		.01		.01		.01		.02		.02		.01		.01		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Figure S2.4
Simple Slopes Graphs for Table S2.108, Model 9

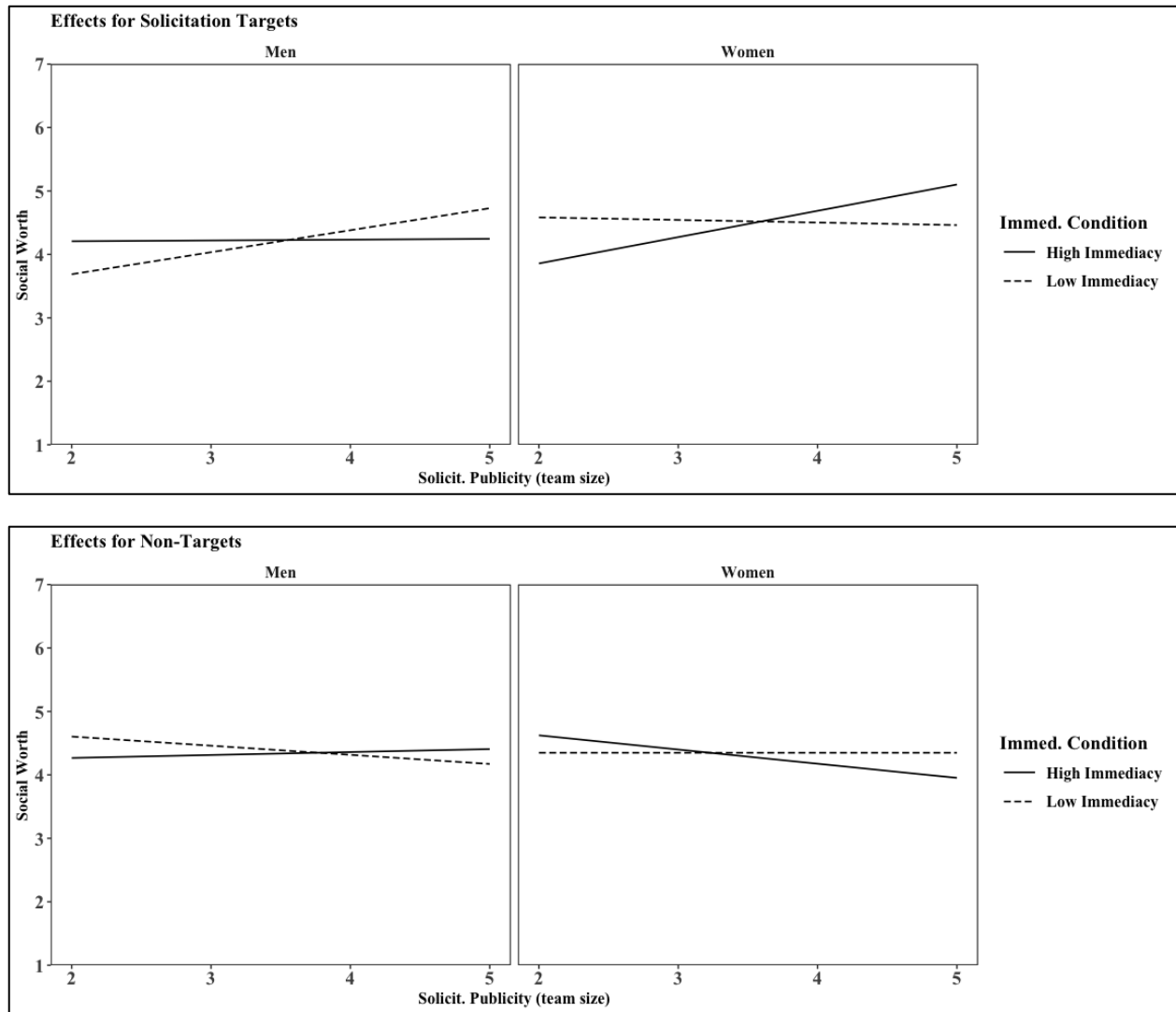


Table S2.109
Results of Regression Analysis for Contribution-Based Worth (Study 2)

	Contribution-Based Worth																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.12*	.05	.12*	.05	.08	.06	.08	.06	.12*	.05	.08	.06	.08	.06	.08	.06	.08	.06
Race	-.11	.10	-.11	.10	-.13	.10	-.13	.10	-.11	.10	-.13	.10	-.13	.10	-.13	.10	-.13	.10
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.16	.53	-.16	.53	-.17	.53	-.17	.53	-.16	.67	-.17	.67	-.10	.80	-.10	.80	-.99	.98
Solicitation Publicity (T1, ER)	-.04	.11	-.04	.11	-.02	.11	-.02	.11	-.13	.13	-.11	.13	.04	.17	.04	.17	-.17	.20
Leader Voice Solicitation (T1, LR)			.01	.10			.00	.10	-.92	.82	-.94	.82			.00	.10	-2.56*	1.26
Gender					.16	.11	.16	.11			.15	.11	.59	.79	.59	.79	-.30	.98
Immediacy × Publicity	.05	.15	.05	.15	.05	.15	.05	.15	.03	.18	.04	.18	.04	.22	.04	.22	.27	.27
Immediacy × Publicity × Voice Solicitation									.05	.31	.05	.31					-.72	.48
Immediacy × Publicity × Gender													.01	.30	.01	.30	-.48	.37
Immediacy × Publicity × Voice Solicitation × Gender																	1.37*	.64
Voice Solicitation × Gender																	2.74 [†]	1.66
Immediacy × Voice Solicitation									.00	1.10	.02	1.10					2.73	1.70
Immediacy × Gender													-.11	1.08	-.11	1.08	1.64	1.35
Immediacy × Voice Solicitation × Gender																	-4.80*	2.24
Publicity × Voice Solicitation									.24	.23	.24	.23					.68 [†]	.35
Publicity × Gender													-.11	.21	-.11	.21	.12	.26
Publicity × Voice Solicitation × Gender																	-.74	.46
R ²	.02		.02		.02		.02		.02		.03		.02		.02		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.110
Results of Regression Analysis for Individual-Based Worth (Study 2)

	Individual-Based Worth																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.06	.04	.06	.04	.08	.05	.08	.05	.06	.04	.08	.05	.08	.05	.08	.05	.08	.05
Race	.10	.09	.10	.09	.10	.09	.10	.09	.09	.09	.10	.09	.10	.09	.10	.09	.09	.09
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.23	.46	-.23	.47	-.23	.46	-.23	.47	.11	.59	.12	.59	-.14	.71	-.14	.71	-.53	.86
Solicitation Publicity (T1, ER)	.01	.09	.01	.10	.00	.10	.00	.10	-.01	.12	-.02	.12	-.01	.15	.00	.15	-.11	.17
Leader Voice Solicitation (T1, LR)			.02	.09			.02	.09	-.24	.72	-.24	.72			.02	.09	-1.20	1.11
Gender					-.05	.10	-.05	.10			-.05	.10	-.06	.70	-.06	.70	-.70	.86
Immediacy × Publicity	.04	.13	.04	.13	.04	.13	.04	.13	-.04	.16	-.05	.16	.02	.20	.02	.20	.13	.24
Immediacy × Publicity × Voice Solicitation									.17	.27	.18	.27					-.39	.42
Immediacy × Publicity × Gender													.03	.26	.03	.26	-.36	.33
Immediacy × Publicity × Voice Solicitation × Gender																	1.01 [†]	.56
Voice Solicitation × Gender																	1.67	1.46
Immediacy × Voice Solicitation									-.73	.97	-.73	.97					1.31	1.49
Immediacy × Gender													-.17	.94	-.16	.95	1.28	1.19
Immediacy × Voice Solicitation × Gender																	-3.60 [†]	1.97
Publicity × Voice Solicitation									.10	.20	.10	.20					.33	.31
Publicity × Gender													.01	.19	.01	.19	.17	.23
Publicity × Voice Solicitation × Gender																	-.40	.41
R ²	.01		.01		.01		.01		.02		.02		.01		.01		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.111
Results of Regression Analysis for Social Evaluative Threat (Study 2)

	Social Evaluative Threat																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.02	.05	.02	.05	-.05	.07	-.05	.07	.01	.05	-.05	.07	-.08	.07	-.08	.07	-.08	.07
Race	.12	.12	.12	.12	.09	.12	.09	.12	.12	.12	.09	.12	.11	.12	.11	.12	.12	.12
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.31	.61	.31	.61	.29	.60	.29	.61	.97	.77	.95	.77	1.71 [†]	.91	1.71 [†]	.91	1.71	1.11
Solicitation Publicity (T1, ER)	.19	.12	.20	.12	.23 [†]	.12	.23 [†]	.13	.25 [†]	.15	.28 [†]	.15	.43*	.19	.43*	.19	.33	.22
Leader Voice Solicitation (T1, LR)			.05	.12			.03	.12	.69	.94	.65	.94			.03	.12	-1.14	1.45
Gender					.24 [†]	.13	.24 [†]	.13			.24 [†]	.13	1.32	.90	1.31	.90	.32	1.12
Immediacy × Publicity	-.10	.17	-.10	.17	-.09	.17	-.09	.17	-.29	.21	-.28	.21	-.53*	.25	-.53*	.25	-.54 [†]	.30
Immediacy × Publicity × Voice Solicitation									.54	.36	.53	.36					.04	.55
Immediacy × Publicity × Gender													.81*	.34	.81*	.34	.54	.42
Immediacy × Publicity × Voice Solicitation × Gender																	.70	.72
Voice Solicitation × Gender																	3.00	1.90
Immediacy × Voice Solicitation									-1.83	1.26	-1.80	1.26					.00	1.94
Immediacy × Gender													-2.58*	1.22	-2.57*	1.22	-1.55	1.54
Immediacy × Voice Solicitation × Gender																	-2.63	2.55
Publicity × Voice Solicitation									-.19	.26	-.18	.26					.33	.40
Publicity × Gender													-.33	.24	-.33	.24	-.05	.30
Publicity × Voice Solicitation × Gender																	-.86	.53
R ²	.01		.01		.02		.02		.02		.02		.03		.03		.05	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Figure S2.5
Simple Slopes Graphs for Table S2.111, Model 7

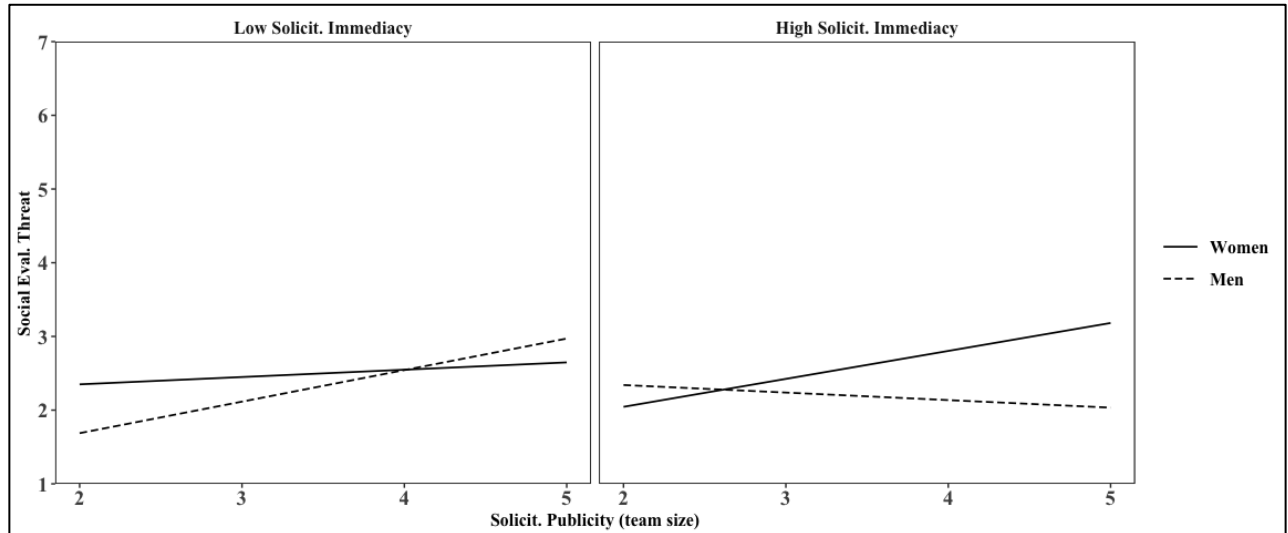


Figure S2.6
Simple Slopes Graphs for Table S2.111, Model 7

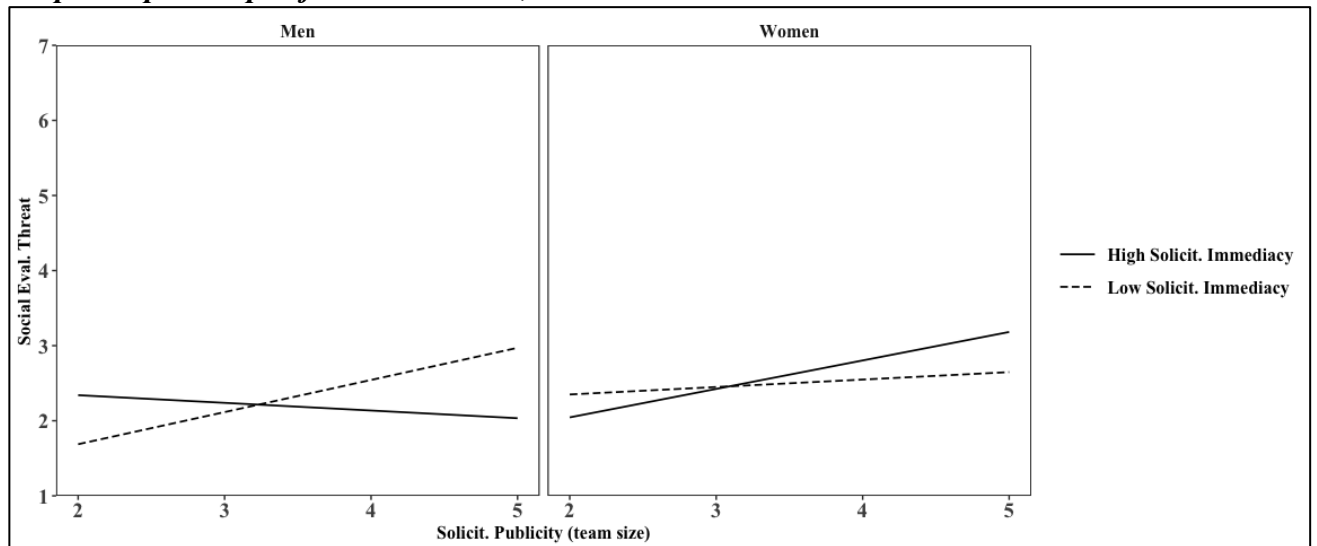


Table S2.112
Results of Regression Analysis for Contribution-Based Threat (Study 2)

	Contribution-Based Threat																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.03	.06	.03	.06	-.07	.08	-.07	.08	.03	.06	-.07	.08	-.11	.08	-.11	.08	-.10	.08
Race	.11	.14	.11	.14	.07	.14	.07	.14	.11	.14	.06	.14	.08	.14	.08	.14	.09	.14
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.02	.71	-.02	.71	-.04	.71	-.04	.71	.74	.90	.71	.90	1.51	1.07	1.51	1.07	1.30	1.30
Solicitation Publicity (T1, ER)	.19	.15	.19	.15	.24	.15	.24	.15	.29 [†]	.18	.34 [†]	.18	.40 [†]	.22	.40 [†]	.22	.27	.26
Leader Voice Solicitation (T1, LR)			.04	.14			.01	.14	1.14	1.10	1.08	1.10			.01	.14	-1.53	1.70
Gender					.36*	.15	.36*	.15			.36*	.15	1.12	1.05	1.12	1.06	-.44	1.31
Immediacy × Publicity	.01	.20	.01	.20	.02	.20	.02	.20	-.20	.25	-.19	.25	-.46	.30	-.46	.30	-.42	.36
Immediacy × Publicity × Voice Solicitation									.62	.42	.60	.42					-.10	.64
Immediacy × Publicity × Gender													.90*	.40	.90*	.40	.51	.50
Immediacy × Publicity × Voice Solicitation × Gender																	1.02	.85
Voice Solicitation × Gender																	4.46*	2.23
Immediacy × Voice Solicitation									-2.12	1.48	-2.07	1.48					.60	2.27
Immediacy × Gender													-2.83*	1.43	-2.83*	1.43	-1.29	1.80
Immediacy × Voice Solicitation × Gender																	-4.02	2.99
Publicity × Voice Solicitation									-.31	.31	-.30	.31					.42	.47
Publicity × Gender													-.25	.28	-.25	.28	.17	.35
Publicity × Voice Solicitation × Gender																	-1.23*	.62
R ²	.01		.01		.02		.02		.02		.03		.04		.04		.05	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.113
Results of Regression Analysis for Individual-Based Threat (Study 2)

	Individual-Based Threat																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.00	.05	.00	.05	-.03	.06	-.03	.06	.00	.05	-.03	.06	-.06	.06	-.06	.06	-.06	.07
Race	.14	.11	.14	.11	.13	.11	.13	.11	.14	.11	.13	.11	.15	.11	.15	.11	.15	.12
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	.57	.59	.57	.59	.56	.59	.56	.59	1.20	.75	1.19	.75	1.76*	.89	1.75 [†]	.89	2.13 [†]	1.09
Solicitation Publicity (T1, ER)	.18	.12	.19	.12	.19	.12	.20	.12	.22	.15	.23	.15	.42*	.18	.43*	.18	.40 [†]	.22
Leader Voice Solicitation (T1, LR)			.08	.11			.07	.11	.40	.91	.39	.91			.06	.11	-.30	1.41
Gender					.11	.13	.11	.13			.10	.13	1.36	.88	1.34	.88	1.07	1.10
Immediacy × Publicity	-.19	.17	-.19	.17	-.19	.17	-.19	.17	-.37 [†]	.21	-.37 [†]	.21	-.56*	.25	-.56*	.25	-.66*	.30
Immediacy × Publicity × Voice Solicitation									.51	.35	.51	.35					.30	.54
Immediacy × Publicity × Gender													.68*	.33	.68*	.34	.57	.42
Immediacy × Publicity × Voice Solicitation × Gender																	.27	.71
Voice Solicitation × Gender																	1.09	1.86
Immediacy × Voice Solicitation									-1.71	1.23	-1.70	1.23					-1.05	1.90
Immediacy × Gender													-2.16 [†]	1.20	-2.15 [†]	1.20	-1.82	1.51
Immediacy × Voice Solicitation × Gender																	-.79	2.50
Publicity × Voice Solicitation									-.10	.25	-.10	.26					.14	.39
Publicity × Gender													-.37	.24	-.37	.24	-.28	.29
Publicity × Voice Solicitation × Gender																	-.38	.52
R ²	.01		.01		.01		.01		.02		.02		.02		.03		.03	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.114
Results of Regression Analysis for Voice Quality (Study 2)

	3rd Party Rated Voice Quality																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08	-.03	.08
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.18	.40	-.17	.40	-.19	.40	-.18	.40	.17	.51	.16	.51	.26	.61	.25	.61	.82	.74
Solicitation Publicity (T1, ER)	.01	.08	.02	.08	.03	.08	.05	.08	.05	.10	.07	.10	.16	.13	.17	.13	.23	.15
Leader Voice Solicitation (T1, LR)			.15 [†]	.08			.14 [†]	.08	.43	.62	.40	.62			.13 [†]	.08	.85	.96
Gender					.19*	.09	.18*	.09			.18*	.09	1.06 [†]	.60	1.03 [†]	.60	1.34 [†]	.75
Immediacy × Publicity	.04	.11	.04	.11	.05	.11	.05	.11	-.03	.14	-.03	.14	-.06	.17	-.05	.17	-.19	.20
Immediacy × Publicity × Voice Solicitation									.13	.24	.12	.24					.33	.36
Immediacy × Publicity × Gender													.18	.23	.17	.23	.29	.28
Immediacy × Publicity × Voice Solicitation × Gender																	-.39	.48
Voice Solicitation × Gender																	-.90	1.26
Immediacy × Voice Solicitation									-.71	.84	-.69	.83					-1.48	1.29
Immediacy × Gender													-.77	.82	-.74	.81	-1.22	1.03
Immediacy × Voice Solicitation × Gender																	1.45	1.70
Publicity × Voice Solicitation									-.04	.17	-.03	.17					-.14	.27
Publicity × Gender													-.22	.16	-.21	.16	-.29	.20
Publicity × Voice Solicitation × Gender																	.22	.35
R ²	.00		.01		.01		.02		.02		.03		.02		.03		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.115
Results of Regression Analysis for Voice Desirability (Study 2)

	3rd Party Rated Voice Desirability																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.07 [†]	.04	.07 [†]	.04	.00	.05	.00	.05	.07 [†]	.04	.00	.05	.01	.05	.01	.05	.00	.05
Race	-.09	.09	-.09	.09	-.12	.09	-.12	.09	-.10	.09	-.12	.09	-.12	.09	-.12	.09	-.12	.09
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.45	.47	-.45	.47	-.47	.47	-.47	.47	-.18	.60	-.20	.60	-.49	.71	-.50	.71	-.16	.87
Solicitation Publicity (T1, ER)	-.01	.10	.00	.10	.03	.10	.03	.10	-.04	.12	-.01	.12	.12	.15	.13	.15	.10	.18
Leader Voice Solicitation (T1, LR)			.07	.09			.06	.09	-.40	.73	-.43	.73			.06	.09	-.30	1.13
Gender					.24*	.10	.24*	.10			.24*	.10	.91	.70	.89	.70	1.07	.88
Immediacy × Publicity	.10	.13	.10	.13	.11	.13	.10	.13	.04	.16	.05	.16	.12	.20	.13	.20	.05	.24
Immediacy × Publicity × Voice Solicitation									.07	.28	.06	.28					.18	.43
Immediacy × Publicity × Gender													-.05	.27	-.06	.27	-.02	.33
Immediacy × Publicity × Voice Solicitation × Gender																	-.17	.57
Voice Solicitation × Gender																	-.33	1.48
Immediacy × Voice Solicitation									-.46	.98	-.43	.98					-.80	1.51
Immediacy × Gender													.08	.96	.09	.96	-.05	1.21
Immediacy × Voice Solicitation × Gender																	.59	2.00
Publicity × Voice Solicitation									.17	.20	.18	.20					.16	.31
Publicity × Gender													-.17	.19	-.17	.19	-.21	.23
Publicity × Voice Solicitation × Gender																	.05	.41
R ²	.01		.02		.03		.03		.02		.04		.03		.03		.04	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.116
Results of Regression Analysis for Voice Feasibility (Study 2)

	3rd Party Rated Voice Feasibility																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	.06	.05	.06	.05	.00	.06	.00	.06	.06	.05	.00	.06	-.01	.06	.00	.06	-.01	.06
Race	.07	.10	.07	.10	.04	.10	.05	.10	.07	.10	.04	.10	.04	.11	.05	.10	.04	.10
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.01	.55	.01	.54	-.02	.54	-.01	.54	.12	.68	.10	.68	.44	.82	.41	.82	.57	1.00
Solicitation Publicity (T1, ER)	.04	.11	.07	.11	.07	.11	.10	.11	.17	.13	.20	.13	.15	.17	.17	.17	.34 [†]	.20
Leader Voice Solicitation (T1, LR)			.29*	.10			.28*	.10	1.34	.83	1.31	.83			.28*	.10	2.24 [†]	1.29
Gender					.23*	.12	.21 [†]	.12			.21 [†]	.12	.84	.81	.77	.81	1.34	1.00
Immediacy × Publicity	.00	.15	.00	.15	.01	.15	.01	.15	-.01	.19	.00	.19	-.08	.23	-.08	.23	-.09	.27
Immediacy × Publicity × Voice Solicitation									-.01	.32	-.02	.32					-.01	.49
Immediacy × Publicity × Gender													.15	.31	.13	.31	.15	.38
Immediacy × Publicity × Voice Solicitation × Gender																	-.02	.65
Voice Solicitation × Gender																	-1.72	1.70
Immediacy × Voice Solicitation									-.25	1.12	-.22	1.12					-.33	1.73
Immediacy × Gender													-.78	1.10	-.72	1.09	-.84	1.38
Immediacy × Voice Solicitation × Gender																	.28	2.28
Publicity × Voice Solicitation									-.26	.23	-.25	.23					-.49	.36
Publicity × Gender													-.13	.22	-.12	.22	-.26	.27
Publicity × Voice Solicitation × Gender																	.43	.47
R ²	.01		.02		.02		.03		.03		.04		.02		.03		.05	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

Table S2.117
Results of Regression Analysis for Voice Degree of Change (Study 2)

	3rd Party Rated Voice Degree of Change																	
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>		<u>Model 6</u>		<u>Model 7</u>		<u>Model 8</u>		<u>Model 9</u>	
	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.	Est.	s.e.
<i>Control variables</i>																		
# Women in group	-.03	.05	-.03	.05	-.06	.06	-.06	.06	-.04	.05	-.06	.06	-.08	.06	-.07	.06	-.07	.06
Race	.00	.11	.00	.11	-.01	.11	-.01	.11	-.01	.11	-.02	.11	-.01	.11	.00	.11	.00	.11
<i>Model variables</i>																		
Solicitation Immediacy (T1, ER)	-.07	.58	-.07	.58	-.08	.58	-.07	.58	.58	.73	.57	.73	.84	.87	.84	.88	2.04 [†]	1.07
Solicitation Publicity (T1, ER)	-.01	.12	.00	.12	.00	.12	.01	.12	.02	.14	.04	.14	.21	.18	.21	.18	.26	.21
Leader Voice Solicitation (T1, LR)			.08	.11			.08	.11	.34	.89	.33	.89			.07	.11	.62	1.38
Gender					.10	.12	.09	.13			.09	.12	1.44 [†]	.86	1.43 [†]	.86	1.61	1.07
Immediacy × Publicity	.02	.16	.02	.16	.03	.16	.03	.16	-.13	.20	-.13	.20	-.22	.24	-.22	.24	-.52 [†]	.29
Immediacy × Publicity × Voice Solicitation									.31	.34	.31	.34					.84	.52
Immediacy × Publicity × Gender													.43	.33	.42	.33	.75 [†]	.41
Immediacy × Publicity × Voice Solicitation × Gender																	-.97	.69
Voice Solicitation × Gender																	-.65	1.81
Immediacy × Voice Solicitation									-1.42	1.20	-1.41	1.20					-3.31 [†]	1.85
Immediacy × Gender													-1.62	1.17	-1.60	1.17	-2.78 [†]	1.48
Immediacy × Voice Solicitation × Gender																	3.49	2.44
Publicity × Voice Solicitation									-.02	.25	-.02	.25					-.09	.38
Publicity × Gender													-.36	.23	-.35	.23	-.40	.29
Publicity × Voice Solicitation × Gender																	.17	.51
R ²	.00		.00		.00		.00		.01		.01		.01		.01		.02	

Note. $n=458$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Solicitation publicity measured as total number of individuals in group. * $p < .05$, [†] $p < .10$.

STUDY 2 EXPLORATORY ANALYSIS

Analysis with Non-Binary Gender Identity Participants

Table S2.118**Results of regression analysis for social worth, including nonbinary gender (Study 2)**

	Social Worth							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.00	.06	.01	.06	.02	.07	.01	.07
# Women in group	.09*	.04	.09*	.04	.08	.05	.08	.05
Race	.00	.08	.00	.08	-.01	.09	-.01	.09
Solicitation immediacy condition	-.04	.08	-.04	.08	-.04	.08	-.04	.08
Nonbinary gender	.34	.49	.35	.49				
<i>Model variables</i>								
Voice solicitation manipulation			.01	.09	.01	.09	-.06	.13
Gender (W=1)					.05	.10	.01	.11
Voice solicitation × Gender							.14	.17
R ²	.01		.01		.01		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, † $p < .10$.

Table S2.119**Results of regression analysis for contribution-based worth, including nonbinary gender (Study 2)**

	Contribution-Based Worth							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	-.02	.08	-.02	.08	.01	.08	.01	.08
# Women in group	.12*	.05	.12*	.05	.08	.06	.08	.06
Race	-.11	.10	-.11	.10	-.13	.10	-.13	.10
Solicitation immediacy condition	.01	.09	.01	.09	.02	.09	.01	.09
Nonbinary gender	.47	.58	.47	.58				
<i>Model variables</i>								
Voice solicitation manipulation			.01	.10	.00	.10	-.06	.15
Gender (W=1)					.16	.11	.11	.13
Voice solicitation × Gender							.12	.20
R ²	.02		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, † $p < .10$.

Table S2.120**Results of regression analysis for individual-based worth, including nonbinary gender (Study 2)**

	Individual-Based Worth							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.03	.07	.03	.07	.02	.07	.02	.07
# Women in group	.06	.04	.06	.04	.08	.05	.08	.05
Race	.10	.09	.10	.09	.11	.09	.11	.09
Solicitation immediacy condition	-.09	.08	-.09	.08	-.09	.08	-.09	.08
Nonbinary gender	.22	.51	.22	.51				
<i>Model variables</i>								
Voice solicitation manipulation			.02	.09	.02	.09	-.06	.13
Gender (W=1)					-.05	.10	-.10	.12
Voice solicitation × Gender							.15	.18
R ²	.01		.01		.01		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.121**Results of regression analysis for social evaluative threat, including nonbinary gender (Study 2)**

	Social Evaluative Threat							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.14	.09	.14	.09	.18*	.09	.18*	.09
# Women in group	.02	.05	.02	.05	-.05	.06	-.05	.07
Race	.12	.12	.12	.12	.09	.12	.09	.12
Solicitation immediacy condition	-.04	.11	-.04	.11	-.03	.11	-.03	.11
Nonbinary gender	.64	.66	.65	.66				
<i>Model variables</i>								
Voice solicitation manipulation			.05	.12	.03	.12	.11	.17
Gender (W=1)					.24 [†]	.13	.29 [†]	.15
Voice solicitation × Gender							-.13	.23
R ²	.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.122**Results of regression analysis for contribution-based threat, including nonbinary gender (Study 2)**

	Contribution-Based Threat							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.19 [†]	.10	.19 [†]	.10	.25*	.10	.25*	.10
# Women in group	.03	.06	.03	.06	-.07	.08	-.07	.08
Race	.11	.14	.11	.14	.07	.14	.07	.14
Solicitation immediacy condition	.01	.13	.01	.13	.03	.13	.03	.13
Nonbinary gender	1.26	.78	1.27	.78				
<i>Model variables</i>								
Voice solicitation manipulation			.04	.14	.01	.14	.08	.20
Gender (W=1)					.36*	.15	.40*	.18
Voice solicitation × Gender							-.13	.27
R ²	.02		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.123**Results of regression analysis for individual-based threat, including nonbinary gender (Study 2)**

	Individual-Based Threat							
	Model 1		Model 2		Model 3		Model 4	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.08	.08	.09	.09	.10	.09	.10	.09
# Women in group	.01	.05	.01	.05	-.02	.06	-.03	.06
Race	.13	.11	.13	.11	.12	.11	.12	.11
Solicitation immediacy condition	-.10	.10	-.10	.10	-.10	.10	-.10	.10
Nonbinary gender	.01	.65	.03	.65				
<i>Model variables</i>								
Voice solicitation manipulation			.08	.11	.07	.11	.16	.17
Gender (W=1)					.11	.13	.17	.15
Voice solicitation × Gender							-.17	.23
R ²	.01		.01		.01		.01	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.124**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality							
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>								
Team size	.03	.06	.04	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07
Nonbinary gender	-.08	.44	-.04	.44				
<i>Model variables</i>								
Voice solicitation manipulation			.15 [†]	.08	.14 [†]	.08	.16	.11
Gender (W=1)					.18*	.09	.20 [†]	.10
Voice solicitation × Gender							-.05	.15
R ²	.00		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.125**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.04	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.09	.44	-.05	.44						
<i>Model variables</i>										
Social Worth	.03	.04	.03	.04	.03	.04	.03	.04	.03	.04
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.126**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	.00	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.10	.44	-.05	.44						
<i>Model variables</i>										
Contribution-Based Worth	.03	.04	.03	.04	.02	.04	.02	.04	.02	.04
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.19 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.01		.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.127**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.04	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.09	.44	-.05	.44						
<i>Model variables</i>										
Individual-Based Worth	.02	.04	.02	.04	.02	.04	.02	.04	.02	.04
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.128**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.07	.44	-.03	.44						
<i>Model variables</i>										
Social Evaluative Threat	-.01	.03	-.02	.03	-.02	.03	-.02	.03	-.02	.03
Voice solicitation manipulation			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.129**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	-.01	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.01	.07	-.02	.07	-.01	.07
Nonbinary gender	-.07	.44	-.03	.44						
<i>Model variables</i>										
Contribution-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation manipulation			.14 [†]	.08			.13 [†]	.08	.14	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.130**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.08	.44	-.04	.44						
<i>Model variables</i>										
Individual-Based Threat	-.01	.03	-.02	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.20 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.131**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	.00	.08	.00	.08	-.03	.08	-.02	.08	-.02	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.10	.44	-.05	.44						
<i>Model variables</i>										
Contribution-Based Worth	.03	.05	.03	.05	.02	.05	.02	.05	.02	.05
Individual-Based Worth	.00	.05	.00	.05	.01	.05	.01	.05	.01	.05
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.16	.11
Gender (W=1)					.19*	.09	.18*	.09	.19 [†]	.10
Voice solicitation × Gender									-.05	.15
R ²	.01		.01		.01		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.132**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.08	.44	-.05	.44						
<i>Model variables</i>										
Contribution-Based Threat	.00	.04	.01	.04	.00	.04	.00	.04	.00	.04
Individual-Based Threat	-.02	.05	-.02	.05	-.02	.05	-.02	.05	-.02	.05
Voice solicitation manipulation			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.00		.01		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.133**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.07	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.08	.44	-.04	.44						
<i>Model variables</i>										
Contribution-Based Worth	.03	.04	.03	.04	.02	.04	.02	.04	.02	.04
Contribution-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation manipulation			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20*	.10
Voice solicitation × Gender									-.03	.15
R ²	.01		.01		.02		.02		.02	

Note. $n=461$. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.134**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.07	.06	.07	.06
# Women in group	.03	.04	.03	.04	-.02	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.03	.07	-.03	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.09	.44	-.04	.44						
<i>Model variables</i>										
Individual-Based Worth	.02	.04	.02	.04	.02	.04	.02	.04	.02	.04
Individual-Based Threat	-.01	.03	-.01	.03	-.01	.03	-.01	.03	-.01	.03
Voice solicitation manipulation			.15 [†]	.08			.14 [†]	.08	.17	.11
Gender (W=1)					.19*	.09	.18*	.09	.20*	.10
Voice solicitation × Gender									-.05	.15
R ²	.00		.01		.01		.02		.02	

Note. *n*=461. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.

Table S2.135**Results of regression analysis for voice quality, including nonbinary gender (Study 2)**

	3rd Party Rated Voice Quality									
	<u>Model 1</u>		<u>Model 2</u>		<u>Model 3</u>		<u>Model 4</u>		<u>Model 5</u>	
	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.	<i>b</i>	s.e.
<i>Control variables</i>										
Team size	.03	.06	.05	.06	.06	.06	.08	.06	.08	.06
# Women in group	.03	.04	.03	.04	-.03	.04	-.02	.04	-.02	.04
Race	-.01	.08	.00	.08	-.03	.08	-.03	.08	-.03	.08
Solicitation immediacy condition	-.02	.07	-.02	.07	-.02	.07	-.02	.07	-.02	.07
Nonbinary gender	-.10	.44	-.06	.44						
<i>Model variables</i>										
Contribution-Based Worth	.03	.05	.03	.05	.02	.05	.02	.05	.02	.05
Individual-Based Worth	.00	.05	.00	.05	.01	.05	.01	.05	.01	.05
Contribution-Based Threat	.00	.04	.00	.04	.00	.04	.00	.04	.00	.04
Individual-Based Threat	-.02	.05	-.02	.05	-.01	.05	-.02	.05	-.02	.05
Voice solicitation manipulation			.14 [†]	.08			.13 [†]	.08	.15	.11
Gender (W=1)					.20*	.09	.19*	.09	.20 [†]	.10
Voice solicitation × Gender									-.04	.15
R ²	.01		.01		.02		.02		.02	

Note. *n*=461. Gender was coded 0=man, 1=woman. Race was coded as 0=white, 1=person of color. Voice solicitation condition was coded as 0=did not receive the leader voice solicitation manipulation, 1=received the leader voice solicitation manipulation. Immediacy condition was coded as 0=low immediacy condition, 1=high immediacy condition. Nonbinary gender control coded as 0=woman or man, 1=nonbinary/other gender. * $p < .05$, [†] $p < .10$.